

Integrated Quality Management for the Existence of Ecclesiastical Ministries Today

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Abstrak

Pandemi Covid-19 yang masih berlangsung hingga saat ini menjadi tantangan dan juga pergumulan bagi setiap area kehidupan manusia tanpa pengecualian. Kehidupan bisnis terganggu karena ekonomi bermasalah, secara politik terdapat ketegangan antara satu bangsa dengan bangsa lain sehingga mempengaruhi harga pasar yang berdampak pada kebutuhan pokok dan keberlangsungan kehidupan masyarakat. Demikian juga dengan kegiatan pelayanan gerejawi yang sejak pandemi mengalami perubahan total sehingga mengakibatkan sejumlah pelayanan gereja tidak berfungsi sebagaimana semestinya, dikarenakan sejumlah ibadah dialihkan dari gedung ke rumah dengan gaya dari tatap muka ke virtual. Penelitian ini bertujuan menganalisis peran manajemen mutu terpadu bagi eksistensi pelayanan gerejawi di masa kini, dengan pendekatan metode kualitatif deskriptif dengan sistem Manajemen Mutu Terpadu (MMT). Penulis mengumpulkan data melalui observasi, wawancara, serta beberapa dokumentasi literatur di jemaat Gereja Bethel Indonesia Parakletos Taman Palem Lestari Cengkareng Jakarta Barat. Hasilnya, Manajemen Mutu Terpadu adalah sangat penting dan merupakan kebutuhan yang sangat sentral dalam kepuasan pelanggan pada zaman dan masa ini, sehingga pemimpin-pemimpin gereja harus membuka diri dan menyadari bahwa perubahan merupakan suatu kepastian yang bukan sekedar harus dihadapi, tetapi akan lebih baik jika diantisipasi dengan terus menerus berinovasi dan berkreasi dalam anugerah Tuhan.

Kata Kunci: Manajemen Mutu Terpadu; Eksistensi; Pelayanan Gerejawi; Masa kini

Abstract

The Covid-19 pandemic still ongoing today is a challenge and a struggle for every area of human life without exception. For example, business life is disrupted because of economic problems. Politically, the tension between one nation and another affects market prices and impacts basic needs and the sustainability of people's lives. Likewise, pastoral service activities have undergone a total change since the pandemic, resulting in some church services not functioning correctly. For example, some worship services were shifted from building to house in a face-to-face to virtual style. This study aims to analyze the role of integrated quality management in the existence of pastoral ministry today, using a descriptive qualitative method approach with an Integrated Quality Management (MMT) system. The author collects data through observation, interviews, and literature documentation at the Bethel Church of Indonesia Parakletos Taman Palem Lestari, Cengkareng, West Jakarta. As a result, Integrated Quality Management is vital. It is a central need in customer satisfaction in this day and age, so church leaders must open up and realize that change is a certainty that not only has to be faced but will be better if anticipated by continuously innovating and creating in the grace of God.

Keywords: Integrated Quality Management; Existence; pastoral ministry; Present time

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INTRODUCTION

Church virtually, From the beginning of the Covid 19 Pandemic last March until today, the world has been faced with changes that have until now been a problem for almost all groups due to social limitations that are required due to the situation and conditions, so it feels difficult, confusing, and willing. I do not want to demand adaptation and creativity from all parties, for example, in terms of Worship which for the past few months have been mostly done by live streaming on Youtube but which cannot be accessed by all church circles. However, with the development of the global era where competition is increasing, and technology is increasingly central in daily life and activities, big and famous churches are certainly an attraction, so for other church congregations who have limited access to live streaming Worship, the opportunity to access them is open, allowing congregations to move.

Quality and quality are standards that must be met because they are criteria needed by everyone, so quality will always be a consideration, including in the Church. However, quality is not an accident but a "process" through Planning and preparation. Because the process determines the final result, on the other hand, quality is also measured individually based on their perception. Quality is evidence and needs to be proven, not just discussed. Quality is a word that cannot be defined with a consistent measure. The use of the word quality contains different standards depending on the provisions of its users. Therefore, knowing that developments continue to occur both in terms of technology and because of the situation and conditions caused by the Covid 19 Pandemic, which has hit all areas of life, it is better for the Church to thoughtfully and carefully interpret the meaning of quality management so that it can be used effectively in dealing with rapid changes that occur from time to time. Thus, the Church can maintain the meaning of existence and its benefits worldwide. Because talking about existence is talking about existence, about something that appears or arises, according to the Big Indonesian Dictionary (Kemendikbud, 2019). In other words, the Church must be up to date or actual and be seen and felt by all because The Church is a part of the Religion, and Religion comes from one's beliefs and self-confidence (Sarwi, Santi Paramita, 2022).

George Barna, on his website in a recent study on October 08, 2020, on the theme "how mental health is a new domain of service for generations", reveals that half of US 18-35-year-olds (49%) express anxiety over essential decisions and fear failure. Furthermore, more than three in 10 said they often feel sad or depressed (39%) or lonely and isolated from others (34%), indicating that the mental health stress of adolescents and young adults under pre-pandemic only increased during the crisis (www.barna.com, 2020).

Services that were previously more focused on church buildings must be adjusted and diverted in homes so that a good concept is needed and the congregation's spirituality is maintained, as stated by (Djeffry Hidajat, 2018) in terms of perspective. In the New Testament, the Church is described as a house with social, economic, and religious activities.

In his journal, Fibry Jati Nugroho explained stating that the task of the Church is not only to pay attention to the faith factor of the people in it but as a spiritual organization and also engaged in other fields such as social, the Church must empower through various programs that are prepared by all people so that their faith is maintained (Nugroho, 2019).

Change occurs not only in the perfect picture but can be the other way around. Therefore, the Church must fully adopt and adapt to the changing world around it and its culture because a good organization is an organization that is aware and responsive to change because the market demands innovation. Leadership cannot be separated from quality because the leader talks about abilities and above-average rates. Therefore, the "Top Leader" role is very influential on the organization's success because the Vision and Mission become the benchmark for the work process in the organization. Hence, the key to success lies in the leader. Therefore, Integrated Quality Management or Total Quality Management (TQM) is defined as a management system that improves quality in an organization's environment, where there is overall functional involvement to build quality in the services of the organization or company (Simamora, 2012), becomes very relevant for any organization. Even because of its general nature, it can be practised in any organization, including the Church. Thus, related to the Church and the condition of the New Normal, this paper focuses on the role and urgency of integrated quality management for services for the existence of the Church during this New Normal at the Bethel Indonesia Parakletos Church, Taman Palem Lestari, Cengkareng, West Jakarta, which is located at Jl. Taman Palem Lestari Block B 12E no 1.

METHOD

This study aims to analyze the role of integrated quality management in the existence of pastoral ministry today, using a descriptive qualitative method approach with an Integrated Quality Management (MMT) system. The author collects data through observation, interviews, and literature documentation at the Bethel Church of Indonesia Parakletos Taman Palem Lestari, Cengkareng, West Jakarta. According to Bodgan and Biklen (Hamzah, 2020), qualitative research produces descriptive data types in speech or writing. The behaviour of people observed in specific contexts is studied from a complete, comprehensive, and thorough perspective or holistic.

RESULTS AND DISCUSSION

The limited partnership is also a problem in itself. Morally, the Bethel Church of Indonesia Parakletos Cengkareng is facing a big challenge with this pandemic, with the format of Worship from home imposed by the Covid 19 pandemic and regulations from the government that must be obeyed, given that there are still some churches that have not returned to worship in the building. But still, continue to honour online. In addition, the

Church has experienced a decrease in financial income for operational service activities due to the decline in collections from offerings and tithes given by the congregation, which are also affected by the consequences of the Covid 19 pandemic.

(Faradina, 2022) Say: "With many congregations having lost their jobs and some having their salaries reduced, all are more or less experiencing their difficulties, pressured, frustrated, and need help." Internally integrated Quality Management has been running, but not as a whole. Bethel Church of Indonesia Parakletos Taman Palem Lestari Cengkareng, West Jakarta, which has sixty-two registered congregations and approximately sixteen sympathizers, with an average economic condition of the congregation, according to an interview with Mr Zakharia, "added to the increasing unemployment due to dismissals that have hit nearly a third of the congregation since the Covid 19 Pandemic, the church needs to maximize counselling services, because there was one case of attempted suicide due to mental stress" (Satria Gomer, 2022). Nathalia believes that the services in the implementation of the activities have been going well. However, worship services must be carried out online and require an internet package or credit fee. The daily necessities of life and pastoral assistance are still the primary needs (Emma Sepang, 2022).

1. Theological Basis of Integrated Quality Management

Several essential Bible verses, among many others, explain the importance of integrated quality management that can be a reference and benchmark for the Church. 1 Peter 1:15 states that every believer must be holy in all aspects of his life just as He, the blessed God, has called them. That means that if there is the whole term life, the implication is that it includes matters relating to character and behaviour, human resources, and the Church which continuously needs to be improved in the process of achieving quality perfection, with a benchmark or benchmark for the personal quality of God Himself as the Most Holy. It's not easy and instant, but it takes time and a long process to achieve.

Colossians 3:23 also emphasizes that everything must be done with all the heart, with an orientation for God and not humans. In other words, it is evident that for believers, a standard of quality in terms of action and motivation is set with a goal much higher than the standard of people in general. That is, a sincere and pure motivation to please and glorify God through actions practised with the best quality worthy of God. That means everything that is longed for and wants to be achieved requires careful Planning and preparation to produce quality things according to the achievement goals. It also requires persistence and a lifetime of time. The Gospel of Luke 14:28-29 also emphasizes the importance of integrated quality management by illustrating that if you want to build a tower, it is necessary to carefully budget the costs so that there is enough money to complete and achieve the desired goal. This avoiding of others' ridicule.

2. The Urgency of the Role of Total Quality Management in the Church

The Indonesian Bethel Church Parakletos has the full responsibility to provide holistic service in its efforts to answer the problems of the customers' congregations because their needs are urgent and a priority. Thus, (Dewi Maharani and Masrina, 2022) said that

the profits would be proportional to investors' risks, where significant risks will undoubtedly follow large profits. An era is defined as a period in history, the number of years in the period between some important historical events; time. In general, it is also known as the era. The Big Indonesian Language Dictionary (KBBI) defines the term modern or New Normal today as "latest, up-to-date; attitudes and ways of thinking as well as acting following the demands of the times. Therefore, the modern era can also be defined as the era and the present, where the needs of attitudes and thoughts must be harmonized or adapted to the developments that occur. In other words, every modern era shows its face so that it requires everyone, organizational institutions, especially churches, to participate in renewing themselves, ways, and strategies in their efforts to survive and not fall behind.

How should church services be carried out to meet the needs of the congregation? What is the service model of the Indonesian Bethel Church Parakletos Cengkareng Church during the pandemic that we are trying to adapt to the needs of the community? In this modern era, is the quality and relevance of church services for the congregation's needs, growth, and welfare? The Church must be able to answer it, but how can it do it if it is not thought out and prepared? The Church, which is a community of followers of Jesus Christ who has been called out of darkness into His miraculous light, is an organism and organization that must be a problem solver and an answer to the issues that are being experienced by this world in general and the congregation in particular, because the Church exists to serve and serve in the best way just as Jesus came to help by giving the best, namely his life as a ransom, and not the other way around demanding to be served (Mark 10:45). This is in line with (Metta Puspita Dewi, 2020) quoting Pela saying that strategic management allows organizations to move from their current position to reach their dream position in the future.

The role of integrated quality management in seeking to improve the quality of the Church can be expressed through the sincerity and desire of the Church to be of high quality. The longing and obsession with achieving quality need to drive the necessary actions to achieve it because a quality church is identified by meeting the needs and satisfaction of the congregation and the surrounding environment. Because church service is a holistic service and the focus of attention is always on the people being served or called customers so that as satisfied customers, they will give recognition or expression of their satisfaction with church services. So, the Church must know the congregation's needs and hopes because, without understanding, how can it answer their hopes?

It also requires a high commitment to the need for continuous improvement processes and improving the quality of quality church services so that under any conditions and circumstances, they remain on their goals. The central task of the Church (Koinonia, Marturia, and Diakonia) must be continuously improved in quality because no quality is achieved outside the process; even quality is identical to a process where there is continuous improvement. Every decision taken to improve the quality of church services must be based on facts and data obtained to be appropriate for follow-up. It is because the activities that

have been planned and implemented must be evaluated so that the evaluation results against the quality standards that the Church has previously set become the basis for making repair decisions. In the improvement process, the service implementation procedures practised by the Church must be observed to determine whether they produce what is expected. Therefore, if the result is negative, a change in the process is required, and if it is positive, the procedure can be continued. It can avoid mistakes or failures in the goal of achieving service quality. And it requires proper appreciation and recognition for all who participate in the process as a form of gratitude so that they are motivated and motivated to work even more (Spanbauer, 1992).

3. Integrated Quality Management and Today's Church

(Widia Darma, 2020) states that management is a process organize activities to be carried out through functions management as a benchmark to provide a determination of success as a form of achieving agreed common goals the Church appears in the New Testament. In this context, the Church does not talk about buildings or buildings. Instead, the Church is described as an association of believers who come together and become a divine organism and body, a spiritual community in this world (Silitonga, 2017). For Colson and Rigdon, the Church is a learning fellowship (D. Heryanto, 2018). But in this modern era, there is a new term given to the Church, which is a threat that needs to be watched out for, namely the Church that Daniel Ronda signalled with the term as a business arena by irresponsible servants of God. On the other hand, the Church is said to be a Diakonia that must be expressed in all areas of secular life (Nicolas, 2022).

To continuously support quality by involving all stakeholders and in line with the above, the Deming Cycle, which includes the "Plan-Do-Check-Action" or PDCA, is a reference for the Indonesian Bethel Church of the Cengkareng Parakletos.

PLAN	DO'S
ACTION	CHECK

In this modern era, the quality of church services needs to be cared for and maintained to ensure the satisfaction of the congregation with diverse needs.

a. Planning (Plan).

They are conducting customer research to be used in product planning, related to setting organizational goals, programs, methods, budgets, projects, and ways needed to achieve the goals (Usman, 2012). Planning is essential because failing to plan is planning to fail. "The planning process implemented by the Indonesian Bethel Church Parakletos includes short, medium, and long-term plans. Pastors and pastoral staff always try and ensure that all stakeholders are involved in the process, where the vision and mission are formulated as well as work programs, with the aim of all being of one heart, one understanding, and one

goal. Because after all, more input will certainly be more enriching" (Wijaya and Giovani, 2022).

b. Implementation (Do)

Following the results of interviews and observations with (Alex Sutanto, 2022), the deputy pastor, and sister Giovani Anggasta, Head of Worship Service of the Indonesian Bethel Church, Cengkareng Parakletos, the activities carried out within the framework of the quality program include:

- 1) Daily activities: Morning Shade, Daily 2-Chapter Bible Reading Program, and EARTHQUAKE (Bible Writing Research Movement) Program.
- 2) Weekly Activities: Cell Community Worship (Tuesday), Counseling Service (Wednesday), Prayer Together (Friday), Sunday worship preparation exercises, Youth-Teenager Worship (Saturday), and Worship Service (Sunday).
- 3) Monthly Activities: Pastoral staff visits every two weeks to the Church's house, Servant Development Course (KPP), Prayer Service to hospitals, and internal and external social services/Diakonia.
- 4) Quarterly activities: Joint Recreation Events.
- 5) Activities 6 months: Mission Service and Retreat.
- 6) Annual activity: Revival Service (KKR).

c. Check (Check)

Examining the results of planning implementation is very important because it ensures whether the results follow the plan (Juharni, 2017). Leaders analyze to measure whether or not there are benefits that have been obtained from the process that has been passed, can also see the difficulties that exist in the field, and can make improvements more accurately. Interview with Santa Wijaya and sister Giovani Anggasta, Deputy pastor and Head of Worship Service of the Indonesian Bethel Church Parakletos Cengkareng, Tuesday, April 15, 2022.

According to the interviews and observations of the deputy pastor, secretary, and treasurer, there were several examination results: "First, a weekly evaluation meeting was held to study and improve the results of all weekly activities. Second, monthly meetings are held to evaluate the results of activities every second Monday to see and follow up on reports from church staff regarding the implementation of visiting services, deacon services, and servant development. Third, a 6-month evaluation meeting and discussion preparations for Christmas and New Year's Celebrations. Fourth is the annual meeting for a thorough evaluation. In principle, the evaluation is oriented towards improving step by step and continuously, and jointly improving what needs to be improved so that the overall quality of service is satisfactory in a crisis like this." (Wijaya, 2022).

d. Enforcement (Act)

"This enforcement process is a step to follow up and respond to the results of the evaluation of the Planning and implementation of the service program that has been determined, with the hope that with continuous improvements, the results will be as expected for the

satisfaction of the congregation. Bethel Church of Indonesia Parakletos Cengkareng, continuously every year in work and togetherness meetings, fixes whatever needs to be improved with data transparency. If the results meet the target, it will continue, but if not, improvements will continue to be made" (Wijaya, 2022).

It should be remembered that quality is understood from two sides: namely, "tangible," which means quality that can be measured and seen. For example, the understanding that a good and comfortable church is a church that is seen as having air conditioning. "Intangible" means what is felt like our spiritual relationship with God. Thus, it is difficult to establish a standard indicator or benchmark for quality in the Church, but there can be specific indications that help to have a picture. Therefore, the concept of integrated quality management in this modern era must be adapted to the Bible, which is the basis of believers' lives, so that by using any management model, the Church's spiritual relationship with God has an impact and can be felt and enjoyed by those around the Church. The relationship with God changes the Church and, through the Church, brings change to those around him. That is called "Quality Thought" in Quality Concept Modern".

With times constantly changing and increasingly modern, technology is increasingly developing, and demands for needs are increasing. The Church, the source of answers, must be open, creative, and innovative in the face of continuous change. Integrated quality management was carried out during the Covid-19 Pandemic process as it is today. Although many obstacles are found, they should not reduce the spirit of the service process because the goal can still be achieved if there are continuous improvement efforts to adapt and adapt to existing situations and conditions. And continue to innovate. Quality Culture is an organizational value system to create a conducive environment to produce changes or continuous quality improvement. Therefore, people who work in the organization must be driven by the system (Quality Standards) so that the organization survives and does not die. Human Resource Management (HRM) is the use of individuals to achieve organizational goals by increasing their productive contribution. The quality of human resources becomes very important because human resources will manage the organization so that the process of determining human resources is adjusted to the needs and accuracy according to their abilities. Organizational Life Cycle must happen, so there is no ideal trick or strategy to avoid it; change occurs not only in the perfect picture but can be the other way around. Therefore, the Church must fully adapt to the changing world around it and its culture because a good organization is an organization that is aware and responsive to change. After all, the market demands innovation.

Human Resources must be a particular concern in organizational expansion in the maturity phase so there is no decline and fall. Because the organization does not die, the people who work must be driven by the system (quality standards) so that it runs well, not the people who go through the system. Changes in leaders also result in organizational changes; even though the cadre has been maximized, there will still be a different leadership style. Innovation will always appear because innovation is significant and needed, like in

the era of technology as it is today. Therefore, we must take good things from the impact of changes that can push the organization in a better direction with Grand and Basic strategies.

The significant changes that are constantly being faced by the world, including the COVID-19 pandemic, have resulted in the acceleration of cultural shifts in all aspects of life. For example, Worship from face-to-face has changed to online/online Worship. Because of this shift, technology and the digital era are relevant concepts supporting Modern Quality Management. However, what is called modern quality is not necessarily because of technology. Still, technology is a tool, so adopting the context of contemporary quality is very good for supporting church services and programs. Changes exist and are very real, including in the Church, although there are pros and cons to the fact of evolution itself. The most important thing is to keep spirituality in responding and fighting for change to lead to goodness for the glory of God's name because the Church must act as "salt and light".

CONCLUSION

Integrated Church Quality Management is vital and is a very central need in customer satisfaction in this day and age at the Bethel Church of Indonesia Parakletos Cengkareng, so church leaders must open up and realize that change is a certainty that must not only be faced, but it will be better if it is anticipated by continuously innovating and creating in the grace of God. Because by His unchanging word, the Bible remains relevant and becomes a benchmark for believers to face all conditions and times.

Surrounding environment. Integrated quality management is not something easy, nor is it an instant program. Still, on the contrary, it is a long-term program with processes and stages that must be followed, so it is necessary to prepare a measurable quality standard for the entire schedule of the Indonesian Bethel Church Parakletos Cengkareng to adapt to the changing conditions. Integrated quality management at the Bethel Church of Indonesia Parakletos Cengkareng needs and must involve all stakeholders as a unit. However, it must be acknowledged that there are still many people who are allergic to change. Finding people fully committed and concerned about the importance of quality in religious organizations is also complicated.

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