

Communication Network Analysis Model in the Nehemia Javanese Christian Church, Jakarta

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ABSTRACT

This research aims to determine and analyze the structural and external factors that influence communication/interaction at GKJ Nehemia which influences communication/interaction to shape organizational communication so that their services can be well received by the wider community. The result of this research is two-way communication between pastors, councils, and commissions. In activities/tasks carried out together, two-way communication is flowing, and there are not significant obstacles. Communication media that represents current communication channels. Media such as WhatsApp, email, Congregation News, and telephones are used together and responsibly. The assembly or commission is proactive in providing information about weekly worship services at any time. Activities/worship/events that will be presented in the future will be conveyed if there are congregations that still do not understand or have not received complete information. They do not hesitate to notify activities/worship/events well in advance so that the congregation can prepare everything before hand. Church employees/staff who are alert in providing information as expressed by the pastor, chairman of the council, and secretary of the council. They prepare information materials to be communicated to the entire congregation based on existing directions. They are also diligent in asking questions and providing input if necessary.

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1. Introduction

It is very important for an organization, especially a non-profit institution such as a church, that wishes to pursue an activity appropriate to the society in which it exists, to begin work based on a pre-established plan, a carefully designed communication management strategy because communication is an important aspect of the functioning from organizations and social systems, especially in the conditions of modern era, characterised by the increasing complexity of technological and information products and, especially, changes in programmes in these organizations. Those, such as employees, activists, or volunteers, who are active in non-profit organizations must prioritise human resources. Communication allows interaction between employees, activists, or volunteers from a team. It is through communication that organizational activities can run. A superior, for example, will use communication so the message conveyed can be understood and get feedback at the start of communication process.

Mayopu [1] explained that in carrying out the activities of this organization, of course it is always faced with quite difficult situations and must even be equipped with a high level of patience in managing existing activities. Patience is important, it is not only because the setting for activities is the church, but it is also needed

in communicating to achieve common goals that are interpreted collectively as well. Communication seems to be quite serious and fundamental in carrying out services in the church. Magnus (in Mayopu) explained that “in any organization, the success of achieving its goals depends largely on manager’s communication ability and skills.” In this case, it can be interpreted that in many organizations, success in achieving organizational goals depends largely on the ability and communication skills of organizational managers [1]. Brunetto and Farr-Wharton (in Mayopu) state that “in an era of apparent constant change and erosion of corporate loyalty interpersonal communication skills in managers are vital to promoting employee attachment to organization.” From this explanation, it is clear that every institution, organization, group and community relies heavily on communication [1].

Mayopu [1] also explained that communication skills are very vital in managing an organizational institution. The church as an organizational institution also has the obligation to create an effective communication model in accordance with the latest developments. An organization is a consciously coordinated social unit consisting of two or more people who work together to achieve one or a series of common goals [2]. This definition then becomes a reference for examining communication issues in the church.

In Jakarta, there is a church with Javanese nuances called GKJ Nehemia. This church is very heterogeneous, even though it is dominated by Javanese, we can find other ethnicities such as Batak, Chinese, Nias and others. Initially, before it was founded, it was a group of members of GKJ Jakarta congregation who lived in the Kebayoran area. They are called the Kebayoran Group. This Kebayoran group was part of GKJ Jakarta which became independent as an adult church on June 21 1942. The GKJ Jakarta pastor at that time had two pastors, they are Basuki Probowinoto, who was ordained on March 28 1943 as the first pastor of GKJ Jakarta and Roesman Moeljodwiatmoko who consecrated on July 25, 1948. Pastor Basuki Probowinoto on February 1946 moved to Yogyakarta, because of his job as a liaison between Christians and the government [3].

The members of Kebayoran Group congregation have the desire to hold their own service every Sunday afternoon. Their wish finally came true. The first service was held on February 12, 1953, led by Pastor Rusman Muljodwiatmoko, in one of the classrooms at Kebayoran State High School (now State High School 6). The sermon was taken from the Gospel of Luke 5: 4 – 10. This group was able to use the classroom as a place of worship with the help of school leader, Soemarto Elifas, a member of Kebayoran group. The inaugural service was attended by 20 congregation members. The number is certainly very small, by today’s standards. But we also have to remember that Christianity in its history emerged from a small number, 13 people. Jesus and His disciples [3].

In carrying out its duties, the Church Council at GKJ Nehemia is assisted by the Church Council Auxiliary Body, which was formed in accordance with applicable regulations. These bodies are the Church Service Commission to carry out permanent and ongoing tasks, the Special Service Agency, and the Team/Committee to carry out certain tasks within a certain time. The type or name of Commission, Special Service Agency and team or committee is determined based on needs using an age category approach and/or target group and tasks, it is a functional approach. One of commissions at GKJ Nehemia is the Congregation Study, Planning, Guidance, and Development Commission, or what is usually called KSP3J.

Although communication between the commission and the assembly in one field is considered quite routine and scheduled, there are some things that are still an obstacle. First, continuous communication between existing commissions and the commission’s companion panel is still lacking, where sometimes the service period of commission management with the service period of relevant assembly is not the same. Then, communication between commissions that are not under coordination of the same field assembly is still not routine and does not have a regular forum. Likewise, the flow of communication on social media such as Whatsapp Groups both in regional groups and commission groups which often contain the same message, it is Quiet Time.

This research aims to determine and analyze the structural and external factors that influence communication/interaction at GKJ Nehemia which influence communication/interaction to shape organizational communication so that their services can be well received by the wider community.

2. Literature Review

2.1 Network Theory

Network theory itself is developing and has subsidiary theories in various disciplines. The first is the Bio↔Psychology Network Theory (Bio↔Psychology Network Theory) created by Warren W. Tryon from Fordham University. He explains if this theory is a hybrid cognitive neuroscience theory that integrates neuroscience and connectionist mechanisms, well-replicated psychological phenomena, and multivariate statistics. This theory focuses on well-replicated phenomena because no theory is expected to explain false positive findings [4].

Faced with terms such as biopsychology and psychobiology, Tryon chose to combine Bio \leftrightarrow Psychology with a double-headed arrow to emphasize the interactive nature of biology and psychology. Tryon chose to put Bio in the first position to emphasize that biology is the basis from which Psychology emerged. The proposed Bio Network Theory of Psychology \leftrightarrow explains psychological phenomena in physical rather than mental terms using a combination of widely accepted neuroscience and the mechanisms of connectionist neural networks and multivariate statistics. This theory represents a paradigm shift [4] to a mature science because it provides a vocabulary and set of basic concepts common to psychology and neuroscience. This radical reorientation made psychology more consistent [4] with neuroscience.

The proposed Bio \leftrightarrow Psychology Network Theory consists of four core and eight corollary network principles. The core principles are the explanatory core because they always work together during each cycle of network processing and cannot be separated. Neural network cascades are essential to the explanatory nucleus. This turns physical stimuli into psychological concepts. Experience-dependent plasticity mechanisms are activated by network cascades and physically modify our neural networks, thereby causing them to process differently, thereby allowing us to adapt to our physical and social environments. Many such processing cycles result in psychological development. Tryon also formulated eight derived natural principles, which, in various combinations and in conjunction with the core of the explanation, explain a greater diversity of psychological phenomena than Tryon himself could have imagined. Each of these network principles is built on established neuroscience facts and well-replicated psychological phenomena [4].

Next is Social Network Theory (SNT). The initiators were Emile Durkheim and Ferdinand Tönnies in the 1890s [5]. Tönnies said that social groups can exist as personal, direct social ties connecting individuals who share values and beliefs (*Gemeinschaft*, generally translated as “community”) or impersonal, formal, and instrumental social relations (*Gesellschaft*, usually translated as “society”). On the other hand, Durkheim explained that a non-individualistic explanation of social facts, arguing that social phenomena emerge when individuals interact, is a reality that can no longer be accounted for in terms of the properties of individual actors. Later, Jacob L. Moreno, an expert in the field of psychology, popularized this theory. Social network theory (SNT) refers to the network of social relationships that surround people and includes the structural characteristics of this network [6].

Next is the Gene Regulatory Network (GRN) Theory. It is an abbreviation for the system of encoded regulatory and interacting genes that determine the genetic function to be expressed in cells of every spatial domain in an organism at every stage of development. It includes the expression of regulatory genes (i.e., genes encoding transcription factors), genes encoding intercellular signaling functions, and genes participating in downstream differentiation and morphogenesis functions. Because everything a cell does depends on the genes it expresses, the GRN control system essentially operates developmental processes. By linking the expression of each gene to its upstream transcriptional regulators, GRN determines the co-expression of specific cellular functions exclusively in different cells. During development, spatial expression of transcriptional regulatory genes is the driving force for the formation of an organism’s discrete structures, such as organs, body parts, and cell types [7].

Therefore, the most important function of GRN, the one that most directly causes the development of a particular body plan, is to regulate the spatial allocation of regulatory gene expression. It determines the developmental fate and ultimately the differentiated cellular activities of the embryonic cell lineages that give rise to each part of the organism. The GRN is thus the “brain” of every action in the developmental process. The GRN theory emerged from diverse insights gained over the last quarter century regarding the mechanisms of transcriptional control in animal development. It includes an understanding of expression in the regulatory apparatus itself, the structure and function of the DNA sequences that process regulatory inputs, the dimensions of regulatory systems operating in a particular context, and experimentally acquired knowledge about the structure-function relationships of GRNs [7]. One of the initiators was Liang et al in 1998 through the availability of high input gene expression data and this theory is usually used in the health sector/domain.

Next is Idiotypic Network Theory. This theory was initiated by a Danish immunologist named Niels Kaj Jerne in 1973/1974 [8]. Bona says that The idiotypic network theory is based on three main postulates:

1. Idiotypes of lymphocyte immune receptors are recognized in the immune system and function well as links between clones and targets of regulatory processes. Self-non-self discrimination is a central element of clonal selection theory which views the immune system as a collection of clones programmed to recognize foreign antigens. While foreign antigens selectively induce the proliferation of clones carrying complementary immune receptors, self-reactive clones are deleted or suppressed during ontogeny. In contrast, with the concept of idiotypic networks, self/non-self discrimination is no longer a central problem because idiotypes which are self-antigens are recognized and can be immunogenic. The main question of whether the immune system is directed outward (i.e. recognition of foreign antigens) or inward (i.e. recognition of self antigens) becomes meaningless.

2. Idiotypic as an internal image of an antigen. This postulate is based on the idea that idiotypes can imitate both foreign antigens and self-antigens. Idiotypic as a marker of the variable region of the immunoglobulin molecule or TCR can be imagined as a negative trace of antigen. In contrast, anti-idiotypic antibodies can be seen as a positive trace of the antigen. This postulate is not a simple consequence of the 'lock and key' principle of interaction between antigen and antibody, but is based on molecular mimicry; namely, that the idiotype of a particular antibody molecule can mimic the antigen. The concept of idiotypes as internal representations of antigens suggests that idiotypes represent the link between the universe of foreign antigens and the immune system and that in fact the immune repertoire is already prepared by internal stimuli and can therefore immediately react to foreign antigens.
3. Through the process of self-recognition, the idiotype can activate a cascade of complementary clones. This concept is based on various experimental data showing that idiotype can induce anti-idiotypic antibody chains; it is, Ab1→Ab2 (anti-Id antibody)→Ab3 (anti-Id antibody)→Ab4. Initially, the idiotype cascade was demonstrated experimentally in allotypically matched purebred rabbits, but it was later shown that it could occur in a single animal. The demonstration that the cascade can occur in a single animal strengthens the conclusion that the idiotype network is not pure accident and has a precise functional role. Studies of the immunoreactivity of complementary anti-Id antibodies showed that Ab1 resembles Ab3 and Ab2 resembles Ab4. These data clearly show that the idiotype network is not open, as was initially thought and predicted by certain mathematical models.

Lastly is the Network Theory of Affect which was initiated by Bower in the field of psychology. This theory [9], try to explain the effect of mood alignment. One of the salient factors of this theory is the importance of mood states during the learning process. The mood state is considered a cue when remembering this information and is included in association with chance events. When this emotion unit is activated, it is used as a cue to retrieve related events. According to this theory, emotions can be seen as nodes that provide points of contact in semantic networks. The node associated with a particular affective state is connected to another node of the associated mood that provides a representation of the event or connection formed during learning.

2.2. Organizational Communication

Organizational communication according to Torp [10] is comprised of everything that is said and done by the organization as well as everyone who is affected by the existence and activities of the organization. Mumby [10] describes organizational communication as a process of creating and negotiating a collective and coordinated system of meaning through symbolic practices oriented towards achieving organizational goals. Organizational communication is the exchange of information, views and ideas within and outside the organization. Communication moves in three directions: upward, downward, or horizontal. Organizational communication goals are very important to the internal workings of an organization.

Employees/co-workers who are highly engaged in their work perform better than their less committed colleagues and improve the organization's services/profits. Not surprisingly, building employee/coworker engagement involves two-way communication in the workplace – both to and from employees/coworkers. More senior leaders/colleagues who understand the importance of communication, and how we cannot lead/coordinate without communicating well – engage employees/coworkers with various communication tools that help them connect the dots between individual efforts and organizational goals. But just as important as any leadership message is having a system for gathering employee/coworker input and demonstrating its importance to the organization. By building channels to encourage and channel feedback from employees/coworkers to more senior leaders/colleagues, we create an important structure to support employee/coworker engagement.

There are four steps to building employee/coworker engagement: (i) Understand our audience and what is important to them, (ii) Select or create channels, (iii) Collect and support feedback, (iv) Act on feedback. In every sector, effective communication is essential for any organization and can help it in many ways. In fact, communications playing a role in product development, customer relations, employee/coworker management – almost every aspect of operations. Employees/coworkers are a key audience because they are often a conduit for other audiences. If employees/coworkers are informed and involved, communication with other constituents will likely be strong as well. Effective organizational communication will give rise to strong teamwork and the ability of employees/colleagues at all levels of the organization to work together to achieve organizational goals. In addition, effective organizational communication will provide employees/coworkers with the knowledge, structure and positive work environment they need to feel comfortable dealing with conflict and resolving problems effectively.

2.3 Likert System Theory

Rensis Likert was the initiator of this theory, which explains the details of organizational forms that combine the ideal form of human resource movement. Likert explains that there are a number of forms in which

an organization can use these existing forms as a reference in organizing and these forms can be more or less effective in satisfying organizational and individual goals. Likert believes that the existing types can be differentiated in the form of motivational factors, communication, decision making, goal setting, control, influential structures, and performance [11].

Shoemaker et al., [12] explains that the Lasswell model of communication (which is also known as the Lasswell model of communication) describes the act of communication by defining who says it, what is said, in what channel it is said, to whom it is said, and with what effect it is said. It is considered by many communications and public relations experts to be “one of the earliest and most influential communication models.” This model of verbal communication has been called a “linear, unidirectional process,” a “unidirectional process,” an “action model,” and a “classical” media theory. Based on the specific targets and tasks of KSP3J and the relationship of this commission with other commissions/assemblies related to specific targets and tasks seen from the Lasswell communication model above, the problem that arises is feedback between KSP3J and other commissions/assemblies.

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2.4 Goal Setting

Grant [13] says that goal setting involves developing an action plan designed to motivate and guide a person or group towards a goal. Inzlicht et al., [14] explains that goals are more intentional than momentary desires and intentions. Therefore, setting a goal means that a person has carried out thoughts, emotions, and behaviors to achieve that goal. In doing so, goal setters have established a desired future state that is different from their current state thus creating a mismatch that in turn spurs future action. Goal setting can be guided by goal-setting criteria (or rules) such as SMART criteria. Self-goal setting is a central component of personal development and management literature.

Studies by Edwin A. Locke and his colleagues, in particular, have shown that more specific and ambitious goals lead to more performance improvements than easy or general goals. Goals must be specific, time-limited, and difficult. Stajkovic & Sergeant [15] explain that unclear goals reduce limited attention resources; goals require realistic time constraints; very short time constraints intensify goal difficulty beyond the intended level; and disproportionate time constraints do not encourage. Locke & Latham [16] explains that difficult goals should ideally be set at the 90th percentile of performance, with the assumption that motivation and not ability limit the attainment of that level of performance. As long as the person accepts the goal, has the ability to achieve it, and does not have conflicting goals, there is a positive linear relationship between goal difficulty and task performance.

Locke & Latham [16] say that feedback and goal setting are very interrelated and are more effective when used together with each other. Stajkovic & Sergeant [15] explain that feedback cannot be given without a goal in the same way that goals cannot be set without providing feedback. Goal setting can lead to the creation of a feedback loop, either a negative or positive comparison of the results (output) to the goal. Negative feedback loops lead to increased input related to achieving goals to increase results (output) in the next cycle of loop. Positive feedback loops, if it is not sufficiently reinforced, can lead to the setting of subsequent goals at less difficult levels. Negative feedback can be reframed and errors seen as beneficial to the learning process and goal achievement, which in turn increase the participant's resilience. This reframing process can be taught through error management training and with clear instructions on how to handle errors. Keith & Frese [17] explains that error management training involves participants practicing the metacognitive activities of planning, monitoring, and evaluating.

Negative feedback also interacts with goal type, perceived tension, and awareness. People with high performance awareness and goals experience high tension following negative feedback that leads to lower performance. Cianci et al., [18] explains that what is mentioned above does not happen with learning objectives where the effects of negative feedback are less detrimental. Without proper feedback channels it is impossible for employees/fellow colleagues to adapt or adapt to the required behavior. Skinner et al., [19] explains that managers/senior co-workers should track performance to allow employees/fellow co-workers to see how effective they are in achieving their goals.

Providing feedback on short-term goals helps to maintain motivation and commitment to those goals. Locke & Latham [16] say that there are two forms of feedback that employees can receive (feedback from the impact and feedback from the process (outcome and feedback process)). Grant [13] says feedback from impact

is present after the goal or activity is completed, and feedback from the process is present during goal completion. Feedback should be provided on the strategies followed to achieve the goals and the final results achieved.

3. Method

Sugiyono [20] says that research methods are defined as scientific ways to obtain data with specific purposes and uses. The mixed method itself is said to be Creswell & Creswell [21] involves the collection and “mixing” or integration of quantitative and qualitative data in a study. It is not enough for us to only analyze qualitative and quantitative data. Further analysis consisted of integrating the two databases to input additional research problems and questions. Creswell & Creswell [21] says that qualitative data tends to be open-ended without predetermined responses while quantitative data usually includes closed-ended responses such as those found in questionnaires or psychological instruments

This research method is the explanatory sequential design method through survey research and interviews, that is the primary data collection method obtained directly from respondents at GKJ Nehemia Jakarta in the form of questionnaires distributed according to samples taken from the population, and then continued by interviewing several people who are considered experts or know about the church, such as pastors, assemblies, heads of offices, and others.

To obtain data, researchers carried out this by distributing questionnaires to members of commissions and councils at the Nehemia Javanese Christian Church. Data collection uses a cross-section survey technique, in this case data collection is carried out at a certain time. According to Dharma (in Masrurin) A cross-sectional survey is research to study the dynamics of the correlation between risk factors and effects by means of an observational approach or collecting data at one time (point-time approach) [22]. Apart from that, interview and observation techniques were also used. Interviews are one of the tools most often used to collect qualitative research data. Interviews allow researchers to collect diverse data from respondents in various situations and contexts [23]. The goal is to find out what is contained in a person’s mind and heart, how that person views the world; things that researchers do not know through observation.

4. Results And Discussion

The results of primary data measurements from questionnaire/questionnaire data testing are in the form of means (Enactment, Selection, Retention, Motivation and Goal Setting questionnaires). The mean results were then grouped into 5 categories, namely STS (Strongly Disagree), TS (Disagree), Neutral (N), S (Agree), and SS (Strongly Agree). Questionnaires were distributed to existing respondents using questionnaires and Likert scales as research instruments. Questionnaires were distributed to church congregations, with a total of 302 people filling out this questionnaire.

4.1. Validity test

Validity testing is carried out with the aim of testing the validity of each question item in the questionnaire that has been designed. A question item is said to be valid if the correlation value (calculated R) of the question item is $> R$ table (0.11). A question is said to be valid if the calculated R value is > 0.11 (R table). It is known that all calculated R values are > 0.11 (R table). So it was concluded that everything in the questionnaire was valid.

4.2 Reliability Test

Reliability testing must be carried out only on questions that already have or fulfill a validity test, so if they do not fulfill the validity test requirements then there is no need to continue for a reliability test. The following are the results of the reliability test on valid question items.

Table 1. Reliability Test

Variable	Cronbach's Alpha	Result
Enactment (X1)	0.796	Reliable
Selection (X2)	0.815	Reliable
Retention (X3)	0.813	Reliable
Motivation (Y)	0.836	Reliable
Goal Setting (Z)	0.796	Reliable

If the *Cronbach's Alpha* value is greater than 0.6, then the research questionnaire is reliable. It is known that the questionnaire is reliable, because all *Cronbach's Alpha* values are greater than 0.6.

4.3 Normality test

In this study, the normality test for residuals was used using the Shapiro-Wilk test. The significance level used is $\alpha = 0,05$. The basis for decision making is to look at the probability number p , with the following conditions.

- If the probability value $p \geq 0,05$, so the normality assumption is met.
- If the probability $< 0,05$, so the normality assumption is not met

Table 2. Normality Test: Shapiro-Wilk Test

Descriptive Statistics	Res
Valid	302
Missing	0
Mean	-3.311×10^{-6}
Std. Deviation	5.130
Shapiro-Wilk	0.991
P-value of Shapiro-Wilk	0.067
Minimum	-11.104
Maximum	14.913

Note that, based on Table 2, the significance level is 0.05. This means the data is normally distributed.

4.4 Heteroscedasticity Test

The Glejser statistical test was chosen because it can guarantee the accuracy of results compared to the graph plot test, which can cause bias. The Glejser test is carried out by regressing the independent variable on the *absolute* residual value of dependent variable [24]. The criteria used to state whether heteroscedasticity occurs or not among observational data can be explained using the significance coefficient. The significance coefficient should be compared with the previously established significance level (5%). If the significance coefficient is greater than the specified significance level, it can be concluded that heteroscedasticity (homoscedasticity) does not occur. If the significance coefficient is smaller than the specified significance level, it can be concluded that heteroscedasticity has occurred.

Table 3. Heteroscedasticity Test with Glejser Test

Model	p
X1	0.573
X2	0.497
X3	0.198
Y	0.857

Based on Table 3, Glejser p -value from Enactment (X1) = 0.573 > 0.05, Glejser p -value from Selection (X2) = 0.497 > 0.05, Glejser p -value from Retention (X3) = 0.198 > 0.05, the value Glejser p -value of Motivation (Y) = 0.857 > 0.05. It is known that the Glejser p -value is > 0.05, so it can be concluded that heteroscedasticity does not occur.

3.5 Correlation Analysis

Next, a correlation analysis test was carried out between the Enactment (X1), Selection (X2), Retention (X3), Motivation (Y) and Goal Setting (Z) variables. Based on the results of correlation analysis:

- The highest correlation occurs between Retention (X3) and Motivation (Y), with a correlation value = 0.393. It means that Retention (X3) and Motivation (Y) have the strongest relationship.
- Meanwhile, the lowest correlation occurs between Goal Setting (Z) and Motivation (Y), with a correlation value = 0.149. This means that Goal Setting (Z) and Motivation (Y) have the weakest relationship.

3.6 Highest correlation: retention and motivation

In understanding organizational pathways, the most basic communication is structured based on a pathway where the Chairman of the Assembly is in the top position, assisted by the secretary, field representatives, and existing commissions. Even though the lines of communication are clear, there is no superior-subordinate position because this church is not like an institution such as a private company; instead, everyone is equal, thereby creating freedom in organization.

It was also explained that before a decision is made, the atmosphere must be happy and not under pressure. The communication conveyed at the meeting must reach the meeting participants, and there should be no ego from each meeting participant.

In terms of changing the organization, there are several things that the speakers would like to emphasize. First, there is socialization about the church organization itself with the congregation, which starts from the time someone is baptized or moves into the church. Second, changes in terms of improving organizational performance. Changes, especially in communicating with members of the church.

In terms of changes in work within the church to make it more productive, several things were mentioned. First, direction to the vision and mission where the results are already visible, especially the diaconia commission. Second, improve the performance of each person involved in church activities. The specifics of relationships into and out of the organization. In terms of increasing inwardness, it is necessary to collect data on the potential of each member from the church, so we can build the church itself based on the potential they have.

With the vision and mission of the organization, the speakers generally agree. In addition to them, inconsistencies in preparing schedules and organizing events are starting to decrease, and conflicts of interest in management, such as tasks that double as commissions, are starting to be reduced. Next is improving the vision to create quality worship.

In terms of encouraging communication, the speakers had their opinions, namely that it was the chairman's job to encourage communication so that services remained focused. On the other hand, there are also pastors and church employees because they are in church almost all the time. Because each position is the same and different from the company, horizontal and vertical communication continues to be carried out from a religious perspective. With guidance from the Holy Spirit and the Power of God, everything can run smoothly.

Regarding changes in the organization, the speakers said that there were three things that made people survive in this church for a long time. First, the hospitality of the congregation in the church. Second, when one another feels needed in the organization, Third, communication and cooperation in service work in the church.

For relationships with superiors or co-workers, the interviewees said that their relationships were good. This is put forward by not making problems and starting everything with clear references. Then, by making communication relationships with all stakeholders, not only elders / adiyuswa but also youth and others, It is this tradition in the church that allows communication to be well established. Also the process of communication through existing communication channels that help one another.

3.7 Lowest correlation: goals/aims with motivation

The first question, regarding the targets achieved were not always high, the speakers explained several things. First, this is related to coaching. Existing training needs to be done in stages. Apart from that, a person's maturity and other things also need to be balanced. Second, it is related to a person's interests both inside and outside the church. Third, the period of management in the church is sometimes interrupted at some point.

Here, it is about success in achieving their goals and visibility, each speaker explained their thoughts. The first speaker said that the success could not be seen directly or indirectly because this organization is a non-profit church. While the second speaker saw that the second target can be seen with the main motivation, they are work and service that will reach the point, it is commitment. A third source said the target was seen indirectly, which was around 50%. Furthermore, its form takes the form of the life of each congregation in terms of weekly worship, sacraments and others. But also what needs to be highlighted is the sometimes interrupted management time.

Regarding personal / shared benefits in achieving goals and their relation to motivation, the speakers explained their respective opinions. The first speaker explained that they never had to see the benefits individually but each felt the blessing and satisfaction if the service they did was pleasing to the people served. For the second interviewee, he said that personal / shared benefits need a boost from motivation. As for the third speaker, he added that the motivation came from the Holy Spirit.

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Regarding the steps that enable individuals or groups to work and their relationship to motivation, each source had a different opinion. The first resource person said that with the vision and mission that he had, everything had been agreed upon. So motivation is necessary because what is done, including services, has been agreed upon, and that motivation needs to be realized so that goals and objectives are not lost. The second resource person said that every step requires motivation, especially through positive encouragement. For the third resource person, the steps needed are steps that stimulate, especially each person must be aware that they have their own potential and each person must provide a place so that existing services do not just stop.

To help achieve common goals, each resource person has the same opinion, namely all parties, including the congregation. Furthermore, everything is done with awareness or personal initiative. Then run gratefully, accompanied by facilities and infrastructure in the church.

Regarding the people who support the achievement of common goals, the compact speakers said that all the congregations in GKJ Nehemiah are these people. According to the interviewees, those who support are people who are moved by God to then jointly achieve this goal. In addition, the ability they bring, this is a blessing and also a motivation to do church service.

Meanwhile, regarding the statements of people who do not support joint achievements, each source has an opinion that is not much different. According to them, people who do not support them are actually people who have different priorities and thought backgrounds. Merke is actually not in a position not to support but to provide corrections to the implementation of existing activities. Also, because there are not too many people who are silent and do nothing.

Regarding the biggest challenges to achieving common targets, there were at least two things emphasized by the interviewees. The first is church management. It is related to the sustainability of church and human management in church services. The second is communication. It is related to each individual's age, such as the age shift of a child who moves from Sunday school to a teenager, where of course their thinking patterns and ways of communicating change and are different from before. Apart from that, communication is via devices and non-devices where each individual can interpret differently the message or meaning contained in information from the church.

Regarding questions that based individuals and their current activities and skills, there were several points highlighted by the interviewees. The first is that each of them has the willingness to gather together at GKJ Nehemiah. Second, they attended events organized by GKJ Nehemiah. Third, growing together despite the busy schedule that they, each individual, has, where even though some do not attend every week, they always show some kind of longing or willingness when doing activities together at GKJ Nehemia.

To know that everyone has arrived at their goal/target, so according to the sources, there are several things that can be used as measurements in achieving the common goal. Firstly, is how many congregations continuing to worship at GKJ Nehemiah. It is done based on the situation experienced by each congregation, especially if there is a church that is closer to their home. Secondly, the service activities. What is meant here, it is a service that is carried out together and the congregation is served well, so the congregation continues to worship at GKJ Nehemia. Thirdly, is openness of communication. This is done so that the congregation can live together amidst differences in views on how things are done.

Finally, regarding things that hinder individuals in carrying out their activities, the speakers gave several things that become obstacles for congregation members. First, is cost. Usually there will be help coming from the church. Second is a lack of self-confidence. This is due to many factors experienced by each congregation. Third is the time when the church will provide dispensation because each congregation has work which can sometimes conflict with the service schedule. Lastly, personal ambitions may be different from others, making it somewhat difficult for an individual to equate perceptions with others.

Based on the high correlation, that is between retention and motivation, several things can be drawn, namely that the flow of communication between pastors, councils and commissions is good. They routinely hold communications related to worship activities. Apart from that, the nature of togetherness is fostered together, there is no gender, age or ethnic discrimination. Likewise, in tasks, everyone coordinates with each other. Apart from that, the existing information is presented openly to one another.

On the other hand, referring to the low correlation, namely between goals/targets and motivation, several things can be drawn, namely open institutional communication, which can make people come in and out without any parties, which might be able to motivate these people to continue attending church at GKJ Nehemia. There are no small or large steps in the flow of information (and others) in this church. There needs to be motivation to produce people with a charismatic spirit who can encourage the achievement of targets or goals. The importance of motivation so that existing congregations can achieve common goals or targets rather than not supporting those goals/targetszz

5. Conclusion

Based on the discussion, the conclusion of this research is that communication is two-way between pastors, councils, and commissions. In activities/tasks carried out together, two-way communication is flowing and there are no significant obstacles. Communication media that represent current communication channels. Media such as WhatsApp, email, Congregation jamaNews, and telephones are used together and responsibly. The assembly or commission is proactive in providing information about weekly worship services at any time. Activities/worship/events that will be present in the future will be conveyed if there are congregations that still do not understand or have not received complete information. They do not hesitate to notify

activities/worship/events well in advance so that the congregation can prepare everything beforehand. Church employees/staff who are alert in providing information as expressed by the pastor, chairman of the council and secretary of the council. They prepare information materials to be communicated to the entire congregation based on existing directions. They are also diligent in asking questions and providing input if necessary.

There were not found the words that discriminated against anyone, be it young or old, female or male, and especially someone of a different ethnicity (apart from Javanese, where this church's ethnic orientation is Javanese), as experienced by the pastor, namely Lusindo Y.L. Tobing.

Thus, there is a relationship or correlation between retention and motivation, which overall influences the effectiveness of message at the Nehemia Javanese Christian Church. Apart from that, the results of this research also confirm new findings (novelty) in this case: a learning process related to goal setting and motivation is needed.

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