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Decision Making Effectiveness Through Strengthening Digital Leadership, Creativity, Knowledge Management and Organizational Support

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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. Leaders may lower risk, create and execute business plans, and react to external events and changes in the company environment by making wise decisions. As a result, research is required to gather data on factors pertaining to decision-making effectiveness. This study seeks to improve digital leadership, creativity, knowledge management, and organizational support in order to identify strategies, methodologies, and best practices for decision-making efficacy. Key indicators are analyzed in this study using the SITOREM method and a survey approach with path analysis. To determine the extent to which the variables of digital leadership, creativity, knowledge management, and organizational support impact the efficacy of decision-making, smart PLS analysis is utilized. An ideal option for decision-making effectiveness is found through SITOREM analysis. The Ministry of Education, the Education Office, and school principals can utilize the guidelines for decision-making effectiveness in this study as a guide for making strategic decisions.

Keyword: Decision-Making Effectiveness, Digital Leadership, Creativity, Knowledge Management, Organizational Support, SITOREM.

INTRODUCTION

A crucial aspect of leadership is decision making, where a leader dedicates a significant portion of their time, focus, and contemplation to analyze the intricacies of the decision-making process. As one ascends the ranks of organizational leadership, the primary responsibility increasingly shifts towards the art of decision-making. The conduct and approach of a leader in the decision-making process significantly shape the behaviors and attitudes of their followers. This will ascertain the efficacy of the organization in realizing its objectives. Decision making involves the selection of various alternatives for leaders in the realms of motivation, communication, coordination, and organizational change. Salusu (2016) defines decision making as the process of selecting an alternative course of action through an effective approach tailored to the circumstances at hand. The methodology identifies and addresses issues within the organization. Usman (2018) articulated that decision making constitutes the process

of selecting from a range of alternatives. Higgins in Salusu (2016) posits that decision making stands as the paramount activity among all endeavors, as it engages leaders and constitutes the primary obligation of administrators throughout the decision-making process.

Decision-making is critical in management as it influences the trajectory and effectiveness of an organization. A correct decision can yield beneficial outcomes, whereas an incorrect decision may result in adverse effects. Decision making involves a systematic and logical process that includes: (1) identifying problems; (2) generating alternative solutions; (3) selecting solutions; and (4) implementing and assessing solutions. Kreitner and Kinicki (2010) advise that managers engage in rational thinking when making decisions. According to Northcraft and Neale, decisions are responses to problems. Issues can differ in significance, ranging from the decision of which job to accept post-graduation to the choice of toothpaste brand. Decisions represent a response to issues. Decision making constitutes a cognitive process, with the outcome referred to as a decision.

Decision-making in cognitive psychology examines the processes through which individuals arrive at decisions. The study distinguishes itself from problem solving, which is defined by a clearly articulated goal. In this context, the attainment of the goal is segmented into sub-goals, facilitating the identification of appropriate actions and their timing. Decision making differs from reasoning, which involves a process where an individual progresses from existing knowledge to acquire additional understanding.

Decision making involves generating multiple alternative actions to address a given issue and selecting the optimal choice among these alternatives after assessing their efficacy in accomplishing the decision makers' objectives. The outcome of decision-making is a decision. Decision-making transpires in circumstances necessitating predictions, the selection of one among multiple alternatives, and the estimation of the likelihood of future occurrences. Decision-making is crucial for a principal since it significantly influences motivation, leadership, communication, coordination, and organizational change. Consequently, every principal must possess the ability to make judgments swiftly, precisely, effectively, and efficiently to ensure the attainment of educational objectives.

The effectiveness of decision-making is elucidated to enhance the foundation of this study; hence, the researcher administered a preliminary survey questionnaire to 30 participants, specifically the heads of Private Vocational Schools in Bogor Regency. The Behavior Rating Scale employs a range from 5 to 1, where 5 signifies Always, 4 indicates Often, 3 represents Sometimes, 2 denotes Ever, and 1 means Never. The initial poll was carried out from February 10 to 15, 2025, with the subsequent findings:

a. 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
b. 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.
c. 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
d. 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

e. 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 findings from initial research suggest that enhancing the efficacy of decision-making is essential, thus necessitating the exploration of optimal strategies and solutions to achieve this improvement. The efficacy of decision-making stands as a pivotal element in the pursuit of educational objectives, rendering its examination a subject of considerable interest. The factors believed to positively influence the efficacy of decision-making include digital leadership, creativity, knowledge management, and organizational support.

In the analysis presented by 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., & Armansyah. (2022), Kusumawati, E. (2023), Lestari, V. D. (2023), Nwoye, J., & Agwu, E. (2017), Prastyawan, A., & Lestari, Y. (2020), Rachmawati, Y., Sitorus, S., & Barus, A. (2023), Sola, E. (2018), Tantrika, C. F. M., Sari, R. A., & Yuniarti, R. (2019), Wulandari, S., & Ali, H. (2023), and Zheng, M. (2023), the synthesis indicates that the effectiveness of decision-making correlates with the degree of success in achieving objectives, which reflects the repercussions or outcomes of the decisions made. The criteria for assessing the efficacy of decision-making are outlined as follows: 1) Comprehension of the issue, 2) Precision of the resolution, 3) Promptness, 4) Correctness of goals, and 5) Emergence of beneficial transformations.

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), 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), 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 following is a list of indications that indicate digital leadership: 1) Methods of communication that are effective. Two, the ability to adjust to new technological developments; three, the ability to make judgments based on analysis; four, the ability to manage connectivity and collaboration; and five, the ability to work without restrictions on space and time.

Hennessey, B. A. & Amabile, T. M. (2016), Kreitner, R and Kinicki, A (2018), Kaufman, C.J and Sternberg, J.R. (2019), Sternberg, R. J. (2016), Tierney, P., & Farmer, S. M. (2016), Anderson, N., Potočnik, K., & Zhou, J. (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), Hardhienata, S., Widodo, S. Hermawan, A (2022), 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 following are some of the indicators of creative thinking: 1) Habits of behavior in the process of problem-solving; 2) Behavior interested in complex things; 3) Open behavior in embracing new ideas and ideas; 4) Acting wisely in seeking

possibilities; 5) Courage to take risks; 6) Acting persistently in their attempts; and 7) Originality in the process of generating something new or different.

The following authors have published their findings: Cheng Eric C.K. (2019), Dalkir, K. (2020), Marquardt, Michael J. (2019), Sammer, Martin (2019), Murray, E. Jennex (2019), Hermawan, A., et al. (2023), Sudirman, Govindaraju, Suryadi, and Aulawi are the authors. 2019 Year, Chan, Leung, and Lee, Jr. According to Lee, T. Y., Leung, H. K., and Chan, K. C. (2019), knowledge management is an individual activity that involves accessing, collecting, storing, processing, utilizing, and expanding personal knowledge in order to support the advancement of both the individual and the organization. The following is a list of indicators that pertain to knowledge management: 1) The acquisition of knowledge, 2) The collection of learned information, 3) The transformation of learned information into new information, 4) The utilization and application of learned information, and 5) The dissemination and sharing of learned information

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. (2017), Rhoades, L and Eisenberger R (2016), Rusnadi, S, et.al (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 following is a list of those indications that indicate organizational support: First, the provision of justice (fairness), second, the support of leadership, third, the expression of appreciation from the organization, and fourth, the working conditions.

Through the enhancement of digital leadership, creativity, knowledge management, and organizational support, the purpose of this study is to discover strategies, techniques, and ideal solutions for improving the efficiency of decision making. For the purpose of analyzing important indicators, this study employs a survey method that incorporates path analysis as well as the SITOREM method. Through the utilization of intelligent PLS analysis, one may ascertain the extent of the impact that the variables of digital leadership, creativity, knowledge management, and organizational support have on the efficiency of decision making. A solution that is optimal in terms of the efficiency of decision making can be produced through the utilization of SITOREM analysis. The findings of this study offer recommendations for improving the efficiency of decision making. These recommendations can serve as a reference for school principals, the Education Office, and the Ministry of Education when it comes to making strategic decisions at the strategic level.

METHOD

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 is the focus of this study. The purpose of this study is to find strategies and ways to improve the effectiveness of decision making. Statistical hypotheses were tested with Smart PLS, and the SITOREM method was used for indicator analysis in order to discover the most effective solutions for enhancing organizational resilience.

The research method that was utilized was a survey method with a path analysis test methodology. In summary, the acronym SITOREM can be understood as a scientific approach that is utilized to identify variables (theories) in order to carry out "Operation Research" in the field of Education Management (Hardhienata, 2017). This acronym stands for "Scientific Identification Theory to Conduct Operation Research in Education Management." The following are some of the tasks that can be accomplished with the help of SITOREM when

conducting research on Path Analysis: Analyzing the value of research results for each research variable indicator, determining the weight of each indicator for each research variable based on the criteria "Cost, Benefit, Urgency, and Importance," and identifying the strength of the influence of independent variables with dependent variables are the three methods that will be utilized in this study.

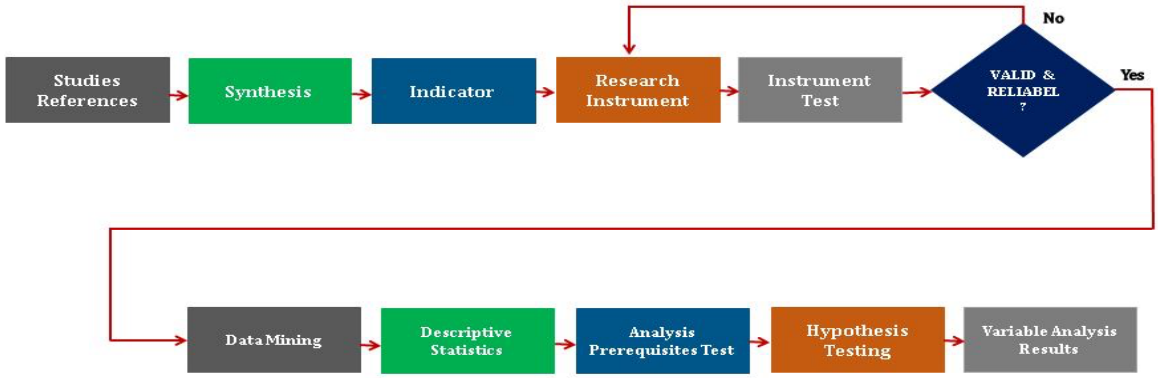

Figure 1. Quantitative Research Stages

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.

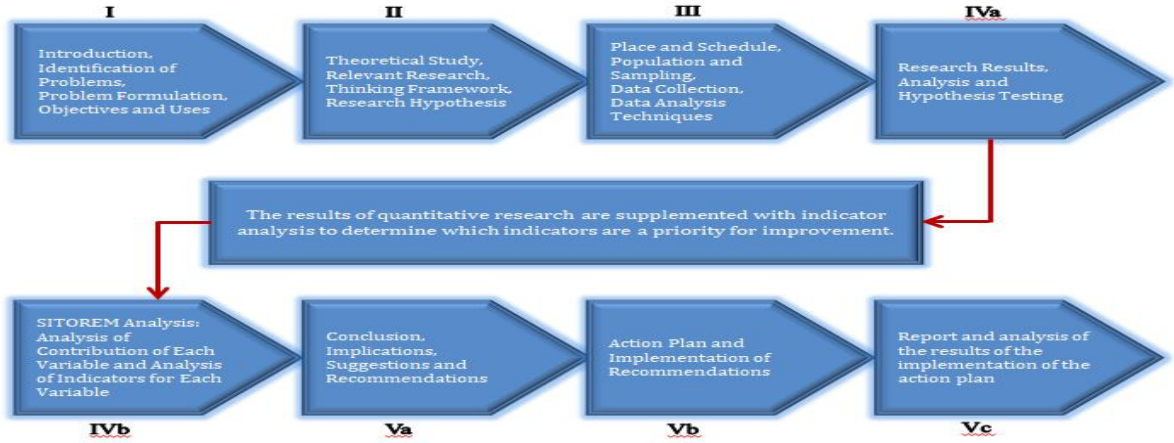

Figure 2. Path Analysis research design and SITOREM analysis

The Path Analysis and SITOREM analysis research approach integrates Path Analysis, with its findings reinforced by SITOREM analysis. The SITOREM analysis provides a detailed examination of the Path Analysis research results concerning the indicators of the research variables, so identifying which indicators require immediate enhancement and which should be sustained or developed further. The study was carried out at Private Vocational High Schools (SMK) in Bogor Regency, with a teacher population of 289 individuals, with a sample size of 168 teachers determined using the Slovin formula.

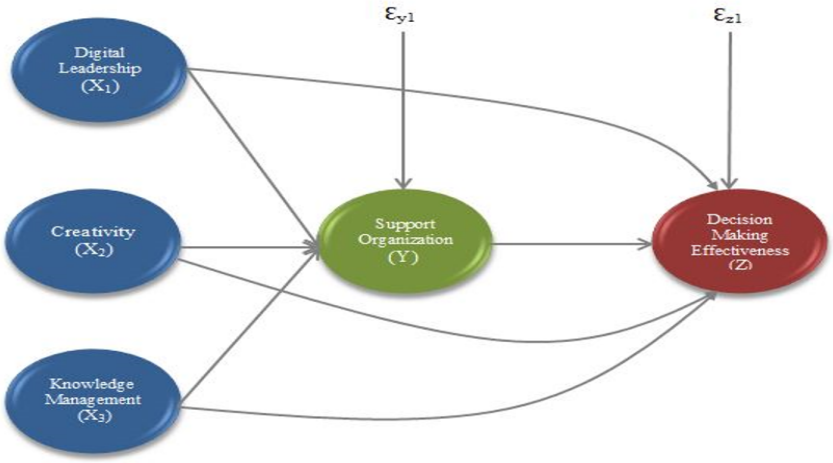

Figure 3. Research Constellation

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RESULTS AND DISCUSSION

1) Convergen Validity Test

The evaluation of construct validity is performed through the calculation of convergent validity. The assessment of convergent validity is determined by examining the loading factor and Average Variance Extracted (AVE) values. An instrument is considered to satisfy the convergent validity criterion when it exhibits a loading factor and Average Variance Extracted (AVE) greater than 0.5. The findings from the convergent validity assessment are displayed in the table below:

Table 1. Convergent Validity Test Results

Variable	Indicator	Loading Factor	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	
	Organizational Rewards	0.869	
	Working Conditions	0.815	
Decision Making Effectiveness	Understanding of the Problem	0.854	0.785
	Adequacy of Solution	0.919	

Variable	Indicator	Loading Factor	AVE
(Z)	Timeliness	0.920	
	Adequacy of Purpose	0.856	
	Positive change occurs	0.878	

2) Discriminant Validity Test

Discriminant validity is assessed through cross loading, where an indicator is considered valid for measuring a specific variable if its cross loading value exceeds the correlation values of that indicator with other variables. The outcomes of the cross loading calculation are detailed in the subsequent 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**
Z.5	0.435	0.502	0.462	0.539	**0.878**

3). Construct Reliability

Cronbach's alpha and composite reliability are calculations utilized to assess the reliability of the construct. The testing criteria indicate that a construct is considered reliable if the composite reliability exceeds 0.7 and the Cronbach alpha surpasses 0.6. The summary of the calculation results for composite reliability and Cronbach's alpha is presented in the following table:

Table 3. Construct Reliability Test Results

Variable	*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)

The Coefficient of Determination (R^2) assesses the degree to which endogenous variables account for the variability of exogenous variables, or conversely, the extent to which exogenous variables contribute to endogenous variables. The R^2 outcomes are presented in the subsequent table:

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

Dependent Variable	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 serves to assess the efficacy of the observation values produced by the model, as well as its parameter estimations. A Q^2 number beyond zero signifies that the model possesses adequate predictive capability, whereas a Q^2 value below zero indicates a deficiency in predictive relevance. The subsequent outcomes of the Predictive Relevance (Q^2) assessment are as follows:

Table 5. Test Results *Predictive Relevance* (Q^2)

Dependent Variable	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 reveal that all variables yield a Predictive Relevance (Q^2) value exceeding zero, signifying that the model is considered quite effective.

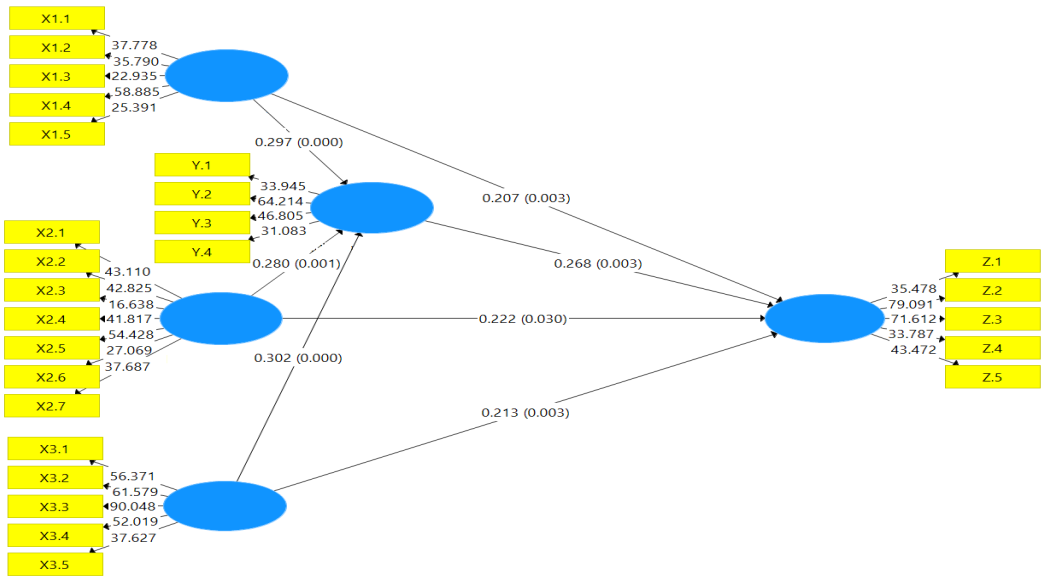

Figure 4. Research Constellation

6) Hypothesis Testing

Significance testing is employed to determine the impact of exogenous variables on endogenous variables. The testing criteria indicate that if the T-statistic value is more than or equal to the T-table value (1.96) or the P-value is less than the significance alpha of 5% (0.05), it is concluded that there is a significant effect of exogenous variables on endogenous variables. The outcomes of the significance test and model are illustrated in the below figures and tables:

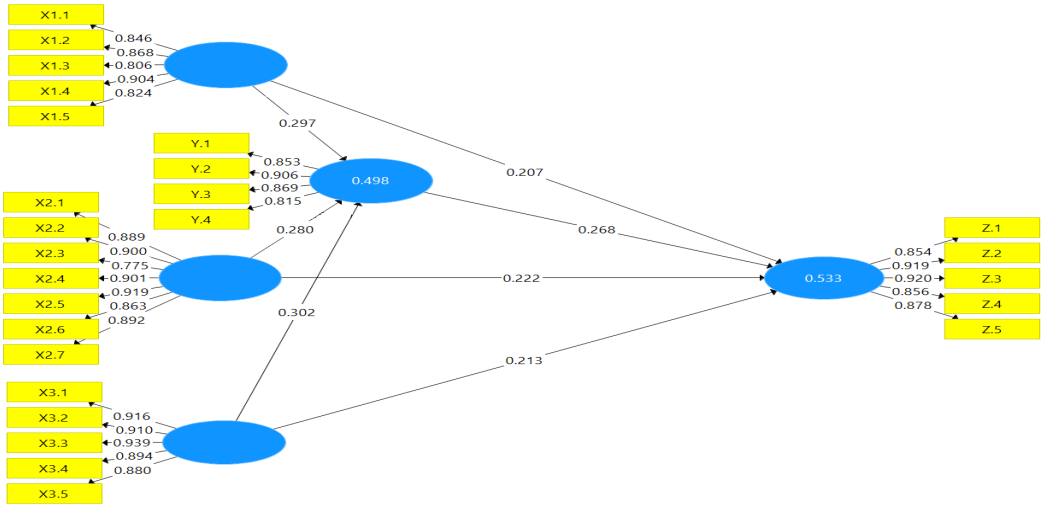

Figure 5. Research Results

Complete hypothesis testing is presented in the following table:

Table 6. Hypothesis Testing Results

No.	Direct Effect	Coefficient	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 analysis of the impact of Digital Leadership (X1) on Support Organization (Y) yielded a T statistics value of 3.948, accompanied by a p-value of 0.000. The test results indicate that the T statistics value exceeds 1.96, and the p-value is less than 0.05. This indicates a substantial impact of Digital Leadership (X1) on Support Organization (Y). The resulting coefficient value is positive, specifically 0.297. It can be concluded that an increase in Digital Leadership (X1) is likely to enhance Support Organization (Y). The findings supporting this hypothesis align with the research conducted by Hermawan, A; Indrati, B; Susanti, E (2023), indicating that Digital Leadership positively influences Support Organization.

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

The T-statistic value of 2.957 with a p-value of 0.003 was obtained from the test of the influence of Digital Leadership (X1) on Decision Making Effectiveness (Z). The test results indicate that the p-value is less than 0.05 and the T-statistic value is greater than 1.96. This implies that the effectiveness of decision-making (Z) is significantly influenced by digital leadership (X1). The coefficient value that results is positive, specifically 0.207. Therefore, it is feasible to conclude that the decision-making effectiveness (Z) is more likely to be enhanced when the digital leadership (X1) is elevated. The findings of this hypothesis are consistent with the research conducted by Hermawan, A; Ghozali, AF; Sayuti,

MA (2023), which indicates that Digital Leadership has a beneficial impact on the effectiveness of decision-making.

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

The analysis of the impact of Creativity (X2) on Support Organization (Y) yielded a T statistics value of 3.310 and a p-value of 0.001. The test results indicate that the T statistics value exceeds 1.96, while the p-value is less than 0.05. This indicates a substantial impact of Creativity (X2) on Support Organization (Y). The resulting coefficient value is 0.280, indicating a positive outcome. It can be concluded that higher levels of Creativity (X2) are associated with an increased likelihood of enhancing Support Organization (Y). The findings supporting this hypothesis align with the research conducted by Hermawan, A; Setyaningsih, S; Hardhienata, S (2021), indicating that Creativity positively influences Support Organization.

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

A T statistics value of 2.174 and a p-value of 0.030 were obtained from the test performed to determine the influence of Creativity (X2) on the Effectiveness of Decision Making (Z). A comparison of the test results reveals that the T statistics value is greater than 1.96, while the p-value is less than 0.05. The conclusion that can be drawn from this is that effectiveness in decision making (Z) is significantly impacted by creativity (X2). A positive value, specifically 0.222, was obtained as a result of the coefficient. As a result, one interpretation that can be made is that the likelihood of increasing decision making effectiveness (Z) is proportional to the degree to which creativity (X2) is improved. Research carried out by Rusnadi, S. and Hermawan, A. (2023) indicates that creativity has a favorable effect on the effectiveness of decision making. The findings of this hypothesis's proof are consistent with the findings of this research.

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

A T statistics value of 3.818 and a p-value of 0.000 were obtained from the test that was conducted to determine the influence that Knowledge Management (X3) has on Support Organization (Y). According to the findings of the test, the T statistics value is greater than 1.96, and the p-value is less than 0.05. The conclusion that can be drawn from this is that Knowledge Management (X3) exerts a considerable amount of effect on Support Organization (Y). The value of the coefficient that was obtained is positive, specifically 0.302. The conclusion that can be drawn from this is that the effectiveness of Knowledge Management (X3) is directly proportional to the likelihood that Support Organization (Y) will be increased. Hermawan, A., Indrati, B., and Rohmah, MS. (2023) conducted study that shown that Knowledge Management has a good impact on Support Organization. The findings of this research are consistent with the findings of the research that proved this theory.

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

A T statistics value of 2.986 was produced, and the p-value was 0.003, as a result of the influence of Knowledge Management (X3) on Decision Making Effectiveness (Z). A comparison of the test results reveals that the T statistics value is greater than 1.96, while the p-value is less than 0.05. It may be deduced from this that the effectiveness of decision making (Z) is significantly impacted by the concept of knowledge management (X3). There is a positive value for the coefficient that was obtained, specifically 0.213. It is possible to deduce that the likelihood of increasing the effectiveness of decision making (Z) is proportional to the degree to which the knowledge management (X3) system is improved. Hermawan, A., Setyaningsih, S., and Hardhienata, S. (2021) conducted study that confirmed that Knowledge Management has a good effect on Decision Making Effectiveness. The findings of this research are consistent with the findings of the research that proved this theory.

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

A T statistics value of 2.986 and a p-value of 0.003 were obtained from the test that was conducted to determine the influence of Support Organization (Y) on Decision Making Effectiveness (Z). According to the findings of the test, the T statistics value is greater than 1.96, and the p-value is less than 0.05. Because of this, it can be concluded that the Support Organization (Y) exerts a considerable amount of influence on the Effectiveness of Decision Making (Z). The value of the coefficient that was

obtained is positive, specifically 0.268. The conclusion that can be drawn from this is that the likelihood of increasing decision making effectiveness (Z) is proportional to the degree to which the Support Organization (Y) is higher. This theory was proven to be correct by the findings of the research carried out by Hermawan, A., Indrati, B., and Susanti, E. (2023), which demonstrated that the presence of a Support Organization had a favorable impact on the effectiveness of decision making.

Table 7. Indirect Effect Hypothesis Testing

No	Indirect Effect	Coefficient	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

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

A T statistics value of 2,250 and a p-value of 0.025 were obtained from the test that was conducted to determine the influence of Digital Leadership (X1) on the Effectiveness of Decision Making (Z) from the perspective of Support Organization (Y). According to the findings of the test, the T statistics value is greater than 1.96, and the p-value is less than 0.05. The conclusion that can be drawn from this is that Digital Leadership (X1) exerts a considerable influence on the effectiveness of decision making (Z) through the support organization (Y). Therefore, it is possible to come to the conclusion that Support Organization (Y) is able to act as a mediator between the effects of Digital Leadership (X1) and the effectiveness of decision making (Z). Hermawan, A., Muhammadi, AM, and Gozali, AF (2023) conducted study that shown that digital leadership has a beneficial effect on decision making effectiveness through support organization. The findings of this research are consistent with the findings of the research that proved this theory.

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

A T statistics value of 2.203 and a p-value of 0.028 were obtained from the test that was conducted to determine the influence of Creativity (X2) on the Effectiveness of Decision Making (Z) Through Support Organization (Y). According to the findings of the test, the T statistics value is greater than 1.96, and the p-value is less than 0.05. It may be deduced from this that there is a substantial impact of Creativity (X2) on the Effectiveness of Decision Making (Z) through Support Organization (Y). Therefore, it is possible to come to the conclusion that Support Organization (Y) is able to act as a mediator between the influence of Creativity (X2) and the effectiveness of decision making (Z). The findings that were obtained by demonstrating this hypothesis are consistent with the findings of research carried out by Rusnadi, S., Sumiati, and Hermawan, A. (2023), which found that creativity has a good effect on the effectiveness of decision making through support organization.

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

The examination of the impact of Knowledge Management (X3) on Decision Making Effectiveness (Z) via Support Organization (Y) yielded a T statistics value of 2.442 and a p-value of 0.015. The test results indicate that the T statistics value exceeds 1.96, while the p-value is less than 0.05. This indicates a notable impact of Knowledge Management (X3) on Decision Making Effectiveness (Z) via Support Organization (Y). Therefore, it can be concluded that Support Organization (Y) effectively mediates the impact of Knowledge Management (X3) on Decision Making Effectiveness (Z). The findings supporting this hypothesis align with the study carried out by Hermawan,

A; Setyaningsih, S; Hardhienata, S (2021), which indicates that Knowledge Management positively influences Decision Making Effectiveness via Support Organization.

7) Optimal Solutions for Improving Organizational Resilience

The optimal solution to enhance organizational resilience can be determined by a recapitulation of the research results, which is informed by the results of statistical hypothesis testing, indicator priorities, and indicator values as previously described:

Table 8. SITOREM Analysis

Digital Leadership (βy1 = 0,206) (Rank.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) (Rank.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) (Rank.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) (Rank.I)				
Indicator in Initial State		**Indicator after Weighting by Expert**		**Indicator Value**
1	Providing Fairness	1st	Working Conditions (26.10%)	4.01
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

CONCLUSION

Upon reviewing the analysis, study findings, and tested hypotheses, one can derive the following conclusions:

1) There is a way to boost decision-making efficacy by focusing on the factors that already have a good impact
2) Digital Leadership, Creativity, Knowledge Management, and Support Organization are variables that positively impact Decision Making Effectiveness. Data from analyses of variables using the Smart PLS technique prove this.
3) Improving weak indicators and maintaining good indicators in each research variable is the technique to improve decision making effectiveness.

The conclusions of the aforementioned research yield the following implications:

1) To enhance decision-making effectiveness, it is essential to bolster digital leadership, creativity, and knowledge management as exogenous variables, with support organization serving as an intervening variable.
2) To strengthen Digital Leadership, it is essential to enhance the currently weak indicators, specifically: effective communication behavior, adaptation to technological changes, management of connectivity and collaboration, and the ability to work without spatial and temporal limitations, as well as developing indicators for decision-making based on analysis.
3) If creativity is to be enhanced, improvements must be made to the currently weak indicators. These include: smart opportunity-seeking, courage to take risks, persistence in efforts,

originality in innovation, problem-solving behaviors, interest in complexity, and openness to new ideas and concepts.

4) To strengthen Knowledge Management, it is essential to enhance the currently weak indicators, specifically in the areas of Knowledge collection, as well as to develop indicators for Utilization/application of knowledge, Sharing and distribution of knowledge, Acquisition of knowledge, and Processing of knowledge into new knowledge.

To fortify the Support Organization, it is imperative to improve the now inadequate measures, particularly Organizational Appreciation, and to establish new indicators including Working Conditions, Justice Provision, and Leadership Support. The following are recommendations for relevant parties:

1) Principals must enhance Decision Making Effectiveness by fortifying Digital Leadership, Creativity, Knowledge Management, and Support Organization through the improvement of Problem Understanding and the development of Timeliness, Goal Accuracy, Positive Change Occurrence, and Solution Accuracy.
2) Private school organizational institutions must enhance instructors' Decision Making Effectiveness by offering suitable guidance to bolster Digital Leadership, Creativity, Knowledge Management, and Support Organization, as indicated by the findings of this study.
3) The Ministry of Primary and Secondary Education (Kemendikdasmen-RI) must enhance teacher development to improve Decision Making Effectiveness by offering suitable guidance to bolster Digital Leadership, Creativity, Knowledge Management, and Organizational Support, as indicated by the findings of this study.

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