

The Role of Work Engagement in Mediating the Influence of 360 Degree Leadership and Digital Literacy on Team Effectiveness in FJB Jakarta Construction Company

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Abstract in English

This study aims to find out the role of Work Engagement in mediating the influence of 360-Degree Leadership and Digital Literacy on the Team Effectiveness of construction services company FJB in Jakarta. The research method used in this study is a quantitative-associative method. The data was collected by distributing a five-point Likert scale questionnaire to FJB construction service employees as a cross-sectional sample. Questionnaire data was then recapitulated and processed using a path analysis approach that included descriptive and verification analysis. Path analysis is used to calculate the effect of 360-degree leadership and digital literacy on team effectiveness through work engagement. Total respondents who became the sample in this study were 113 respondents. The results of the path analysis show that the 360-degree leadership variable is also the digital literacy variable, both directly and indirectly, having a positive effect on work engagement, and the work engagement variable also has a positive and significant effect on the team effectiveness variable. The influence of the 360-degree leadership and digital literacy variables on team effectiveness through work engagement also shows positive and significant results.

INTRODUCTION

Each team in organization has its own demands and responsibilities, therefore, it requires clear roles and good cooperation from each team member in order to maximize team work so that team performance can be optimally achieved (Hoek, et al., 2018). The team allows the company to run according to company or organizational goals. The distribution of task demands and authority to the team within the company is also crucial. Without the correct distribution, the team will not be able to work effectively. This is needed to create collaboration within the team so that each individual in the team can work safely and comfortably (Walsh, et al., 2019). Team effectiveness in completing work is increasingly becoming an important aspect of achieving performance that must be taken into account. An effective team will help the process of working on the project being worked on. Team effectiveness in completing work is increasingly becoming an important aspect of achieving performance that must be taken into account. An effective team will help the process of working on the project being worked on. This effective team also cannot be built instantly in just one day, but it takes some time to adjust one individual to another so that a team that can work well is formed (Vasylieva, et al., 2018). An effective team can work on or solve problems with maximum results because good cooperation is very supportive to get the best work results. Likewise, work engagement also plays a role in increasing employee morale in carrying out their work. Employees who are passionate about their work will improve their work performance as well as possible, in other

words, employees will work more optimally and without feeling burdened. This condition can be obtained if employees feel comfortable and safe at work. In this case, a leader is also needed who can support a team so that the team can work effectively. The leader here is in charge of managing the course of a project and managing what must be done in the team and evaluating the tasks that have been done whether the results shown are under what was planned. Leaders need to have a better understanding of conditions and behavior to be able to manage their employees to be more productive (Randel, et al., 2018). In addition, a good leader is a leader who focuses on two aspects, (1) tasks that must be completed, as well as (2) focuses on each individual, which is related to facilitating team development and the quality of leaders in interactions with their teams.

One of the problems in the effectiveness of a team is miscommunication that occurs, it occurs because of a lack of absorption of information or digital literacy of an individual in a team. This can cause problems that will occur if individuals in the team do not understand or misinterpret the intentions of their teammates, with these problems teamwork becomes less effective. In a team or organization, all members must have one mind so that the goals set at the beginning can be achieved successfully. Thus, one of the factors that makes team effectiveness effective is the digital literacy factor in the team that must be compact and there are no errors in sending or receiving information.

Owing to the fact that nowadays digital literacy offers up new knowledge, new ideas, and other sorts of innovation that a person needs to be extra developed, mastery of digital literacy is one aspect that might motivate employees to be more innovative in his work (Ahmad & Murray, 2019; Uyun, 2018, Wesley, et al, 2021). Since a variety of information is now shared using digital platforms, being able to digest information and communicate digitally is likewise essential for completing a project. As a result, critical thinking is a part of digital literacy that must be acquired at work. A person who has robust digital literacy will be more engaged in their work since they will be able to effectively convey and digest information. When a company hires a new employee, soft skills like digital literacy may also be taken into account. This is the result of the disruption that has occurred in many facets of life as a result of a pandemic that emerged in early 2020, compelling each person to adjust, and inevitably, digital skills become one of the things that must be learned.

A construction project is a form of work activity in a limited time, with certain resources, to create one particular building, office, hospital, housing, that stands firmly and according to its function. A construction project involves a contractor, project owner, and consultant who are interrelated in a contract. The success of a construction project depends on the time, quality, and costs specified in the contract documents. In a construction project, there are often delays in its implementation since many problems happen caused by certain parties that might affect the progress of a project. Problem that often arises is the delay in completing a project, that might cause problems in the future, either from the owner's side or from the contractor's side since the plans that have been arranged in the early starts of the project can fall apart and harm certain parties. Delays in project implementation are often indicated by incompetent project leaders because of their incompetence in understanding projects and dividing tasks and solving problems

Another factor that causes delays in carrying out a project is the poor quality of the workforce, each worker must be able to process and understand incoming instructions or information, must understand what must be done and their role in the project. If the workforce working on the project has poor literacy skills, it can result in errors in carrying out their duties or roles and will result in delays in a project due to an error. In this completely digital world,

information is provided online and digitally, therefore it is very important to have good digital literacy skills in every workforce. Good digital literacy supports every workforce involved as well as having intelligent leaders when solving problems in a project will greatly help the mentality of employees in their work ethic and enthusiasm (work engagement) at work. When the workforce becomes highly motivated, it will greatly affect team effectiveness and make a project run well and mistakes made will be resolved quickly.

Based on the exposure and information described above, thus the formulation of the problems raised in this study can be written as follows:

1. is there an influence of 360-degree leadership on digital literacy of FJB construction service company's employees?
2. is there an influence of digital literacy on work engagement of FJB construction service company's employees?
3. is there an influence of 360-degree leadership on work engagement of FJB construction service company's employees?
4. is there an influence of 360-degree leadership on team effectiveness of FJB construction service company's employees?
5. is there an influence of digital literacy on team effectiveness of FJB construction service company's employees?
6. is there an influence of work engagement on team effectiveness of FJB construction service company's employees?
7. is there an influence of 360-degree leadership, digital literacy and work engagement on team effectiveness of FJB construction service company's employees?

LITERATURE REVIEW

A team is a small group within an organization or company whose members are interdependent on one another, have a common goal, and are characterized by the presence of one person who coordinates their joint activities. This coordination is carried out in order to achieve a common goal (Febrianto, 2021). Each function in the organization has specific roles and objectives that contribute to the achievement of organizational goals. Each function in the organization is a work team that has members whose role is to complete the goals and tasks of the work team. Basically, a team is two or more people who interact together to achieve common goals (Huszcz, 2004). Team effectiveness (West, 2012) is defined by using five important components that are definitely involved and can explain any effective team, (1) Task effectiveness is the extent to which this team succeeds in achieving goals related to the task of the team. (2) Well-being of team members, referring to factors such as well-being or mental health (e.g. stress), growth, and development of team members. (3) Team continuity is the possibility that the team will continue to work together and function effectively. (4) Team innovation is the degree to which the team develops and implements new ideas and improves processes, products, and procedures. (5) Teamwork is the effectiveness of the team in working with other teams within the Team with which it must work in order to deliver a product or service.

Work engagement is a positive and work-related state of mind characterized by vigor, dedication, and absorption. Vigor (enthusiasm) refers to a strong level of energy and mentality while working, the courage to try their best to complete a job, and persistence in the face of work difficulties. Dedication means feeling very strongly involved in one's work and experiencing a sense of significance, enthusiasm, pride, inspiration, and challenge. Absorption can be described as the full concentration at work and as a happy experience at work.

Engagement as disclosed (Schaufeli & Bakker, 2004) does not refer to conditions that are momentary and specific, but rather to ongoing and real affective-cognitive conditions, which are not focused on objects, situations, conditions, or behavior. Engagement is defined as employees' mastery of their own roles in work, where they will bind themselves to their work, then work and express themselves physically, cognitively, and emotionally during their performance (Khan, 1990; Bakker & Albrecht, 2018). Furthermore, Brown (Robinson, 2004) explains that an employee can be said to have work engagement in his work if the employee can identify himself psychologically with his work, and considers his performance important for himself in addition to the organization. Based on the above understanding, it can be concluded that work engagement is a positive motivational state and self-fulfillment in work characterized by vigor (strength), dedication (dedication), and absorption (absorption). Work engagement is one of the basic aspects of management which is popular among academics as well as management practitioners (Wesly, et al., 2021). Therefore, the concept of work engagement is interchangeably with employee engagement and job engagement which can be interpreted as employee attachment/involvement in work.

In the results of research, (Martin & Grudziecki, 2006) digital literacy skills emphasize a person's attitude and awareness in using ICT devices to communicate, the ability to express in social activities, with the intention of achieving goals in various life situations of the individuals concerned. Digital literacy skills as the development of thinking, meaning awareness of thinking about the tasks assigned to someone. Critical thinking should be an important part of developing information literacy stages at the level of critically evaluating information (Goodfellow, 2011). As stated by Martin (2006) that aspects of critical thinking are important in developing digital literacy competence, related to critical evaluation of what is found on the internet, sorting and applying it in life.

Digital literacy competence in terms of the aspect of participation, (Meyers, et al., 2013) stated that digital literacy is a person's way of being able to participate effectively in an all-digital environment. There are three perspectives related to digital literacy, namely: first, digital literacy is the acquisition of information skills that have developed in this century. Someone is considered to have skills in information systems, considered as a required process. Someone is expected to use digital sources effectively to meet information needs, evaluate the latest, relevant and credible digital documents, and be able to carry out elaborations such as creating online information sharing in user-based forums and various social media or online social networks (Enrique, 2021).

Second, digital literacy is the development of 'habits of thinking'. This perspective emphasized the cognitive aspects of a person. Cognitive factors, as part of the ability to think, mean a person's ability to process information in his head. An emphasis on cognitive aspects in digital literacy is also put forward (Kenton & Blummer, 2010) digital literacy for the generation of digital natives, namely cognitive skills to complete tasks in a digital environment. Third, digital literacy (Meyers, et al., 2013) is a close bond between digital practices and culture. In this perspective, the form of participation is the main key to developing digital literacy. Through this perspective, new ways are built for the digital native generation to participate in digital culture and facilitate new ways or other forms of learning. (Retnowati, 2015) suggests that media literacy or digital literacy is developed as a tool to protect people from media exposure so that they have the ability to think critically and be able to express themselves and participate in the media.

Meanwhile, the 360-degree leader in the book (Maxwell, 2005), states that developing influence over others can be from anywhere in the organization. Leaders 360 degrees lead,

across, and down. Basically, the leadership style is at the center when the leader can lead a 360-degree leader. But sometimes many individuals fail to take leadership in an organization because of the seven common myths about leadership. These myths are position myths, purpose myths, influence myths, inexperience myths, freedom myths, potential myths, and all-or-nothing myths. The truth of the matter is that not everyone can be top management. The model for organization-based 360-degree leadership according to (Testa, 2002) can be translated into 7 dimensions namely Trust, Ethics, Efficiency, Service Quality, Leadership Quality, Customer Orientation, Friendliness).

METHOD

The research design is a procedure that includes the steps of a detailed data collection, analysis, and interpretation method (Creswell, 2014). Several types of research conducted are associative methods, this method is considered the most correct and appropriate to explain cause and effect relationships between two or more variables (Sugiyono, 2019). Meanwhile, the method of collecting data using quantitative methods can also be referred to as the most relevant approach to researching the population or sample using numbers and statistical analysis (Sugiyono, 2019).

The unit of analysis used is a construction service company and the unit of observation is the employees of PT. FJB. The observation used aims to explore and observe construction service companies and their employees in work involvement. The time horizon used is cross-sectional, in which data is collected once, starting from 30 June 2022 to 10 July 2022. Based on table Krejcie & Morgan (1970), with a population of 140 which includes employees of construction service companies, then based on the population in the table above the total population obtained a sample size of 103 respondents. However, as for the questionnaires that had been answered and returned the questionnaires, after the inspection, 113 employees were found to have responded and provided complete and relevant answers.

The validity test is carried out by correlating the score of the answers to each question with the total score of the variables. The correlation technique used is the Pearson product-moment correlation technique according to the ordinal data measurement scale. The number used as a comparison to see whether an item is valid or not is 0.185 (r table value for $n = 113$). While the reliability test is used to see the stability or consistency of measurement results. A measuring tool is said to be reliable if it is used repeatedly on one object to produce the same results. The reliability technique used to measure the consistency between items, is Cronbach's alpha test.

RESULTS AND DISCUSSION

Results

Respondent Profile

The characteristics of the respondents raised in this study included gender, age, and last education of the 113 respondents who were willing to respond by filling out the questionnaire in full. In accordance with the company that was used as the object of research, a construction service company, the number of male employees was far greater than the number of female employees with a ratio of 81% of the total respondents. As for the age range, the age composition of the majority of respondents is aged 17-25 years with a proportion of around 65%. The second most common age is between the ages of 26-35 years with a proportion of around 26%. This means that most of the respondents are aged between 17 and 25 years. Meanwhile, the composition of respondents was based on their last education, most of them

had a Bachelor's degree (S1) with a percentage of around 58%, and the remaining 42% had a high school education/equivalent.

Validity and Reliability Test

The results of the validity and reliability tests of each research variable show good validity because each statement item in each variable has a value greater than 0.185, and good reliability because each statement item in each variable has a greater Cronbach's alpha reliability value from 0.6. Thus, it can be concluded that this research instrument has significant validity, and is reliable and consistent.

Descriptive Analysis

The description of the respondent's response data can be used to enrich the discussion; through the description of the respondent's response data, it can be seen how the condition of each variable indicator is being studied. In order to make it easier to interpret the variables being studied, a categorization of respondents' responses was carried out based on the respondent's response scores. The score categorization of respondents' responses was carried out based on subtracting the maximum score range value with the minimum score value and divided by the desired number of categories, thus obtained the number of 0.8. Then this number is used as the basis for making a range for the assessment criteria which is divided into five criteria ranging from extremely bad, bad, fairly good, good, to very good.

A descriptive analysis was carried out in order to obtain an overview of the respondent's perceptions of the variables in the study. The variables in this study consist of 360-degree leadership, digital literacy, work engagement, and team effectiveness based on the results of calculations from 113 respondents that have been obtained. The results of the descriptive analysis for the 360-degree leadership variable yield a total score for the 360-degree leadership variable of 7,736 with an average of 4.03. This average value is in the range of 3.40 – 4.00. Therefore, it can be concluded that the respondents' perceptions of 360-degree leadership are in a good category. Meanwhile, for the digital literacy variable, the total score for the digital literacy variable is 7,853 with an average of 4.09. This average value is in the range of 3.40 - 4.20. Therefore, it can be concluded that respondents' perceptions of digital literacy are in a good category. For the work engagement variable, the total score is 7,757 with an average of 4.04. This average value is in the range of 3.40 - 4.20. Therefore, it can be concluded that the respondents' perceptions of work engagement are in a good category. For the team effectiveness variable, the total score for the team effectiveness variable is 5,758 with an average of 3.00. This average value is in the range of 2.60 – 3.40. Therefore, it can be concluded that the respondent's perception of team effectiveness is in a fairly good category.

Verification Analysis

Based on the data that has been collected through questionnaires distribution, this section will examine the effect of 360-degree leadership and digital literacy on work engagement and its impact on team effectiveness. The test will be carried out in two stages, where in the first stage the influence of 360-degree leadership and digital literacy will be tested on work engagement. Then in the second stage, the influence of 360-degree leadership, digital literacy, and work engagement on team effectiveness will be tested. The equation model in this study can be formulated into 2 (two) structural equation forms as follows.

First Sub-Structure Path Equation $Y = \rho_{YX1}X_1 + \rho_{YX2}X_2 + \varepsilon_1$

Second Sub-Structure Path Equation $Z = \rho_{ZX1}X_1 + \rho_{ZX2}X_2 + \rho_{ZY}Y + \varepsilon_2$

Furthermore, the interval data will be tested using path analysis to examine the structural causal relationship between the independent variables and the dependent variable by considering the interrelationships between the independent variables (Ghozali, 2018).

The first hypothesis to be tested to form the sub-structure 1 of path analysis is the influence of 360-degree leadership (X_1) and digital literacy (X_2) on work engagement (Y), can be seen in the path coefficient table as follows:

Table 1. The influence of 360-degree leadership (X_1) and digital literacy (X_2) on work engagement (Y)

Variables		Path Coefficient	R ²	ρ	t-count	P-value	Label
360-degree leadership (X_1)	Work Engagement (Y)	0.354	0.334	0.354	3.434	0.001	Sig
Digital literacy (X_2)		0.281		0.281	2.725	0.007	Sig

Source: Data processed, 2022

From the table above, the total influence of the 360-degree leadership (X_1) and digital literacy (X_2) on work engagement (Y) is 0.334 or 33.4%. While the remaining 66.6% is the influence of other factors outside the two independent variables. The path coefficient value for 360-degree leadership is 0.354 with a positive relationship direction, which means that when 360-degree leadership increases, it will cause work engagement to increase. The digital literacy coefficient value is 0.281 with a positive relationship direction, which means that when digital literacy is implemented properly, work engagement will increase. The assisted path equation of the first sub-structure is:

$$Y = 0,354X_1 + 0,281X_2 + \epsilon_1$$

Based on the table above it can be seen that the direction of the 360-degree leadership (X_1) relationship to work engagement (Y) is positive (the value in column ρ), it is written 0.354 meaning that when there is an increase in 360-degree leadership (X_1) it will increase work engagement (Y). The same with the direction of the relationship between digital literacy (X_2) and work engagement (Y) which is positive as well, as much of 0.281 meaning that when there is an increase in digital literacy (X_2), ideally it will increase work engagement (Y). So based on the test results it can be concluded that 360-degree leadership and digital literacy have a significant effect on work engagement. The first sub-structure model image is as follows.

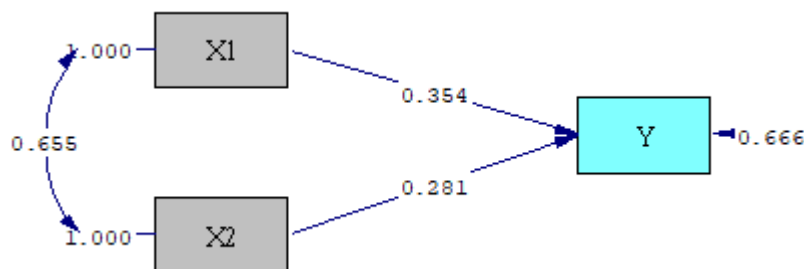


Figure 1. path analysis model of sub-structure 1

The following hypothesis to be tested is the influence of 360-degree leadership, digital literacy and work engagement on team effectiveness, to form the sub-structure 2. Based on the results of data processing, the path coefficient of each independent variable is obtained, which can be seen in the following table:

Table 2. The influence of 360-degree leadership (X_1), digital literacy (X_2) and work engagement (Y) on team effectiveness (Z)

Variables		Path Coefficient	R ²	ρ	t-count	P-value	Label
360-degree leadership (X_1)		0.362		0.362	6.235	0.001	Sig

Digital literacy (X ₂)	Team Effectiveness (Y)	0.473	0.811	0.473	8.308	0.001	Sig
Work Engagement (Y)		0.214		0.214	4.188	0.001	Sig

Source: data processed (2022)

From the table above, the total influence of the 360-degree leadership (X₁), digital literacy (X₂) and work engagement (Y) variables on team effectiveness is 0.811 or 81.1%. While the remaining 18.9% is the influence of other factors outside the three independent variables. The path coefficient value for 360-degree leadership is 0.362 with a positive direction, which means that when 360-degree leadership increases, team effectiveness increases. The digital literacy path coefficient value is 0.473 with a positive relationship direction, which means that when digital literacy is implemented properly, team effectiveness will increase. The work engagement path coefficient value is 0.214 with a positive relationship direction, which means that when work engagement increases, team effectiveness will increase. The assisted path equation of the second sub-structure is:

$$Z = 0.362X_1 + 0.473X_2 + 0.214Y + \varepsilon_2$$

Furthermore, based on the table above it can be seen that the direction of each variable relationship to the team effectiveness is positive, which mean that when there is an increase in variable 360-degree leadership (X₁), digital literacy (X₂), as well as work engagement (Y), ideally each of them might increase variable of team effectiveness (Z). Thus, all of the hypothesis which stated that there is a significant influence between 360-degree leadership on team effectiveness, there is a significant influence between digital literacy and team effectiveness and there is a significant influence between work engagement and team effectiveness can be accepted. Hence, it can be concluded that 360-degree leadership, digital literacy and work engagement have a significant effect on team effectiveness. Then the second sub-structure model image can be drawn as follows.

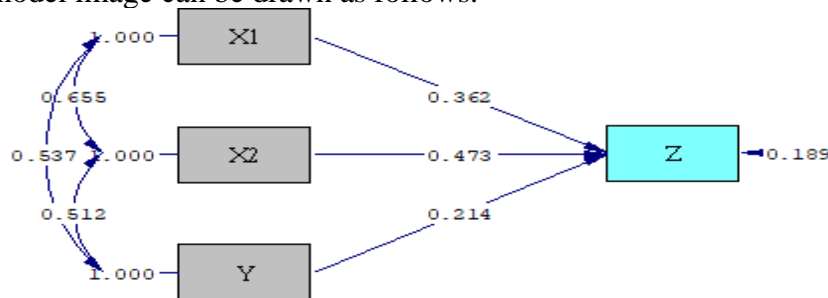


Figure 2. Path analysis model of sub-structure 2

After the two sub-structure drawings are formed, an overall structural model image can be formed in the following figure.

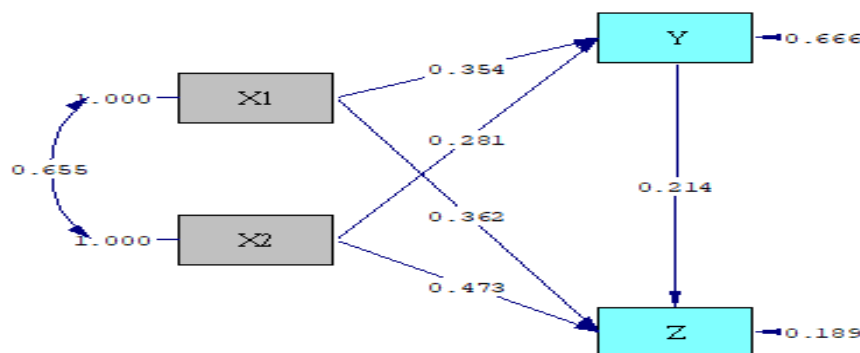


Figure 3. Overall Path Analysis Model

The next hypothesis that will be tested are the influence of 360-degree leadership and digital literacy on team effectiveness through work engagement, by using Sobel test analysis to determine the mediating effect of work engagement on team effectiveness. The following table showed the calculation result of Sobel test in finding out whether work engagement can mediate the influence of each variable of 360-degree leadership and digital literacy on team effectiveness.

Table 3. The influence of 360-degree leadership (X_1) on team effectiveness (Z) through work engagement (Y)

Input:		Test statistic:	p-value:
t_a	3.434	Sobel test: 2.65545133	0.00792024
t_b	4.188	Aroian test: 2.61131094	0.00901958
		Goodman test: 2.70190856	0.00689427
Reset all		Calculate	

Source: data processed, 2022

Based on the calculation results, it is obtained that the calculated t value for testing the influence of mediation on this hypothesis is 2.655. If $\alpha = 0.05$ then $t_{table} = 1.982$. From the calculation above, it can be concluded that t count is 2.655 greater than t table 1.982 with a significance level of 0.05, so it can be concluded that work engagement is able to mediating between 360-degree leadership and team effectiveness. Thus, the hypothesis can be accepted and the type of mediation of work engagement is part mediation, where either there is work engagement or not, 360-degree leadership still has a significant effect on team effectiveness.

Table 4. The influence of digital literacy (X_2) on team effectiveness (Z) through work engagement (Y)

Input:		Test statistic:	p-value:
t_a	2.725	Sobel test: 2.28406082	0.02236796
t_b	4.188	Aroian test: 2.23964547	0.02511395
		Goodman test: 2.33122796	0.01974134
Reset all		Calculate	

Source: data processed, 2022

Based on the calculation results, it is obtained that the calculated t value for testing the influence of mediation on this hypothesis is 2.284. If $\alpha = 0.05$ then $t_{table} = 1.982$. From the calculation above, it can be concluded that t count is 2.284 which is greater than t table 1.982 with a significance level of 0.05, so it can be concluded that work engagement is able to mediate between digital literacy and team effectiveness. Thus, the last hypothesis can be accepted and the type of mediation of work engagement is part mediation, where either there is work engagement or not, digital literacy still has a significant influence on team effectiveness.

In accordance with the description of previous result described above, it can be concluded that the hypothesis test is described as follows:

H1: The first hypothesis can be accepted because there is a significant influence of 360-degree leadership on work engagement

H2: The second hypothesis can be accepted because there is a significant influence between digital literacy on work engagement.

H3: The third hypothesis can be accepted because there is a significant influence between 360-degree leadership on team effectiveness.

H4: The fourth hypothesis can be accepted because there is a significant effect of digital literacy on team effectiveness

H5: The fifth hypothesis can be accepted because there is a significant effect between work engagement on team effectiveness.

H6: The sixth hypothesis can be accepted because there is a significant influence between 360-degree leadership on Team effectiveness through Work engagement.

H7: The seventh hypothesis can be accepted because there is a significant influence between digital literacy on team effectiveness through work engagement.

Discussion

Based on the results calculation described in the previous sessions, it is known that the calculated t value for testing the influence of mediation in the hypothesis is 2.284. If $\alpha = 0.05$ then $t_{table} = 1.982$. From the calculation above, it can be concluded that t count is 2.284 which is greater than t table 1.982 with a significance level of 0.05, so it can be concluded that. Thus, the hypothesis stating that work engagement is able to mediate between digital literacy and team effectiveness can be accepted. Meanwhile the work engagement can be considered as partial mediation, whereas either there is work engagement or digital literacy still has a significant influence on team effectiveness. Therefore, all of the hypothesis in the study can be accepted, since there is significant influence on each variable to the dependent variable of this study, which is team effectiveness.

CONCLUSION

Based on the results of the analysis and discussion in the previous part, related to the title of this research, which is about the influence of 360-degree leadership and digital literacy on team effectiveness through work engagement, the following conclusions are drawn: 360-degree leadership has a positive and significant influence on work engagement, digital literacy has a positive and significant influence on work engagement, 360-degree leadership has a positive and significant influence on team effectiveness, digital literacy has a positive and significant influence on team effectiveness, work engagement has a positive and significant effect on team effectiveness, 360-degree leadership has a positive and significant effect on team effectiveness through work engagement, and digital literacy has a positive and significant effect on team effectiveness through work engagement.

Suggestion

The first suggestion is that company leaders are advised to maintain and increase the values of integrity in the scope of work and to motivate and apply work discipline because work motivation and work discipline are very important things and must be considered by employees. With high leadership integrity, work motivation and good discipline, the company is expected to be able to compete with other companies. High leader integrity, work motivation and discipline are proven to influence purchasing decisions, the better the leader integrity, work motivation and discipline, the more effective the team's performance will be.

Another suggestion is for the company to provide training or counseling regarding the use of digital media so that employees are able to apply the use of digital technology properly and correctly so that it is necessary to provide counseling or training on the use of digital technology in work for employees at FJB construction service company. Moreover, the company can involve the role of employees in the form of suggestions and ideas in making decisions or solving a company problem. So that employees get the opportunity to develop their potential and express themselves.

Nevertheless, companies are able to create an atmosphere that makes employees comfortable and happy, such as companies adding tools or facilities that will support employee performance so that employees feel comfortable and happy, if this is implemented properly and correctly then employees will increase their effectiveness and loyalty to the company and also reduce the risk of losses to the company. Other than that, companies need to be flexible and open-minded, so that no employee feels discriminated against and no employee feels he is better than other employees. The last one is that companies are able to provide appreciation in the form of awards and celebrations to their employees, such as giving gifts to employees with the best performance every month, because if this is implemented it will make employees work optimally so that it will help the company achieve its targets.

Meanwhile, for further study, researchers might use research objects in different industries such as retail, banking, pharmaceuticals and other industries, as well as to obtain a larger sample size for more accurate and relevant research results.

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