

THE LEADERSHIP CONTRIBUTION, INTERPERSONAL COMMUNICATION AND THE DECISION MAKING FOR THE LEADERS' PERFORMANCE IN GEREJA JEMAAT ALLAH INDONESIA CONGREGATION

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Abstract

This research encompassed four variables, three of them were predictor variables, they are leadership, interpersonal communication and decision making, and the dependent variable was leadership performance. This study aims to determine the contribution of independent variable either individually or collectively to the dependent variable of leadership performance. The data captured 88 respondents who consisted of church leaders in North Sumatera using a questionnaire that has met validity and reliability test. To test the tendency of each variable was used categories of normal curve approach and the data derived from ideal score. The data for hypothesis was testing by using parametric statistical correlation of Pearson Product Moment and Regression. These statistics were used after the requirements were met, when all data is normally distributed and the relationship is linear and as a mean of the regression line. The trend test results concluded that leadership, interpersonal communication and decision-making have good tendencies, but the variable of leadership performance still has not good tendency. Results of parametric statistical hypothesis test conclude that leadership, interpersonal communication, decision-making which is calculated based on zero correlation and partial correlation, its contribution on leadership performance are significant. The results of the simultaneous efforts of the three predictors against leadership performance are significant.

Keywords : *Leadership, Interpersonal Communication, Decision Making, Church Leadership Performance.*

I. Introduction

At least there are three challenges which are being faced by churches in Indonesia nowadays they are: *First*, the cause of the economic crisis, churches are demanded to keep on their achievement on the development. *Second*, to anticipate globalization, churches are demanded to prepare a competent human being source for competing. *Third*, as the third decree of minister which prevails, it is necessary to arrange an adjusting and changing system for the churches' implementation. Thus, it can be reached a more democratic churches' implementation process,

fulfilled by the diversity needs that push the Christian participation for more exist to keep on a Christian devotion. As Matthew 10:8 sounds, "Because God has showered us with his blessings, we should give generously to others of our time, love and possessions." In this case, a church leader has done his task not to achieve something, bribe or another repayment for fringe benefit.

Priest as an educator and as a shepherd must have a good competence personality, stable, mature, capable, morale, and wise and be an example for his congregation. The sub-components personality for good and stable have an essential indicator that act based on law, social norm, consistency, humble and proud of being a priest. The main indicator for priest personality is morale. Priest can be an example and act based on a religious value. One of the reasons why nowadays generation moral is decreasing, it is because of the law character from the priests or church management and parents.

If priests act as a businessman, they have to be able to increase an added value for sources, worker, instrument, material, another asset and also person that introduce changes, innovation and new ways. Priest must be able to combine personality, opportunity, financial and sources in the churches' circumstances for benefit. For implementing the competences mentioned above, priest must be able to develop the congregation and youth potential with a maximum result that supported by entrepreneurship's tricks.

Priest must also have a social competence because he is a social human. This competence includes sub-competent such as communication effectively to the congregation, society and associated affectively. The success of the priest as a church leader is to be able to control over and to implement the required competence. By mastering the competent and applying it in his task, priest can be said professional. Professional priest is not a payable priest but priest has a capability to increase his work so that the increasing quality can be achieved.

Nowadays, services are faced with the un-dynamic surrounding that demand courage from the priest to do changes in order to be able to adopt with the changing demand. The presence as a manager has to give significant contribution for the organization progress along with the understanding of organization's theories and practices. The decision-making process is the main task of the priest because decision-making is problem solving and program-planning that the whole activities are dedicated to the goal achievement. Based on the arguments above, we can conclude that congregation leader performance is to increase the services' quality of church, the effectiveness and efficiency in managing church sources that the church has, and to accommodate the stakeholders' participation in decision making, openness, accountability, creativity and innovation in the implementing task. But the church services quality by the field research in 2012 at Gereja Jemaat Allah in Karo is still apprehensive. The low quality of human resources shows the low quality of services. The quality of human resources is along with the quality of the formal education that ran by a country.

The implication from the facts above is that the Gereja Jemaat Allah (GJAI) management has an important role in increasing the quality of the server's sources while based on the data survey that priest on the GJAI is only few graduated from the Sekolah Tinggi Teologi (STT) and the other graduates are from Senior High School but recently, there are almost twenty (20) of GJAI priests are continuing their theology study for bachelor degree at Sekolah Tinggi Teologi of North Sumatera, Medan. The performance of a priest or the congregation leader does not only stand independently but also it is influenced by some factors. The explanation and research of these factors that influenced the performance can be done by involving all the factors that is related or influenced. Reminding many factors, this research is limited by the dominant factors, they are interpersonal communication, leadership and the decision-making. Limitation for some variable is allowed in the research as the research can be more directed. It does not mean to eliminate the other servant leadership patterns adopted by Paul. Another matter is that the researcher lacks of financial, time and boundaries' limitation in North Sumatera such as Langkat, Sergei, Deli Serdang, Karo/Dairi, North Tapanuli and Middle Tapanuli.

II. Literature Review

2.1. The Performance of GJAI Congregation Leader

Paul's performance after his repented is so visible when he did his services and mission from Jerusalem (Galatians 1: 18), Syria and Cilicia (Galatians 1:21) and has done the forming of cadres to Barabbas (Acts 13:1-14:28). During Paul's service, he was brave, especially with many obstacles he was ready to be faced like to be put in jail. However, he never worried about himself because all he had done were only for Christ. Gereja Jemaat Allah (GJAI) or The Church of God's Congregation is a protestant church which is the member of Persatuan Gereja Pekabaran Injil (YPI). Up to now, GJAI has been spreading in several cities in North Sumatera with its total buildings is 123 units. The total number of its church congregation leaders is 123 people. In fixing the internal matters, Yayasan Pekabaran Injil has been carrying out lots of seminars in order to increase a better performance of Church Congregation leaders.

There are many ideas define the word of performance. According to George (2005:176), performance is an evaluation taken from someone's attitudes. This covers how to determine the bad and the good thing to solve a work or a task. Similar to this, Schermerhon (2003:288) states that the leader's attitudes are the center of his work result. While Haynes (1984:70) notes that the indicator of performance is a thing shows where and how people use their time, talent, energy and other resources. Therefore, the evaluation should be given to four aspects, namely: result, work effectively, development and work habits. Robbins (2003:53) expresses that performance is the work's result in a certain level trusted by an individual in order to reach its needed goal. Ivancevich (1977:421) says that performances is a product of which happens as an individual function with its organization behavior. Similarly, Lindsay (1977:1972) notes that performance is an individual

contribution and a system to overcome the organization's aim. From these statements, it can be understood that performance is an attitude that can be measured from its contribution in reaching out the organization's aim. Performance is the implementation of plans arranged and carried out by human resources who have abilities, competencies, motivation and needs. Wibowo (2007) states an organization should respect and treat its human resources who can influence the attitudes and behaviors in carrying out the performances.

In the leadership practice, Paul includes in a charismatic group and while he was carrying out his works, an important changing happened, that is, there is no pressure around his congregation. Therefore, it makes his congregation involves in strengthening in faith. Paul really builds churches, not as an organization or an administrator but as a Christian which travelled anywhere. In his every step, Paul always sticks to faith that God is powerful and becomes predominantly and stated that He is Jesus Christ (Romans 16-17; 3:21; 1 Corinthian 2:10; 2 Corinthian 12:7) and God has chosen the believer as his children (Ephesians 1:4-5). It should be admitted that in carrying out his leadership's mission, Paul was never afraid of using strict pictures. For him, those who do not believe on Christ Gospel mean a death. Paul states that Gospel is also a Christ himself is spread. In Romans 1:16, it is stated firmly that gospel is the God's strength which can save everyone who believes. As a God's messenger, Paul always shows his modesty, he is a camper and he states that "Am I wrong if I show my modesty in order to heighten you in order to spread the God's gospel in free of charge?"

The performance of an organization leader is also priest, closely related to an individual behavior. Anwar (2007:9) states that performance is the result from the quality and quantity achievements in carrying out his task, based on the responsibility given to him. Next, Stolovich and Keeps in Veithzal (2008:52) note that performance is a result of instrument and it refers to an achievement action and implementation of the asked work. Based on following theories, we can be synthesized that the priest's performance is the center to implement the task and responsibility to reach the service quality and mission which are based on indicators, as the following: (1) Quality of Work, (2) Capability, (3) Communication, (4) Initiative, and (5) Promptness. If we go for further to Paul 'sleadership pattern.

2.2. Interpersonal Communication

Communication is a process of transmitting the meaning in the form of ideas or information from someone to others. Transmitting the meaning means involving more than words which are not only used in a conversation but also involving face expressions intonations, pitch control and others. Communication is everywhere, therefore, many people feel that they know and master it. In a daily life especially in connection with other people, communication is used in order to reach the aim. In any kind of works there is always a communication as a tool for making relationship with other people.

Joseph A. De Vito (1995:5) states “*communication refers to the act, by one or more persons of sending and receiving messages that are distorted by noise, occur within a context, have some effects, and provide some opportunities for feedback.*” Communication relates to someone or more people who send and receive unclear message because of disturbance/noise, which happens in the form of context, has some influences to get a feedback. Furthermore, Nawawi Hadari and Martini Hadari (2000:21) define communication as a process of transmitting and receiving information as a tool for keeping, protecting, advancing and developing organization dynamically with its goal. According to Sopiah (2008), the way of communication happens in the form of following: (1) Downward Communication, (2) Upward Communication, and (3) Lateral Communication. Downward Communication is used by a leader in giving instruction to his subordinates and Upward Communication means the subordinates give feedback to his leader, for example, it is about the information of his work progress or information about what is happening in the spot. Lateral Communication is a horizontal communication between members in a group.

Communication is used in operating the movement wheel of the God’s church congregation to ease the coordination among the member of the congregation, church leaders and churches so that there is no overlapping in every work. As an example, in Paul’s leadership which communicates strictly about the right offering and his advice is to live in sincere love with genuine affections (Romans 12:7-11) which shows that it is very important to know the task instruction, the rules of operating the task, to complete the task information and to love the task. Paul’s communication is suitable for Daniel Katz and Robert Kahn’s statements (1978:440), which is stated as to identify five general aims of communication from downward to upward communication in an organization, namely: (1) understand the task, instruction especially for working instruction; (2) give information about organization’s procedures and practices; (3) provide information about basic ideas of work; (4) inform the subordinates about their performance, and (5) provide ideology, information in order to ease indoctrination of the aim.

If a member of organization knows the reason of why it is instructed to do the work, surely he will do his work effectively and if he understands his work related to subsystem, so he will be able to identify the organization’s aim by giving a complete information about the work, all the organization structure and the members’ quality performances which have become the important function of downward communication. However, to increase the effectiveness of upward communication, Fred Luthans (2005:387-388) notes that there are several ways that should be done, such as: (1) providing the procedure of complaining, (2) using an e-mail to eliminate the intimidation of upward communication, (3) Providing counseling, attitude questionnaire and interview why quitting work, (4) Participation techniques, which results excellent communication, (5) empowering strategy which strongly related to participation techniques and (6) investigating complains.

2.3. Leadership

Leadership is a process of influencing and supporting people to do their work enthusiastically in order to reach the aim. This statement shows that those leading people are hoped to work voluntarily and enthusiastically which should be owned by a leader. Paul's leadership never separates from the God's will and shows to avoid what God's forbiddance, so the Old Testament shows the real sin. By prohibiting jealousy is a sin (Romans 7:7), so the power of sin is the Old Testament (1 Corinthians 15:56), because it is only through the Old Testament that the sin is defined clearly.

From the management point of view, a priest should decide to reach the aim of the church's organization, which includes how to plan the right tactics and strategies. By having them, the church's organization will work more efficiently and effectively in using its budgets. This explanation is agreed by Edy Sutrisno (2009:232), which states that leadership is an ability to influence others, through direct or indirect communication in order to activate people in order to make them ready to obey the leader's desire/wish, from understanding, reliable, and following the leader's desires. The leader of GJAI church congregation as a manager should have knowledge about organization in carrying out his managerial duty. As a manager, he should plan a short middle and long term program. A priest should have an ability to move, to guide, to coordinate and to optimize the church's human resources in order to reach the determined aim.

Slocum and Hellriegel (2009:262) write that a leadership is a process of developing ideas and vision life with supporting ideas and vision influences other people to get together with their attitudes and decide the difficulties of human resources and others. Gary Yuke (2002) proves that the limitation used by some experts about leadership is concluded as an effort to collect and to synergize all organization's potentials to increase the quality of organization services towards the decision makers. Paul in his works has brought a new life to trusted people (Timothy 3:5) and also it shows that how Paul was successfully shown himself as a religious leader who possesses a complete leadership attitude. Related to effective leadership, Karin Klenke (2002:18-28) states that there are several criteria of leadership, namely: desire wish to lead, honesty and integrity, self-confidence, intelligence and knowledge related to the work.

A priest should not be only able to do his leadership in building the trust among the priests themselves but also to his followers in order to be honest and show a high consistency between words and deeds. In order not to make his followers worry about their church's leader, therefore, the church's leader should show himself confidence in order to make sure his congregation about the truth and decision. Moreover, a priest as a congregation's leader should be smart to collect, to analyze and to interpret lots of information and he should be able to create a vision, to solve a problem, and to make a right decision.

Related to this, it is very important to pay attention to the study of leadership which is carried by some experts. Filley, House and Kerr in Mittah Thoha (2007:289) conclude that a leader should

consider and help leaders to have positive influence to attitudes, satisfaction and working implementation. This shows that the followers can influence the followers or his subordinates. The result of Greene's study in Miftah Toha also concludes that the subordinates do not do the work well, so the leader tends to stress the structure in deciding the initiative. On the other hand, when the subordinates can do the work well, the leader will stress in giving attention. Furthermore, the result of Gallop's recent survey cited by Luthans (2005:638) indicates that most of the employees believe that the leader directs the working culture and create the happy and successful atmosphere not the organization. The success of leadership part of them is determined by the leader's ability to develop someone's ability to make a decision. The result of Darwito's study (:136) concludes that the leadership influences the performance which means higher and stronger the leadership styles of a leader, will perform the leader's characters. So, it will lead to satisfied work and finally it will make a better performance. The study of Suhana's (2007:45-53) also sums up that there is an influence between the leader's attitudes which is oriented to the interrelationship and duty of organization commitment.

The priest should have the ability to move, to direct, to coordinate and to optimize the church resources by considering Christianity characters, namely : the success of the program completely oriented to the appearance of the member of congregation; special justification of the real needs can be feel in the field; work attitudes and orientation values are the foundation of aspiration, motivation and work's competence, the development of science and technology, and up and down of a work, innovation and a new invention in goods and service production. Those things above have a big influence to reach the vision and mission of the institution's development.

Based on the explanation theories, it can be synthesized that the leadership of GJAI's leaders in this study, is the ability to make convincing, to empower the congregation/ employees with fully attention and to give direction to get supports from them in order to reach the suitable vision and mission of GJAI's characteristics, to empower the subordinates/ member of congregation, to lead and to direct, to manage the administration, to improve and to develop the Yayasan Pekabaran Injil Indonesia (YPII).

2.4. The Decision Making

To make decisions ethically refers to difficult choice. In all examples of the first chapter, it is not easily known to see a better way. Although someone is really devotes himself to God, he might have difficulties in determining whether God's wish is a moral dilemma. It is common that our decision is not a problem of black and white choice but a problem of two grey colors. Those people who agree to ethnical principle do not always agree to the implementation of the principles in a real case. For instance, many people agree that telling a lie is bad and respect to a father is good. However, people might disagree to tell a lie because their fathers tell so.

The ethically deed needs to be differentiated from ethically wish. Our wish to do the best should be definite. Our seriousness is our absolute obligation. However, ethical consideration is usually followed by unanswered questions. Those people who have strong wishes are still possible to be worried with what they should do with a complicated problem. Our seriousness does not always mean the result of our belief about the right one. Our seriousness only means that we are succeed and ready to struggle for our obligation in our every ethical problem and seriously look for God's wish in those problems. We obligate to make an effort to find out the right way and never forget that there is always a limitation in deciding the right way.

Related to making decision, according to Robbing (2003:142), making decision with a satisfying approach means the decision maker chooses one of the best alternatives and satisfied solutions. While idealizing approach is to carry away the situation and the problem. However, this approach is seldom used. Kreitner, Robert, and Kinicki (1989:142) explain that making decision is defined as a series of activities which relates to decision making. There are three kinds of decision making models, namely: rational model, optimizing model and satisficing model. Rational model is done through five steps, they are: to identify the problem and to formulate the aim of decision making, to formulate an alternative solution, to evaluate all alternatives, to choose one alternative solution, to implement and evaluate an alternative solution. Anderson (1970:9-10) expresses that based on the rational theory, decision making is done through the following steps, namely: (1) the decision maker formulates the existed problems, and then consider them wisely, (2) identify the aims, values or targeted result which leads to the decision maker then it is confirmed and arranged based on its needs, (3) identify alternative action in related to the problem tested with other consequences and compared to every alternative action, (4) evaluate every alternative action and other consequences and compared to other alternative, (5) the decision maker will choose an alternative and the consequences which will maximize in reaching the aims, values or targeted results.

Gibson (2009:142) states that approaching model used in making decision depends of the characters of the problem, time availability, budget, knowledge and skills from the decision maker. Making decision is a process of thinking and depth considering with certain steps to produce high quality decisions. Johnson (2002:134) explains that there are four indicators of a good decision, namely: quality, timeliness, acceptance and ethical appropriating. The qualified decision is the result of a meeting which can help the organization to achieve the aim which will make advantages for organization and other sides of its organization.

According to Paul's statement in carrying out his leadership, that his apostolate is Corinthians people includes in the New Testament as a new unity with God and spirit. This reality is a sign and a proof that Paul's apostolate is always done in spirit. The contrary between law and spirit is about the powerful of a man and his strengths. For Paul, it is very strict to say that the Old Testament is

law of sins and law of death (Romans 8:2), therefore, priests are not allowed in it. The specialty from the law of spirit is the law is written by heart, while the law of stone does not touch the heart.

Mondy (1933:344) states that making a decision is influenced directly by effective leadership. Normative Theory of leadership in making decision states that a good leader should involve his subordinates in making decisions. Furthermore, Baron (1991:475) states that there is one of the control task performed by leaders in making decisions. Related to management nuance with Christianity base, Moherman (1994:279) writes that in carrying out management, the decision making is taken by involving all stakeholders participate to engage in deliberation so that the taken decisions will be accepted by all sides and then the priests legalized the decisions to be carried out in Church.

III. Research Methodology

3.1. The Research Methodology

This study uses cause and effect pattern with contribution analysis approach aims to know how big and significance of free contribution variables towards tied variables. The aim of this study is adjusted with the previous study's aim, that is, by observing theoretical model of previous parts. This study will analyze the contribution of (1) Leadership (X1) towards the performance of the leaders of GJAI congregation (Y), (2) Interpersonal Communication (X2) towards the performance of the leaders of GJAI congregation (Y), (3) The decision making (X3) towards the leaders' performance of GJAI congregation, (4) Leadership (X1), Interpersonal Communication (X2) and Decision Making (X3) simultaneously towards the leaders' performance of GJAI congregation (Y).

This study is carried out in Gereja Jemaat Allah Indonesia from September 2014 to January 2015. The interval time includes activities such as : (a) previous survey to know the location of the study, to collect the data population of this study, to get a permission for this study, (b) to arrange this study proposal, to test the instruments of this study and to eliminate not valid items, (c) to collect data, to tabulate data, to analyze data, (d) to write a report of this study, to make seminar, to make the draft of this study, to sit in a close examination, to do revision, to sit in an open examination and to do multiplication.

3.2. The Technique of Data Analysis

Data obtained from the measurement result is analyzed descriptively and inferentially The Descriptive Analysis is used to describe the data characteristics, while Inferential Analysis is used to test the requirements and the hypothesis of the study. To test the hypothesis in this study, it is started by counting the partial correlation and then finding the contribution coefficient with the total number of predictor variables is three, so the pure correlation coefficient and together by getting

pure contribution coefficient among each predictor variable towards criterion variables will be started by counting the partial correlation of nil level, first level and second level. Double contribution among those three predictor variables towards the criterion variables used double regression analysis.

IV. The Result of The Study

The calculation of this correlation test is used by the help of statistical program of SPSS for windows version 22 with a summary of the test result which can be seen in Table 4.16. By observing the result of nil correlation analysis in Table 4.16, it can be concluded that: (1) There is a positive correlation significantly in the amount of 0,672 between leadership (X1) and with interpersonal communication (X2) in the significant level of 0.01 is two tails, (2) There is a positive correlation significantly in the amount of 0.727 between leadership (X1) and decision making (X3) in significant level is 0.01 two tails ,with contribution X1 towards X3 in the amount of 53,28%, (3) There is a very significant positive correlation in the amount of 0.792 between leadership (X1) towards the leaders' performance of GJAI (Y) in significant level is 0.01, two tails with contribution X1 towards Y in the amount of 62.73%, (4) There is a very significant positive correlation in the amount of 0.655 between Interpersonal Communication (X2) with the decision making (X3) in the significant level is 0.01 two tails with contribution X2 towards X3 in the amount of 42,90% and (5) There is a very significant correlation in the amount of 0.6444 between interpersonal communication (X2) with and the leaders' performance of GJAI in the significant level is 0.01 two tails, with contribution of interpersonal communication towards the performance of congregation leaders in the amount of $(0,644 \times 0,644) = 0.4096$ or 40.96% , (6) There is a very significant positive correlation in the amount of 0.7751 between decision makers (X3) and the leaders' performance of GJAI congregation in significant level of 0.01 two tails and the amount of contribution is 56.40%.

The Equation of its linear regression line is: $P = 2.266 + 0.465X_1 + 0.091X_2 + 0.348X_3$ The analysis result above shows that: (1) if interpersonal communication variable and decision making are controlled, there is a significant partial correlation between leadership variables and with the leaders' performance of GJAI congregation in the amount of 0.48 and its contribution is in the amount $(0,485) \times (0,485) = 0.202$ or 20.25% and the rest is 79.7% which is influenced by other factors; (2) if the variables of leadership and decision making are controlled, there is a significant partial correlation between interpersonal communication variables and with the leaders' performance of GJAI congregation in the amount of 0.327 and its contribution is $(0,327) \times (0,327) = 0.107$ or 10.7% and the rest is 89.3% which will be influenced by other factors; (3) if interpersonal communication variables and leadership are controlled, there will be a significant partial correlation between decision making variables and with the leaders' performance of GJAI

congregation in the amount of 0.370 and its contribution is $0.372 = 0.1369$ or 13.69% and its rest is 86.31%

V. Conclusion

Based on the result of the analysis, it can be concluded as follows :

1. There is a significant contribution between leadership towards the leaders' performance of GJAI congregation. This is proven that from the test result of leadership nil variable with leaders' performance of GJAI congregation variable, it is known that its correlation index is 0.792 and its contribution is 62.73%. Its partial contribution by controlling interpersonal communication variables and decision making is 20.25%. It is said significant.
2. There is a significant contribution between interpersonal communications towards the leaders' performance of GJAI congregation. This is proven that from the test result of leadership nil variables with leaders' performance of GJAI congregation variable, it is known that its correlation index is 0.644 and its contribution is 41.47%. Its partial contribution by controlling leadership and decision making is 10.7 %. It is said significant.
3. There is a significant contribution between decisions making towards the leaders' performance of GJAI congregation. This is proven that from the test result of leadership nil variables with leaders' performance of GJAI congregation variable, it is known that its correlation index is 0.751 and its contribution is 56.40%. Its partial contribution by controlling interpersonal communication and leadership is 13.69%. It is said significant.
4. There is a significant simulant contribution among leadership, interpersonal communication and decision making towards the leaders' performance of GJAI congregation. Based on the double correlation test result and double determination coefficient is 0.835 and its determination coefficient is 69.8 % .It is said significant.

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