
THE EFFECT OF COMPENSATION, INTRINSIC MOTIVATION, AND WORK ENVIRONMENT ON EMPLOYEE PRODUCTIVITY AT CV. BRAYAN USAHA PLYWOOD USE IN LUMBIR

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Abstract

This study aims to analyze the influence of compensation, intrinsic motivation, and work environment on employee work productivity at CV. Brayan Usaha Plywood in Lumbir. This study uses a quantitative approach with a sample of 110 employees obtained through the Slovin formula. Data were collected using a questionnaire and analyzed through validity tests, reliability tests, classical assumption tests, multiple linear analysis, t-tests, F-tests, and coefficients of determination. The results of the study indicate that compensation, intrinsic motivation, and work environment have a positive and significant effect both partially and simultaneously on work productivity. This finding emphasizes the importance of companies to continuously improve the compensation system, strengthen employee intrinsic motivation, and create a conducive work environment to increase work productivity. The implications of this study indicate that efforts to improve these three variables can be an effective strategy for companies in achieving optimal performance. Future research is expected to consider other variables that have the potential to influence work productivity in order to obtain more comprehensive results.

Keywords: Compensation, intrinsic motivation, work environment, work productivity

INTRODUCTION

Rapid global developments and technological advancements require organizations to adapt and improve their capabilities to achieve their stated goals. Fierce competition requires companies to optimize human resource (HR) management, as HR is a strategic element in determining an organization's operational success (Mahani & Risal, 2025). Companies that fail to utilize HR potential effectively risk declining productivity and struggling to maintain competitiveness.

Employee productivity is a key indicator used to assess a company's

effectiveness. This productivity is influenced by various factors, both internal and external to the individual. Compensation is one such internal factor that plays a crucial role. Providing adequate compensation can increase employee satisfaction and encourage them to deliver their best performance (Nur Zalika et al., 2024). Furthermore, intrinsic motivation also plays a significant role in performance achievement. Intrinsic motivation arises from an individual's inner drive to develop, complete tasks well, and achieve (Birowo & Ahsani, 2025). Furthermore, the work environment also influences productivity. A safe,

comfortable, and psychologically supportive work environment has been shown to increase employee effectiveness (Fathoni & Akbar, 2025).

Several previous studies have shown that the influence of compensation, intrinsic motivation, and the work environment is more visible when analyzed together, thus providing a more comprehensive picture of the determinants of productivity (Mahani & Risal, 2025). This provides an important basis for conducting research in the context of a specific company. Performance productivity is influenced by various factors, both internal and external to the individual. One factor that plays a role in influencing productivity is compensation. The work environment can affect employees emotionally. If employees like the work environment in which they work, they feel comfortable in carrying out their work. A good environment, such as good layout, adequate lighting, cool air, good wall color, clean office equipment, and a calm atmosphere, will help employees feel more comfortable in the office and more enthusiastic in completing their work successfully. (Erviana et al., 2025b).

Factors that influence productivity from an internal perspective What plays a crucial role is intrinsic motivation, namely the drive that arises from within a person to achieve success without pressure or influence from others. This motivation stems from personal desires and an individual's awareness to develop and achieve. According to (RD Rahayu, 2025) Intrinsic motivation reflects a person's internal desire to achieve success. Employees with high levels of intrinsic motivation are highly sought after by companies because they

tend to work with strong passion and responsibility. Therefore, companies need to understand individual needs and drives at any given time, as human behavior is often influenced by various interacting forms of motivation.

This condition aligns with previous research by Sari & Putra (2021), which stated that compensation influences work productivity because providing appropriate wages, incentives, and rewards can increase employee satisfaction and work enthusiasm. Furthermore, previous research (Zalika et al., 2024) states that intrinsic motivation contributes to increased performance, because strong internal drive can make employees more proactive and responsible in completing tasks. A good environment, such as good layout, sufficient lighting, cool air, good wall color, clean office equipment, and a calm atmosphere, will help employees feel more comfortable in the office and more enthusiastic in completing their work successfully. (Dhermawan et al., 2022).

LITERATURE REVIEW

Compensation

Compensation is all forms of rewards given by an organization to employees as appreciation for their contribution to achieving company goals. (Mondy & Martocchio, 2016) Compensation is not only in the form of a base salary, but also includes incentives, bonuses, allowances, and other facilities that can provide satisfaction for employees. Compensation is a crucial factor in maintaining the continuity of the working relationship between the company and employees to create a sense of justice and well-being. In addition to being a form of

appreciation, compensation plays a strategic role in influencing employee behavior, motivation, and performance. Compensation is a reward or award given by the organization to employees as a result of their contribution in carrying out work duties and responsibilities. In human resource management theory, compensation includes not only a base salary or wages, but also bonuses, allowances, career development, and non-monetary facilities that support work motivation.(Huda & Salva, 2024).Fair and competitive compensation will increase perceptions of distributive justice, which will impact employee motivation and willingness to work more productively. Conversely, compensation that is perceived as low or not commensurate with contribution can dampen work enthusiasm and decrease output.(Ardiansyah & Hasmawaty, 2021).

Intrinsic Motivation

Intrinsic motivation is a person's internal drive to perform work for personal satisfaction, a sense of challenge, self-development, or non-material rewards, rather than solely for external rewards. Self-Determination Theory states that intrinsic motivation arises when an individual feels competent, autonomous, and connected to their work.(Triaji & Putri, 2024)Intrinsic motivation makes employees more committed to their work, more creative, and produces higher output with relatively little supervision. Motivating factors include achievement, recognition, responsibility, and opportunities for growth. These factors have a direct impact on improving work quality because they provide meaning and

value to work. Intrinsic motivation is a crucial element in creating productivity and work engagement. Employees with high intrinsic motivation work not only to earn income but also to develop and reach their full potential (Robbins & Judge, 2020).

Work environment

The work environment includes all conditions that affect employee activities and comfort, both physical and non-physical.(Putra & Mujiati, 2022)A good work environment will improve concentration, reduce stress, and strengthen relationships between employees. According to(Lilo & Ardiansari, 2025)A positive work environment significantly impacts productivity because it creates a sense of security, comfort, and emotional attachment to the company. According to Nitisemito, the work environment is defined as everything surrounding workers that can influence them in carrying out their assigned tasks.(Fachrezi & Khair, 2020)The work environment is an important element that plays a role in shaping employee behavior, comfort, and work effectiveness. The physical work environment includes aspects such as spatial layout, lighting, temperature, ventilation, ergonomics, noise levels, and workspace security. Meanwhile, the non-physical work environment is related to interpersonal relationships, organizational culture, superior support, communication, and the psychological work atmosphere. This theory emphasizes that a conducive work environment will provide positive encouragement to employee psychology and comfort, so that work can be done more effectively and with quality.(Heldianto et al., 2025a).

Work Productivity

Work productivity is a person's ability to produce optimal output with efficient resources. According to (Haryono et al., 2024), work productivity can be increased through training, fair compensation, and high work motivation. (Triaji & Putri, 2024) also emphasized that productivity is an indicator of organizational success because it describes the extent to which human resources are utilized optimally. (L. Setiawan, 2021) Work productivity is the ratio of output to predetermined input. Increases in productivity can be attributed to increased efficiency and improved work systems. Increased productivity can also be attributed to improvements in workforce skills and production techniques. (Fuaddi & Amenda, 2023) states that work productivity is the ability of a person or group of people to produce goods and services within a certain time period that has been determined or according to a plan. In order to increase employee productivity, the implementation of supervision is very necessary.

Hypothesis Development

Compensation is a form of reward. The compensation provided by an organization to employees for their contributions and performance, both in the form of financial and non-financial compensation. According to the equity theory developed by Adams, employees will compare the rewards received with the workload assigned. If compensation is perceived as fair, it will lead to job satisfaction and increased productivity. Conversely, compensation that is perceived as disproportionate can

reduce motivation and work productivity (D. Setiawan et al., 2025). Several previous studies have shown that compensation has a positive and significant effect on employee work productivity. Research by (Nur Zalika et al., 2024) states that adequate compensation increases satisfaction and leads to increased work productivity. (SK Rahayu, 2017) also found that compensation has a positive and significant influence on employee productivity, because it makes employees feel appreciated by the company.

H1: Work environment has a positive and significant effect on work productivity.

Intrinsic motivation is the drive that comes from within a person to work due to a sense of satisfaction, interest, and positive value in the work itself. Motivation arises from an individual's initiative with a specific goal to achieve. When employees are intrinsically motivated, they work not only for material rewards, but also out of a desire to achieve and make a real contribution to the company. (Zalika et al., 2024). The results of previous research show a positive and significant relationship between intrinsic motivation and work productivity. (Birowo & Ahsani, 2025) Research reveals that intrinsic motivation plays a role in increasing work enthusiasm and effectiveness, which leads to increased productivity. (Mahani & Risal, 2025) also found that intrinsic motivation has a positive and significant effect on work productivity, because individuals are driven to produce the best performance.

H2: Intrinsic motivation has a positive

and significant effect on work productivity.

The work environment encompasses all conditions surrounding employees while working, both physical and non-physical, that can affect comfort, concentration, and work effectiveness. Physical work environments such as lighting, room temperature, layout, and cleanliness, as well as non-physical environments such as employee relationships, leadership style, and work culture, are important factors that determine the quality of an employee's work experience. A comfortable, safe, and harmonious work environment creates a positive work atmosphere, enabling employees to be more focused, motivated, and productive in completing tasks (Dhermawan et al., 2022). Previous research findings support the significant influence of the work environment on productivity. (Fathoni & Akbar, 2025) states that the work environment has a positive and significant influence on productivity because it is able to create comfort and facilitate the achievement of work targets. (Erviana et al., 2025a) added that a good work environment can increase enthusiasm, reduce stress, and improve employee work results.

H3: Work environment has a positive and significant effect on work productivity.

METHODS

In this study, the researcher used a quantitative research method, which can be interpreted as a process of creating knowledge in the form of numbers as a complement in analyzing explanations regarding things that are

desired to be known and as a research method based on the philosophy of positivism, which is used to research populations in a sample. Quantitative data analysis aims to test hypotheses against variables and examine how a variable has a relationship or relationship with other variables (Sugiyono, 2016). The study was conducted in November 2025 at CV. Brayan Usaha Plywood in Lumbir with the aim of analyzing the relationship between KP, MI, LK, and PK. In determining the sample, this researcher used using the probability sampling method, namely a sampling technique that provides an equal opportunity for each member to be selected as a respondent according to the research objectives. (Memon et al., 2025). The type of probability sampling used is simple random sampling, because all employees have an equal chance of being selected as a sample. The sample in this study were employees of CV. Brayan Usaha Plywood Lumbir. To determine the number of samples needed, this study used the Slovin formula. Slovin is a formula or formula for calculating the minimum number of samples when the behavior of a population is not known with certainty. This Slovin formula can be used in survey research where the number of samples is usually very large, so a formula is needed to get a small sample that can represent the entire population. The calculation of the Slovin Formula is as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Information:

n = Sample size/number of respondents
 N = Population size
 e = Percentage of tolerance for sampling error (standard error) that can still be tolerated; $e = 0.05$ (5%)
 150

$$n = \frac{110}{1 + 150 (0.05)^2}$$

From the calculation above, the result was 110. So the researcher decided to use a sample of 110 respondents.

RESULTS AND DISCUSSION

The data presented shows the

distribution of the population by gender. Of the total respondents or subjects, there were 59.1% of male individuals, representing 59.1% of the total frequency. 65. Meanwhile, the women's group consists of individuals. This number places men as a significant majority, with a percentage of 41.3% of the total frequency of 45. Overall, the total number of individuals covered in this data is 110 people. The difference in numbers between these two groups is quite striking, indicating that the frequency of men is greater than the frequency of women.

Category	Frequency	Presentation
Man	65	59.1%
Woman	45	41.3%

Source: Primary Data, processed in 2025

Table 1. Validity Test Results

NO.	r Count	r Table	Information
X1.1.1	0.398	0.1874	Valid
X1.1.2	0.529	0.1874	Valid
X1.2.1	0.413	0.1874	Valid
X1.2.2	0.589	0.1874	Valid
X1.3.1	0.624	0.1874	Valid
X1.3.2	0.663	0.1874	Valid
X1.4.1	0.469	0.1874	Valid
X1.4.2	0.615	0.1874	Valid
X1.5.1	0.501	0.1874	Valid
X1.5.2	0.476	0.1874	Valid
X2.1.1	0.464	0.1874	Valid
X2.1.2	0.466	0.1874	Valid
X2.2.1	0.409	0.1874	Valid
X2.2.2	0.508	0.1874	Valid
X2.3.1	0.435	0.1874	Valid
X2.3.2	0.408	0.1874	Valid
X2.4.1	0.370	0.1874	Valid
X2.4.2	0.396	0.1874	Valid
X3.1.1	0.380	0.1874	Valid
X3.1.2	0.526	0.1874	Valid

X3.2.1	0.428	0.1874	Valid
X3.2.2	0.414	0.1874	Valid
X3.3.1	0.468	0.1874	Valid
X3.3.2	0.434	0.1874	Valid
X3.4.1	0.400	0.1874	Valid
X3.4.2	0.377	0.1874	Valid
Y1.1	0.384	0.1874	Valid
Y1.2	0.683	0.1874	Valid
Y2.1	0.434	0.1874	Valid
Y2.2	0.582	0.1874	Valid
Y3.1	0.506	0.1874	Valid
Y3.2	0.459	0.1874	Valid
Y4.1	0.393	0.1874	Valid
Y4.2	0.473	0.1874	Valid
Y5.1	0.529	0.1874	Valid
Y5.2	0.683	0.1874	Valid

Source: Primary Data, processed in 2025

Based on the validity test results in Table 1 above, all statement items have a calculated r value greater than the table r (0.1874). Thus, all statement items used in the questionnaire are declared valid.

Table 2. Reliability Test Results

Variables	Cronbach's Alpha	Information
Compensation (X1)	0.839	Reliable
Intrinsic Motivation (X2)	0.738	Reliable
Work Environment (X3)	0.735	Reliable
Work Productivity (Y)	0.827	Reliable

Based on table 2 above, the Cronbach's Alpha value of the Compensation variable is 0.839, Intrinsic Motivation is 0.738, Work Environment is 0.735, and Work Productivity is 0.827. The results above indicate that all variables in this study have a Cronbach's Alpha value > 0.60 , so it can be stated that the variables used in this study are reliable.

Table 3. Normality Test Results

N		110
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	3.41258205
Most Extreme Differences	Absolute	.047
	Positive	.029
	Negative	-.047
Test Statistics		.047
Asymp. Sig. (2-tailed)		0.200 cd

Source: Primary Data, processed in 2025.

a. Test distribution is Normal.

- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance

Based on Table 3, it can be seen that productivity have an asymp sig. value of 0.200 > 0.05, so it can be concluded that the data is normally distributed.

Table 4. Multicollinearity Test Results

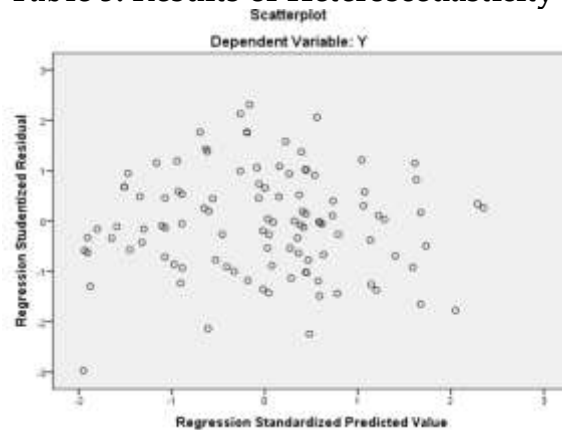
Collinearity Statistics				
	Model	Tolerance	VIF	Results
1	Compensation	0.799	1,251	Non Multicollinearity
	Intrinsic Motivation	0.616	1,625	
	Work environment	0.593	1,685	

Source: Primary Data, processed in 2025.

- a. Dependent Variable: Work Productivity

From the data table 4 above, all this study have low multicollinearity variables do not have a VIF value > 10, and are not interfering. which means that the variables used in

Table 5. Results of Heteroscedasticity Test



Source: Primary Data, processed in 2025.

The scatterplot output above shows that the regression model is suitable for use and there is no heteroscedasticity interference. The SPSS output for the Park test is as follows.

Table 6. Multiple Linear Regression Test Results

Unstandardized Coefficients				Standardized Coefficients		
Model	B	Std. Error	Beta		T	Sig.
1	(Constant)	4,734	1,760		2,689	,008
	TOTAL KP	-,031	,035	-,093	-,883	,379
	TOTAL MI	,098	,063	-,189	1,569	,120
	TOTAL LK	-,135	,066	-,251	-2,046	,043

Source: Primary Data, processed in 2025.

From Table 6 above, it can be concluded that the Park heteroscedasticity test states that the independent variable has a significant

value above 0.05. Therefore, it can be concluded that no heteroscedasticity was found in the regression model.

Table 7. T-Test Results

Unstandardized Coefficients				Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	8,403	3,020		2,783	,006
	TOTAL KP	-,124	,060	-,147	-2,081	,040
	TOTAL MI	,927	,107	,695	8,641	,000
	TOTAL LK	,237	,113	,171	2,094	0.39

a. Dependent Variable: TOTAL_PK

Source: Primary Data, processed in 2025.

The following results of the compensation hypothesis test show that the calculated t value for the compensation variable is -2,081. Because the calculated t value $(-2,081 > -1.659)$ ttable and sig. value $0.040 < 0.05$, which means it can be concluded that hypothesis 1 states that compensation has a negative and significant effect on work productivity (H1 is rejected).

The following results of the intrinsic motivation hypothesis test show that the t-value is 8.641. Because the t-value is

$(8.641 > 1.659)$ t-table and the sig. value is $0.000 < 0.05$, it can be concluded that hypothesis 2 states that intrinsic motivation has a positive effect on work productivity (H2 is accepted).

The following results of the work environment hypothesis test show that the calculated t value is 2.094. Because the calculated t value $(2.094 > 1.659)$ t table and sig. value $0.039 < 0.05$, it can be concluded that hypothesis 3 states that the work environment has a positive effect on work productivity (H3 is accepted).

Table 4.8 F Test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1741,971	3	580,657	48,488	,000b
	Residual	1269,383	106	11,975		
	Total	3011,355	109			

a. Dependent Variable: TOTAL_PK

b. Predictors: (Constant), TOTAL KP, TOTAL MI, TOTAL LK

Source: Primary Data, processed in 2025.

From table 4.8 above, the calculated F value is $48.488 > F$ table 2.70 with a significance level of $0.000 < 0.05$. Therefore, H_0 is rejected and H_a is accepted so that it can be concluded

that compensation, intrinsic motivation, and work environment have a simultaneous effect on employee work productivity at CV. Brayan Usaha Plywood Lumbir.

Table 4.9 Results of Determination Test(R2)

				Std. Error of
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Model	R	R Square	Adjusted R Square	the Estimate
1	,761a	,578	,567	3,461

a.Predictors: (Constant), TOTAL KP, TOTAL MI, TOTAL LK

Source: Primary Data, processed in 2025.

Table 4.9 shows that the Adjusted R Square value is 0.567 or 5.67%. Based on this data, it can be concluded that the independent variable influences the dependent variable by 5.67%, with the remainder (100% - 5.67% = 0.943%) influenced by other variables not examined in this study.

DISCUSSION

This research was conducted by raising three independent variables, namely compensation (X1), intrinsic motivation (X2), and work environment (X3) on the dependent variable of work productivity (Y) of employees of CV. Brayan Usaha Plywood in Lumbir. The following discussion describes the results of testing each variable to see how much influence compensation, intrinsic motivation, and work environment have in increasing employee work productivity.

The results of the research testing hypothesis 1, namely Compensation, show that Compensation (X1) has an unlimited effect on work productivity at CV. Brayan Usaha Plywood. In accordance with the sig. value of $0.040 < 0.05$ or seen from the t-value ($-2.081 > -1.659$) ttable. It can be seen from the descriptive results of respondents' answers to the Compensation variable (X1) that the average value of 3.72 respondents is in the agree category. The highest criterion is strongly agree in KP9 40.4%, stating that compensation has a significant positive effect on work productivity received. This means that CV. Brayan Usaha employees agree that with the existence of Compensation, the Payment Consistency indicator can be

improved. The results of this study are not in line with the research conducted by (S. K Rahayu, 2017) which stated that compensation has a positive and significant effect on work productivity.

The results of the hypothesis 2 test study indicate that Intrinsic Motivation (X1) is proven to have an effect on work productivity at CV. Brayan Usaha Plywood. In accordance with the sig. value of $0.000 < 0.05$ or seen from the t-count value ($8.641 > 1.659$) t-table. It can be seen from the descriptive results of respondents' answers to the Intrinsic Motivation variable (X2) stating that the average value of respondents is 3.93 in the agree category. The highest criterion is strongly agree in MI2 49.1%, stating that intrinsic motivation has a significant positive effect on work productivity, accepted. This means that CV. Brayan Usaha Plywood employees agree that the existence of Intrinsic Motivation can increase the Desire to Learn (growth) indicator. The results of this study are in line with research conducted by (Mahani & Risal, 2025) states that intrinsic motivation has a positive and significant effect on work productivity, because individuals are motivated to produce the best performance.

The results of the research on hypothesis 3 test show that the Work Environment (X3) is proven to have an effect on work productivity at CV. Brayan Usaha Plywood. In accordance with the sig. value of $0.039 < 0.05$ or seen from the t-count value ($2.094 > 1.659$) t-table. It can be seen from the descriptive results of respondents' answers to the Environment variable (X3) stating that

the average value of respondents is 3.65 in the agree category. The highest criterion is strongly agree in LK6 23.6%, stating that intrinsic motivation has a significant positive effect on work productivity, accepted. This means that CV. Brayan Usaha Plywood employees agree that the Work Environment can be improved in the Lighting indicator. The results of this study are in line with research conducted by (Fathoni & Akbar, 2025) states that the work environment has a positive and significant influence on productivity because it is able to create comfort and facilitate the achievement of work targets.

CONCLUSION

Based on the results of the study, several key factors have been identified as having a tangible contribution to motivating and enhancing individual performance within an organization. First, compensation is proven to have a positive and significant effect on work productivity. When employees receive fair rewards that match their contributions, it directly triggers their enthusiasm to deliver more optimal work outcomes. Second, intrinsic motivation plays an equally vital role. The drive originating from within the employees, such as a sense of responsibility, job satisfaction, and the desire for personal growth, positively

and significantly boosts their productivity in the workplace. In addition to financial and psychological factors, the work environment is another crucial element that cannot be overlooked. A workplace condition that is conducive, comfortable, and supportive of daily activities is proven to exert a positive and significant influence on overall work productivity.

As a step forward for the future, there are several important suggestions for subsequent researchers interested in exploring this similar field. Future researchers are expected to consider other factors that potentially influence work productivity beyond the variables already examined. The author strongly recommends adding different and more varied indicators, which must be supported by strong and relevant theoretical foundations from previous studies to further deepen the research findings. Furthermore, variations in other research variables can also be integrated, such as training, which is considered closely related to enhancing individual competence. Lastly, to generate more comprehensive data, it is also advisable to expand the research sample size. Adding more samples is highly essential to improve the accuracy, validity, and generalizability of future research results

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