

Organizational Culture and Digital Leadership on the Work Effectiveness of Employees in Indonesia Through Decision-Making

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Abstract

This article presents a conceptual framework of digital leadership and explains the motives, opportunities, and challenges associated with it. It also shows how the critical capabilities of a digital leader contribute to the realization of their strategic vision in successful digitalization. This research aims to determine and analyze the direct influence of organizational culture, and digital leadership on work effectiveness through decision making. This research uses quantitative methods with survey techniques to answer the hypothesis tests that have been formulated. Respondents numbered 300 employees, and the sampling technique used was the random sampling technique. Hypothesis testing in this research uses the SEM PLS analysis. The results of this study show that (1) organizational culture has a direct positive effect on work effectiveness, (2) digital leadership has a direct positive effect on work effectiveness, (3) decision making has a direct positive effect on work effectiveness, (4) organizational culture has a direct positive effect on decision making (5) digital leadership has a direct influence on decision making, (6) organizational culture the positive indirect effect on work effectiveness through decision making, (7) digital leadership has a positive indirect effect on work effectiveness through decision making.

Keywords:

Organizational Culture, Digital Leadership, Decision Making, Work Effectiveness.

Introduction

The logistics industry continues to change and develop in line with market dynamics whose conditions are difficult to predict. Technological developments and global connectivity trigger the transformation of the logistics industry. In addition, consumer behavior patterns also contribute to the development of this industry. In other words, today, the logistics industry is vital in facilitating the flow of goods and information in society. Data quoted from Media Indonesia, (2023) reinforces this. It was stated that in 2022, the delivery of logistics goods in Indonesia reached 11.5 million daily shipments. In 2023, it is estimated to increase to 15 million daily shipments. The development of Civil Servants in Indonesia is stated in Law Number 43 of 1999 concerning Amendments to Law Number 8 of 1974 concerning Personnel Principles,

Article 13 mandates that Civil Servant management policies include the establishment of norms, standards, procedures, formation, appointment, development of the quality of Civil Servants resources, transfers, salaries, allowances, welfare, dismissal, rights, obligations and legal position (Government of Indonesia, 1999). By implementing good Civil Servants development patterns and strategies, it is hoped that Civil Servants will be able to run the government towards national goals in a programmed and planned manner.

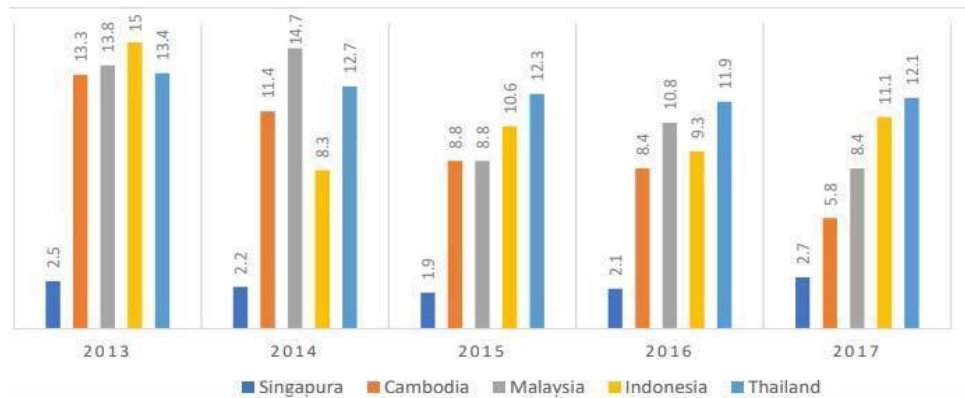
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Data released by the World Bank through the Inefficient Government Bureaucracy Index shows that within 10 years (2008-2017) the efficiency of the Indonesian government experienced an average annual growth of -3.52% (Research Team UI-CSGAR, 2019). This means that Indonesia is experiencing a decline in terms of the efficiency of government apparatus human resources and other words, the performance of the government bureaucracy in Indonesia is becoming more inefficient. The image below further illustrates the trend of inefficient government bureaucracy index in five ASEAN countries, namely Singapore, Cambodia, Malaysia, Indonesia, and Thailand.



Source: Author's preparation based on World Bank data, 2018

Figure 1. Composition of the Inefficient Government Bureaucracy Index

Research on employee work effectiveness has been carried out by several previous researchers which shows that the results of the level of accuracy in employee work effectiveness conditions as measured by organizational culture and digital leadership can influence employee work effectiveness. Among other things, research conducted by Jufrizen and Rahmadhani (2020) stated that organizational culture and leadership influence the effectiveness of employee performance. Suprpti et al., (2020) stated that leadership style, organizational culture, and decision-making had a positive and significant effect on employee performance. Putri (2021) found that transformational leadership and employee decision-making had a positive and significant effect on employee performance. Lathifah and Kurniawati, (2021) stated that human resource development, organizational culture, and decision-making had a positive and significant effect on employee performance. Manullang (2020) found that work effectiveness and work placement influence employee performance.

Organizational culture is one of the determining factors in achieving goals and improving employee performance. The continuity and sustainability of an organization depend on the organizational culture adopted, so it is necessary to pay serious attention to positive organizational culture to increase employee performance. Organizational culture is defined as a value that regulates attitudes and behavior in building work effectiveness and efficiency (Sena et al., 2020); (Ahmed & Shafiq, 2014); (Sumarhadi, 2021). The notion of organizational culture has become important in the study of organizational behavior (Bengtson & Connors, 2016); (Robbins & Judge, 2018). Despite disagreements among some elements of definition and measurement, researchers appear to agree that culture may be an important factor in determining how an individual should adapt to the organizational context (Chuang, (2013); Kalshoven & Boon, (2012); Sousa & Rocha, (2019).

In connection with organizational culture in the digital era like now in 2022, digital leadership is a requirement in the management of Civil Servants in Indonesia. Internal management is very necessary in the digital transformation process that we are currently facing as an escort for rapid change and use of technology in various sectors (Chan et al., (2021); Chou, (2021)), including the government sector, especially the Ministry of Manpower. one of the Ministry of Manpower's programs is to prepare steps to absorb the workforce

through increasing the digital capital of Indonesian workers.

Digital leadership in carrying out the duties of Civil Servants can encourage the acceleration of employee work effectiveness. Kumolo (2022) as Minister for Empowerment of State Apparatus and Bureaucratic Reform (PANRB) said that to carry out technological transformation, the use of digital technology in implementing leadership, efforts are made to be able to encourage employee work effectiveness as an effort to build innovative behavior in government bureaucratic employees (Quinn et al., 2020).

The work effectiveness of Civil Servants can provide a clear picture of what is expected from employees regarding performance in the work environment. Work effectiveness provides an understanding of what performance behavior must be developed in the workplace so that it can be assessed and rewarded (Nguyen et al., 2019); (Sukadana & Mahyuni, 2021). For someone to achieve the required employee work effectiveness, he must be able to carry out various tasks at the level of expertise targeted in a particular position.

These five problems motivated researchers to conduct an in-depth study of the influence of organizational culture, digital leadership, and decision-making on the work effectiveness of job delivery employees in Indonesia. It cannot be denied that information and communication technology is one of the determining factors in the flow of globalization, which also concerns how countries use it, including in the development agenda. However, the problem now is that the state's ability in this matter is found to be uneven and ultimately information technology creates a new gap or certain grouping (Nkohkwo & Islam, 2013).

Lack of work effectiveness and lack of harmonization among employees, for example in carrying out daily technical tasks, still shift responsibilities to each other, thus disrupting the stability of the organizational culture in the Ministry of Manpower which affects decision-making. On the other hand, decision-making can be a benchmark for effective work culture in organizational culture, because organizational culture is related to the values and norms or habits in an organization (Khan et al., 2020); (Lathifah & Kurniawati, 2021); (Purwanto et al., 2020).

As is the case in the Ministry of Manpower which continues to strive to increase its resources through making decisions that suit the needs of the organization according to its main duties, including Job Delivery Officers. Work Delivery Officers are Civil Servants who have inter-work activity skills and are appointed to functional positions by appointed ministers or officials. The role of Job Introduction is to facilitate job seekers to find jobs that suit their talents, interests, abilities, and employers to find workers who suit their needs. Therefore, the active involvement of Job Introduction is highly expected not only for organizational institutions but also has an impact on the general public, such as reducing unemployment and expanding job opportunities.

Literature Review and Hypothesis Development

Employee Work Effectiveness

Effectiveness within the scope of an organization or company is usually associated with the implementation of established programs or activities carried out by the company to advance and develop the organization or company. Robbins and Judge (2018) state that effectiveness is defined as the ability to choose the right targets following the goals that have been set from the start. Gibson et al., (2019) stated that effectiveness is the achievement of agreed goals and targets to achieve joint business goals. The achievement of these goals and objectives will be determined by the level of sacrifice that has been made.

Organizational Culture

In general, work culture is known as organizational culture, namely the values that regulate the attitudes and behavior required at work, so that effectiveness and efficiency are built (Schuler & Jackson, 2014). The word effective in work culture means the form of values of truth and goodness that can be seen in work attitudes and behavior, for example obeying rules and procedures, obeying orders, serving customers kindly, and so on. while the word efficient in work culture means the impact resulting from implementing the values of truth

and goodness at work, namely achieving targets and having an impact on improving company performance, satisfying customers and having an impact on strengthening a positive image, and so on.

Digital Leadership

According to Tulungen et al., (2022) to achieve organizational goals in the current digital era, there are many aspects to fulfilling them, including the element of leadership or leaders who are digitally minded. Because the success of an organization is not only measured by the performance of its staff or personnel, the most important factor is the work effectiveness of the organization's leaders. Larjovuori et al., (2018); Sheninger (2019). Digital leadership is a method or leadership pattern that focuses on the optimal use of technology to achieve company goals more quickly (Kasińska-Metryka, 2020).

Decision Making

According to George, Jennifer M, (2018), decision-making is a process in which managers respond to the opportunities and threats that confront them by analyzing options and making determinations, or decisions, about specific organizational goals and actions to be taken. There are two types of decision-making, namely programmed decision-making and non-programmed decision-making. Programmed decisions are decisions that have been made several times in the past where there are already instructions for when they occur in the present. Non-programmed decisions are made to respond to opportunities or threats that have never occurred.

Research Hypothesis

Based on the development of the theoretical framework model above, the hypotheses that can be prepared are as follows:

- H1: organizational culture has a direct positive influence on the work effectiveness of job introduction employees in Indonesia.
- H2: digital leadership has a direct positive influence on the work effectiveness of job delivery employees in Indonesia.
- H3: decision-making has a direct positive influence on the work effectiveness of job delivery employees in Indonesia.
- H4: organizational culture has a direct positive influence on the decision-making of job delivery employees in Indonesia.
- H5: digital leadership has a direct positive influence on the decision-making of job delivery employees in Indonesia.
- H6: the use of organizational culture has an indirect influence and positive impact on employee work effectiveness through the decision-making of job delivery employees in Indonesia.
- H7: digital leadership has a positive indirect effect on employee work effectiveness through the decision-making of job delivery employees in Indonesia.

Methods

The method used in this research is a quantitative research method. This research was conducted on the Ministry of Manpower job introduction employees. The sample in this research were managers of the Ministry of Manpower's job introduction employees, totaling 300 respondents. The sampling technique used was the cluster random sampling technique, namely taking samples using a simple random method of 300 people (Sugiyono, 2016).

The data research technique used in this research is a questionnaire addressed to managers of the Ministry of Manpower's job delivery employees as research respondents. The questionnaire is filled in with answers that match the questions and statements given, using a Likert scale. This research uses Structural Equation Modeling (SEM) which is estimated using SmartPLS (Smart Partial Least Square) software. Data analysis and structural equation modeling using Smart PLS software with the following stages: (1) testing

the validity of indicators, (2) converting path diagrams into a system of equations, (3) construct reliability testing, (4) hypothesis testing, (5) equation inner model, and (6) structural model evaluation (Garson, 2016).

Results and Discussion

Description Characteristics Respondent

The respondents in this research were 300 employees of the Ministry of Manpower of the Republic of Indonesia, spread across 18 provincial offices of the Ministry of Manpower in Indonesia as research objects. Based on data obtained from respondents through questionnaires, data was obtained about:

Table 1. Characteristics of Job Introduction Employee Respondents Indonesian Ministry of Manpower

Gender		Age					Education					Working Period			
Man	m	20-25	26-30	31-35	36-40	41-46	High school	D III	D IV	S1	S2	2-3	4-6	7-9	10
178	122	26	50	66	72	66	73	47	47	83	51	54	91	78	
300		300					300					300			

Based on Table 1, it shows that of the 300 respondents, there were 178 male respondents and 122 female respondents. Looking at the age of the respondents, it was found that 26 respondents aged 20-25 years, 50 people aged 26-30 years, 66 people aged 31-35 years, 72 people aged 36-40 years, 66 people aged over 41 years, in terms of education level, 73 high school graduates, 47 D III graduates, 43 D IV graduates, 83 S1 graduates as many 51 people have master's degrees and in terms of work period, namely 54 people have worked for 2-3 years, 91 have worked for 4-6 years, 78 have worked for 7-9 years, 75 have worked for more than 10 years.

Testing Validity Indicator

According to Garson (2016) and Yamin (2011), validity testing can be carried out using convergent validity and discriminant validity. The convergent validity test is an evaluation of each construct indicator. Evaluation of convergent validity is carried out by looking at the loading factor value of each indicator to be developed. It is hoped that the loading factor value on the construct is greater than 0.50. If the value of the loading factor indicator in the construct is below 0.50 then the indicator must be removed from the model (Garson, 2016; Yamin & Kurniawan, 2011).

The loading factor is the correlation between indicators and constructs. The higher the correlation, the higher the level of validity, while discriminant validity is a test carried out by looking at the value of the cross-loading results. This is done to find out whether each indicator that measures the construct is highly correlated with the construct compared to other constructs (Garson, 2016; Yamin & Kurniawan, 2011).

Based on the results of convergent validity testing, the loading factor for the work effectiveness (EK) variable with indicators EK1, EK 2, EK 3, EK 4, and EK5 as indicators is expected to represent the latent variable organizational culture variable with indicators BO1, BO3, BO4, BO5, and BO10, digital leadership (KD) with indicators KD1, KD 2, KD 3 KD, KD5, and decision making (PK) with indicators PK1, PK2, PK3, PK4 and KP5, as a representation of the latency variable having a loading factor greater than 0, 50, which means the indicator is valid to represent latent variables, organizational culture with indicators BO1, BO3, BO4, BO5, and BO10, and the digital leadership (KD) variable with indicators D1, KD 2, KD 3 KD, KD5, as a representation of the latency variable. has a loading factor greater than 0.50, which means the indicator is valid to represent the latent variable, as seen in Figure 2 below.

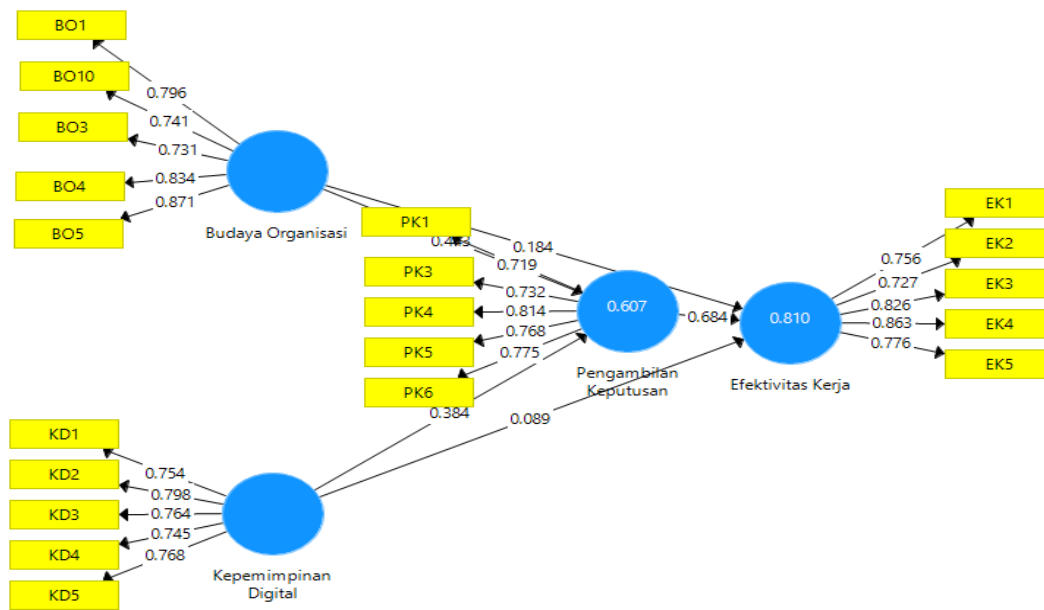


Figure 2. Path Diagram Phase 1

Based on Figure 2, all score indicator has more loading factors big of 0.50, so all indicator variables effectiveness work, culture organization, digital leadership, and decision-making decision declared valid. Discriminant validity test for every indicator variable uses the cross-loading value of each indicator compared to with indicator cross-loading value with other latent variables. Some indicators can to have good and high abilities in representing variable latent If mark More cross-loading indicators tall from cross-loading value with other latent variables. Discriminant validity test results for each indicator are shown in Table 2 below.

Table 2. Discriminant Validity Test Results with Cross-loading

Indicators	Effectiveness Work	Culture Organization	Digital Leadership	Decision Making
EK1	0.756			
EK2	0.727			
EK3	0.826			
EK4	0.863			
EK5	0.776			
BO1		0.796		
BO10		0.741		
BO3		0.731		
BO4		0.834		
BO5		0.871		
KD1			0.754	
KD2			0.798	
KD3			0.764	
KD4			0.745	
KD5			0.768	

Indicators	Effectiveness Work	Culture Organization	Digital Leadership	Decision Making
PK1				0.719
PK3				0.732
PK4				0.814
PK5				0.768
PK6				0.775

Based on the results in Table 2, it can be explained that the indicators of organizational culture, digital leadership, and decision making as valid indicators for explaining the latent variable work effectiveness (EK), have higher cross-loadings on the other three latent variables. Likewise, the work effectiveness variable with indicators is declared as a valid indicator for variables that have a cross-loading value greater than the cross-loading value of the latent variable organizational culture and digital leadership and decision making with indicators BO1, BO3, BO4, BO5, and BO10, digital leadership (KD) with indicators KD1, KD 2, KD 3 KD, KD5, and Decision Making (PK) with indicators PK1, PK2, PK3, PK4 and KP5. This proves that these indicators are valid indicators to represent the latent variable of work effectiveness.

Construction Reliability Testing

Construct reliability testing is a test carried out on each construct to find out whether the construct is reliable or not. The criteria for a construct are said to be reliable if the Composite Reliability value of the construct is greater than 0.70 (Garson, 2016; Noor, 2014; Yamin & Kurniawan, 2011). Construct Reliability test results for each construct are as shown in the table below.

Table 3. Testing Results on the Construct Reliability of Each Variable

Variable	Cronbach's Alpha	rho_A	Composite Reliability
Effectiveness Work	0.849	0.852	0.893
Culture Organization	0.855	0.864	0.896
Digital Leadership	0.824	0.825	0.877
Decision Making	0.819	0.821	0.874

Based on Table 3, it can be seen that the value of composite reliability organizational culture (BO), digital leadership (MSD), decision making (PK), and work effectiveness (EK) is greater than 0.70 so it can be said that all constructs in this study meet the condition. a construct (latent variable) can be said to be reliable. These results imply that all latent variables used in research can be free from error or without bias and consistently use the same indicators over time (Garson, 2016; Latan, 2014).

Convert Path Diagram to System of Equations

After obtaining valid indicators, both convergent and discriminant, for each latent variable, a path diagram conversion based on Figure 1 was obtained into a system of equations to explain the relationship and influence of each indicator on each latent variable (Outer Equation Model).

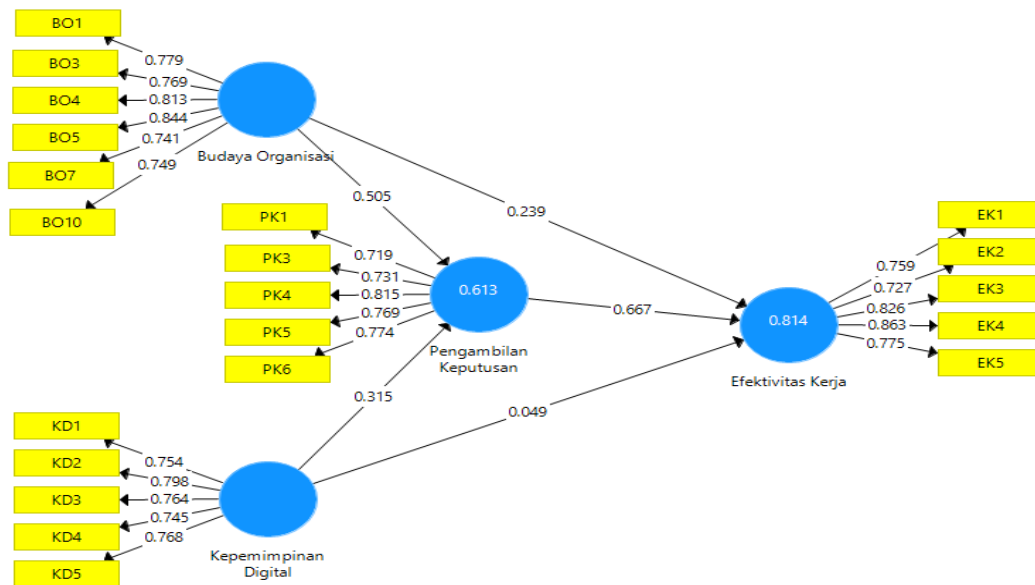


Figure 3. Path Coefficient Test Results

The Outer Model equation for the latent variable Work Effectiveness is $EK1 = 0.796$, $EK2 = 0.741$, $EK3 = 0.731$, $EK4 = 0.834$ and $EK5 = 0.871$

From the research results, the highest indicator of the work effectiveness variable is reflected in the indicator $EK4 = 0.871$, namely confidence in one's abilities, therefore to increase the work effectiveness of work delivery employees at the Ministry of Manpower, efforts are made to maintain and continue to increase confidence in one's abilities in carrying out their duties as employees. introduction to work to realize optimal organizational performance. Meanwhile, the smallest work effectiveness latent variable is reflected in the $EK3$ indicator, with a score of 0.731, namely punctuality in carrying out tasks. Punctuality in carrying out tasks as part of discipline in carrying out tasks is an important factor in increasing work effectiveness. Therefore, various efforts that support increasing discipline in carrying out tasks need to be carried out in a planned, systematic, and sustainable manner through coaching delivery personnel.

Outer Model Equation for Latent Variables Organization Culture
 $BO_1 = 0.796$, $BO_3 = 0.731$, $BO_4 = 0.834$, $BO_5 = 0.871$, $BO_{10} = 0.741$

The highest latent variable indicator of organizational culture is reflected in the $BO5$ indicator, namely 0.834, namely being innovative and daring to take risks. Being innovative and daring to take risks is an effort to realize work effectiveness, so that organizational leaders within the work delivery staff of the Ministry of Manpower of the Republic of Indonesia, strive to maintain an innovative attitude and dare to take risks.

The lowest organizational culture latent variable is reflected in the $BO3$ indicator with a score of 0.731, namely the indicator supporting career development. To improve a good organizational culture, career development support needs to be carried out seriously as a concrete effort to build the work effectiveness of the Ministry of Manpower's work delivery employees.

Outer Model Equation for Latent Variables Digital Leadership
 $KD1 = 0.754$, $KD2 = 0.798$, $KD3 = 0.764$, $KD4 = 0.745$, $KD5 = 0.768$

The latent variable for the use of digital leadership obtained the highest score on the $KD2$ indicator, namely 0.798, namely the ability to think and work together without time limits

so that work delivery employees assisted by the Ministry of Manpower strive to maintain the ability to think and work together without time limits. This is a key factor in building work effectiveness.

The lowest score for the digital leadership variable is reflected in the KD1 indicator with a score of 0.754, namely having the ability to communicate effectively through virtual media. Therefore, to make the implementation of digital leadership more effective, leaders in the management of work delivery employees strive to have the ability to communicate effectively through virtual media using various digital media.

External Model Equations for Latent Variable Decision-Making
 PK1 = 0.719, PK3 = 0.732, PK4 = 0.814, PK5 = 0.768, PK6 = 0.775

The latent variable for decision-making with the highest score is reflected in the PK4 indicator, which is 0.814, namely the leadership examines policy alternatives as material for determining policy. Therefore, in various efforts to determine policies, leaders strive to study alternative policies first as material for determining policies that can improve effective decision-making.

The lowest score for the decision-making variable is reflected in the PK1 indicator with a score of 0.719, namely that leaders collect information from employees as input for decision-making. Therefore, to build effective decision-making, efforts are made by the leadership of staff to provide employment assistance in determining policies, the leadership collects information from employees as input for decision-making in creating advanced and competitive employees.

Testing Hypothesis

Path Coefficient Test Results

Hypothesis testing is a test carried out to determine the strength of the influence between constructs, namely between exogenous latent variables and endogenous latent variables. Testing is carried out by looking at the path coefficient and looking at the t-test value. If the p-value is smaller than 0.05 then it can be said that the influence or relationship between constructs is statistically significant, meaning that H1 is accepted and H0 is rejected. Meanwhile, if the p-value obtained is greater than 0.05, it can be said that the influence or relationship between constructs is not statistically significant, meaning that H0 can be accepted and H1 is rejected. (Garson, 2016; Latan, 2014; Noor, 2014; Yamin & Kurniawan, 2011). The path coefficient test results are shown in Table 4 below.

Table 4. Path Coefficient Test Results

Variables Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Culture Organization -> Effectiveness Work	0.184	0.177	0.064	2,874	0.004
Culture Organization -> Decision Making	0.443	0.442	0.066	6,720	0,000
Leadership -> Effectiveness Work	0.089	0.080	0.084	1,065	0.288
Leadership -> Decision Making	0.384	0.386	0.080	4,795	0,000
Making -> Effectiveness Work	0.684	0.700	0.101	6,780	0,000

Based on Table 4, statistically there is a direct influence between the latent variables of organizational culture, digital leadership, and decision making on the latent variable of work effectiveness. This can answer the allegations put forward as follows:

1. Hypothesis 1 is that it is suspected that there is a positive direct influence between organizational culture on work effectiveness as evidenced by the coefficient value with a

score of 0.004. This shows that the work effectiveness variable with a p-value score of 0.004 is smaller than 0.05. The influence of organizational culture variables on work effectiveness is statistically stated to be very significant at the 95% confidence level in the positive direction (+).

2. Hypothesis 2 is that it is suspected that there is a direct positive influence between digital leadership on work effectiveness as evidenced by the coefficient value with a score of 0.288. This indicates that the digital leadership variable has a direct influence on work effectiveness with p-values greater than 0.05. The influence of digital leadership variables on work effectiveness is statistically stated to be less significant at the 95% confidence level.
3. Hypothesis 3 is suspected to have a positive direct influence on decision-making on work effectiveness as evidenced by a coefficient value with a score of 0.000. This shows that the work effectiveness variable with a p-value of 0.000 is smaller than 0.05 ($0.000 < 0.05$) because 0.000 is smaller than 0.05, it is stated that there is a very significant influence of the decision-making variable on effectiveness. work at a 95% confidence level.
4. Hypothesis 4 is that it is suspected that there is a positive direct influence of organizational culture on decision making as evidenced by the P Value coefficient with a score of 0.000. This indicates that the organizational culture variable on decision-making with a p-value of 0.000 is smaller than 0.05 ($0.000 < 0.05$) because 0.000 is much smaller than 0.05, it is stated. There is a very significant influence of digital leadership variables on work effectiveness at the 95% confidence level.
5. Hypothesis 5, namely that there is a positive direct influence between digital leadership on decision making with a p-value of 0.000, much smaller than 0.05 ($0.000 < 0.05$) because 0.000 is much smaller than 0.05, it is stated. There is a very significant influence of digital leadership variables on decision-making at the 95% confidence level.

Inner Model Equation Path Coefficient

Table 5. Inner Model Equation Path Coefficient

Variables	Decision Making	Effectiveness Work
Culture Organization	0.443	0.184
Digital Leadership	0.384	0.089
Decision Making		0.684

Constructs	Path Coefficient
BO >> EK	0.184
KD >> EK	0.089
PK >> EK	0.684
BO >> PK	0.443
KD >> PK	0.384

Variables Path	Specific Indirect Effects
Culture Organization -> Decision Making -> Effectiveness Work	0.303
Leadership -> Decision Making -> Effectiveness Work	0.263

The inner model equation path coefficient is used to determine the effect of exogenous latent variables on endogenous latent variables. Based on the results of Path Coefficient testing with the smart PLS 3.2.6 program, it can be explained that:

1. The Influence of Organizational Culture (BO) on Work Effectiveness (EK)

Based on the results of the path coefficient calculation, it is stated that there is a direct positive and significant influence of the variable organizational culture (BO) on work effectiveness (EK) of 0.184, meaning that organizational culture (BO) has a direct positive effect on work effectiveness (EK) of 18.4 percent and therefore to increase work effectiveness, it can be started by improving the organizational culture of work delivery employees assisted by the Ministry of Manpower.

2. The Influence of Digital Leadership (KG) on Work Effectiveness (EK)

Based on the results of the path coefficient calculation, it is stated that there is a direct positive and significant influence of the digital leadership (KD) variable on work effectiveness (EK) of 0.089, meaning that digital leadership (KD) has a direct positive effect on work effectiveness (EK) of 8.9 percent. Therefore, in efforts to increase work effectiveness can start with improving digital leadership. This can be stated the better digital leadership.

3. The Influence of Decision-Making (KP) on Work Effectiveness (EK)

Based on the results of the path coefficient calculation, it is stated that there is a positive direct influence of the decision-making variable (PK) on work effectiveness (EK) of 0.684, meaning that decision-making (PK) has a direct positive effect on work effectiveness (EK) of 68.4 percent. Therefore, efforts to increase efficiency can be started by increasing work effectiveness (EK). This can be stated that the better the decision-making, the better the work effectiveness.

4. The Influence of Organizational Culture (BO) on Employee Decision Making (PK)

Based on the results of the path coefficient calculation, it is stated that there is a positive direct influence of the organizational culture (BO) variable on decision-making (PK) of 0.443, meaning that organizational culture (BO) has a positive direct influence on decision making (PK) of 44.3 percent. Therefore, improving good decision-making that supports employee work effectiveness, can be started by improving organizational culture (BO) in the work environment for employees assisted by the Ministry of Manpower. This can be stated that the better the organizational culture (BO), the better the decision-making in improving the work effectiveness of work delivery employees assisted by the Ministry of Manpower.

5. The Influence of Digital Leadership (LK) on Decision Making (PK)

Based on the results of the path coefficient calculation, it is stated that there is a direct positive influence of the digital leadership (KD) variable on decision making (PK) of 0.384, meaning that organizational culture (BO) has a direct positive influence on decision making (PK) of 38.4 percent. Therefore, efforts to make Decision-Making more effective can start by increasing the effectiveness of digital leadership. This can be stated that the better the digital leadership, the better the decision-making.

6. The influence of organizational culture (BO) has a positive indirect effect on work effectiveness (EK) of 0.303. This means that organizational culture (BO) has a positive and significant indirect effect on work effectiveness (EK) of 30.3 percent. Therefore, efforts to increase work effectiveness can be started by improving the organizational culture of work delivery employees assisted by the ministry of manpower. This can be stated that the better the organizational culture in the environment of the work-delivery employees assisted by the ministry of manpower, the better the work effectiveness of the work-delivery employees assisted by the Ministry of Manpower.

7. The Influence digital leadership (KD) has a positive indirect effect on work effectiveness (EK) of 0.263, meaning that digital leadership (KD) has a positive indirect effect on work effectiveness (EK) of 26.3 percent. Therefore, efforts to increase work effectiveness can

start with improving digital leadership. This can be stated that the better the digital leadership, the better the work effectiveness of the work delivery employees assisted by the Ministry of Manpower.

Based on the results of hypothesis testing including (1) positive direct influence of organizational culture on work effectiveness (2) positive direct influence of digital leadership on work effectiveness positive indirect influence of digital leadership on work effectiveness (3) positive direct influence of digital leadership on decision making, (4) positive direct influence of organizational culture on satisfaction, (5) positive direct influence of digital leadership on decision making, (6) positive indirect influence of organizational culture on work effectiveness. (7) positive indirect influence of digital leadership on work effectiveness.

Based on the results of the inner model equation path coefficient equation test, the following equation model is obtained:

$$EK = 0.184BO + 0.089KD + 0.684PK$$

This equation means that work effectiveness can be explained by the latent variable organizational culture (BO) at 18.4 percent, explained by the latent variable digital leadership (KD) at 0.89 percent, and explained by decision-making at 68.4 percent. these results have implications for increasing efforts to improve work effectiveness through improving organizational culture and digital leadership.

Inner Model Evaluation

Evaluation of the inner model is carried out in three ways, namely by looking at the F-Square, R-Square, and model fit values. The F-Square test is a test carried out to determine the strength of exogenous latent variables against endogenous latent variables at the structural level. If the value is 0.02 then the ability of the exogenous latent variable to explain the endogenous latent variable is weak, if the value is 0.15 it is said to be of medium capacity, and if the value is 0.35 then the exogenous latent variable in explain the endogenous latent variable has a strong ability (Garson, 2016; Yamin & Kurniawan, 2011). Following are the results of the F-Square test:

Table 6. F Square Test Results

Variables	Decision Making	Effectiveness Work
Culture Organization	0.202	0.060
Digital Leadership	0.152	0.015
Decision Making		0.969

Constructs F –Square	
BO >> KP	0.060
KD > > KP	0.015
PK > > KP	0.969
BO > > PK	0.202
KD > > PK	0.152

Based on Table 6, the F-Square value can is known that the strength contribution of culture organization (BO) on effectiveness work (EK) is 0.060; This thing shows that culture organization (BO) can explain effectiveness work at the structural level is very weak. Strength digital leadership (KD) towards effectiveness work (EK) is 0.015. This thing shows the strong ability of the latent variable digital leadership (KD) to explain effective work on a level structural is very low. Strength decision making (PK) regarding effectiveness work of 0.969. This thing

shows a strong ability in latent variable decision-making (PK) to explain effective work on a level structural enough strength digital leadership (KD) toward. decision making (MK) is 0.152. This thing shows strong ability of latent variable digital leadership (KD) to explain decision-making at the level structural is very low.

Model Fit Test

The model fit test was carried out to see the NFI value on the model. The Normed Fit Index (NFI) is the size suitability of the model on a comparative basis against the baseline or zero. The NFI value will vary from 0 (not suitable the same once) to 1.0. Based on table statistics presented by (Bentler, 1990), the value of good NFI suitability for a sample study of as many as 300 is above 0.921; so that can be a suitable model on a comparative and appropriate basis with Base Line. Following are the results from the model fit test.

Table 7. Fit Model Test Results with NFI

	Saturated Model	Estimated Model
SRMR	0.106	0.106
d_ULS	2,373	2,373
d_G	2,344	2,344
Chi-Square	2650,060	2650,060
NFI	0.528	0.528

	Saturated Model	Estimated Model
NFI	0.528	0.528

Based on Table 7, it can be seen that the Normed Fit Index (NFI) value is below 0.921 because 0.528 is smaller than 0.921 ($0.528 < 0.921$); it can be said that the model is very fit, meaning that the model is said to be able to reflect the actual data. This model has a high ability to explain data and facts.

Discussion

The Influence of Organizational Culture on Work Effectiveness.

Based on the results of the path coefficient test, it can be seen that the path coefficient value of organizational culture on work effectiveness has a contribution value of 0.187 or 18.7 percent, so it can be said that organizational culture has a direct positive effect on work effectiveness. From the results of the path coefficient, it can be stated that organizational culture has an impact on the work effectiveness of work delivery employees of the Ministry of Manpower so that the organizational culture of work delivery employees in carrying out their duties as work delivery employees of the Ministry of Manpower. The results of this research are in line with the results of research conducted by Amabile and Pratt (2016) and Berman et al., (2021) reveal that the culture in an organization has a huge influence on a person's formation because organizational culture supports the growth of creativity of people, especially those within the organization, thus fostering decision making.

Purwanto et al., (2020) in their research stated that organizational culture is a very important variable for every organization to foster innovative work behavior in the context of achieving organizational performance because innovative work behavior is very important for preparing companies to compete with other organizations (Shanker et al., 2017).

The Influence of Digital Leadership on Work Effectiveness

From the results of the path coefficient test, it can be seen that the original sample value of the use of digital leadership has a direct effect on work effectiveness with a path coefficient value of 0.089 or 8.9 percent. From the results of the path coefficient, it can be stated that digital leadership has a direct positive effect on work effectiveness so efforts to increase work effectiveness can be initiated through decision-making. As stated, meanwhile, research by Darwis (2021) shows that mastery of information technology can influence employee work productivity as well as improve performance. Mastery of technology owned by employees will make work easier and more efficient, this can increase employee work effectiveness (Armstrong & Taylor, (2020).; De Waal et al., (2016)).

The Influence of Decision-Making on Work Effectiveness

Based on the results of the path coefficient test, it can be seen that the original sample value of Decision Making on Work Effectiveness is 0.684 or 68.4 percent, so it can be stated that Decision Making has a direct positive effect on work effectiveness, so increased work effectiveness, it can be done by increasing Decision Making This is as stated by Fitriani, N. Et. al. (2019), stated that decision making has a positive and significant effect on Work Effectiveness, with a coefficient of determination of 47.6 percent so that efforts to increase Work Effectiveness can be done by improving decision making. This can be a good reference for UKM leaders by improving UKM management decision-making to increase work effectiveness.

The Influence of Organizational Culture on Decision-Making

Based on the results of the path coefficient test, it can be seen that the original sample value of organizational culture on employee decision-making has a path coefficient value of 0.443 or 44.3 percent, so it can be stated that organizational culture has a direct positive effect on decision making so that organizational culture has an impact on decision making. Therefore, efforts to improve decision-making can start with increasing employee work involvement. According to Eskiler, et al (2016), organizational culture has a positive influence on decision-making. There are 2 (two) ways organizational culture influences innovative behavior, the first is the socialization process of individuals where they learn how to act and behave, and the second is where culture influences behavior with basic values, beliefs, and assumptions that reflect organizational structures,

policies, management concepts, and procedures (Chong, 2014).

The Influence of Digital Leadership on Decision Making

Based on the results of the path coefficient test, it can be seen that the original sample value of the influence of decision-making on decision-making is 0.384 or 38.4 percent, so it can be stated that digital leadership has a direct positive effect on decision-making so that efforts to improve effective decision making can start from improved decision making. This is as stated by Singh, V. Varun Malik, (2021) who stated that the impact of social media networking sites on digital leadership influences decision-making with a coefficient of determination of 26 percent so that to increase the effectiveness of decision making, it is necessary to improve digital facilities and infrastructure. supporting the implementation of digital leadership.

The Influence of Organizational Culture on Work Effectiveness Through Decision-Making

Organizational culture has a positive indirect effect on work effectiveness through decision-making with a path coefficient value of 0.303 or 30.3 percent. From the results of the path coefficient, it can be stated that organizational culture has an impact on the work effectiveness of work delivery employees of the Ministry of Manpower so that the organizational culture of work delivery employees in carrying out their duties as work delivery employees of the Ministry of Manpower. The results of this research are in line with the results of research conducted by Amabile and Pratt (2016) and Berman et al., (2021) reveal that the culture in an organization has a huge influence on a person's formation because organizational culture supports the growth of creativity of people, especially those within the organization, thus fostering decision making.

The Influence of Digital Leadership on Work Effectiveness through Employee Decision Making

Digital leadership has a positive indirect effect on Work Effectiveness through decision-making with a path coefficient value of 0.263 or 26 percent. From the results of the path coefficient, it can be stated that digital leadership has a direct positive effect on work effectiveness so efforts to increase work effectiveness can be initiated through decision-making. As stated, meanwhile, research by Darwis (2021) shows that mastery of information technology can influence employee work productivity as well as improve performance. Mastery of technology owned by employees will make work easier and more efficient, and this can increase employee work effectiveness (Armstrong & Taylor, (2020); De Waal et al., (2016)).

Conclusion

Based on the research findings, conclusions can be formulated: (1) organizational culture has a direct positive effect on work effectiveness. (2) digital leadership has a direct effect on work effectiveness, (3) decision-making has a direct positive effect on work effectiveness, (4) organizational culture has a direct effect positive impact on decision making (5) digital leadership has a direct influence on decision making, (6) organizational culture. positive indirect effect on work effectiveness through decision-making, (7) digital leadership has a positive indirect effect on work effectiveness through decision-making

Recommendations

Based on the research results and conclusions obtained, the suggestion that can be put forward is that the lowest score for the work effectiveness latent variable is reflected in the EK3 indicator, with a score of 0.731, namely punctuality in carrying out tasks. Punctuality in carrying out tasks as part of discipline in carrying out tasks is an important factor in increasing work effectiveness. Therefore, various efforts that support increasing discipline in carrying out tasks need to be carried out in a planned, systematic, and sustainable manner.

1. The lowest score for the lowest organizational culture latent variable is reflected in the indicator of supporting career development so improving organizational culture requires support for career development that needs to be done seriously.
2. The lowest score for the digital leadership variable is reflected in the KD1 indicator with a score of 0.754, namely having the ability to communicate effectively through virtual media. Therefore, to make the implementation of digital leadership more effective, a leader is required to have the ability to master technology.
3. The lowest score for the decision-making variable is reflected in the PK1 indicator with a score of 0.719, namely that leaders collect information from employees as input for decision-making. Therefore, a leader must be able to make effective decisions.

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