



Influence of Compensation, Leadership Style, and Work Culture on Work Effectiveness at Youth, Sports, and Tourism Office of Cilegon City

Nuni Malihatun Yuliana^{1*}, Ali Imron², Dian Wirtadipura³, John Chaidir⁴

Primagraha University, Indonesia¹

Sultan Ageng Tirtayasa University, Indonesia²

Primagraha University, Indonesia³

Primagraha University, Indonesia⁴

Corresponding Email: rnuni.malihatun@gmail.com*

Received: 25-06-2025

Reviewed: 26-07-2025

Accepted: 10-10-2025

Abstract

The purpose of this study was to examine and analyze the influence of compensation, leadership style, and work culture on employee work effectiveness at the Youth, Sports, and Tourism Office of Cilegon City. This research was conducted at the Youth, Sports, and Tourism Office of Cilegon City using a descriptive quantitative method with data collection through questionnaires. The respondents in this study were employees of the Youth, Sports, and Tourism Office of Cilegon City, determined using a saturated sampling method with a total of 94 respondents. Data were collected through questionnaires using a 1–5 Likert scale, and data analysis employed multiple linear regression with the assistance of SPSS version 25 software. The results of the study and hypothesis testing indicate that: (1) Compensation has a positive and significant effect on work effectiveness; (2) Leadership style does not have a positive and significant effect on work effectiveness; (3) Work culture has a positive and significant effect on work effectiveness; and (4) Simultaneously, compensation, leadership style, and work culture have a strong and significant influence on employee work effectiveness.

Keywords: Compensation, Leadership Style, Work Culture, Work Effectiveness, Public Organization.

Introduction

Work effectiveness is one of the crucial factors in the success of an organization, especially government agencies that are required to provide optimal public services. According to Siagian (2005), work effectiveness can be defined as the degree of success of individuals or groups in carrying out tasks in accordance with predetermined standards. In the context of public organizations, work effectiveness is not only related to employee productivity but also closely tied to the quality of services delivered to the community.

Several factors influence employee work effectiveness, including compensation, leadership style, and work culture. Fair and adequate compensation is believed to increase employee motivation and performance. The right leadership style also plays a vital role, as leaders act as guides, motivators, and decision-makers who influence organizational dynamics. In addition, a positive work culture creates a conducive work environment that encourages employees to work more productively and responsibly.

However, in reality, many government organizations still face problems related to low employee work effectiveness. Previous studies have shown a positive relationship between compensation, leadership style, and work culture on performance. Nevertheless, research findings often vary and are not always consistent. Thus, there is a research gap that needs to be explored further, particularly in the context of regional government institutions.

The work effectiveness of Regional Government Organizations (OPD) reflects the extent to which they can achieve predetermined goals and objectives through optimal resource utilization. The achievement of these goals and objectives is often illustrated in the Government Agency Performance Accountability Report (LAKIP), which explains the level of performance achievement and accountability for the use of public resources. Based on LAKIP data from the Youth, Sports, and Tourism Office (Disporapar) of Cilegon City in 2024 and 2023, it is known that the office had nine Key Performance Indicators with achievements as follows:

Table 1. Performance Achievements of Disporapar in 2024 and 2023

No.	Description of Key Performance Indicators	Year 2024	Year 2023	Information
1.	Regional Device LAKIP Value	121,81%	110,19%	There is an Improvement
2.	Regional Government Bureaucratic Reform Index	126,87%	92,47%	There is a significant increase
3.	Level of youth participation in independent economic activities	190,91%	164,00%	There is a significant increase
4.	Percentage of active youth organizations	107,26%	108,00%	Stable
5.	Level of sports achievements	231,39%	73,63%	Dramatic increase
6.	Percentage of active scout members	141,84%	147%	Slight decrease
7.	Percentage of realized tourist destinations	0,00%	0,00%	No improvement
8.	Number of tourist visits	526,23%	304,00%	Significant increase
9.	Percentage of tourism human resources	48,39%	93,82%	Sizable decrease

Source: LAKIP Document of Cilegon City's Youth and Sports Agency for 2024 and 2023

The analysis of problems related to Work Effectiveness (Y) and the variables Compensation (X1), Leadership Style (X2), and Work Culture (X3) is as follows:

Influence of Compensation, Leadership Style, and Work Culture on Work Effectiveness at Youth, Sports, and Tourism Office of Cilegon City

Table 2. Problem Analysis of Disporapar's Performance Achievements

No.	Description of Key Performance Indicators	Achievements	Problem Analysis
1.	Regional Device LAKIP Value	There is an Improvement	This indicator shows an increase in positive performance achievements, with the possibility that good work effectiveness with compensation, leadership style, and a supportive work culture.
2.	Regional Government Bureaucratic Reform Index	There is a significant increase	
3.	Level of youth participation in independent economic activities	There is a significant increase	
4.	Percentage of active youth organizations	Stable	This indicator shows an increase in stable performance achievements, because the variable number of active youth organizations remains constant (unchanged) every year, which may reflect that work effectiveness is maintained consistently, but compensation needs to be increased so that achievements do not stagnate, and a leadership style that motivates for performance improvement, as well as a work culture that is directed towards innovation.
5.	Level of sports achievements	Dramatic increase	The Sports Performance Indicator experienced a drastic increase in performance, due to several provincial and national-level sporting championships/events being held every two or four years in 2024. This drastic increase does not reflect effective performance, as performance target planning is evident. Realistic targets should have been set in 2023, aligned with provincial and national sporting events. However, the success of the increase in performance is driven by a motivating leadership style, with the Mayor promising bonuses for athletes and coaches who win medals, as well as a collaborative work

No.	Description of Key Performance Indicators	Achievements	Problem Analysis
			culture and a spirit of achievement.
6.	Percentage of active scout members	Slight decrease	This indicator experienced a slight decline in performance, due to the consistent number of active Scout members each year. This indicates that Scout development is ineffective, possibly due to a lack of innovation in Scoutmaster leadership styles to create Scout development activities that attract active members, such as incentives or awards as compensation.
7.	Percentage of realized tourist destinations	No improvement	The annual achievement of the tourism destination achievement indicator percentage is not achieved. This is because the supporting sub-activities for this indicator are impacted by the leadership's policies, specifically the TAPD Team, which implements budget efficiency policies annually, and administrative constraints related to land status at these destinations. This indicates that work effectiveness is not evenly distributed across all sectors, and compensation in the form of funding support is not available. Furthermore, the work culture between the government and the community is lacking in collaboration, and the focus on results is crucial to support increased tourism destination achievement.
8.	Number of tourist visits	Significant increase	The number of tourist visits indicator experienced a significant increase, but the achievement value was too high, thus not indicating effective performance. The contributing factor to the overachievement was the setting of targets that were planned or set too low, as the target for year

Influence of Compensation, Leadership Style, and Work Culture on Work Effectiveness at Youth, Sports, and Tourism Office of Cilegon City

No.	Description of Key Performance Indicators	Achievements	Problem Analysis
			n in the Strategic Plan was set in 2021, amidst COVID-19 conditions and the implementation of the PPKM (Community Activity Restrictions) policy. Related to leadership and work culture, this was due to pessimistic leaders setting targets that were too low. When revising the Strategic Plan, performance targets should have been adjusted to reflect current conditions post-COVID-19. A closed work culture resulted in targets being set by only a handful of people, lacking comprehensiveness, which may have been due to unmotivating compensation.
9.	Percentage of tourism human resources	Sizable decrease	The Tourism Human Resources Percentage indicator experienced a significant decline in performance. This was due to the impact of the TAPD Team's leadership policies in 2024, including the implementation of budget efficiency policies. This indicates that work effectiveness is not evenly distributed across all sectors. This may also be due to inadequate training compensation, leading to a lack of interest. This also demonstrates suboptimal leadership in the tourism sector, as well as a work culture lacking collaboration and synergy with tourism and creative economy actors.

The analysis of LAKIP results for Disporapar of Cilegon City shows that LAKIP only serves as an accountability instrument but is insufficient to fully measure the work effectiveness of regional government agencies. LAKIP is more focused on written reports and remains too normative (copy-paste, formality). In reality, work effectiveness is more closely related to tangible results (outcomes) and impacts, which are not always reflected in LAKIP documents. Work effectiveness emphasizes how tasks are carried out optimally, while performance tends to focus on final results. Conversely, one may achieve good performance

(satisfactory outcomes), but if the process is inefficient (e.g., takes too long or consumes excessive resources), weaknesses in work effectiveness remain. Effective employees generally demonstrate good performance because they achieve results efficiently. However, to achieve optimal performance, not only work effectiveness is required but also other factors such as motivation, skills, leadership style, and organizational culture.

Based on the above explanation, this study aims to examine and analyze the influence of compensation, leadership style, and work culture on employee work effectiveness at the Youth, Sports, and Tourism Office of Cilegon City. This research is expected to provide theoretical contributions to the development of human resource management science as well as practical benefits for government institutions in improving employee work effectiveness.

Literature Review

The literature on the influence of compensation, leadership style, and work culture on work effectiveness is based on major theories that have been widely applied in human resource management research.

Compensation is understood as a form of reward given by an organization to its employees for their contributions, either in financial or non-financial forms. Hasibuan (2019) emphasizes that fair compensation can increase motivation, while unfair compensation will lead to job dissatisfaction. This perspective aligns with Herzberg's Two-Factor Theory (1959), which divides work-related factors into motivators and hygiene factors. In his theory, compensation is categorized as a hygiene factor. Although it does not directly increase motivation, its absence can lead to dissatisfaction and decreased work effectiveness. Therefore, in this study, compensation is operationalized through indicators of fairness, adequacy, and the appropriateness of rewards with workload.

Another factor influencing work effectiveness is leadership style. Siagian (2015) defines leadership as the ability of a leader to direct and influence subordinates to achieve organizational goals. This view is reinforced by Bernard M. Bass (1990) through transformational leadership theory, which highlights that leaders not only give direction but also inspire, motivate, and raise awareness of shared goals. Transformational leaders, according to Bass, are characterized by their ability to provide idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In this study, leadership style is operationalized through indicators such as the ability to set an example, decision-making capability, and the ability to motivate employees.

Meanwhile, work culture plays an essential role in shaping organizational behavior and effectiveness. Robbins and Judge (2017) describe work culture as a system of shared values, norms, and practices that influence how organizational members work. Mangkunegara (2013) further explains that work culture is a set of basic assumptions and beliefs shared by organizational members that serve as behavioral guidelines, thereby improving productivity and work effectiveness. A strong work culture is characterized by discipline, cooperation, responsibility, and commitment to achieving organizational goals. In this study, work culture

Influence of Compensation, Leadership Style, and Work Culture on Work Effectiveness at Youth, Sports, and Tourism Office of Cilegon City

is measured through indicators of work ethic, discipline, teamwork, and organizational commitment.

Work effectiveness itself is an important outcome that organizations aim to achieve. According to Siagian (2005), work effectiveness refers to the degree of success of individuals or groups in carrying out tasks according to established standards. Gibson (2009) adds that effectiveness is the extent to which organizational goals can be achieved through the behavior of individuals and groups. Steers (1996) also states that work effectiveness is influenced by motivation, leadership, and organizational environmental conditions. Based on these theories, work effectiveness can be measured through indicators such as target achievement, timeliness, work quality, adaptability, and teamwork.

Grounded in these theories and previous studies, compensation, leadership style, and work culture are believed to significantly contribute to the improvement of work effectiveness. Previous studies by Ade (2022), Dwi (2024), Putra (2020), and Aceng (2013) have shown a positive influence of these three variables on work effectiveness. Although these studies were conducted in the contexts of local government institutions and private companies, research specifically in the fields of youth, sports, and tourism remains relatively limited.

Research Method

This study employed a quantitative approach with a survey method. A quantitative approach was chosen because the research aimed to examine the influence among variables through objective and standardized measurements.

The research location was set at the Youth, Sports, and Tourism Office of Cilegon City. The subjects of the study were all employees working in the institution. The research population consisted of 94 employees. The sampling technique used was saturated sampling, resulting in 94 respondents.

The research instrument was a closed-ended questionnaire using a Likert scale ranging from 1 to 5, designed to measure four variables: compensation, leadership style, work culture, and work effectiveness. The compensation indicators were adapted from Hasibuan (2019) and Herzberg (1959); leadership style indicators were based on Bass (1990) and Siagian (2015); work culture indicators were derived from Mangkunegara (2013) and Robbins & Judge (2017); while work effectiveness indicators referred to Siagian (2005) and Steers (1985).

Data collection was carried out through the direct distribution of questionnaires to respondents. To ensure the quality of the instrument, validity and reliability tests were conducted before further analysis. Data analysis was performed using multiple linear regression with the assistance of SPSS software to test the influence of compensation, leadership style, and work culture on work effectiveness, both partially and simultaneously.

This study employed a quantitative approach with a survey method. A quantitative approach was chosen because the research aimed to examine the influence among variables through objective and standardized measurements.

The research location was set at the Youth, Sports, and Tourism Office of Cilegon City. The subjects of the study were all employees working in the institution. The research population consisted of 94 employees. The sampling technique used was saturated sampling, resulting in 94 respondents.

The research instrument was a closed-ended questionnaire using a Likert scale ranging from 1 to 5, designed to measure four variables: compensation, leadership style, work culture, and work effectiveness. The compensation indicators were adapted from Hasibuan (2019) and Herzberg (1959); leadership style indicators were based on Bass (1990) and Siagian (2015); work culture indicators were derived from Mangkunegara (2013) and Robbins & Judge (2017); while work effectiveness indicators referred to Siagian (2005) and Steers (1985).

Data collection was carried out through the direct distribution of questionnaires to respondents. To ensure the quality of the instrument, validity and reliability tests were conducted before further analysis. Data analysis was performed using multiple linear regression with the assistance of SPSS software to test the influence of compensation, leadership style, and work culture on work effectiveness, both partially and simultaneously.

Results

The respondents in this study consisted of 94 employees of the Youth, Sports, and Tourism Office of Cilegon City, comprising 74 males and 20 females.

Before conducting regression analysis, the research instrument was tested for validity and reliability. The validity test results showed that all items had correlation values higher than the *r*-table, indicating that they were valid. The reliability test produced Cronbach's Alpha values above 0.70 for all variables, meaning that the questionnaire was reliable. Furthermore, classical assumption tests (normality, multicollinearity, and heteroscedasticity) also met the requirements, allowing the data to be analyzed further.

Descriptive Assumption Test

Multiple Linear Regression Analysis

To determine the predictive effect of the independent variables (compensation, leadership style, and work culture) on the dependent variable (work effectiveness), a multiple regression analysis was conducted using SPSS version 25. The regression coefficient output is as follows:

Influence of Compensation, Leadership Style, and Work Culture on Work Effectiveness at Youth, Sports, and Tourism Office of Cilegon City

Table 3. Multiple Regression Test

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	9.232	4.038		2.286	.025
	Kompensasi	.222	.088	.218	2.540	.013
	Gaya Kepemimpinan	.079	.079	.093	.998	.321
	Budaya Kerja	.481	.082	.525	5.843	.000

a. Dependent Variable: Efektivitas Kerja

Source: Data process SPSS 25

Based on the table above, the regression equation can be formulated as follows:

Employee Work Effectiveness = 9.232 + 0.222 X₁ + 0.079 X₂ + 0.481 X₃

The Interpretation of regression equation can be formulated, as follows:

a. Constant (9.232)

If all independent variables (compensation, leadership style, and work culture) are zero, the level of employee work effectiveness is 9.232.

b. Compensation (X₁)

If compensation increases by one unit, while other variables remain constant, work effectiveness increases by 0.222 units. This means that if Compensation increases by 1 unit, while other independent variables remain constant, then there is an increase of 0.222 units assuming other variables remain constant.

c. Leadership Style (X₂)

If leadership style increases by one unit, while other variables remain constant, work effectiveness increases by 0.079 units. This means that if the leadership style increases by 1 unit, while the other independent variables remain constant, then there is an increase of 0.079 units, assuming the other variables remain constant.

d. Work Culture (X₃)

If work culture increases by one unit, while other variables remain constant, work effectiveness increases by 0.481 units. This means that if Work Culture increases by 1 unit, while other independent variables remain constant, then employee work effectiveness will increase by 0.481 units, assuming other variables remain constant.

Multiple Correlation Analysis

The simultaneous correlation coefficient of compensation, leadership style, and work culture with work effectiveness resulted in the following:

Table 4. Multiple Correlation Analysis

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696 ^a	.485	.468	4.821

a. Predictors: (Constant), Budaya Kerja, Kompensasi, Gaya Kepemimpinan

b. Dependent Variable: Efektivitas Kerja

Source: Data process SPSS 25

The calculation showed a simultaneous correlation coefficient of 0.696, which is positive. According to the interpretation table, this value falls within the strong range. This indicates a positive relationship, meaning that improvements in compensation, leadership style, and work culture significantly contribute to employee work effectiveness.

Coefficient of Determination (R^2)

The coefficient of determination shows the proportion of variance in the dependent variable explained by the independent variables.

Tabel 5. Analisis Koefisien Determinasi (R^2)

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696 ^a	.485	.468	4.821

a. Predictors: (Constant), Budaya Kerja, Kompensasi, Gaya Kepemimpinan

b. Dependent Variable: Efektivitas Kerja

Source: Data Proses SPSS 25

The R Square value obtained was 0.485, which means that compensation, leadership style, and work culture explain 48.5% of the variation in work effectiveness, while the remaining 51.5% is influenced by other factors not included in this study.

Partial Test (t-test)

The t-test was conducted to examine whether each independent variable individually affects work effectiveness, by comparing the calculated t_{count} with t_{table} .

Influence of Compensation, Leadership Style, and Work Culture on Work Effectiveness at Youth, Sports, and Tourism Office of Cilegon City

Table 6. t-test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	9.232	4.038		2.286
	Kompensasi	.222	.088	.218	2.540
	Gaya Kepemimpinan	.079	.079	.093	.998
	Budaya Kerja	.481	.082	.525	5.843

a. Dependent Variable: Efektivitas Kerja

Source: Data Procees SPSS 25

The regression analysis showed Compensation significantly influences work effectiveness (t-value = 2.540 > t-table = 1.986, df=n-2, df=94-2 = 92). Leadership style does not significantly influence work effectiveness (t-value = 0.998 < t-table = 1.986, df=n-2, df=94-2 = 92), dan Work culture significantly influences work effectiveness (t-value = 5.843 > t-table = 1.986 df=n-2, df= 94-2 = 92).

Simultaneous Test (F-test)

The F-test was conducted to determine whether compensation, leadership style, and work culture simultaneously influence work effectiveness, then the F test is carried out as follows:

Tabel 7. F-test results

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	1967.402	3	655.801	28.217
	Residual	2091.704	90	23.241	
	Total	4059.106	93		

a. Dependent Variable: Efektivitas Kerja

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

Source: Data Procees SPSS 25

Based on ANOVA table as above, The F-test result showed F-value = 28.217, which is greater than F-table = 2.706 (p-value = 0.000 < 0.05). This indicates that compensation, leadership style, and work culture together have a positive and significant influence on employee work effectiveness at the degrees of freedom (df=n-k-2, i.e. df=94 – 3-1 = 91) obtained 2,706 (for a significance level of 0.05). Because $F_{test} > F_{table}$, and the significance value of 0.000 < 0.05, there is a significant positive influence simultaneously from compensation, leadership style and work culture on employee work effectiveness.

Discussion

The hypothesis testing results show that compensation has a significant influence on employee work effectiveness. This finding demonstrates that appropriate, fair, and proportional compensation in relation to employee contributions can improve the quality and effectiveness of their task implementation within the organization. The results suggest that compensation plays a dual role: on one hand, it serves as a motivator that drives employees to work more effectively (consistent with Siagian's perspective), and on the other hand, it acts as a hygiene factor that prevents job dissatisfaction (in line with Herzberg's view). This indicates that fair, transparent, and contribution-based compensation management is essential in supporting the creation of work effectiveness within an organization. Similarly, the study by Sari, A.H., Zahran, W.S., & Utami, R.A. (2021) also found that compensation significantly improves the effectiveness of employees in public sector agencies. Therefore, providing adequate compensation not only enhances employee welfare but also motivates them to work optimally in achieving organizational targets.

This study also shows that leadership style does not significantly affect employee work effectiveness. According to Bernard M. Bass (1990), leadership can be categorized into transformational and transactional leadership. The finding of this study suggests that although leadership style is an important aspect of organizational management, it has not proven to be a direct determinant of work effectiveness in this particular context. Thus, this result does not contradict Bass's theory but rather highlights that leadership is only one of many factors that can influence work effectiveness. The insignificant effect may indicate that leadership requires the support of other factors to contribute meaningfully to work effectiveness. This finding aligns with the study of Sari, D.N.I., & Wulandari, I. (2024), which revealed that leadership style did not significantly influence productivity because leadership practices had not provided a positive direction to enhance work performance. Therefore, leadership evaluation is needed to make it more participative, communicative, and motivating, ensuring it has a real impact on employee effectiveness.

The findings also indicate that the stronger the work culture within an organization, the higher the level of work effectiveness achieved by employees. Work culture provides behavioural guidelines, shapes attitudes, and directs employee actions in performing their tasks and responsibilities. This result supports the hypothesis test, which revealed that work culture significantly influences work effectiveness. According to Mangkunegara (2011:113), work culture is a set of assumptions, values, and norms developed within an organization that guides the behaviour of its members in addressing external adaptation and internal integration problems. Thus, this finding reinforces Mangkunegara's view that work culture is a critical factor in creating work effectiveness. Organizations with strong work cultures are more likely to develop disciplined, focused, and highly committed employees, thereby achieving optimal work effectiveness. This result is also consistent with Ulumudin (2013), who emphasized that work culture aims to change human resource attitudes and behavior to improve work effectiveness and prepare for future challenges. Moreover, Luthans (2018) also affirms that a strong work culture enhances loyalty, discipline, and employee effectiveness within organizations.

Influence of Compensation, Leadership Style, and Work Culture on Work Effectiveness at Youth, Sports, and Tourism Office of Cilegon City

Conclusion

Compensation has a positive and significant effect on employee work effectiveness. This means that the better the compensation system provided, the higher the employee's effectiveness in carrying out their tasks and responsibilities.

Leadership style does not have a significant influence on employee work effectiveness. This shows that the current leadership approach has not been able to directly encourage improvements in work effectiveness, thus requiring adjustments to make leadership more participative, communicative, and motivating.

Work culture has a positive and significant effect on employee work effectiveness. In other words, the stronger the work culture applied, the more effective employees are in achieving organizational targets.

Compensation, leadership style, and work culture simultaneously have a positive and significant influence on employee work effectiveness. This is evidenced by the F-test results, where the three variables explained 48.5% of the variation in work effectiveness, while the remaining 51.5% is influenced by other factors not examined in this study.

Overall, it can be concluded that efforts to improve employee work effectiveness should not rely solely on compensation but also require strengthening organizational work culture and improving leadership practices.

References

- Adamy, M. (2016). *Manajemen Sumber Daya Manusia Teori, Praktik dan Penelitian*.
- Ambia, N. (2018). Pengaruh Efektivitas Kerja Pegawai Terhadap Kualitas Pelayanan Publik Di Kelurahan Sidorame Barat I Kecamatan Medan Perjuangan. *Publik Reform*, 3.
- Anshory, Al Fadjar, & Indrasari Meithiana. (2018). *Manajemen Sumber Daya Manusia*. Sidoarjo: Indomedia Pustaka.
- Aryadinata, Rehan. (2024). Pengaruh Budaya Organisasi dan Kompensasi Terhadap Kinerja Pegawai (Studi Kasus pada Kantor Kecamatan Pugung. *Jurnal EMT KITA* 8 (1) : 147-153.
- Busro, Muhammad. (2018). *Teori-teori Manajemen Sumber Daya Manusia*. Jakarta: Prenadamedia Group
- Erawati, I., Darwis, M., & Nasrullah, M. (2017). Efektivitas Kinerja Pegawai pada Kantor Kecamatan Pallangga Kabupaten Gowa. *Jurnal Office*, 3(1), 13.
- Gibson, James,L. (2000). *Organisasi, Perilaku, Struktur dan Proses*. Edisi ke-5. *Cetakan ke-3*. Jakarta: Penerbit Erlangga.
- Hasibuan, Malayu S.P. (2014) *Manajemen Sumber Daya Manusia Edisi Revisi*, Jakarta: Bumi Aksara.

- Insan, P. D., & Yuniawan, A. (2016). Pengaruh Gaya Kepemimpinan Partisipatif, Lingkungan Kerja, Kompensasi Dan Budaya Organisasi Terhadap Kinerja Karyawan (Studi Pada Bagian Keperawatan Rsud Tugurejo Semarang). *Diponegoro Journal of Management*, 40-52.
- Lase, D., Absah, Y., Lumbanraja, P., Giawa, Y., & Gulo, Y. (2025). Teori Budaya Organisasi: Konsep, Model, dan Implikasi untuk Manajemen Organisasi. *Tuhenori: Jurnal Ilmiah Multidisiplin*, 3(1), 21-45.
- Marung, Ulrikus (2024). Analisis Pengaruh Budaya Organisasi, Gaya Kepemimpinan Dan Sistem Kompensasi Terhadap Kinerja Karyawan Pt Luar Biasa Teknologi . *Sains Manajemen : Jurnal Manajemen Unsera*, 10 (1), 24 -33.
- Masram., & Mu'ah. (2015). Manajemen Sumber Daya Manusia. Sidoarjo: Zifatama Publisher.
- Mathi, Robert L., Jackson, John H. (2001). Manajemen Sumber Daya Manusia (terjemahan). Jakarta. Penerbit Salemba Empat.
- Maulana, Putra, Yoga, & Frinaldi, Aldri. (2024). Kompensasi sebagai Unsur Pembentukan Budaya Organisasi: Sebuah Literatur. *Ulil Albab : Jurnal Ilmiah Multidisiplin*. 4 (1) : 425-437.
- Mayeni Jasri, & Badri Juarsa. (2023). Budaya Organsiasi, Kompensasi dan Gaya Kepemimpinan Terhadap Kinerja Pegawai pada Kantor BPKPAD Kabupaten Pesisir Selatan. *Jurnal Economina* 2 (5) : 1041-1057.
- Noor, I. R. J. (2019). Efektivitas kerja pegawai dalam upaya peningkatan kualitas pelayanan publik di kantor kecamatan samarinda seberang. *EJournal Ilmu Pemerintahan*, 7(4), 12.
- Nurita Sari, Hayu. & Nurani, Nina. (2024). Pengaruh Gaya Kepemimpinan, Budaya Organisasi, dan Kompensasi terhadap Kinerja Karyawan PT.X. *Costing : Journal of Economic, Business and Accounting*, 7(5) : 1732-1755
- Pakpahan, BH, & Bangun, LK (2021). Pengaruh Budaya Organisasi Terhadap Efektivitas Kerja Pegawai Kantor Pelayanan Pajak. *Transekonomika: Akuntansi, Bisnis dan Keuangan* , 1 (1), 16-24.
- Permana, Mahardika, Thomas, & Kridaningsih, Anna, & Budiyanto, Fajar. (2024). Pengaruh Gaya Kepemimpinan, Budaya Kerja, dan Motivasi terhadap Kinerja Karyawan UD. Sekar Makmur Wonoploso Gondang Mojokerto. *Bisman* : 7(2) : 381-393.
- Puspita Ira, & Arisandi Linda. (2024). Peran Efektivitas dan Kompensasi dalam meningkatkan Kinerja Karyawan di PT. Sarana Inspect Indonesia. *Journal Administrasi Bisnis* 1 (2) : 1-10.
- Rachmayuniawati, Y. (2018). Pengaruh Komunikasi Internal dan Koordinasi Terhadap Efektivitas Kerja pada Pegawai Rumah Sakit Prasetya Bunda Tasikmalaya. *JIMFE (Jurnal Ilmiah Manajemen Fakultas Ekonomi)*, 4(1), 67-80.
- Robbins, S. P. (2006). Perilaku Organisasi. Edisi Bahasa Indonesia. Jakarta: PT Indeks.
- Rohmah, Nikmatur, Siti, & Sarwani, & Listiyawati Liling. (2023) Pengaruh Kompensasi dan Budaya Kerja terhadap Kinerja Karyawan pada PT. Pelabuhan No. (Persero) Regional 3 di Surabaya. *Soetomo Administrasi Bisnis (SAB)* 1 (2) : 141-156.

Influence of Compensation, Leadership Style, and Work Culture on Work Effectiveness at Youth, Sports, and Tourism Office of Cilegon City

- Sari, AH, Zahran, WS, & Utami, RA (2021). Pengaruh Kompensasi Dan Pengawasan Terhadap Efektivitas Kerja Pegawai Dinas Pemadam Kebakaran Kota Bekasi. *Jurnal Ilmu Administrasi Publik* , 2 (2), 124-131.
- Sari, DNI, & Wulandari, I. (2024). Pengaruh Kompensasi, Lingkungan Kerja, Gaya Kepemimpinan, dan Motivasi Terhadap Produktivitas Kerja Karyawan. *Jurnal Tren Penelitian Ekonomi dan Akuntansi* , 4 (4), 777-784.
- Sedarmayanti. (2017). Manajemen Sumber Daya Manusia: Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil . Bandung : PT. Refika Aditama.
- Siagian, S. P. (1997). Organisasi, Kepemimpinan, dan Perilaku Administrasi. Jakarta: Gunung Agung
- Simbolon, Sahat. & Vocario, Vanessa. (2024). Analisis Pengaruh Kompensasi, Efektivitas Kerja dan Budaya Kerja terhadap Prestasi Kerja Karyawan pada No. Bingei Agung Medan. *Global : Jurnal Ilmiah Multidisiplin*, 1(4) : 125-140
- Steers, R. M. (1985). Efektivitas organisasi (terjemahan). Jakarta. Penerbit Erlangga
- Triyono Aris. (2024). Pengaruh Lingkungan Kerja dan Budaya Organisasi Terhadap Kinerja Tenaga Kependidikan (TNDK) Melalui Motivasi Pada Institut Teknologi Dan Bisnis Indragirid. *Jurnal Ambitek STIE Mahaputra* 4 (2) : 201-221.
- Ulumudin, A. (2013). Pengaruh Budaya Kerja Terhadap Efektivitas Kerja Pegawai Di Kantor Dinas Kesehatan Kabupaten Garut. *Jurnal Pembangunan dan Kebijakan Publik* , 4 (1), 12-19.
- Yoga, Maulana Putra; Aldri Frinaldi. (2024). Kompensasi Sebagai Unsur Pembentukan Budaya Organisasi : Sebuah Tinjauan Literatur. *Ulil Albab : Jurnal Ilmiah Multidisiplin*, 4(1) : 425-437.