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The Influence of Transformational Leadership Style, Work Environment, and Compensation on Employee Work Motivation at CV. Laba Ayu

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ABSTRACT
CV Laba Ayu is a company engaged in the pork slaughtering business, which involves physical labor processes. In this work, employee motivation is very important for the smooth production and distribution processes. Based on observations and initial interviews with several employees, a decline in work motivation was found among CV Laba Ayu workers. The purpose of this study was to determine the variables of leadership style, work environment, and compensation related to work motivation at CV Laba Ayu. The type of research used in this study is associative quantitative research, which explores the relationship between two or more variables. The population in this study were all employees working at CV Laba Ayu. The results of the study indicate that CV Laba Ayu leaders must be able to improve their transformational leadership style so that it can increase the work motivation of the employees who work with them. A good work environment will also have an impact on employee motivation to complete the tasks assigned to them. In this case, motivation given to employees in the form of a stable monthly salary and facilities that support the implementation of employee work are also available.
Keywords: Transformational Leadership, Work Environment, Compensation, Work Motivation

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INTRODUCTION
Work motivation is an internal or external drive that causes a person to act and behave in order to achieve certain goals (Satria, 2024). Employee work motivation is closely related to the spirit, enthusiasm, and involvement of individuals in completing the tasks and responsibilities assigned to them. There are several factors that influence work motivation, and these are not only related to internal factors, but also depend heavily on how the organization treats its employees through managerial approaches and human resource policies, such as transformational leadership style, work environment, and the compensation system implemented (Hasibuan, 2025).

Transformational leadership style is a way in which a leader influences, directs, and guides their subordinates in an effort to achieve organizational goals (Kusnadi, 2020). The right transformational leadership style will create a positive work atmosphere, increase employee confidence, and encourage open communication between superiors and subordinates. Transformational leadership style is one of the factors that can influence work motivation because it reflects how a superior interacts with subordinates, provides direction, and creates a supportive work environment.

Work environment factors also influence work motivation, defined as all physical and psychological conditions in the workplace that can affect employee comfort, safety, and job satisfaction. A clean, organized, safe work environment, supported by harmonious social relationships among coworkers, greatly influences increased work enthusiasm. Compensation is defined as a form of reward given by the company to employees for their contributions and work achievements, which is also a factor in work motivation. Compensation can take the form of

salaries, allowances, bonuses, incentives, or non-material rewards such as recognition or promotions. Compensation can increase organizational citizenship behavior (OCB) when employees are motivated to work. If the compensation system provided by the company is fair to employees, it will motivate them to perform better in their work and be more responsible for the tasks assigned by the company. The timeliness of compensation payments and the amount that each employee in a company should receive will ultimately improve employee performance.

CV Laba Ayu is a company engaged in livestock farming and pork production. As a business operator in the agribusiness sector, this company plays an important role in supporting food security and meeting the consumption needs of the community, especially in the area where it operates. In its management, CV Laba Ayu employs a number of workers who are responsible for the maintenance, slaughtering, packaging, and distribution of products. Initial observations and interviews with several employees revealed signs of declining work motivation among CV Laba Ayu workers. Some employees admitted to feeling neglected by their superiors, finding the work environment monotonous and uncomfortable, and considering their compensation inadequate for their workload. This situation is certainly worrying, as it could lead to a decline in service quality, operational efficiency, and customer satisfaction.

This research will examine the influence of transformational leadership style, work environment, and compensation on employee work motivation at CV Laba Ayu. These three variables were chosen because they have been theoretically and empirically proven to be important determinants of work motivation. By understanding the influence of each factor, companies can formulate more targeted managerial strategies to create a healthy and productive work environment.

This research is also relevant to the dynamics of the modern workplace, which increasingly demands a humanistic approach to human resource management. Companies can no longer rely solely on mechanistic work systems; they must also be able to create a work environment that fosters intrinsic employee motivation. In the pork slaughter business, which is characterized by physical work and high routine, aspects such as inspirational leadership support, a comfortable work environment, and appropriate rewards are key factors in long-term success.

Transformational Leadership Style

Leadership style reflects the personal characteristics, behavioral patterns, and communication approaches adopted by leaders in specific situations. In his research, Waruwu (2025) stated that leadership style is a consistent and distinctive pattern of behavior used by leaders when working with and through others. Leadership style is implemented through how leaders direct their employees in decision-making or in their performance.

Transformational leadership is a leadership approach that emphasizes the process of change and transformation within an organization by improving the motivation, morale, and performance of followers. Transformational leaders focus not only on achieving short-term goals but also on building a long-term vision, strengthening commitment to organizational values, and creating a work environment filled with inspiration and a spirit of innovation (Hasibuan, 2025). The implementation of transformational leadership is clearly visible in various internal initiatives, such as leadership training programs, innovation discussion forums, and recognition for positive individual contributions. With an individualized consideration approach, leaders also pay attention to the needs and personal development of each employee, creating a strong emotional bond between leaders and team members.

The implementation of transformational leadership is evident in various internal initiatives, such as leadership training programs, innovation discussion forums, and recognition of positive individual contributions. With an individualized consideration approach, leaders also pay attention to the needs and personal development of each employee, creating a strong emotional bond between leaders and team members. As a result, there is a significant increase in work motivation, loyalty, and productivity. This approach aligns with the findings of Alqatan et al. (2025) that transformational leadership can generate positive and sustainable change within an organization and increase employee motivation.

The transformational leadership style adopted by company leaders is thought to have a significant influence on employee work motivation. Bass and Avolio's theory of transformational leadership states that leaders who are able to inspire and provide individual attention to employees will encourage increased intrinsic motivation. Research by Dwi A et al. (2022) showed that transformational leadership had a positive and significant influence on work motivation at the Gorontalo City Post Office. Based on this statement, in this study, the following hypothesis was drawn:

H_1 : Transformational Leadership Style has a positive and significant influence on Employee Work Motivation.

Work Environment

The work environment encompasses all physical and social aspects surrounding employees and can directly and indirectly influence job performance. A good work environment is characterized by harmonious relationships between employees, a clean and comfortable workplace, adequate work equipment, and support from superiors (Satria, 2024). Hafidzi (2023) divides compensation in general into two main types, namely physical factors, Non-Physical Factors, Work Facilities, Workplace Comfort and Cleanliness.

An organization's ability to grow and develop is influenced by its work environment. Both positive and negative impacts of the workplace can be attributed to it. The work environment is one of the factors that influences optimal work performance. Lea and Wibawa (2014) stated that the workplace is one of the locations where employees spend most of their time working on tasks and taking breaks from work.

As stated by Ahyari (2011: 124), the workplace is the environment where workers perform their work every day. According to Bacthiar (2012), a positive and healthy work environment within a company will also encourage employees to work hard on their assigned tasks and remain committed to the company's initial goals.

Nitisemito (2000:183) defines the work environment as everything around an employee that can influence him or her in carrying out assigned tasks. According to Siagian (1992:139), a person's physical work environment includes the conditions of the place where they carry out their daily tasks, whether in a factory or an office.

The work environment is a crucial factor influencing employee comfort, psychological health, and work motivation. A good work environment is characterized by clean and safe physical conditions, as well as a social atmosphere that supports collaboration and communication among coworkers. According to Herzberg's two-factor theory, the work environment is considered a hygiene factor, which, if not met, can reduce work enthusiasm. Several previous studies have shown a significant relationship between the work environment and work motivation. Based on this statement, in this study, the following hypothesis was drawn:

H_2 : Work environment has a positive and significant influence on employee work motivation

Compensation

Compensation is a crucial aspect of human resource management, playing a significant role in determining employee performance and satisfaction. Wisanggeni (2024) explains that compensation is any form of remuneration received by employees for their contributions to the organization. Husaini (2024) states that compensation is anything employees receive in return for their work. Compensation encompasses not only material or financial aspects but also psychological aspects, such as a sense of appreciation and recognition for work performance.

Companies implement a compensation system that provides fair wages and benefits to meet employees' basic needs. Companies can also offer performance-based incentives, such as bonuses or commissions, to encourage higher productivity. Through this system, compensation serves as a motivator and a way to maintain workforce stability.

Husaini (2024) states that compensation is everything employees receive in return for their work. Compensation encompasses not only material or financial aspects but also psychological aspects, such as a sense of appreciation and recognition for work performance. From the definition

above, it can be concluded that compensation serves as a motivational tool to encourage employees to work more productively and contribute maximally to achieving organizational goals. Fair and competitive compensation will increase job satisfaction, loyalty, and reduce turnover rates.

Dwi A et al, (2022) stated that compensation is generally divided into two main types, namely financial motivation and non-financial compensation.

Compensation is the reward employees receive in return for their contributions to the organization. According to Vroom's Expectancy Theory, work motivation arises when employees believe their efforts will result in good performance, which in turn will be rewarded with appropriate compensation (Gyepi-Garbrah, 2023). Fair and competitive compensation can increase employee morale and loyalty. Several previous studies have shown that compensation has a significant influence on work motivation. Based on this statement, in this study, the following hypothesis was drawn:

H_3 : Compensation has a positive and significant effect on employee work motivation.

Work Motivation

Motivation comes from the word "motive," which means the drive or reason underlying a person's actions. Sadiqin (2023) explains that motivation is a process that explains the intensity, direction, and persistence of an individual to achieve a goal. Work motivation is a crucial factor in determining the effectiveness and efficiency of employee work in an organization or company. Without strong motivation, an employee's full potential will not be fully realized. In practice, companies require work motivation analysis to understand the factors that drive employees to work effectively. This allows management to design strategies that increase employee engagement and productivity.

According to Enny (2019), the workplace encompasses everything close to workers or employees and has the capacity to influence their job satisfaction in carrying out their duties to optimize results. Workplace facilities that support employees in completing their tasks are also part of the workplace. This is because workers' workloads are designed to increase employee output within the business. The work environment consists of the workspace, protocols, tools used, and task arrangements for both individuals and groups (Mangkunegara, 2017).

Work motivation is something that creates enthusiasm or encouragement for work. Therefore, work motivation is usually called a work spirit booster. (Setiawan, 2015). Work motivation is closely related to the effort a person expends at work. Motivation is a crucial factor in achieving high performance. A key principle of motivation states that performance is a function of ability and motivation. (Setiawan, 2015).

The goal of motivation concerns a manager working through others. He or she cannot possibly do all the work alone; they must enlist the help of others. A subordinate may perform the assigned work well, even if it's the company's desire. (Fachreza et al., 2018).

Sadiqin (2023) in his research mentioned several factors that influence the level of work motivation, including: Leadership style, compensation, work environment, social relationships, self-development and career.

Employee work motivation is not influenced by a single factor, but rather results from a combination of several aspects of the organizational environment. Transformational leadership style, the work environment, and compensation are three key components that shape a work climate that either supports or hinders employee motivation. Based on this statement, in this study, the following hypothesis was drawn:

H_4 : Transformational Leadership Style, Work Environment and Compensation simultaneously have a positive influence on Employee Work Motivation.

METHOD

The type of research used in this study is associative quantitative research. Associative research is a research problem formulation that asks about the relationship between two or more variables (Sugiyono, 2019:65). In this study, associative research is used to identify the extent to which variable X (independent variable), which consists of transformational leadership style (X1),

work environment (X2), and compensation (X3), affects variable Y, namely employee work motivation (dependent variable), both partially and simultaneously. The method used in this study is a survey method, where the researcher distributed questionnaires to collect data. The approach used in this study is a quantitative approach.

The population in this study consisted of all permanent and contract employees working at the pork slaughtering business at CV Laba Ayu. Based on data from the management of CV Laba Ayu, the total number of employees at the time this study was conducted was 30 people.

Research Instrument

The research instrument used was a closed questionnaire, in which respondents only needed to choose one of five alternative answers provided for each statement. This instrument had undergone validity and reliability testing to ensure that each question item accurately measured the intended variable and was reliable. A Likert scale with a score range of 1 to 5 was chosen because it provided a good balance between the clarity of responses and ease of data analysis.

Variable	Variable Concept	Indicator	Scale
Transformational Leadership Style (X1)	Consistent and distinctive behavioral patterns used by leaders when they work with and through others (Waruwu, 2025)	1. Ability to read clear directions 2. Ability to listen and accept feedback 3. Ability to provide rewards and recognition 4. Level of involvement in shared decision-making 5. Ability to drive innovation and change	Likert
Work Environment (X2)	Conditions surrounding employees in carrying out their tasks, including physical factors such as facilities, lighting, and cleanliness, as well as non-physical factors such as social relationships, communication, and support from superiors and coworkers.	1. Harmonious relationships between employees 2. Availability of adequate work tools 3. Support provided by superiors (Satria, 2024)	Likert
Compensation (X3)	All forms of compensation received by employees in return for their contributions and performance in the company.	1. Regular basic salary 2. Benefits such as healthcare and transportation 3. Fairness in the compensation system	Likert
Work Motivation (Y)	Intrinsic and external motivation from within employees that motivates them to work enthusiastically and optimally to achieve organizational goals.	1. High work ethic 2. Discipline in carrying out tasks 3. Sense of responsibility for work 4. Strong desire to achieve	Likert

FINDING AND DISCUSSION

Respondent Characteristics

Gender

Table 4.1 Respondent Characteristics Based on Gender

	Frequency	Percent
Male	24	80.0
Female	6	20.0
	30	**100.0**

Based on the data in Table 4.1, it can be seen that the types of employees at CV Laba Ayu are dominated by male employees, with 24 respondents or 80%, while female employees number 6 respondents or 20%.

Age

Table 4.2 Respondent Characteristics Based on Age

	Frequency	Percent
20-30 Years	20	66.7
31-40 Years	6	20.0
41-50 Years	4	13.3
	30	**100.0**

Based on the data in Table 4.2, it can be seen that the age of employees at CV Laba Ayu is dominated by employees aged 20-30 years, with 20 respondents or 66.7%; employees aged 31-40 years, with 6 respondents or 20%; and employees aged 41-50 years, with 4 respondents or 13.3%.

Years of Service

Table 4.3 Respondent Characteristics Based on Length of Service

	Frequency	Percent
1-5 Years	12	40.0
6-10 Years	8	26.7
11-15 Years	8	26.7
16-20 Years	2	6.7
	30	**100.0**

Based on the data in Table 4.3, it shows that the length of service of employees at CV Laba Ayu is mostly 1-5 years for 12 respondents or 40%; employees with 6-10 years and 11-15 years of service each number 8 respondents or 26.7%, and employees with 16-20 years of service number 2 respondents or 6.7%.

Research Instrument Testing
Validity Test

Table 4.4 Validity Test of Transformational Leadership Style

Variable	Items	Pearson Correlations	Criteria	Information
Transformational Leadership Style (X1)	1	0,392	0,3739	Valid
	2	0,533		
	3	0,387		
	4	0,456		
	5	0,62		
	6	0,432		
	7	0,61		
	8	0,461		
	9	0,466		
	10	0,42		

Based on the data in Table 4.4, it is known that each question item has a rhitung value > rtabel, namely 0.3739. This means that statistically, the Transformational Leadership Style variable (X1) is valid and suitable for use as research data.

Table 4.5 Work Environment Validity Test

Variable	Items	Pearson Correlations	Criteria	Information
Work Environment (X2)	1	0,389	0,3739	Valid
	2	0,452		
	3	0,646		
	4	0,459		
	5	0,412		
	6	0,58		

Based on the data in Table 4.5, it is known that each question item has a rhitung value > rtabel, namely 0.3739. This means that statistically, the Work Environment variable (X2) is valid and suitable for use as research data.

Tabel 4.6 Uji Validitas Kompensasi

Variable	Items	*Pearson Correlations*	Criteria	Information
Compensation (X3)	1	0,491	0,3739	Valid
	2	0,494		
	3	0,523		
	4	0,684		
	5	0,443		
	6	0,417		

Based on the data in Table 4.6, it is known that each question item has a rhitung value > rtabel, namely 0.3739. This means that statistically, the Compensation variable (X3) is valid and suitable for use as research data.

Tabel 4.7 Uji Validitas Motivasi Kerja

Variable	Items	*Pearson Correlations*	Criteria	Information
Work Motivation (Y)	1	0,466	0,3739	Valid
	2	0,415		
	3	0,557		
	4	0,767		
	5	0,382		
	6	0,557		
	7	0,767		
	8	0,397		

Based on the data in Table 4.7, it is known that each question item has a rhitung value > rtabel, namely 0.3739. This means that statistically, the Work Motivation variable (Y) is valid and suitable for use as research data.

Reliability Test

Table 4.8 Reliability Test

Variable	Cronbach's Alpha	Information
Transformational Leadership Style	0,726	Reliabel
Work Environment	0,749	Reliabel
Compensation	0,735	Reliabel
Work Motivation	0,748	Reliabel

Based on the data in Table 4.8, it shows that the Transformational Leadership Style variable (X1) has a Cronbach's alpha value of 0.726; the Work Environment variable (X2) has a Cronbach's alpha value of 0.749, the Compensation variable (X3) has a value of 0.735, and the Work Motivation variable (Y) has a value of 0.748.

Classical Assumption Test
Normality Test

Table 4.9 Kolmogorov-Smirnov test

One-Sample Kolmogorov-Smirnov Test

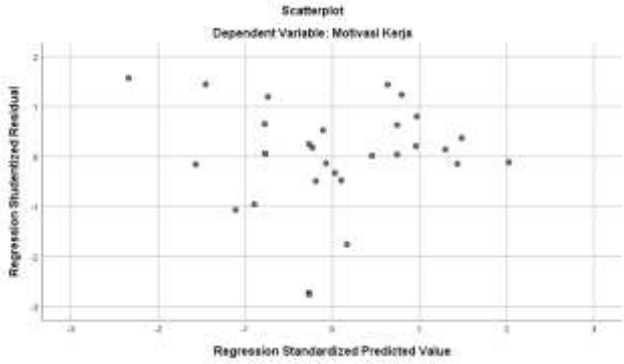
		Unstandardized Residual
N		30
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.66273654
Most Extreme Differences	Absolute	.171
	Positive	.072
	Negative	-.171
Test Statistic		.171
Asymp. Sig. (2-tailed)		.226[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Based on the data in Table 4.9, it can be seen that the Kolmogorov-Smirnov Test value is 0.171 with an Asymp.Sig value of 0.226. The residual data is normally distributed if the significance is > α = 0.05, so it can be seen that the significance is 0.226 > 0.05, and it can be concluded that the residual data in this study is normally distributed.

Heteroscedasticity Test

Figure 4.1 Normal Curve P-P Plot



Based on the data in Figure 4.1, it can be seen that the points on the graph are scattered above and below the number 0 on the Y-axis. This indicates that there is no heteroscedasticity in the regression model.

Autocorrelation Test

Table 4.10 Autocorrelation Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.894[a]	.799	.776	1.756	1.799

a. Predictors: (Constant), Kompensasi, Lingkungan Kerja, Gaya Kepemimpinan Transformalitas
b. Dependent Variable: Motivasi Kerja

Conditions for no autocorrelation = DU < DW < 4 < DU
Given N = 30 and K (Independent Variable) = 3
DL value = 1.2138
DU value = 1.6498
DW value = 1.799

It can be seen that DU < DW < 4-DL, so it is concluded that there is no autocorrelation.

Model Accuracy Test

Table 4.11 Test of Determination Coefficient

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.894[a]	.799	.776	1.756	1.799

a. Predictors: (Constant), Kompensasi, Lingkungan Kerja, Gaya Kepemimpinan Transformasional
b. Dependent Variable: Motivasi Kerja

Based on Table 4.11, it can be seen that the Adjusted R Square value is 0.776 or 77.6%. This means that the variables of Transformational Leadership Style (X1), Work Environment (X2) and Compensation (X3) provide much of the information needed to predict the dependent variable, namely Work Motivation (Y), while the rest is influenced or explained by other variables not included in this regression model.

Table 4.12 F Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	319.291	3	106.430	34.514	.000[b]
	Residual	80.176	26	3.084		
	Total	399.467	29			

a. Dependent Variable: Motivasi Kerja

b. Predictors: (Constant), Kompensasi, Lingkungan Kerja, Gaya Kepemimpinan Transformasional

Based on the information in Table 4.12, it can be seen that the significance value is 0.000 < 0.05, so it can be concluded that simultaneously there is an influence of Transformational Leadership Style (X1), Work Environment (X2), and Compensation (X3) on Work Motivation (Y) at CV Laba Ayu.

Hypothesis Testing

Transformational Leadership Style (X1) has a significance value of 0.004 < 0.05 and a t-value of 3.149 > 2.055. Thus, it can be concluded that Transformational Leadership Style (X1) has a positive and significant effect on Employee Work Motivation at CV Laba Ayu.

Work Environment (X2) has a significance value of 0.003 < 0.05 and a t-value of 2.287 > 2.055. Thus, it can be concluded that Work Environment (X2) has a positive and significant effect on Employee Work Motivation at CV Laba Ayu.

Compensation (X3) has a significance value of 0.000 < 0.05 and a t-value of 10.144 > 2.055. Thus, it can be concluded that Compensation (X3) has a positive and significant effect on Employee Work Motivation at CV Laba Ayu.

DISCUSSION

The Influence of Transformational Leadership Style (X1) on Employee Work Motivation (Y)

Based on the results of the hypothesis test analysis, it was found that the t-value of 3.149 > 2.055 and the significance was 0.004 < 0.05. Thus, it can be concluded that Transformational Leadership Style (X1) has a positive and significant effect on Employee Work Motivation at CV Laba Ayu. From the results of this study, it can be said that the leader of CV Laba Ayu must be able to improve their transformational leadership style so that they can increase the work motivation of the employees who work with them.

The results of this study are in line with the research conducted by Yohana, et al (2023), which states that transformational leadership has a positive effect on work motivation, with a coefficient value of 0.900. From the results of this study, it can be said that transformational leadership, with the indicator of leaders providing solutions to their employees' problems, has a positive influence on motivating their employees' work. It can also be said that the better the transformational leadership, the more it will continue to increase the work motivation of its employees.

The most influential indicator for this variable is the ability to drive innovation and change, which encompasses creativity in creating new products and processes, as well as employee ability to improve existing processes. This fosters employee curiosity about their work, as well as effective communication between employees and their superiors. A comfortable work environment for employees can support product change and development, fostering new ideas.

The effectiveness of the transformational leadership style applied by leaders will be beneficial to employees, because the presence of leaders and their wise treatment will make employees feel comfortable working in the workplace environment. An arrogant leader will make employees who work with them feel uncomfortable and may even leave their jobs. Conversely, a leader with a good leadership style, who can inspire and motivate their employees, will make those employees feel comfortable at work and contribute positively to the company or organisation.

The Influence of Work Environment (X2) on Employee Work Motivation (Y)

Based on the results of the hypothesis test analysis, a significance value of 0.003 < 0.05 and a t-value of 2.287 > 2.055 were obtained. Thus, it can be concluded that the work environment (X2) has a positive and significant effect on employee work motivation at CV Laba Ayu. A good work environment will have an impact on employee motivation to complete the tasks assigned to them.

This study is also in line with the research conducted by Husaini (n,d), which obtained a significance level of 0.000 < 0.05, so it can be concluded that the work environment affects work

motivation at the Lampung Province Public Works and Construction Agency. In this case, it is hoped that the work environment at the Lampung Province Public Works and Construction Agency can make its employees feel comfortable.

The most influential indicators for this variable are workplace comfort and cleanliness, which include good air circulation, a comfortable temperature, and low noise. A workspace that is not too crowded and has sufficient room to move around is crucial for employee comfort. Adequate lighting, or lighting that is not too dark, is also crucial for eye health and productivity. A workplace free from trash, dirt, and waste is highly appreciated by employees, which can increase their productivity.

A positive work atmosphere can increase creativity, work enthusiasm and productivity, as well as provide a sense of security and satisfaction for each individual. Conversely, a poor work environment can cause dissatisfaction, stress and boredom among employees. Motivated employees can be produced from an ideal workplace. The understanding that the company's work environment has a very important and strategic role in determining success will affect employee work motivation.

The Effect of Compensation (X3) on Employee Work Motivation (Y)

Based on the results of the hypothesis test analysis, a significance value of 0.000 < 0.05 and a t-value of 10.144 > 2.055 were obtained. Thus, it can be concluded that Compensation (X3) has a positive and significant effect on Employee Work Motivation at CV Laba Ayu. In this case, the motivation that has been given to employees in the form of monthly salaries remains stable and facilities that support the implementation of employee work.

The results of this study are in line with the research conducted by Alifah (2020), which obtained a t-count value of 6.718 at a significance of 0.000. With $\alpha = 0.05$, df = n-k = 79-2 = 77, the t-table value obtained is 1.991. From these values, it can be seen that the t-value of 6.718 > t-table of 1.991 (6.718 > 1.991), which means that there is a very significant effect between compensation and work motivation at the Balangan Regency Secretariat. In this case, someone who receives compensation for the awards given to employees, then that compensation can motivate employees to work better.

The most influential indicator for this variable is the benefits indicator, which encompasses the appropriateness of salary and benefits to the employee's workload. CV Laba Ayu's timely provision of benefits to its employees has increased motivation to perform better and created a sense of satisfaction for them.

The provision of compensation to employees can affect the level of employee motivation in performing their work. Leaders must be able to pay more attention to their employees so that they can perform their work to the best of their ability. The role of compensation provided by leaders is related to employee motivation in carrying out the tasks and work assigned to them.

The Influence of Transformational Leadership Style (X1), Work Environment (X2), and Compensation (X3) Simultaneously on Employee Work Motivation (Y)

Based on the results of the hypothesis test analysis, a significance value of 0.000 < 0.05 was obtained, so it can be concluded that simultaneously there is an influence of Transformational Leadership Style (X1), Work Environment (X2), and Compensation (X3) on Work Motivation (Y) at CV Laba Ayu.

Leadership style and the work environment influence employee motivation, reflecting the extent to which managers are able to influence their surroundings and the motivation of their human resources to work productively and responsibly. Good service and leadership from a company will make employees more enthusiastic about their work, have a sense of responsibility in completing their work, and can continue to maintain the company's good name through their work productivity and behavior.

Compensation has a significant impact on employee motivation, which can be seen in their performance. Therefore, compensation can play a significant role in improving employee motivation. Improving employee motivation is crucial, as it impacts the performance of employee duties and responsibilities.

CONCLUSION

This study aims to examine the influence of transformational leadership style, work environment, and compensation on employee work motivation at CV Laba Ayu. Based on the results of data analysis and hypothesis testing, it can be concluded that all proposed hypotheses are empirically supported. The findings show that transformational leadership style has a positive and significant effect on employee work motivation. Leaders who are able to inspire, provide clear direction, encourage innovation, and give individual attention to employees are proven to increase employees' enthusiasm and commitment in carrying out their work. This indicates that the application of transformational leadership is essential, especially in organizations with routine and physically demanding work characteristics such as CV Laba Ayu.

Furthermore, the work environment also has a positive and significant effect on employee work motivation. A comfortable, clean, and safe physical environment, supported by harmonious social relationships and adequate work facilities, contributes to increasing employees' willingness to work optimally. A conducive work environment not only supports productivity but also reduces work stress and dissatisfaction among employees. The results also reveal that compensation has the strongest positive and significant influence on employee work motivation compared to the other independent variables. Fair wages, timely payment of salaries, and adequate benefits significantly enhance employees' motivation, satisfaction, and sense of appreciation. This confirms that compensation remains a critical motivational factor, particularly for employees engaged in labor-intensive work.

Simultaneously, transformational leadership style, work environment, and compensation have a significant combined effect on employee work motivation at CV Laba Ayu. The high coefficient of determination indicates that these three variables explain a substantial proportion of variations in employee motivation. This finding emphasizes that employee motivation is shaped by an integrated management approach rather than by a single factor.

Based on these conclusions, it is recommended that CV Laba Ayu continuously improve the quality of leadership by adopting a more transformational approach, maintain and enhance workplace conditions, and ensure a fair and competitive compensation system. These efforts are expected to sustainably strengthen employee motivation, which in turn will support organizational performance and long-term business continuity.

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