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# ENHANCING DIGITAL LEADERSHIP, CREATIVITY, KNOWLEDGE MANAGEMENT AND ORGANIZATIONAL SUPPORT TO DECISION MAKING EFFECTIVENESS.

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## Abstract

*Effective decision making can be done by defining the problem, reevaluating the situation, gathering information, thinking about alternatives, setting choices, and taking action. Effective decision making helps leaders reduce risk, develop and implement business strategies, and respond to changes in the business environment and external events. Therefore, research is needed to obtain information on variables related to the effectiveness of decision making. This study aims to find strategies, methods and optimal solutions for the effectiveness of decision making through strengthening digital leadership, creativity, knowledge management, and organizational support. This study uses a survey method with path analysis and the SITOREM method to analyze key indicators. Using smart PLS analysis to obtain the magnitude of the influence between the variables of digital leadership, creativity, knowledge management, and organizational support on the effectiveness of decision making. Using SITOREM analysis, an optimal solution for the effectiveness of decision making is obtained. This study provides recommendations for the effectiveness of decision making that can be used as a reference for strategic decision making for school principals, the Education Office and the Ministry of Education.*

**Keywords:** *decision-making effectiveness, digital leadership, creativity, knowledge management, organizational support, SITOREM.*

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# 1. INTRODUCTION

One of the very important functions in leadership, namely decision making, a leader spends most of his time, attention, and thoughts to review the decision-making process. The higher a person's position in organizational leadership, the more decision-making becomes the main task that must be carried out. The behavior and way of the leader in the decision-making pattern greatly influences the behavior and attitudes of his followers. This will determine the performance of the organization to achieve its goals.

Decision making is the process of choosing a number of alternatives for leaders in motivating, communicating, coordinating, and changing organizations. The definition of decision making according to Salusu (2016:47), is the process of choosing an alternative way of acting with an efficient method according to the situation. The process finds and solves organizational problems". Usman (2018:321), said that decision making is the process of choosing a number of alternatives. While Higgins in Salusu (2016:47), said that decision making is the most important activity of all activities because it involves leaders, is the main responsibility of all administrators through the process where decisions are made.

Decision making is important in management because it determines the direction and success of an organization. The right decision can bring positive changes, while the wrong decision can have negative impacts. Decision making is a rational and logical action in making decisions through; (1) identifying problems; (2) creating alternative solutions; (3) choosing solutions; (4) implementing and evaluating solutions. Kreitner & Kinicki recommend managers to think rationally in making decisions. Meanwhile, according to Northcraft & Neale, Decisions are responses to problems. Problems may vary in importance from figuring out which job you should accept after graduation to deciding which brand of toothpaste you should buy. Decisions are a form of response to problems. Decision making is a form of thinking and the result of an action is called a decision.

Decision making in cognitive psychology focuses on how a person makes decisions. In its study, it is different from problem solving which is characterized by a situation where a goal is clearly defined and where the achievement of a goal is broken down into sub-goals, which in turn help explain what actions should be taken and when. Decision making is also different from reasoning, which is characterized by a process by which a person moves from what they already know to further knowledge

Decision making is the formulation of several alternative actions in dealing with the situation at hand and determining the right choice between several available alternatives after an evaluation of the effectiveness of the alternatives in achieving the goals of the decision makers. The result of decision making is a decision. Decision making occurs in situations that require someone to make predictions ahead, choose one of two or more options, make estimates (forecasts) about the frequency of predictions that will occur. Decision making is very important for a principal because the decision-making process plays an important role in motivating, leadership, communication, coordination and organizational change. Therefore, every principal must have the skills to make decisions quickly, accurately, effectively and efficiently so that educational goals will be achieved.

The description of the effectiveness of decision making is to strengthen the background of this study, so the researcher distributed a preliminary survey questionnaire to 30 respondents, namely the heads of Private Vocational Schools in Bogor Regency. Using the Behavior Rating Scale with a value of 5 highest and 1 lowest, with categories (5) Always, (4) Often, (3) Sometimes, (2) Ever, and (1) Never. The preliminary survey was conducted on February 10-15, 2025, producing the following findings:

1) There are 34% of school principals who have not met expectations in implementing understanding of problems, where this can be seen from several school principals who have not optimally understood the condition of the school well, understood the problems that arise in schools and understood every root of the problem that occurs in schools
2) There are 32% of school principals who have not met expectations in implementing the right solution, where this can be seen from several school principals who have not optimally provided the best alternative solutions in every problem solving, worked together with all stakeholders in overcoming problems and formulated efforts to solve each problem completely and effectively.
3) There are 38% of school principals who have not met expectations in implementing punctuality, which can be seen from several school principals who have not been optimal in the School program can run smoothly and be completed on time according to the planning made, Teachers complete tasks on time according to the decisions and directions of the principal, and Financing of school activities can run well so that the school work program can be completed on time
4) There are 37% of school principals who have not met expectations in implementing punctuality, which can be seen from several school principals who have not been optimal in the School program is in accordance with the vision and mission of the Education Office, The number of educators is sufficient for the learning and teaching process at school, and School facilities and infrastructure are adequate to support the learning process
5) There are 33% of School Principals who have not met expectations in implementing positive change, which can be seen from several school principals who have not been optimal in achieving school achievements so that they experience improvements, making innovations so that there are many positive changes in schools, and being able to create a better learning atmosphere.

The results of preliminary research indicate that the effectiveness of decision-making needs to be improved, so it is necessary to find optimal strategies and solutions for the effectiveness of decision-making. Given that the effectiveness of decision-making is the key to achieving educational goals, the effectiveness of this decision-making is interesting to study. The variables that are suspected of having a positive effect on the effectiveness of decision-making are digital leadership, creativity, knowledge management and organizational support.

According to Abbady, M. A. S., Akkaya, M., & Sari, A. (2019), Adisel, A., & Thadi, R. (2020), Amiruddin, & Karima, M. K. (2019), Baudin, K., Sundström, A., Borg, J., & Gustafsson, C. (2021), Di Vaio, A., Hassan, R., & Alavoine, C. (2022), Hallo, L., Nguyen, T., Gorod, A., & Tran, P. (2020), Herman, Saputra, E. M.,

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& Armansyah. (2022), Hidayat. (2018), Kusumawati, E. (2023), Lestari, V. D. (2023), Nwoye, J., & Agwu, E. (2017), Prastyawan, A., & Lestari, Y. (2020), Rachmawati, Y., Sitorus, S., & Barus, A. (2023), Septiani, W., Triwulandari, & Febriani, E. (2022), Sofi, I. (2021)., Sola, E. (2018), Tantrika, C. F. M., Sari, R. A., & Yuniarti, R. (2019), Wulandari, S., & Ali, H. (2023), and Zheng, M. (2023), synthesize the effectiveness of decision making is the level of success in achieving goals which is the impact or consequence of the decision making carried out. The indicators of decision-making effectiveness are as follows: 1) Understanding the problem, 2) Accuracy of the solution, 3) Timeliness, 4) Accuracy of objectives, and 5) Occurrence of positive changes.

Tulungen, E. E. W., Saerang, D. P. E., & Maramis, J. B. (2022), Yaminah, D., Rukmana, A., Mariyam, L., Armila, N., Mujahidin, M., & Khaerul, K. (2023), Zhong, L. (2017), Masykur, M. (2022), Neubauer, R., Tarling, A., & Wade, M. (2017), Kane, G. C., Phillips, A. N., Copulsky, J., & Andrus, G. (2019), Sheninger, E. (2019), Bolden, R., & O'Regan, N. (2016), Volberda, H. W., Khanagha, S., Baden-Fuller, C., Mihalache, O. R., & Birkinshaw, J. (2021), Deni, A. (2023), Kusmayadi, A., Hidayat, R., & Wulandari, F. (2020), Muslim, M. (2021), Murashkin, M., & Tyrväinen, J. (2020), and Maryati, S., & Siregar, M. I. (2022) synthesize that digital leadership is the behavior of leaders who utilize digital technology to change attitudes, behaviors, and organizational performance. The indicators of digital leadership are as follows: 1) Effective communication behavior. 2) Adaptation to technological changes, 3) Making decisions based on analysis, 4) Managing connectivity and collaboration, and 5) Working without limitations of space and time.

Hennessey, B. A. & Amabile, T. M. (2016), Kreitner, R and Kinicki, A (2018), Kaufman, C.J and Sternberg, J.R. (2019), James, M. A. (2017), Sternberg, R. J. (2016), Tierney, P., & Farmer, S. M. (2016), Anderson, N., Potočnik, K., & Zhou, J. (2016), Loveless, A. M. (2016), Runco, A. M. (2016), Gibson, J.M. Ivancevich, J.H. Donnely, & R. Konopaske. (2017), Colquitt, J.A. Lepine, Wesson. (2019), Kinicki, A. and Fugate, M. (2016), Sawyer, R.K. (2016), Mc.Shane, S.L. and Von Glinow, M.A. (2018), Sallis, E. & Jones, G. (2016), Hardhienata, S., Widodo, S. Hermawan, A (2022), and Sternberg, R. J., & Kaufman, J. C. (2019), synthesize that creativity is the behavior of individuals in their organizations to formulate new ideas, thoughts, concepts, products, services, or methods that aim to solve problems and develop certain fields so as to provide benefits to achieve organizational success. The indicators of creativity are as follows: 1) Habits of behavior in solving problems, 2) Behavior interested in complex things, 3) Open behavior in accepting new ideas and ideas, 4) Acting smartly in seeking opportunities, 5) Courage to take risks, 6) Acting persistently in trying, and 7) Originality in developing something new or different.

Cheng Eric C.K. (2019), Dalkir, K. (2020), Leung, C. H. (2019), Marquardt, Michael J. (2020), Sammer, Martin. (2019), Murray, E. Jennex. (2019), Hermawan, A.,et.all (2023), E. Kusumadmo. (2019), Gloet, Marianne and Terziovski, Milé. (2020), Hilmi Aulawi, Rajesri Govindaraju, Kadarsah Suryadi, & Iman Sudirman. (2019), Leung, Chan, & Lee, Lee, T. Y., Leung, H. K., & Chan, K. C. (2019), Rastogi, P. N. (2020), Desouza, Kevin C. and Yukika Awazu. (2019) and Watson, I (2019), synthesize that knowledge management is an individual activity in accessing, collecting, storing, processing, utilizing, and developing personal knowledge to support the progress of themselves and the organization. The indicators of knowledge management are as follows: 1) Acquisition of knowledge, 2) Collection of knowledge, 3) Processing knowledge into new knowledge, 4) Utilization/application of knowledge, and 5) Sharing and distribution of knowledge

Robbins, S.P and Judge, TA (2016), Salehzadeh, R et al..(2016), Baran. B., Shanock L.R, Miller L.R. (2016), J.A. Colcuitt, J. LePine, and M. Wesson (2016), Zagenczck, T.J., Gibney. R., Few. W.T., Scott. K. L. (2016), George, JM and Jones, R (2016), Chiyem L, & Nwancu, L (2017), Langton, N and Robbins, S.P (2017), Kurtessis, James N., Robert, Eisenberger, et.al. (2016), Pohl, S., et.all (2016), Rhoades, L and Eisenberger R (2016), Baran, B,.et all. (2016,), Rusnadi, S, et.all (2023), synthesize that Organizational Support is the level of member confidence in the organization where they work that provides justice, values contributions, pays attention to welfare, provides recognition of the existence of members, and provides guarantees of working conditions to members. The indicators of Organizational Support are as follows: 1) Providing Justice (Fairness), 2) Leadership Support, 3) Appreciation from the Organization, and 4) Working Conditions.

This study aims to find strategies, methods and optimal solutions for the effectiveness of decision making through strengthening digital leadership, creativity, knowledge management, and organizational support. This study uses a survey method with path analysis and the SITOREM method to analyze key indicators. Using smart PLS analysis to obtain the magnitude of the influence between the variables of digital leadership, creativity, knowledge management, and organizational support on the effectiveness of decision making. Using SITOREM analysis, an optimal solution for the effectiveness of decision making is obtained. This study provides recommendations for the effectiveness of decision making that can be used as a reference for strategic decision making for school principals, the Education Office and the Ministry of Education.

## 2. RESEARCH METHODS

This study aims to find strategies and ways to improve the effectiveness of decision making, through research on the strength of influence between the effectiveness of decision making as a dependent variable and digital leadership, creativity, knowledge management, and organizational support as independent variables. The research method used is a survey method with a path analysis test approach using Smart PLS to test statistical hypotheses and the SITOREM method for indicator analysis to determine optimal solutions for improving organizational resilience. SITOREM stands for "Scientific Identification Theory to Conduct Operation Research in Education Management", which in general can be interpreted as a scientific method used to identify variables (theories) to conduct "Operation Research" in the field of Education Management (Soewarto Hardhienata, 2017). In the context of Path Analysis research, SITOREM is used as a method to carry out: 1). Identifying the strength of the influence of Independent Variables with Dependent Variables, 2) Analysis of the value of research results for each research variable indicator, and 3) Analysis of the weight of each indicator for each research variable based on the criteria "Cost, Benefit, Urgency and Importance".

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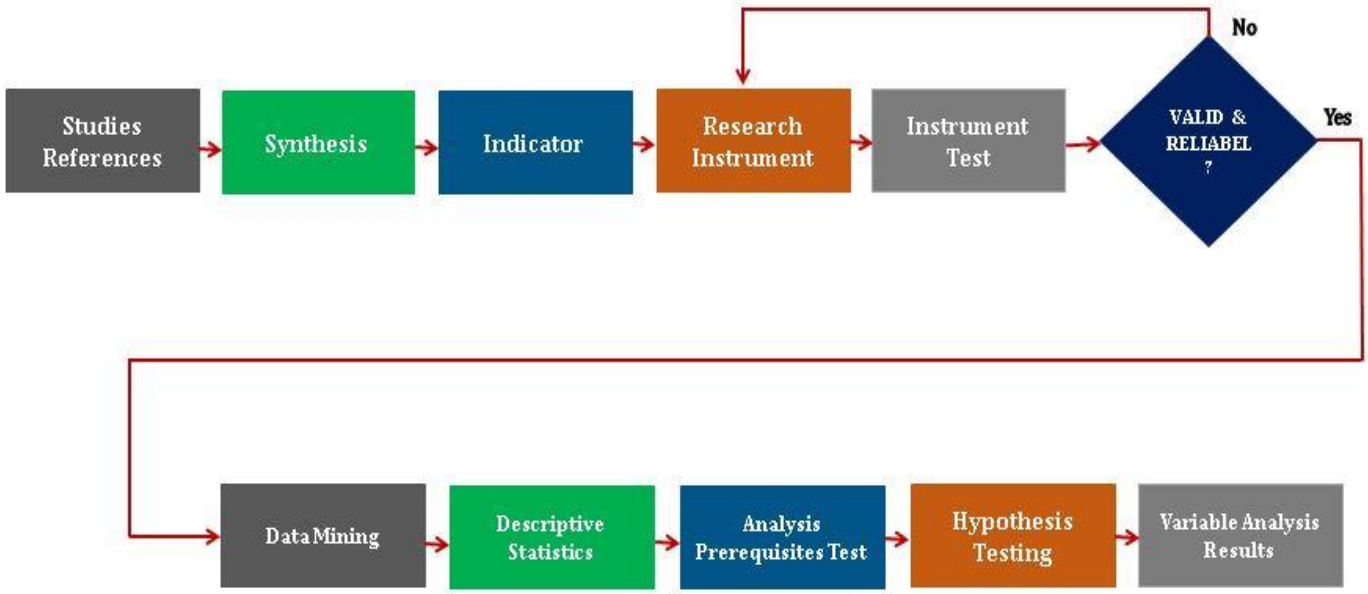


Figure 1. Quantitative Research Stages

In short, this research design consists of two major stages, namely

1) This research consists of quantitative research to prove the research hypothesis
2) Verifying the results of quantitative research through SITOREM analysis, as in the research steps in the image below.

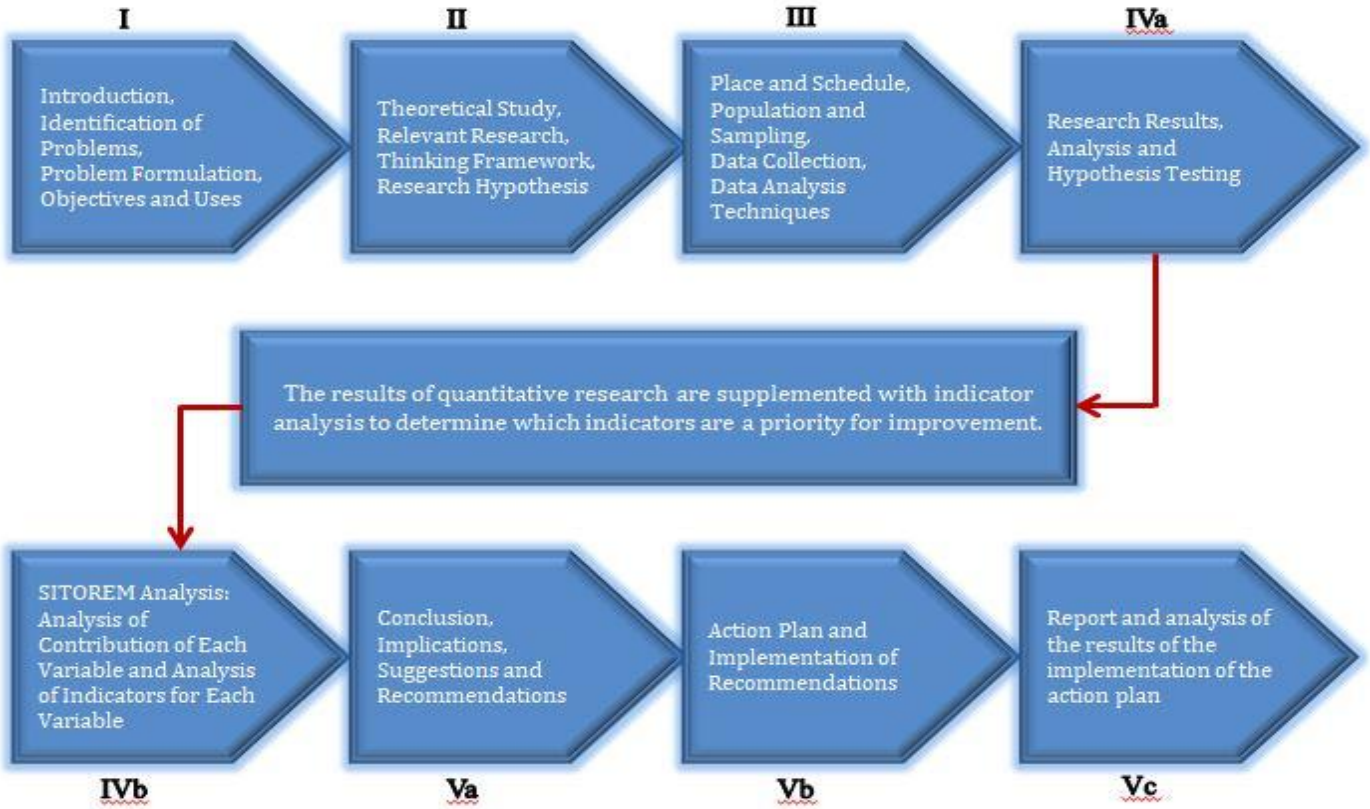


Figure 2. Path Analysis research design and SITOREM analysis

Path Analysis and SITOREM analysis research is a combination research method that combines the Path Analysis research method whose results are strengthened by using SITOREM analysis. Through SITOREM analysis, the results of the Path Analysis research are analyzed in more detail on the indicators of the research variables, so that indicators that need to be immediately improved and maintained or developed can be found. The research was conducted at Private Vocational High Schools (SMK) in Bogor Regency with a teacher population of 289 people, with a sample of 168 teachers calculated using the Slovin formula.

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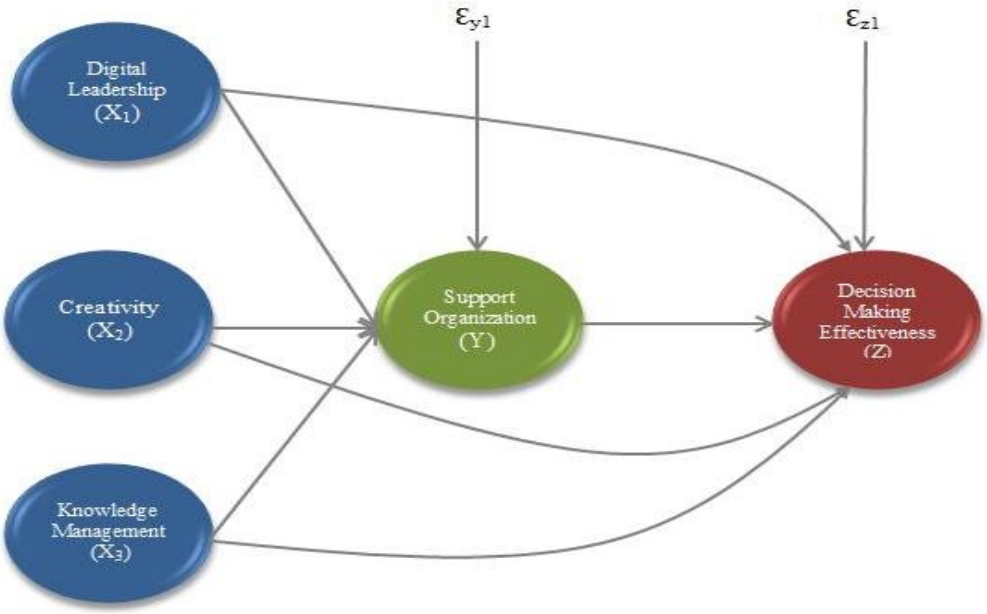


Figure 3. Research Constellation

## 3. RESULTS AND DISCUSSION

### 1) Convergen Validity Test

Construct validity evaluation is done by calculating convergent validity. Convergent validity is known through the loading factor and Average Variance Extracted (AVE) values. An instrument is said to meet the convergent validity test if it has a loading factor and Average Variance Extracted (AVE) above 0.5. The results of the convergent validity test are presented in the following table:

Table 1. Convergent Validity Test Results

| Variabel | Indikator | Loading Faktor | AVE |
|---|---|---|---|
| Digital Leadership ($X_1$) | Effective communication behavior | 0.846 | 0.723 |
| | Adapting to technological changes | 0.868 | |
| | Making decisions based on analysis | 0.806 | |
| | Managing connectivity and collaboration | 0.904 | |
| | Working without space and time constraints | 0.824 | |
| Creativity ($X_2$) | Behavioral habits in solving problems | 0.889 | 0.771 |
| | Behavior interested in complex things | 0.900 | |
| | Behavior open in accepting new ideas and concepts | 0.775 | |
| | Acting smart in seeking opportunities | 0.901 | |
| | Dare to take risks | 0.919 | |
| | Acting persistently in trying | 0.863 | |
| | Originality in developing something new or different | 0.892 | |
| Knowledge Management ($X_3$) | Knowledge acquisition | 0.916 | 0.824 |
| | Knowledge collection | 0.910 | |
| | Processing knowledge into new knowledge | 0.939 | |
| | Utilization/application of knowledge | 0.894 | |
| | Sharing and distribution of knowledge | 0.880 | |
| Support Organization (Y) | Providing Fairness | 0.853 | 0.742 |
| | Leadership Support | 0.906 | |

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| Variabel | Indikator | Loading Faktor | AVE |
|---|---|---|---|
| | Organizational Rewards | 0.869 | |
| | Working Conditions | 0.815 | |
| Decision Making Effectiveness (Z) | Understanding of the Problem | 0.854 | 0.785 |
| | Adequacy of Solution | 0.919 | |
| | Timeliness | 0.920 | |
| | Adequacy of Purpose | 0.856 | |
| | Positive change occurs | 0.878 | |

**2) Discriminant Validity Test**

Discriminant validity is calculated using cross loading with the criteria that if the cross loading value in a corresponding variable is greater than the indicator correlation value in other variables, then the indicator is declared valid in measuring the corresponding variable. The results of the cross loading calculation are presented in the following table:

Table 2. Results of Cross Loading Discriminant Validity Testing

| Indicator | Digital Leadership ($X_1$) | Creativity ($X_2$) | Knowledge Management ($X_3$) | Support Organization (Y) | Decision Making Effectiveness (Z) |
|---|---|---|---|---|---|
| X1.1 | **0.846** | 0.366 | 0.307 | 0.498 | 0.417 |
| X1.2 | **0.868** | 0.383 | 0.357 | 0.453 | 0.528 |
| X1.3 | **0.806** | 0.369 | 0.275 | 0.398 | 0.462 |
| X1.4 | **0.904** | 0.340 | 0.322 | 0.483 | 0.442 |
| X1.5 | **0.824** | 0.386 | 0.330 | 0.422 | 0.372 |
| X2.1 | 0.387 | **0.889** | 0.515 | 0.554 | 0.580 |
| X2.2 | 0.390 | **0.900** | 0.565 | 0.536 | 0.520 |
| X2.3 | 0.390 | **0.775** | 0.449 | 0.518 | 0.460 |
| X2.4 | 0.417 | **0.901** | 0.563 | 0.552 | 0.578 |
| X2.5 | 0.341 | **0.919** | 0.565 | 0.494 | 0.503 |
| X2.6 | 0.367 | **0.863** | 0.477 | 0.466 | 0.509 |
| X2.7 | 0.361 | **0.892** | 0.513 | 0.484 | 0.497 |
| X3.1 | 0.385 | 0.567 | **0.916** | 0.564 | 0.538 |
| X3.2 | 0.369 | 0.565 | **0.910** | 0.509 | 0.508 |
| X3.3 | 0.357 | 0.548 | **0.939** | 0.541 | 0.521 |
| X3.4 | 0.307 | 0.546 | **0.894** | 0.522 | 0.571 |
| X3.5 | 0.279 | 0.469 | **0.880** | 0.491 | 0.481 |
| Y.1 | 0.409 | 0.505 | 0.621 | **0.853** | 0.536 |
| Y.2 | 0.460 | 0.566 | 0.574 | **0.906** | 0.560 |
| Y.3 | 0.491 | 0.465 | 0.444 | **0.869** | 0.564 |
| Y.4 | 0.474 | 0.486 | 0.340 | **0.815** | 0.518 |
| Z.1 | 0.445 | 0.554 | 0.610 | 0.621 | **0.854** |
| Z.2 | 0.484 | 0.553 | 0.537 | 0.608 | **0.919** |
| Z.3 | 0.504 | 0.547 | 0.476 | 0.563 | **0.920** |
| Z.4 | 0.455 | 0.473 | 0.458 | 0.448 | **0.856** |

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| | | | | | |
|---|---|---|---|---|---|
| Z.5 | 0.435 | 0.502 | 0.462 | 0.539 | **0.878** |

**3) *Construct Reliability***

The calculations that can be used to test the reliability of the construct are Cronbach alpha and composite reliability. The testing criteria state that if the composite reliability is greater than 0.7 and the Cronbach alpha is greater than 0.6 then the construct is declared reliable. The results of the calculation of composite reliability and Cronbach alpha can be seen through the summary presented in the following table:

Table 3. Construct Reliability Test Results

| Variabel | *Cronbach's Alpha* | *Composite Reliability* |
|---|---|---|
| Digital Leadership ($X_1$) | 0.904 | 0.929 |
| Creativity ($X_2$) | 0.950 | 0.959 |
| Knowledge Management ($X_3$) | 0.947 | 0.959 |
| Support Organization (Y) | 0.884 | 0.920 |
| Decision Making Effectiveness (Z) | 0.931 | 0.948 |

**4) Coefficient of Determination ($R^2$)**

Coefficient of Determination ($R^2$) used to determine the extent of the ability of endogenous variables to explain the diversity of exogenous variables, or in other words to determine the extent of the contribution of exogenous variables to endogenous variables. The R2 results can be seen in the following table:

Table 4. Results of the Determination Coefficient ($R^2$)

| Variabel Dependen | R Square | R Square Adjusted |
|---|---|---|
| Support Organization (Y) | 0.255 | 0.248 |
| Decision Making Effectiveness (Z) | 0.438 | 0.430 |

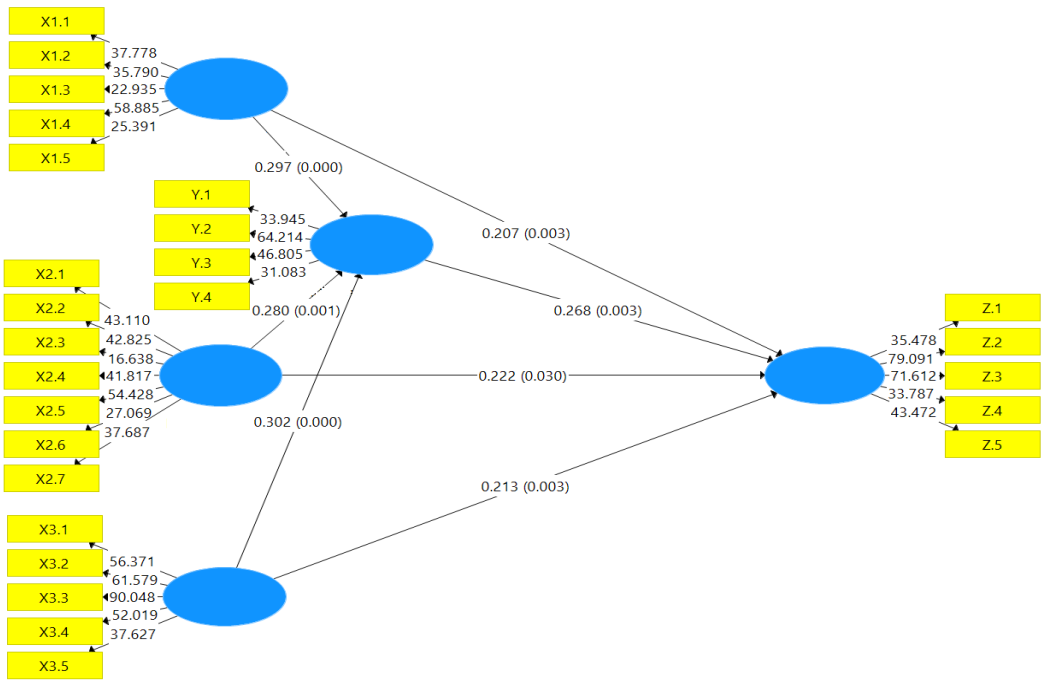
**5) *Predictive Relevance* ($Q^2$)**

The $Q^2$ value can be used to measure how well the observation values are generated by the model and also its parameter estimates. A $Q^2$ value greater than 0 (zero) indicates that the model is said to be good enough, while a $Q^2$ value less than 0 (zero) indicates that the model lacks predictive relevance. The following are the results of the Predictive Relevance ($Q^2$) test:

Tabel 5. Hasil Pengujian *Predictive Relevance* ($Q^2$)

| Variabel Dependen | SSO | SSE | $Q^2$ (=1-SSE/SSO) |
|---|---|---|---|
| Support Organization (Y) | 1832.000 | 1573.914 | 0.141 |
| Decision Making Effectiveness (Z) | 1145.000 | 836.365 | 0.270 |

The results in table 5 show that all variables produce a Predictive Relevance ($Q^2$) value greater than 0 (zero), which indicates that the model is said to be quite good.

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### 6) Hypothesis Testing

Significance testing is used to test whether or not there is an influence of exogenous variables on endogenous variables. The testing criteria state that if the T-statistics value ≥ T-table (1.96) or the P-Value value < significant alpha 5% or 0.05, then it is stated that there is a significant influence of exogenous variables on endogenous variables. The results of the significance test and model can be seen through the following figures and tables:

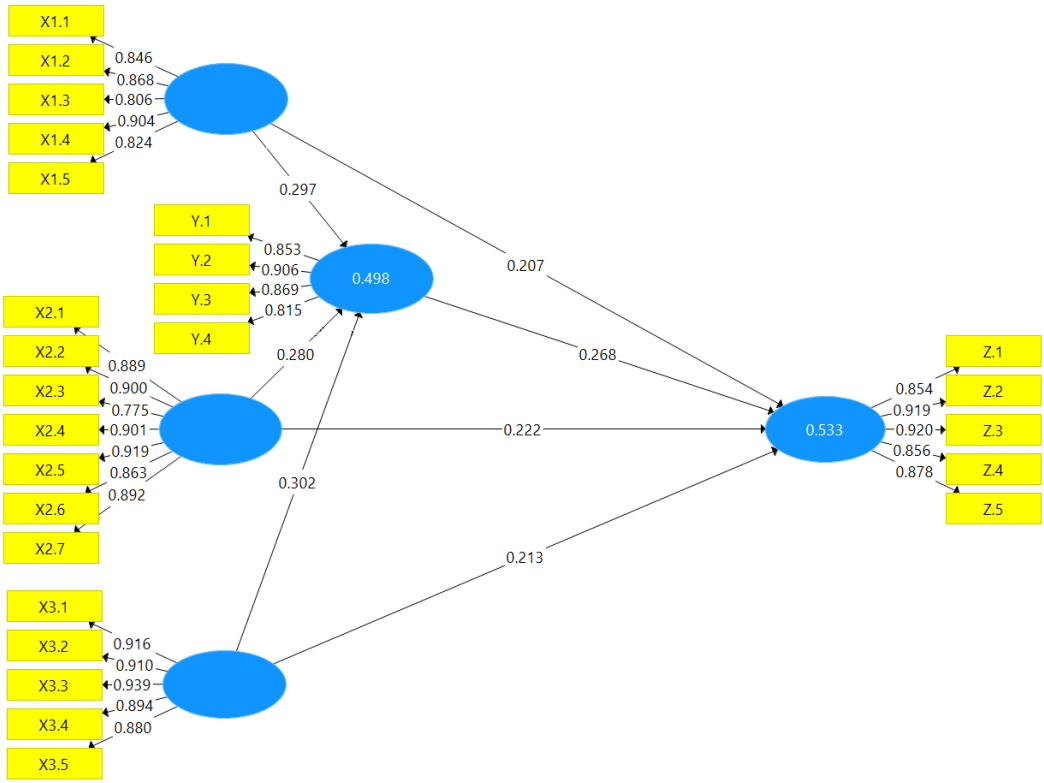


Figure 5. Research Results

Complete hypothesis testing is presented in the following table:

**Table 6. Hypothesis Testing Results**

| No. | Effect | Coefisien | T Statistics (\|O/STDEV\|) | P Values |
|---|---|---|---|---|
| 1. | Digital Leadership ($X_1$) -> Support Organization (Y) | 0.297 | 3.948 | 0.000 |
| 2. | Digital Leadership ($X_1$) -> Decision Making Effectiveness (Z) | 0.207 | 2.957 | 0.003 |
| 3. | Creativity ($X_2$) -> Support Organization (Y) | 0.280 | 3.310 | 0.001 |
| 4. | Creativity ($X_2$) -> Decision Making Effectiveness (Z) | 0.222 | 2.174 | 0.030 |
| 5 | Knowledge Management ($X_3$) -> Support Organization (Y) | 0.302 | 3.818 | 0.000 |
| 6 | Knowledge Management ($X_3$) -> Decision Making Effectiveness (Z) | 0.213 | 2.985 | 0.003 |
| 7 | Support Organization (Y) -> Decision Making Effectiveness (Z) | 0.268 | 2.986 | 0.003 |

#### a) The Influence of Digital Leadership ($X_1$) on Support Organization (Y)

The test of the influence of Digital Leadership ($X_1$) on Support Organization (Y) produced a T statistics value of 3.948 with a p-value of 0.000. The test results show that the T statistics value is > 1.96 and the p-value < 0.05. This means that there is a significant influence of Digital Leadership ($X_1$) on Support Organization (Y). The resulting coefficient value is positive, namely 0.297. Thus, it can be interpreted that the higher the Digital Leadership ($X_1$), the more likely it is to increase Support Organization (Y). The results of proving this hypothesis are in line with research conducted by Hermawan, A; Indrati, B; Susanti, E (2023), that Digital Leadership has a positive effect on Support Organization.

#### b) The Influence of Digital Leadership ($X_1$) on Decision Making Effectiveness (Z)

The test of the influence of Digital Leadership ($X_1$) on Decision Making Effectiveness (Z) produced a T statistics value of 2.957 with a p-value of 0.003. The test results show that the T statistics value > 1.96 and p-value < 0.05. This means that there is a significant influence of Digital Leadership ($X_1$) on Decision Making Effectiveness (Z). The resulting coefficient value is positive, namely 0.207. Thus, it can be interpreted that the higher the Digital Leadership (X1), the more likely it is to increase Decision Making Effectiveness (Z). The results of proving this hypothesis are in line with research conducted by Hermawan, A; Ghozali, AF; Sayuti, MA (2023), that Digital Leadership has a positive effect on Decision Making Effectiveness.

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**c) The Influence of Creativity ($X_2$) on Support Organization (Y)**

The test of the influence of Creativity ($X_2$) on Support Organization (Y) produced a T statistics value of 3.310 with a p-value of 0.001. The test results show that the T statistics value is > 1.96 and the p-value < 0.05. This means that there is a significant influence of Creativity ($X_2$) on Support Organization (Y). The resulting coefficient value is positive, namely 0.280. Thus, it can be interpreted that the better Creativity ($X_2$) is, the more likely it is to increase Support Organization (Y). The results of proving this hypothesis are in line with research conducted by Hermawan, A; Setyaningsih, S; Hardhienata, S (2021), that Creativity has a positive effect on Support Organization.

**d) The Influence of Creativity ($X_2$) on Decision Making Effectiveness (Z)**

The test of the influence of Creativity ($X_2$) on Decision Making Effectiveness (Z) produced a T statistics value of 2.174 with a p-value of 0.030. The test results show that the T statistics value is > 1.96 and the p-value < 0.05. This means that there is a significant influence of Creativity ($X_2$) on Decision Making Effectiveness (Z). The resulting coefficient value is positive, namely 0.222. Thus, it can be interpreted that the better Creativity ($X_2$) is, the more likely it is to increase Decision Making Effectiveness (Z). The results of proving this hypothesis are in line with research conducted by Rusnadi, S; Hermawan, A (2023), that Creativity has a positive effect on Decision Making Effectiveness.

**e) The Influence of Knowledge Management ($X_3$) on Support Organization (Y)**

The test of the influence of Knowledge Management ($X_3$) on Support Organization (Y) produced a T statistics value of 3.818 with a p-value of 0.000. The test results show that the T statistics value is > 1.96 and the p-value < 0.05. This means that there is a significant influence of Knowledge Management ($X_3$) on Support Organization (Y). The resulting coefficient value is positive, namely 0.302. Thus, it can be interpreted that the better Knowledge Management ($X_3$) is, the more likely it is to increase Support Organization (Y). The results of proving this hypothesis are in line with research conducted by Hermawan, A; Indrati, B; Rohmah, MS (2023), that Knowledge Management has a positive effect on Support Organization.

**f) The Influence of Knowledge Management ($X_3$) on Decision Making Effectiveness (Z)**

The test of the influence of Knowledge Management ($X_3$) on Decision Making Effectiveness (Z) produced a T statistics value of 2.986 with a p-value of 0.003. The test results show that the T statistics value is > 1.96 and the p-value < 0.05. This means that there is a significant influence of Knowledge Management ($X_3$) on Decision Making Effectiveness (Z). The resulting coefficient value is positive, namely 0.213. Thus, it can be interpreted that the better Knowledge Management ($X_3$) is, the more likely it is to increase Decision Making Effectiveness (Z). The results of proving this hypothesis are in line with research conducted by Hermawan, A; Setyaningsih, S; Hardhienata, S (2021), that Knowledge Management has a positive effect on Decision Making Effectiveness.

**g) The Influence of Support Organization (Y) on Decision Making Effectiveness (Z)**

The test of the influence of Support Organization (Y) on Decision Making Effectiveness (Z) produced a T statistics value of 2.986 with a p-value of 0.003. The test results show that the T statistics value is > 1.96 and the p-value < 0.05. This means that there is a significant influence of Support Organization (Y) on Decision Making Effectiveness (Z). The resulting coefficient value is positive, namely 0.268. Thus, it can be interpreted that the higher the Support Organization (Y), the more likely it is to increase Decision Making Effectiveness (Z). The results of proving this hypothesis are in line with research conducted by Hermawan, A; Indrati, B; Susanti, E (2023), that Support Organization has a positive effect on Decision Making Effectiveness.

**Table 7. Indirect Effect Hypothesis Testing**

| No | Variabel Indirect | Coefisien | T Statistics (\|O/STDEV\|) | P Values |
|---|---|---|---|---|
| 1. | Digital Leadership ($X_1$) -> Decision Making Effectiveness (Z) -> Support Organization (Y) | 0.080 | 2.250 | 0.025 |
| 2. | Creativity ($X_2$) -> Decision Making Effectiveness (Z) -> Support Organization (Y) | 0.075 | 2.203 | 0.028 |
| 3. | Knowledge Management ($X_3$) -> Decision Making Effectiveness (Z) -> Support Organization (Y) | 0.081 | 2.442 | 0.015 |
| 3. | Knowledge Management ($X_3$) -> Decision Making Effectiveness (Z) -> Support Organization (Y) | 0.081 | 2.442 | 0.015 |

**h) The Influence of Digital Leadership ($X_1$) on Decision Making Effectiveness (Z) Through Support Organization (Y)**

The test of the influence of Digital Leadership ($X_1$) on Decision Making Effectiveness (Z) through Support Organization (Y) produced a T statistics value of 2,250 with a p-value of 0.025. The test results show that the T statistics value is > 1.96 and the p-value < 0.05. This means that there is a significant influence of Digital Leadership ($X_1$) on Decision Making Effectiveness (Z) through Support Organization (Y). Thus, it can be stated that Support Organization (Y) is able to mediate the influence of Digital Leadership ($X_1$) on Decision Making Effectiveness (Z). The results of proving this hypothesis are in line with research conducted by Hermawan, A; Muhammadi, AM; Gozali, AF (2023), that Digital Leadership has a positive effect on Decision Making Effectiveness through Support Organization.

**i) The Influence of Creativity ($X_2$) on Decision Making Effectiveness (Z) Through Support Organization (Y)**

The test of the influence of Creativity ($X_2$) on Decision Making Effectiveness (Z) Through Support Organization (Y) produced a T statistics value of 2.203 with a p-value of 0.028. The test results show that the T statistics value is > 1.96 and the p-value < 0.05. This means that there is a significant influence of Creativity ($X_2$) on Decision Making Effectiveness (Z) Through Support Organization (Y). Thus, it can be stated that

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Support Organization (Y) is able to mediate the influence of Creativity ($X_2$) on Decision Making Effectiveness (Z). The results of proving this hypothesis are in line with research conducted by Rusnadi, S; Sumiati; Hermawan, A (2023), that Creativity has a positive effect on Decision Making Effectiveness through Support Organization.

**j) The Influence of Knowledge Management ($X_3$) on Decision Making Effectiveness (Z) Through Support Organization (Y)**

The test of the influence of Knowledge Management ($X_3$) on Decision Making Effectiveness (Z) Through Support Organization (Y) produced a T statistics value of 2.442 with a p-value of 0.015. The test results show that the T statistics value is > 1.96 and the p-value < 0.05. This means that there is a significant influence of Knowledge Management ($X_3$) on Decision Making Effectiveness (Z) Through Support Organization (Y). Thus, it can be stated that Support Organization (Y) is able to mediate the influence of Knowledge Management ($X_3$) on Decision Making Effectiveness (Z). The results of proving this hypothesis are in line with research conducted by Hermawan, A; Setyaningsih, S; Hardhienata, S (2021), that Knowledge Management has a positive effect on Decision Making Effectiveness through Support Organization.

**7) Optimal Solutions for Improving Organizational Resilience**

Based on the results of statistical hypothesis testing, determination of indicator priorities, and calculation of indicator values as described above, a recapitulation of research results can be made which is the optimal solution to increase Organizational Resilience as follows:

Table 8. SITOREM Analysis

| **Digital Leadership (βy1 = 0,206) (rangk.IV)** | | | | |
|---|---|---|---|---|
| **Indicator in Initial State** | | **Indicator after Weighting by Expert** | | **Indicator Value** |
| 1 | Making decisions based on analysis | 1st | Effective communication behavior (20.84%) | 3.70 |
| 2 | Managing connectivity and collaboration | 2nd | Adapting to technological changes (20.15%) | 3.74 |
| 3 | Effective communication behavior | 3rd | Making decisions based on analysis (20.13%) | 4.31 |
| 4 | Working without space and time constraints | 4th | Managing connectivity and collaboration (20.11%) | 3.90 |
| 5 | Adapting to technological changes | 5th | Working without space and time constraints (18.76%) | 3.87 |
| **Creativity (βy2 = 0,249) (rangk.II)** | | | | |
| **Indicator in Initial State** | | **Indicator after Weighting by Expert** | | **Indicator Value** |
| 1 | Behavioral habits in solving problems | 1st | Courage to take risks (15.17%) | 4.17 |
| 2 | Behavior interested in complex things | 2nd | Acting persistently in trying (14.82%) | 4.22 |
| 3 | Behavior open in accepting new ideas and concepts | 3rd | Originality in developing something new or different (14.68%) | 4.27 |
| 4 | Acting smart in seeking opportunities | 4th | Behavioral habits in solving problems (14.68%) | 4.26 |
| 5 | Dare to take risks | 5th | Behavior interested in complex things (13.71%) | 4.12 |
| 6 | Acting persistently in trying | 6th | Behavior open in accepting new ideas and concepts (13.71%) | 4.06 |
| 7 | Originality in developing something new or different | 7th | Acting smart in looking for opportunities (13.23%) | 3.65 |
| | | | | |
| **Knowledge Management (βy3 = 0,207) (rangk.III)** | | | | |
| **Indicator in Initial State** | | **Indicator after Weighting by Expert** | | **Indicator Value** |
| 1 | Knowledge acquisition | 1st | Utilization/application of knowledge (20.84%) | 4.21 |
| 2 | Knowledge collection | 2nd | Sharing and distribution of knowledge (20.17%) | 4.17 |
| 3 | Processing knowledge into new knowledge | 3rd | Acquisition of knowledge (20.13%) | 4.25 |
| 4 | Utilization/application of knowledge | 4th | Collection of knowledge (20.13%) | 3.79 |
| 5 | Sharing and distribution of knowledge | 5th | Processing of knowledge into new knowledge (18.72%) | 4.30 |
| | | | | |
| **Support Organization (βy4 = 0,250) (rangk.I)** | | | | |
| **Indicator in Initial State** | | **Indicator after Weighting by Expert** | | **Indicator Value** |
| 1 | Providing Fairness | 1st | Working Conditions (26.10%) | 4.01 |

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| | | | | |
|---|---|---|---|---|
| 2 | Leadership Support | 2nd | Organizational Rewards (26.10%) | 3.90 |
| 3 | Organizational Rewards | 3rd | Providing Fairness (24.36%) | 4.23 |
| 4 | Working Conditions | 4th | Leadership Support (23.43%) | 4.42 |

| Decision Making Effectiveness | | | | |
|---|---|---|---|---|
| **Indicator in Initial State** | | **Indicator after Weighting by Expert** | | **Indicator Value** |
| 1 | Understanding of the Problem | 1st | Timeliness (21.87%) | 4.02 |
| 2 | Adequacy of Solution | 2nd | Purpose Accuracy (20.47%) | 4.19 |
| 3 | Timeliness | 3rd | Positive change (19.71%) | 4.22 |
| 4 | Adequacy of Purpose | 4th | Understanding of the Problem (19.00%) | 3.84 |
| 5 | Positive change occurs | 5th | Solution Accuracy (18.95%) | 4.08 |

| SITOREM ANALYSIS RESULT | | | |
|---|---|---|---|
| **Priority order of indicator to be Strengthened** | | **Indicator remain to be maintained** | |
| 1st | Working Conditions | 1. | Working Conditions |
| 2nd | Providing Justice | 2. | Providing Justice |
| 3rd | Leadership Support | 3. | Leadership Support |
| 4th | Courage to take risks | 4. | Courage to take risks |
| 5th | Acting persistently in trying | 5. | Acting persistently in trying |
| 6th | Originality in developing something new or different | 6. | Originality in developing something new or different |
| 7th | Habits of behavior in solving problems | 7. | Habits of behavior in solving problems |
| 8th | Behavior interested in complex things | 8. | Behavior interested in complex things |
| | | 9. | Open behavior in accepting new ideas and concepts |
| | | 10. | Utilization/application of knowledge |
| | | 11. | Sharing and distribution of knowledge |
| | | 12. | Acquisition of knowledge |
| | | 13. | Processing knowledge into new knowledge |
| | | 14. | Making decisions based on analysis |
| | | 15. | Timeliness |
| | | 16. | Accuracy of Purpose |
| | | 17. | Occurrence of positive change |
| | | 18. | Accuracy of Solutions |

## 4. CONCLUSION, IMPLICATIONS AND SUGGESTIONS

Based on the results of the analysis, discussion of research results and hypotheses that have been tested, the following conclusions can be drawn:

1) Improving Decision Making Effectiveness can be done by using a strategy to strengthen variables that have a positive influence on Decision Making Effectiveness.
2) Variables that have a positive influence on Decision Making Effectiveness are Digital Leadership, Creativity, Knowledge Management, and Support Organization. This is proven by the results of variable analysis using the Smart PLS method.
3) The way to improve Decision Making Effectiveness is to improve weak indicators and maintain good indicators in each research variable.

Based on the conclusions of the research above, the following implications can be taken in this research:

1) In order to Increase Decision Making Effectiveness, it is necessary to strengthen Digital Leadership, Creativity, Knowledge Management, as exogenous variables with Support Organization as an intervening variable.

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2) If Digital Leadership is to be strengthened, it is necessary to improve the indicators that are still weak, namely: Effective communication behavior, Adaptation to technological changes, Managing connectivity and collaboration, and Working without limitations of space and time or developing indicators: Making decisions based on analysis.
3) If Creativity is to be strengthened, then it is necessary to make improvements to the indicators that are still weak, namely, Acting smartly in seeking opportunities and maintaining or developing indicators: Courage to take risks, Acting persistently in trying, Originality in developing something new or different, Habits of behavior in solving problems, Behavior interested in complex things, and Open behavior in accepting new ideas and concepts
4) If Knowledge Management is to be strengthened, then it is necessary to make improvements to the indicators that are still weak, namely Knowledge collection, and developing indicators: Utilization/application of knowledge, Sharing and distribution of knowledge, Acquisition of knowledge, and Processing of knowledge into new knowledge
5) If Support Organization is to be strengthened, then it is necessary to make improvements to the indicators that are still weak, namely Appreciation from the Organization, and developing indicators: Working Conditions, Providing Justice, and Leadership Support.

Suggestions or recommendations that can be given to related parties are as follows:

1) Principals need to improve Decision Making Effectiveness by strengthening Digital Leadership, Creativity, Knowledge Management, and Support Organization by improving: Understanding of Problems and developing Timeliness, Accuracy of Goals, Occurrence of positive changes, and Accuracy of Solutions.
2) Private school organizing institutions need to develop teachers in improving Decision Making Effectiveness by providing appropriate direction to strengthen the strengthening of Digital Leadership, Creativity, Knowledge Management, and Support Organization according to the results of this study.
3) The Ministry of Primary and Secondary Education (Kemendikdasmen-RI) needs to develop teachers in improving Decision Making Effectiveness by providing appropriate direction to strengthen the strengthening of Digital Leadership, Creativity, Knowledge Management, and Support Organization according to the results of this study.

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