The Influence of Organizational Culture, Church Management, and Work Motivation on the Performance of GPIB Elders in North Sumatra Province

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Abstract

This study aims to determine and analyze the influence of: (1) organizational culture on work motivation; (2) church management on work motivation; (3) organizational culture on the performance of elders; (4) church management on the performance of elders and (5) work motivation on the performance of elders. The research subjects were GPIB elders in North Sumatra Province with a sample of 128 people. Sampling with proportionate simple random sampling. The research method is path analysis which aims to test the theory and obtain information about the research. Based on hypothesis testing, it is concluded that there is a direct effect: (1) organizational culture on work motivation is expressed by $p31 > r$-table $(0.492 > 0.159)$ and t-count $> t$-table $(6.623 > 1.645)$; (2) church management on work motivation is expressed by $p32 > r$-table $(0.279 > 0.159)$ and t-count $> t$-table $(3.754 > 1.645)$; (3) organizational culture on the performance of elders is expressed by $p41 > r$-table $(0.336 > 0.159)$ and t-count $> t$-table $(4.231 > 1.645)$; (4) church management on the performance of elders is expressed by $p42 > r$-table $(0.165 > 0.159)$ and t-count $> t$-table $(2.085 > 1.645)$ and (5) work motivation on the performance of elders is expressed by $p43 > r$-table $(0.252 > 0.159)$ and t-count $> t$-table $(2.792 > 1.645)$. Simultaneously, the results of the study show that organizational culture, church management, and work motivation affect the performance of GPIB elders in North Sumatra Province by 43.2% and the rest is determined by other conditions.

I. Introduction

The Protestant Church in Western Indonesia (GPIB) is an association of Protestant Christian believers in Indonesia where the Lord Jesus Christ is the foundation and head. GPIB's vision is a church that embodies peace for all of His creation. In this regard, the results of the GPIB Synod (2015: 64-65) stipulate that the mission of the GPIB is (1) to become a church that is continuously renewed by starting from the Word of God, which is manifested in the life behavior of church members, both in fellowship and in community life; (2) become a church that is present as an example of life, which is realized through initiatives and participation in social solidarity and harmony in society, based on the behavior of a strong and prosperous family life; and (3) become a church that builds the integrity of

creation which is manifested through attention to the environment, the spirit of oneness and the spirit of unity and unity of the church members as citizens of the community.

In connection with the mission, to carry out the duties and responsibilities of service in the midst of the congregation, the GPIB Synod Assembly places GPIB Officials (Pastors, Deacons and Elders) in the Congregation with specific tasks as follows: (1) pastors are entrusted specifically with the ministry of the Word and the Sacraments, confirmation sidi, marriage blessing, confirmation of official and shepherding; (2) elders are specially entrusted with shepherding and orderly ministry; and (3) deacons are specially entrusted to carry out the duties of social deacon and charity service. It is specifically stated that when the Pastor in a congregation is unable to attend, the local congregational assembly appoints an elder to carry out the pastor's special duties and reports it to the GPIB Synod Council. So, the Elder is in charge of carrying out pastoral care and maintaining order in the ministry in a congregation upon the appointment of the Congregational Council, if the Pastor is unable to attend.

GPIB supervisors are church workers who act as leaders as well as servants, in other words, this pastor has servant leadership character. Servant leader starts with service which is a person's nature to want to serve which then brings others to lead. (Spears, 2010) Pastors tend to have a servant nature because they are spiritual leaders and are expected to be able to provide service to their members in spiritual matters and are also able to create concepts or work programs where they are assigned. The characteristics of a servant leader consisting of ten characters are listening, empathy, healing, awareness, persuasion ability, conceptual ability, able to see or orient to the future, able to take care, commitment to the growth of others and building community. (Spears, 2010) These ten behaviors can serve followers and build participation in organizational leadership (Indartono, 2010).

Almost all of these characters exist in the pastor's profession and in general the pastor of the church and the GPIB institution acts as chairman, which can be compared to a manager in the business world. The pastor as chairman is the chairman of the church board, where this role is no different from the administrator of an organization in general and the pastor as a servant is as a spiritual servant for his congregation, namely the role of the pastor's profession itself. The success of a Pastor will be seen from the growth of the congregation or institution to which they are assigned. Performance is basically what employees do and don't do. (Mathis dan Jackson, 2006) Employee performance is what influences how much they contribute to the organization. In simple terms, performance is employee activities that are in accordance with organizational goals or objectives.

Various efforts have been made to make elders professional, so that they are able to carry out and maintain the truth and orderliness of preaching the Word, worship, shepherding, and orderly ministry. Elders and Deacon coaching activities are carried out by providing materials (1) Ecclesiology; (2) God calls and sends believers into the world; (3) Call to office and (4) Basic principles of service management and sermon activities in the church which are attended by Elders once a week. This effort is in accordance with the results of the GPIB Synod (2015: 64-65) regarding the General Policy on Short Term Church Calls and Sentences (KUPPG) III 2016-2021, so it is hoped that GPIB's testimony is present not only in the form of an institution, but also through members of the congregation who Be an example in transforming the testimony of Faith in society, so that they can become God's people who salt, illuminate, and are pleasing to God the Creator.

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However, in reality, based on the results of the evaluation of the performance of the Elders conducted by the Chairperson of the GPIB Congregational Council, it can be seen that the performance of the Elders at the GPIB in North Sumatra Province has not been as expected. The results of the evaluation of the performance of GPIB elders in North Sumatra Province in 2018 showed that out of 18 elders, 12 elders (66.67%) showed poor performance, 6 performed well (33.33%), and there were no Elders who performed very well. . Whereas as a protector/guide for Christians, the role of the Elder is very much needed. Related to the problem of ministry duties in the church, Klasisamanubantimur (2019:5) argued that a servant should be like Jesus, speaking and acting at the commandments of Jesus Christ. Through his ministry, where God himself serves his congregation. Servants serve on the basis of love as the Lord Jesus has loved his people. As it is written in John 15:16: "You did not choose Me, but I chose you.

In accordance with the basic assumption of science that performance problems do not occur by themselves, but because of various influencing factors, both factors that have a direct influence and indirect influence. Theoretically, there are several factors that cause individual performance not to meet expectations, and various factors that can occur as a result of performance problems. Castetter (1981:23) suggests that there are three sources that cause poor performance, namely: (1) individual sources which include intellectual weakness, psychological weakness, demotivation, obsolescence/oldness, and value orientation; (2) organizational resources which include organizational systems, organizational roles, groups within the organization, behavior related to supervision, and organizational culture; and (3) external environmental sources which include family, economic conditions, political conditions, legal conditions, social values, the job market, and technological changes. Castetter and Mullins (2005:99) explains that organizational effectiveness is influenced by individual factors, organizational factors, and environmental factors. So, Castetter and Mullins provide the same theoretical explanation of the factors that directly affect organizational performance or effectiveness, namely; individual factors, organizational factors, and environmental factors.

Based on the Integration Model of Organizational Behavior from Colquitt, LePine, and Wesson (2009:37), explains that organizational culture, organizational structure, leadership, team, personality, and ability are factors that have an indirect effect on performance, while job satisfaction, stress, motivation, trust, fairness, ethics, learning, and decision making are factors that directly affect performance.

Performance is the result of work that can be achieved by a person in carrying out tasks in accordance with the authority and responsibility given to him to achieve organizational goals. Colcuitt, LePine, dan Wesson (2015: 32-33) "job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplisment". Thus, performance is defined as the value of the set of worker behaviors that contribute positively or negatively to the achievement of organizational goals. In particular, Sinode GPIB (2015: 18) stipulates that the duties and responsibilities of GPIB Elders include indicators of implementing and maintaining the truth and orderliness of preaching the word, worship, shepherding, and orderliness of service. In addition, if the Pastor is unable to attend the sacrament service, then the task can be carried out by the Elder.

Performance can be influenced by various factors, both internal factors and environmental factors directly or indirectly. According to Ivancevich, Konopaske and Matteson (Busro in Edward, 2020) that performance shows the ability and skills of workers. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities (Wulandari, 2021). Colquitt, LePine, dan Wesson (2009:9-11) proposed an integration model of organizational behavior which explains that organizational performance and commitment are directly influenced by individual mechanisms, and individual mechanisms are directly influenced by organizational mechanisms, group mechanisms, and individual characteristics. It can be synthesized that the performance of the GPIB Elders is the result of the work of the GPIB Elders in accordance with the duties and responsibilities given to achieve the goals with indicators of implementing and maintaining the truth and orderliness of preaching the word, worship, shepherding, and orderliness of service. According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021).

Culture is all human creations that are passed down from generation to generation. In connection with that, Koentjaraningrat in the Directorate of Education Personnel (2007: 6) defines culture as "the whole system of ideas, actions and human creations in the context of community life which are made into human beings by means of learning. Specifically, Kim, Cable, and Kim (2005:232-233) state that organizational culture includes: (1) Routin ways of communicating, such as organizational rituals and ceremonies and the languange commonly used; (2) The norms shared by individuals and team throughout the organization, such as no reserved parking spaces; (3) The dominant values held by the organization, such as product quality or customer service; (4) The philosophy that guides management's policies and decision making, including determining which groups are included or consulted on decisions; (5) The rules of the game for getting a long in the organization, or the 'ropes' that the newcomer must learn in order to be come an accepted member; and (6) The feeling or climate conveyed in an organization by the physical layout and the way in which managers and employees interact with customer, suppliers, and other outsides.

Organizational culture is a norm that informs members of the organization about what is acceptable and what is not acceptable, the dominant values that the organization values above others, the basic assumptions and beliefs shared by members of the organization, the rules of the game that must be learned if you want to be successful. in line with and accepted as a member of the organization, the philosophy that guides the organization in dealing with its employees and clients.

Services that are not regulated and carried out by the right people, can result in the withdrawal of these services. Management is needed in spiritual work because God wills it and commands humans to do it for the benefit of humans themselves. Sagala (2006:15) that management in principle carries out the planning, implementation and control functions into a series of decision-making activities that are fundamental and comprehensive in the process of efficient use of all resources accompanied by the determination of how to implement them by all levels within an organization to achieve organizational goals.

Management is an action that includes planning, organizing, directing, and controlling resources to achieve goals effectively and efficiently. Kreitner (1997:5) said management is the process of working with and through others to achieve organizational objectives in a changing environment. So, it can be argued that management is a process or activity of using organizational resources to achieve goals in a changing environment.

With regard to workers, Newstrom suggests that "work motivation is the set of internal and external forces that cause an employee to choose a course of action and engage in certain behaviors." McClelland explained that humans have three types of needs as follows: (1) the need for achievement or the need for achievement (n Ach), namely the drive to excel; (2) the need for power or the need for power (n Pow), namely the urge to influence others to submit to their will; and (3) the need for affiliation (n Aff), namely the urge to connect with other people.

It can be synthesized that the work motivation of GPIB elders in the study is the desire of GPIB elders to work to achieve church goals as expected with indicators of responsibility in carrying out their duties, have a feeling of pleasure at work, always try to outperform others, prioritize achievement over what they do, works with the hope of getting incentives, and likes to get praise for what he does as a presbyter.

Based on the description above, it can be seen the factors that directly or indirectly affect performance, both those found through research results and based on theoretical explanations. In addition, the description above shows that there is a gap between the expected performance and the current performance of the GPIB Elders in North Sumatra Province. If these problems are not addressed immediately, the consequences will affect businesses in the service sector because it is a determining factor for the quality of human resources.

Therefore, in order to improve the performance of GPIB Elders in North Sumatra Province, a study on performance and the factors that influence it can be carried out. In accordance with the explanation of theory and research results as described above that performance is influenced by various factors, including: organizational culture, management, and work motivation. In order to overcome problems through increasing human resources, it is necessary to conduct research on the Influence of Organizational Culture, Church Management, and Work Motivation on the Performance of GPIB Elders in North Sumatra Province.

II. Research Methods

The research site is the Protestant Church in Western Indonesia (GPIB) in North Sumatra Province. This research was conducted in July 2021.

The study population was all GPIB Elders in North Sumatra Province in 2020 as many as 179 individuals. By using Krejcie and Morgan with a significance level of of 0.05, the number of samples was 123 people who were taken proportionally based on the location of the GPIB church.

Analysis of research data was carried out by testing the influence of exogenous factors and endogenous factors using Path Analysis with an importance level of 0.05. For normality test used Liliefors test in addition, to test the linearity of the relationship between exogenous factors and endogenous factors used Analysis of Variance (ANOVA).

III. Discussion

3.1 Results

The results of the study obtained a score of organizational culture variables (X1), church management (X2), work motivation (X3), and the performance of elders (X4) GPIB North Sumatra as Table 1.

Table 1. Summary of Research Data

		Budaya organisasi	Manajemen gereja	Motivasi kerja	Kinerja
N	Valid	128	128	128	128
	Missing	0	0	0	0
Mean		136.63	101.80	134.18	118.55
Median		157.00	102.00	134.00	119.00
Mode		139	110ᵃ	121ᵃ	113ᵃ
Std. Deviation		13.742	10.398	16.017	12.175
Variance		188.835	108.111	256.558	148.236
Minimum		102	78	69	90
Maximum		164	123	172	145

a. Multiple modes exist. The smallest value is shown

The results of the normality test of the research data are as shown in Table 2.

Table 2. Summary of Normality Test Results

No	Variabel	L$_{hitung}$	L$_{tabel}$	Hasil
1	X$_3$ atas X$_1$	0,073		Berdistribusi normal
2	X$_3$ atas X$_2$	0,053		Berdistribusi normal
3	X$_4$ atas X$_1$	0,048	0,078	Berdistribusi normal
4	X$_4$ atas X$_2$	0,072		Berdistribusi normal
5	X$_4$ atas X$_3$	0,033		Berdistribusi normal

The results of the linearity test and the significance of the regression of the research data are as shown in Table 3.

Table 3. Summary of Linearity and Significance Test Results

No	Variabel	Uji Linieritas			Uji Keberartian Regresi		
		F$_h$	Sig.	Status	F$_h$	Sig.	Status
1	X$_3$ atas X$_1$	0,935	1,54	Linier	75,285	3,92	Signifikan
2	X$_3$ atas X$_2$	1,022	1,54	Linier	39,796	3,92	Signifikan
3	X$_4$ atas X$_1$	0,893	1,54	Linier	68,353	3,92	Signifikan
4	X$_4$ atas X$_2$	1,371	1,54	Linier	31,322	3,92	Signifikan
5	X$_4$ atas X$_3$	1,241	1,51	Linier	56,920	3,92	Signifikan

A summary of the consequences of the coefficient assessment is carried out using an investigation method to examination of speculation by looking at the results of the calculation of direct and indirect effects as shown in Table 4.

Table 4. Summary of Direct Effects and Indirect Effects

Model	Variabel Eksogenous terhadap Variabel Endogenous	Pengaruh Kausal			Non Jalur		Korelasi
		Lang-sung	Tidak Langsung melalui X$_3$	Total	U	S	
I	X$_1$ terhadap X$_3$	0,492	-	0,492	0,120	-	0,612
	X$_2$ terhadap X$_3$	0,279	-	0,279	0,211	-	0,490
II	X$_1$ terhadap X$_4$	0,368	0,154	0,522	0,158	-	0,593
	X$_2$ terhadap X$_4$	0,165	0,123	0,288	0,074	-	0,446
	X$_3$ terhadap X$_4$	0,252	-	0,252	-	0,316	0,558

Based on the path coefficient values obtained from the calculation results, the path diagram can be described as follows.
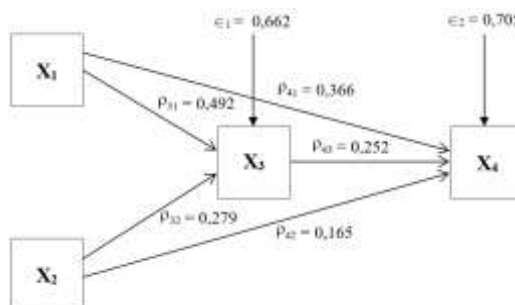

Figure 1. Research Path Diagram

3.2 Discussion

a. Organizational Culture has a Direct Effect on Work Motivation

The findings of this review indicate the extent to which the direct impact of organizational culture on work motivation is 0.492. This illustrates that organizational culture affects the work motivation of elders. The results of this study support the research conducted by Nuryasman and Eka (2018:74); Uloli and Kadir (2018:1); Afkar and Andita (2020: 140); Syamsuri (2017:1); Ngo, et al (2021:1031) and Elisabeth (2018:1) that organizational culture affects one's work motivation. If the organizational culture is positive, the work motivation of employees will be better.

Organizational culture is a set of values, norms, assumptions, beliefs, principles, characteristics, and habits or regulations that apply within the GPIB organization that regulates and directs the behavior of its members in an effort to do a job with indicators: risk taking of 0.733; attention to detail by 0.606; result orientation of 0.621; people orientation of 0.761; team orientation of 0.643; aggressiveness of 0.605 and stability of 0.698. Thus, people orientation indicators have the greatest influence in improving organizational culture as part of advancing work motivation.

Pastors as pioneers only serve as motivation, they are required to have high work motivation in getting things done as well as possible, with the aim that their work is superior to the work of others. The work motivation of the GPIB elders as a longing that will be circled again as an exercise to achieve something can also be revealed wherever possible. As a result, values, basic suspicions, and standards that become rules in an organization become the determining element of work motivation for everyone who works in the organization.

In this way, the performance of GPIB elders can improve, if a hierarchical culture containing rules about reward frameworks for high-performing workers is fortified.

b. Church Management has a Direct Effect on Work Motivation

The consequence of this review shows that the measure of the direct impact of church management on work motivation is 0.279. This shows that church management has an effect on the work motivation of the elders. The results of this study support the research conducted by Hanaysha and Muhammad (2018:17); Afful-Broni (2012:309); Djibu and Ummyssalam (2020:92); Soeprayitno and Purwati (2019:1); Nurdiansyah, et al (2020:153), and Kuswati (2020:995) that organizational management affects one's work motivation. If the management used is good, the work motivation of the employees will get better.

Elder church management is the cognitive ability of elders in the process of implementing management functions to achieve church goals effectively and efficiently with indicators: planning of 0.830; organization of 0.810; direction of 0.824 and church resource control of 0.780. Thus, planning indicators have the greatest influence in improving church management as part of advancing work motivation.

Thus, the work motivation of GPIB elders can increase if the implementation which includes structuring, structuring, coordinating, and controlling church resources is very good.

c. Organizational Culture has a Direct Effect on the Performance of Elders

The consequence of this review shows that the magnitude of the direct impact of organizational culture on the performance of elders is 0.366. This shows that hierarchical culture affects the performance of elders. The results of this study support the research conducted by Isa, Solomon Ozemoyah and Wan (2016:1); Joseph and Francis (2019:1); Primary, et al (2021:20); Marampa, et al (2019:535), and Wijayanti, Sri and Zarah (2018:554) that organizational culture affects a person's performance. If the culture in the organization is positive, the work motivation of employees will be better.

Organizational culture is a set of values, norms, assumptions, beliefs, principles, characteristics, and habits or regulations that apply within the GPIB organization that regulates and directs the behavior of its members in an effort to do a job with indicators: risk taking of 0.733; attention to detail by 0.606; result orientation of 0.621; people orientation of 0.761; team orientation of 0.643; aggressiveness of 0.605 and stability of 0.698. Thus the indicators of people orientation have the greatest influence in improving organizational culture as part of advancing the performance of elders.

The performance of the GPIB elder is a work movement carried out in completing the obligations according to the obligations given to achieve the goals of the church he serves with the markers of carrying out and following reality and deliberately preaching the word, love, shepherding, and administrative accuracy.

Hierarchical culture is a set of qualities, and standards that become church rules that each individual of the association must adhere to in completing their work to achieve the goals of church authority effectively and efficiently. Hierarchical culture can contain decisions that govern the work of individuals who are authoritative, so that they become work rules in making the best choices in the right way. Elders as good examples for the congregations they serve must adhere to the hierarchical culture of the congregation firmly, so that every step and choice they take is in accordance with the way of life of the congregation. Accordingly, the elders in carrying out their work must be directed by the way of life of the congregation where they work so that they can make the wisest decisions in the right way. In this way, the performance of the elders will be better, if the hierarchical culture of the congregation adopted is more grounded.

d. Church Management has a Direct Effect on the Performance of Elders

The consequence of this review shows that the executive congregation has a direct impact of 0.165 on the performance of the elders. The results of this study support the research conducted by Gachoka, et al (2018:81); Jennifer and Shadrack (2019:103); Murad and Shabeeb (2016:126); Munyao, et al (2020:352); Karanja and Charity (2020:159); Masry (2016:5); Kwabena, et al (2019:99), and Elnihewi, et al (2014:635) that organizational management affects a person's performance. If the management used is good, the performance of the employees/employees will be better.

Elder church management is the cognitive ability of elders in the process of implementing management functions to achieve church goals effectively and efficiently with indicators: planning of 0.830; organization of 0.810; direction of 0.824 and church resource control of 0.780. Thus planning indicators have the greatest influence in improving church management as part of advancing the performance of elders.

An elder can make the best decisions in the right way in the congregation he serves, if he completes the church duties, if the management of the church is good. GPIB church management is the most common way in church resources carried out by elders to achieve church goals adequately and proficiently with instructions on preparation, arrangement, coordination, and control of church assets. In keeping with the idea of church management as as a process of compiling, coordinating, and controlling church resources to achieve church goals successfully and effectively, an elder must initially dominate to make the best decisions in the right way. An elder who can do great church management can really help the work through organizing, coordinating, coordinating, and controlling church resources to achieve goals successfully and effectively.

Thus, the work performance of elders can improve, if they can do things in the right way through planning, organizing, directing, and controlling church resources to achieve goals effectively and efficiently.

e. Work Motivation has a Direct Effect on the Performance of Elders

The side effect of this review shows that work motivation has a direct impact of 0.25 on the performance of elders. It outlines that work motivation affects the performance of elders. The results of this study support the research conducted by Sukardi and M. Turah (2020:41); Carvalho, et al (2020:13); Ratnawati, Sukidjo and Riyanto (2020:109); Dharma (2017: 7), and Robescu and Alina-Georgiana (2016: 1) that work motivation affects a person's performance. If a person's work motivation is good, then the person's work (performance) will get better.

Work motivation is the desire of elders to work to achieve church goals as expected with indicators: responsibility in carrying out tasks of 0.887; have a feeling of pleasure at work of 0.870; always trying to outperform others by 0.819; prioritizes achievement over what he does, which is 0.861; work with the hope of getting an incentive of 0.740 and happy to receive praise for what he does as a presbyter of 0.840. Thus the indicator of responsibility in carrying out duties has the greatest influence in improving church management as part of advancing the performance of elders.

An elder can make the best decisions in the right way in the congregation he serves, if he has high work motivation. Works, consistently strives to outperform others, focuses on achieving what he does, works with a desire for motivating force, and likes to be praised for what he does as a presbyter. GPIB elders as pioneers are only as motivators, it is very necessary to have high work motivation in getting things done as well as possible, with the aim that their presentations can be accepted.

In this way, the performance of elders can increase, if they have high work motivation because the desire to get things done as well as possible gives them the choice to do the right thing. in the right way.

V. Conclusion

1. The cultural hierarchy has direct beneficial results on the work motivation of GPIB elders in North Sumatra Province, which implies that the better the authoritative culture, the better the work motivation of GPIB elders in North Sumatra Province..
2. Church management directly affects the work motivation of GPIB elders in North Sumatra Province, meaning that the better the congregation, the management, the better the work motivation of GPIB elders in North Sumatra Province..
3. Organizational culture has a direct effect on the performance of GPIB elders in North Sumatra Province, meaning that the better the cultural hierarchy, the better the performance of GPIB elders in North Sumatra Province..
4. Church management has a direct effect on the performance of GPIB elders in North Sumatra Province, meaning that the better the congregation, its administrators, the better the performance of GPIB elders in North Sumatra Province..
5. Work motivation has a direct effect on the performance of GPIB elders in North Sumatra Province, meaning that the better work motivation, the better the performance of GPIB elders in North Sumatra Province.

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