

**CONTRIBUTION OF TEAMWORK CULTURE TO JOB SATISFACTION OF
PASTORS AND ADMINISTRATORS IN WEST
INDONESIA UNION MISSION**

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Abstrak

Penelitian ini menggunakan metode riset kuantitatif yang bertujuan untuk melihat hubungan antara kerjasama tim dan kepuasan kerja di kalangan pendeta dan administrator di Uni Indonesia Kawasan Barat (UIKB). Ada 200 responden (pendeta dan administrator gereja) dari 7 daerah dan 3 konferens di UIBK.

Hasilnya menunjukkan adanya hubungan yang kuat antara kerjasama tim diantara pendeta dan tingkat kepuasan kerja. Salah satu penentu tingkat kepuasan kerja adalah posisi. Officer memiliki tingkat kepuasan kerja yang lebih tinggi dari para pendeta di ladang. Namun tingkat kepuasan kerja yang tertinggi ditemukan pada direktur departemen. Selanjutnya, diantara 10 dimensi kerjasama tim, ditemukan bahwa sikap saling percaya dan sara mengatasi konflik merupakan indikator penentu dalam tingkat kepuasan kerja pendeta.

INTRODUCTION

Background

Working alone is not the method of Jesus. Even though Jesus could have done everything by Himself, He appointed 12 disciples to assist in His ministry. Jesus had selected them and regarded them as a special team for His ministry on earth.

He devised a method whereby the disciples were sent two by two. This idea is supported by King Solomon in Eccl 4:9 where he says that “two are better than one; because they have a good reward for their labor.”

R. Sagala (2001) reported that in North Sumatera Mission (NSM), only needed 5 to 6 years to double its membership. He found out that many of the SDA lay members not only worked for their every day needs, but they were also actively involved in spreading the good news. However, in West Java Conference (WJC), It took about 16 years for the membership of WJC to double (Tjakrapawira, 2000). In Jakarta Conference (JC), the average percentage of church growth from 1993 to 2004 is only 5.3%. It took about 18.8 years for the membership of JC to double (Manafe, 2005). The most relevant strategy that can be implemented in the church setting is involving the church members to work together as a team. This goal could not be achieved if church pastors and church administrators prefer to work alone and do not want to maintain and develop teamwork culture. As a consequence, the potential for conflict is high and the work is not as effective and efficient. Peranginangin (1995) underscores the importance of church members to realize their role in church ministry and do their part. The study implies that there was a problem of teamwork because church members were not fully aware of their role, and therefore failed to do their work as a part of team ministry.

LITERATURE REVIEW

Teamwork and team leadership are important aspects of God's leadership, which can be explained by the existence of God as Trinity (Gen 1:26, Gen 11:7). In the 7th century, a Greek theologian called John of Damascus, gives an overview of the relationship between God the Father, God the Son and the Holy Spirit (the Trinity) as perichoresis. Perichoresis means *circle dance*, an overview of the Triune God in which God that is revealed in three persons engaged in a circle motion which implies cooperation, intimacy, equality, unity, yet distinctive and loving (Cladis, 1999).

According to Whidden, Moon, & Reeve (2002) "the use of inherently plural word *ehad* in Deut 6:4, the singular 'name' employed to describe the Father, Son, and Holy Spirit in Matt 28:19, and the plural 'Let *Us* make man in Our image' of Gen 1:26 all powerfully suggest the deep unity manifested among the divine persons of the Godhead" (p.76). People may argue that the doctrine of the Trinity is not so important because it has so little impact on Christian life and practice. However from the perspective of teamwork

culture, the doctrine of the Trinity is one of the biblical doctrines that gives a perfect example of a perfect synergy and unity in the Godhead and gives support to the importance of teamwork culture. The collaborative and teamwork spirit among the Godhead is also reflected among the Israelites in the Old Testament era.

The twelve disciples of Jesus also had teamwork culture in their previous work. Fishing on the Sea of Galilee called for teamwork between the boats as well as within boats. In the daytime, when the dragnet was used, the Galileans' fishing boats had to work together as a team (Adair, 2001, p. 112).

Although, the Seventh-day Adventist Church leadership refers to Ellen Gould White as a lesser light (Douglas, 2001, p. 1272), nevertheless, at the world congress in Vienna in 1975 her writings were considered as realistic and reliable, for they "lift up Christ and His Word, foster biblical doctrine and standards, encourage personal piety, devotion and sacrifice, spiritual and physical health, church unity and effectual methods of work, provide a clear understanding of our times and coming events, and offer needed warnings, admonitions, and reproofs" (Douglas, 2001, pp. 1272-1273). Regarding teamwork, White (1954) comments that

teamwork training should begin in the home. The work of co-operation should begin with the father and mother, in the home life. In the training of their children they have a joint responsibility, and it should be their constant endeavor to act together. Let them yield themselves to God, seeking help from Him. (p. 319)

Teamwork in Indonesia. Indonesians manage their affairs using the social concept of *gotong royong*, or the spirit of working together to reach the common goal. Indonesian people show an extraordinary effort to preserve harmony. Because of the emphasis on in-group harmony, teamwork, and group incentives often work better in Indonesia and other Asian countries than in the west (West, Tjosvold, & Smith, 2003). They are so concerned in emphasizing the spirit of harmony (prinsip rukun), and mutual assistance (*gotong royong*), and these characteristics are all reflected in their lifestyle as well as in their way of thinking" (Kartagi, 1998). Indonesian have a certain custom called *Gotong Royong*, which is practiced among most Indonesian tribes, especially for those

who live in rural areas (Sipayung, 2011). Teamwork is the closest word in English for *gotong royong*. *Gotong royong* means offering assistance, sharing burdens, and working together (mutual assistance) with others without their having to ask. This emotive term implies interdependence and equality of Indonesian people.

Hofstede (1985) explored a matched sample of workforce in a single, multinational corporation in 40 countries. He found wide differences in attitudes toward teamwork. A collective orientation enhanced team performance, whereas an individualistic orientation repressed teamwork. For Batak people, teamwork culture is applied in the context of '*Dalihan Natolu*'. *Dalihan* is an earthen burner used for cooking. *Natolu* means three legged. The philosophy of survival and stability of the Batak society evolves from the earthen tripod burner : '*somba marhula-hula* (pay respect to the family of the bride), *elek marboru* (be generous and kind to groom's family to which the bride is given), *manat mardongan tubu*' (be polite to friends and relatives).

Javanese people express teamwork culture through the tradition of '*sambatan*,' (help our neighbor when they are busy or having party). In East Java, *gotong royong* is expressed by giving food, money, and housing for the elderly women. *Gotong Royong* can also be translated as "sharing burdens or mutual cooperation (Darmaputera, 1998). This custom originally came from the villagers who helped one another in planting and harvesting (Sato, 1994). Mutual assistance (*gotong royong*) is invoked to inspire a feeling of togetherness in the office as well as in the field (Hall & Draine, 1986).

Based on his research Kirkman (1997) concluded that the amount of resistance to working in a team varied, depending upon the cultural orientation of employees. Further studies are needed in intercultural analysis on the meaning of teamwork in different cultures in Indonesia. In short, Indonesian people normally would prefer to work as a team rather than working alone without teamwork. However, the different concept and application of teamwork in different ethnic group becomes a challenge for a team that is comprised of people from different ethnic groups.

In addition to that, Indonesian people are known as people who like organizations (Antlov & Cederroth, 2001). This reflects the characteristic of Indonesians of liking family gatherings – as the saying goes "eat or not eat, gather" (Kayam, 1991). They are

open, friendly, tolerant, polite, being cooperative, having tight family relations, good natured behavior, being trustworthy and honest. All these characteristics could make the organizations work effectively (Warnean, 2002). However, in Indonesia, relationships within organizations should be managed carefully by a harmonious leadership style, especially in multiethnic, multicultural and multinational organizations, avoiding cultural clashes or ethnic conflicts that cause failure to achieve the organization's objectives (Gani, 2004).

METHODOLOGY

The study comprises six phases. The first phase is basically environmental scanning to help the researcher find the research gaps that need to be addressed. The next phase is literature review. Books and theses on teamwork and job satisfaction were consulted. Magazines, journals, newspapers and web sites on the internet were also used for recent information and data. The findings and strategies were then evaluated for their biblical relevance. Aside from the Bible and Ellen G. White's writings, books and journals on evangelism were utilized to identify principles that are used as a foundation for the strategy in developing team culture in the WIUM.

In the third phase, the context of the study is expounded more deeply to give a clearer picture about the research context. In the fourth phase, a survey about "Teamwork Culture and Job Satisfaction among pastors and church administrators in WIUM" was conducted in Lombok during the leadership conference (LEAD Seminar) in February 2012.. In this study, I adopted the positivist research paradigm by using descriptive method in quantitative research with a purpose to understand and appreciate the relationship between teamwork and job satisfaction of SDA church pastors in WIUM. The research paradigm (Figure 1) shows that the context of WIUM has an indirect tendency to influence the teamwork culture and job satisfaction of WIUM workers. However, it is strongly hypothesized that the teamwork culture of WIUM leadership, which is the predictive variable in this study has the direct and strong contribution to the criterion.

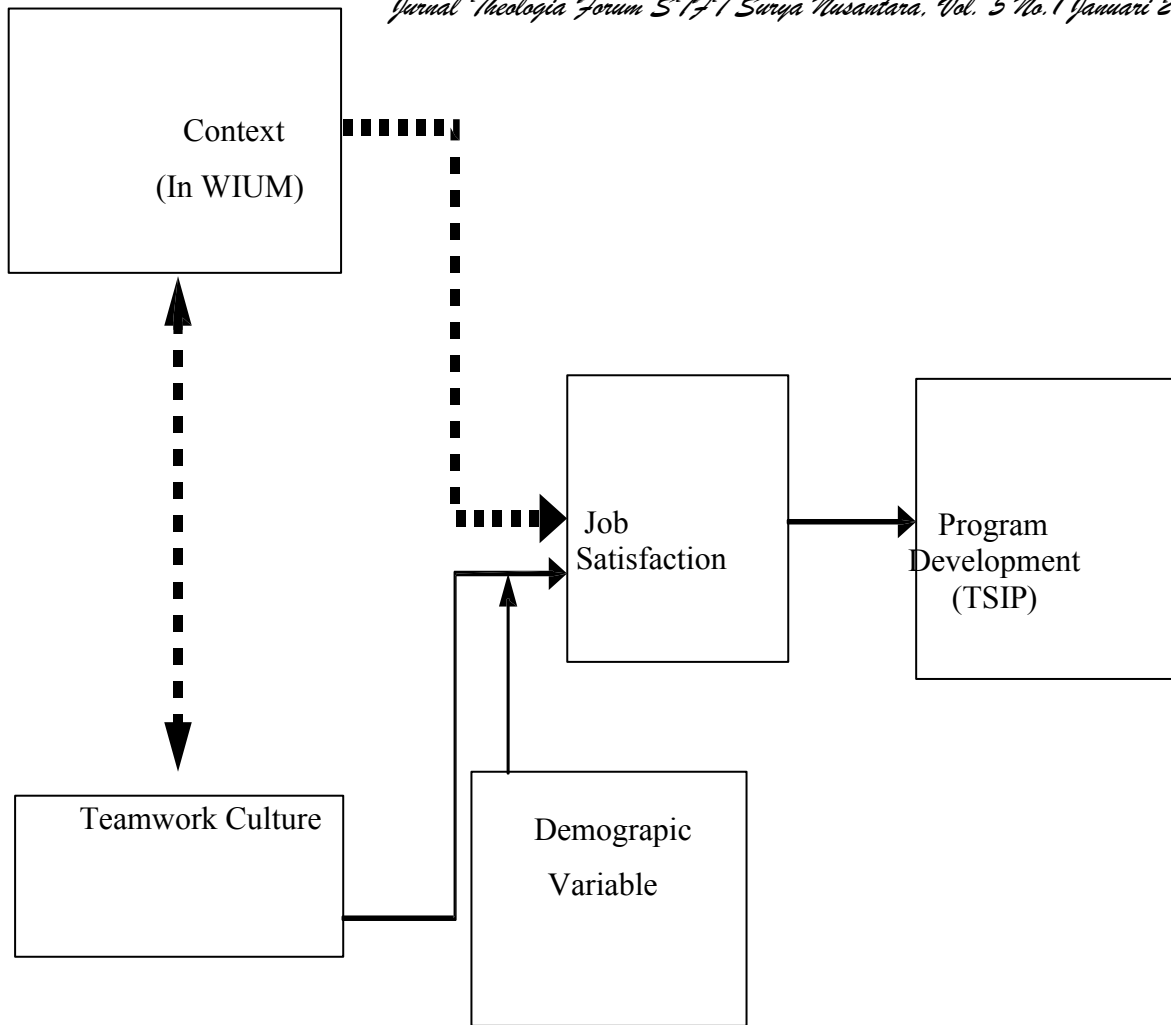


Figure 1. Research paradigm

ANALYSIS AND INTERPRETATION OF DATA

Perceptions of Teamwork Culture

As shown in Table 3, the mean of team work culture is in the range of agree ($M = 3.724$, $SD = .638$). Based on the verbal interpretation, the respondents perceived that their teamwork culture is strong. The data further indicated that the respondents are in close agreement in their response ($SD = .638$). As we have seen in the verbal coding that “strong teamwork culture” is not the highest state of teamwork culture, there is a higher level above “strong teamwork culture” which is “very strong teamwork culture.” Therefore, the aim of this study is to bring the SDA church organization in WIUM from the level of “strong teamwork culture” to “very strong teamwork culture.”

The study found that interaction and involvement is the greatest contributor to teamwork culture in WIUW, followed by leadership factor, common goal, communication, individual self esteem, mutual trust, process and content, respect for differences, power to make decisions, and conflict resolution (see Table 14). Generally, the respondents in WIUM agreed that teamwork culture in WIUM is not reflecting a “very strong” teamwork culture.

Table 1 shows the average mean ($M = 3.40$, $SD = .846$) which implies that the respondents in WIUM viewed the teamwork culture in WIUM as “strong.” All dimensions of teamwork culture reflect a strong teamwork culture. However, there is an idle capacity and opportunity lost for improvement if the respondents are satisfied with the teamwork condition. There is a higher level of teamwork culture (very satisfied).

Table 1	Dimensions	Mean	<i>S</i> <i>D</i>	Verbal	Rank
	<i>Overall Teamwork Culture</i>				
	Interaction and involvement	3.89	.7 75	Stro	1
	Leadership factor	3.88	.7	ng	2
	Common goal	3.79	.99	Stro	3
	Communication	3.78	.6 59	ng	4
	Individual self	3.78	.6	Stro	5
	esteem Mutual trust	3.76	.74	ng	6
	Process and content	3.72	.7 16	Stro	7
	Respect for	3.63	.7	ng	8
	differences Power to	3.57	.83	Stro	9
	make decision	3.40	.7	ng	10

Note: 1.00 – 1.99 (*very weak teamwork culture*), 2.00 – 2.99 (*weak teamwork culture*), 3.00 – 3.99 (*strong teamwork culture*), 4.00 – 5.00 (*very strong teamwork culture*).

The study shows that it is not difficult to improve teamwork culture in WIUM from “strong” to “very strong.” Most of the pastors and administrators in WIUM have a basic concept of teamwork and have been practicing teamwork with their best effort.

The Overall Job Satisfaction

Table 2 shows the overall job satisfaction features of pastors and administrators in WIUM. Among the nine facets of job satisfaction, “Nature of the work itself” produces the greatest satisfaction among pastors and administrators. Although, as a general rule, job satisfaction in WIUM is under the “satisfied” category, there is one aspect that needs

to be improved which is the procedure ($M = 2.70$, $SD = .974$). If there is no good and solid working procedure or there is no stability because the procedure keeps on changing, then the pastors and administrators will feel unsatisfied because there will be a lot of confusion.

Table 2
Overall Job Satisfaction

Dimensions	Mean	SD	Verbal interpretation
Nature of the work itself	4.03	.569	Very satisfied
Communication	3.65	.652	Satisfied
Coworker	3.56	.553	Satisfied
Payment	3.53	.752	Satisfied
Reward	3.38	.670	Satisfied
Supervisor	3.25	.911	Satisfied
Promotion	3.21	.783	Satisfied
Benefit	3.18	.559	Satisfied
Procedures	2.70	.974	Unsatisfie

Teamwork culture and job satisfaction of church pastors and church leaders in WIUM is not yet at the highest possible level. Therefore, WIUM is still highly exposed to a crisis of job satisfaction, pastoral staff exit, and unhealthy division. However, there are many strategies that can be used to improve the teamwork level in WIUM. One of the strategies is implementing a team building program that can enhance teamwork culture in the SDA Church organization.

The data signifies that maintaining mutual trust and finding constructive conflict resolutions have a significant influence to the job satisfaction of pastors and administrators in WIUM. In other words, the biggest challenges for teamwork in WIUM are to provide the best and timely solutions to the upcoming conflict between team members and at the same time to building up trust and reduce suspicious thought among team members.

The fourth research question asked: What are the factors that cause the tendency of fragmentation and disunity among pastors and church leaders in every mission and conference? There are various obstacles for team building that occurred in WIUM that cause the tendency of fragmentation and disunity among pastors in every mission and conference. However, the study shows that communication failure and racial or ethnic discrimination are the main obstacles for teamwork development in WIUM.

OBSTACLES FOR TEAMWORK CULTURE

Table 3 shows the perception of WIUM respondents about the obstacles for developing and maintaining teamwork culture in WIUM. Awareness is very important in getting a clear picture of the probable challenges that could hinder the teamwork development program in WIUM. The majority of the respondents in WIUM also agreed that there are 8 factors out of 13 factors that could be considered as serious obstacles for teamwork development in WIUM.

Table 3

Obstacles toward teamwork culture

Ob sta	Positive Response	Percentage	Rank
Communication failure	136	68.00%	1
Racial or ethnic discrimination Politics and ambition for power	131	65.50%	2
Individualism and competition	123	61.50%	3
Spiritual immaturity and wrong modeling	119	60.00%	4
Value differences among workers	116	58.00%	5
Failure to fulfill commitment Subjective preferences	114	57.00%	6
Unfair administrative practices	109	54.50%	7
Poor use of diverse skills and intellectual abilities	102	51.00%	8
Uneven benefit and remuneration	96	48.00%	9
Age differences	93	46.50%	10
	93	46.50%	11
	84	42.00%	12
	76	38.00%	13

FACTORS THAT CAN HELP TEAMWORK DEVELOPMENT

The fourth research question asked: What are the significant factors that should exist in an organization that can help that particular conference in building highly effective teams? Thirteen factors were given to the respondents and the respondents were asked to give an evaluation (scale 1 to 10 or very important to unimportant) on how important those factors were in developing effective teams in WIUM. Moreover, an open ended question was given to accommodate factors that were not listed in the questionnaire.

Despite many obstacles and barriers for teamwork development in WIUM, respondents' feedback on the questionnaire has given hope for the future of WIUM. There are many factors for the success of team development in WIUM. Table 32 shows that there are five factors ranging from 70.50% to 80.00% which are considered very applicable to the development of teamwork culture in WIUM.

Those factors include (1) demonstration of spiritual maturity and integrity, (2) building mutual trust relationship among workers (3) openness and maturity in handling conflict, (4) flexibility and tolerance to individual differences, and (5) sensitivity and caring attitudes to the needs of coworkers.

Table 4

Factors That Can Help Teamwork Development in WIUM

Positive factors	Percentage of	Rank
Demonstration of spiritual maturity and integrity	79.00%	1
Building mutual trust relationship among workers	72.00%	2
Openness and maturity in handling conflict	71.50%	3
Flexibility and tolerance to individual differences	70.50%	4
Sensitivity and caring attitudes to the unmet needs	70.50%	5
Focus on common goals and interest of the organization	70.50%	5
Spiritual and professional growth	70.50%	5
Respect on the diversity and difference of individuals	64.50%	6

CONCLUSION AND RECCOMENDATION

Conclusion

This study showed that there is a relationship between teamwork culture and job satisfaction among church pastors and church leaders in WIUM. This research highlighted the importance of teamwork training among church pastors, church leaders and church members. With better teamwork, the church in WIUM will grow faster and the church leaders will be more satisfied conflict resolution and mutual trust can be credited as the primary factors that can improve the

teamwork condition and the job satisfaction of church pastors and church leaders in WIUM.

The research concludes that if more money is invested in team building program, growth will occur among WIUM workers. The study showed that pastors and church leaders are encouraged to learn the principles of teamwork in order to work together as a team in doing God's mission. This study discovered the consequences of internal and external factors on the teamwork culture of church pastors and church leaders in WIUM.

Results of the Study

These findings expand our awareness about the relationship between teamwork and job satisfaction. Teamwork definitely is an important contributor to satisfaction as are perceptions of SDA Church pastors and leaders in WIUM. The result in present study demonstrates that in WIUM (1) there is significant relationship between teamwork culture and job satisfaction, (2) trust, conflict resolution, and position are significant predictors of job satisfaction among pastors and administrators in WIUM, (3) communication failure, ethnic discrimination, and politics are the significant barriers for teamwork culture in WIUM, (4) double standard in working procedure, uneven benefit and unfair promotion are significant barriers for job satisfaction in WIUM, and (5) Teamwork Intervention Program for Satisfaction (TSIP) is the solution for teamwork culture and job satisfaction issues in WIUM.

Recommendations

Grounded on the summary and conclusions of this chapter several recommendations should be given. The first part presents recommendations for training program among WIUM pastors, and the second part offers recommendations for further research.

Recommendations for Training Program

Based on the major findings, the following are recommended:

1. It is recommended that the church leaders extend a concerted effort to improve the teamwork culture in WIUM.
2. It would be to the benefit of higher organizations such as WIUM, to equip and train pastors about the principles of teamwork before deploying them into mission field. According to observations, many pastors came with the mindset that they would work together as a team, but when they met the challenges in church ministry, they were caught unprepared. To implement this purpose, UNAI and PTASN should offer some courses in the area of management that can help ministerial students to be familiar with teamwork principles and organizational behavior.
3. In order to overcome the barrier of teamwork development, it is necessary to conduct pastoral retreat, exercise together or other team building activities for church pastors in WIUM.
4. It is recommended that the WIUM and respective conference or mission should allocate some funds to help the officers and ministerial secretary in conducting visitations to visit pastors that could not attend the regular pastoral meeting either in mission headquarters or in the regional meeting.

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