

Implementation Of Human Resource Management In The Church To Improve The Quality Of Ministry

Oloan Situmorang¹, Fredik Melkias Boiliu²

{ olositumorang@gmail.com¹, boiliufredik@gmail.com² }

Bunda Mulia University Tangerang, Indonesia¹, Sekolah Tinggi Teologi Real Batam, Indonesia²

Abstract. This study discusses the implementation of human resource management in the church as an effort to improve the quality quantity and quality in the congregation or the quality of service. This study aims to describe how the implementation of human resource management in the church is active in planning, managing, and controlling organizations related to improving the quality of congregational services. In addition, as a change in responsive work systems to proactive, and functional structures to more flexible structures and implement strategic policies in the church. This research uses a literature study method or literature review that refers to existing sources such as books, journals, and other scientific papers. The results of this study will describe how to implement effective and efficient human resource management through several things such as church leadership systems, leadership styles, how to build communication between leaders and congregations, flexible organizational structures, ministry motivation, decision making, and effective service quality

Keywords: Human Resource Management, Church, Quality of Service

1 Introduction

Church management is an important factor that plays a role in determining the development and progress of the church in terms of quantity and quality. This means that the church has resources that must be managed and maximized in order to advance God's work. This is as said by Johar Arifin Tanjung and Azhari Akmal Tarigan Human resources (HR) is an important factor in an organization. The success of an organization is greatly influenced by the quality and quantity of human resources which have an impact on achieving performance [1]. In agreement with this, Abdurrahman Fatoni said that human resources are often referred to as *Human Resources*, as human strength (energy and *power*) which is called the source of energy, abilities, strengths, and expertise possessed by humans and also other living things as in animals and plants[2]. Therefore, man is known for planning, implementing, implementing, implementing, and evaluating development and conducting evaluations to find out the success of the builder because humans have a very decisive role[3]. Thus, it can be understood that HR is an integrated ability in human thinking and physical power possessed to be ready, willing, and able to contribute to efforts to achieve organizational goals [4].

The Church as an organization that plays a role in managing assets must always develop an open attitude and be able to adapt to changing situations. For this reason, leadership integrity

in the church needs to be developed. Leadership integrity includes ways of managing all resources including church and community assets with open and controlled management. Thus, visionary, participatory leadership is needed and able to encourage people to support the implementation of good governance management in accordance with the mandate entrusted by God to manage His creation. Oriented towards public service, members of the congregation and the community must empower the assets owned by the church for the welfare of the people. Thus, it can be understood that church assets concern the number of souls of church citizens that must be considered by church leaders in terms of increasing and decreasing congregations and in terms of increasing the growth of congregational faith (quantity)[4].

The implementation or implementation of HR management to improve the quality of the quantity and quality of congregations in the church is a very important issue to be explored because the success or failure of the church in increasing the quantity and quality of congregations is influenced by many human resource management factors. In this context, it is known that human resources in the church are the leaders of the church (pastors or pastors) who are the spearhead of the church [5]. The implementation of HR management in the church must be actively involved in planning, managing, and controlling the organization related to increasing the quantity and quality of congregations. This means that there needs to be a change in responsive work systems to proactive, and functional structures to more flexible structures and implementing strategic policies. In line with that, the need for strong human resource management and commitment of church leaders is essential for the success of the church as a whole as well as development and efforts in increasing the quantity and quality of congregations [6]. This study aims to describe the application of human resources in improving the quality of service for congregations in the church. Improving the quality of service is that the congregation feels love, joy, peace, and tranquility in their lives.

2 Method

This study used a qualitative descriptive method with secondary data. Descriptive research is research that aims to explain or describe a situation, event, object, or everything related to variables that can be explained both in words and in words [7]. The source of data in this study is secondary data. The secondary data used in this study are documents from international journals and national journals as well as books that refer to this discussion. After collecting the data, to analyze the data in this study, researchers analyzed narrative forms related to the application of human resource management in the church and drew conclusions. Verification / conclusion is the last step of this research as an answer to the problem that occurs and a solution to fix the problem. Drawing conclusions from this study in the form of narratives or words as answers to existing problems.

3 Results And Discussion

3.1 Leadership in the Church

Leadership is the ability to influence a group toward achieving goals. Leadership is a process of giving meaning to cooperation and is produced with the willingness to lead in achieving goals. Leadership is the use of influence in organizational tools or situations, which results in something meaningful and has a direct impact on challenging goals. Leadership is the process

of influencing an individual to others to achieve a common goal [8]. Leadership can be defined as the use of power and influence to direct the activities of followers toward achieving goals. Leadership is the ability to mobilize all existing resources in the organization so that they can be utilized optimally, to achieve the goals that have been set. Despite differences in the concept of leadership, leadership theory still makes important contributions in various fields, including the Church. Leadership in the Church is very important because church leadership has a significant influence on the quality of ministry[9]. Church leadership is the ability of pastors or pastors to control or influence different congregations toward achieving certain goals. This means that a church leader is a person who can influence the congregation toward achieving goals. Church leadership is the ability to exert a constructive influence on the congregation to make a cooperative effort to achieve the goals that have been planned[10].

To be a leader, Kristen must have good character if she wants to be an effective leader. Character is the original figure within us, which influences our actions, feelings, and thoughts. One of character building is created from habits formed by parents, environment, beliefs, and education. So from here, we can know that no human character is 100% the same.

A Christian leader is a person who has a clear purpose and can influence the behavior of others so that they are willing to assume responsibility and carry out tasks to achieve common goals. The Christian leader must free himself from the snare of position and brush, the bondage of playing the role of God who is never wrong, especially with the desire to use others through rules made and benefit themselves. Because this is an important thing for a Christian leader to remember. The spiritual approach pays attention to moral-ethical motivations, faith, and love for others.

3.2 Style in Leadership

Leadership is the behavior or method chosen and used by the leader in influencing the thoughts, feelings, attitudes, and behaviors of members and subordinates. Leadership style is a characteristic of a person to influence other people or organizations so that others are willing and able to move and emulate their attitudes and dispositions toward achieving goals[11]. Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others. A leadership style is suitable when organizational goals have been communicated and subordinates have accepted them. A leader must apply a leadership style to manage his subordinates because a leader will greatly influence the success of the organization in achieving its goals. Leadership style is a behavioral norm used by a person when the person is said to be trying to influence the behavior of others. Therefore, five tailored leadership styles need to be addressed, namely a) autocratic; b) militaristic; c) paternalistic; d) charismatic; e) democratic.

Authoritarian leadership styles are often found in schools, churches, colleges, corporations, and so on. Leadership roles are indispensable for the career development of caravans. In this case, the existence of the leader is very important because he has a very strategic role in achieving goals. One type of leadership is authoritarian, which is coercive and requires the obedience of the caravan to behave as desired by the leader. Christian leadership or spiritual leadership has a higher divine authority than natural leadership. Ordinary leadership and Christian leadership both involve achieving goals. But in ordinary leadership, the goals to be achieved are goals that are quantitative, and measurable. As well as sales targets, target market

shares, and so on. Whereas in Christian leadership there is a nobler end goal, which is to glorify the name of God.

Leadership models play an important role in delivering professional Church service. Looking at the reign of Alexander the Great, Greece was a small country on the shores of the Red Sea, but under the leadership of Alexander the Great Greece grew into a country that had giant power. It is thus clear that leadership has a large role to play in the success of an institution, as well as the institution of the Church. The leadership model is the determining factor for a leader to succeed in his leadership. In this regard, when referring to the biblical view it is said that very few people are born leaders, but on the contrary all people without exception are born and called to be servants or servants. That is, leadership from a biblical perspective is leadership as a servant or servant. It is as Jesus said that "He who wants to be great among you," let him be your servant, and whoever wants to be prominent among you should be a servant to all" (Mark. 10:43, 44)[12]. Jesus' phrase denotes leadership that renders the greatest service; utterly selfless leadership; that is tireless and constantly focused on the greatest work in the world, which is the work of building the kingdom of the Lord Jesus Christ. The leader of the church in structuring the organization through its leadership must be desired by its members and not take the organization in a direction that can accommodate all the aspirations of its subordinates. Such a leadership model certainly does not reflect leadership values based on God's Word. The leadership model in the organization of the church should have a special uniqueness but still focus on what Jesus Christ applied. True leadership is not fixated on an individual's ideology or vision.

3.3 Building Communication in the Church

Communication is one of the important elements in organizational life. Communication is defined as the transition of information and understanding through the use of shared symbols from one person or group to another. Communication is the delivery or exchange of information from sender to receiver, either orally, in writing, or using communication tools. Today many managers send information with complex management information systems, where various source data is then analyzed by computers and relayed to recipients electronically. Communication is the process of conveying information from sender to receiver effectively through appropriate media[13]. Communication in the company can be divided into four parts, namely: (a) downward communication is understood as communication that flows from a higher level to a lower level. This communication is used by managers to their employees when conveying instructions, informing policies and procedures, pointing out issues that need attention, and providing feedback on performance, (b) upward communication is communication that flows from individuals who are at a lower level (subordinates) to the level The Higher One (Superior). It is used to provide feedback to power holders, convey information about the process of achieving goals and convey various problems. For example, work reports, suggestion boxes, employee attitude surveys, and complaint submission procedures, (c) Horizontal communication is communication that occurs among colleagues in the same work unit. This is done to coordinate work assignments, share information about plans and activities, solve problems, gain mutual understanding, and foster mutual support.

Good and smooth communication will produce a good flow of information for the needs of superiors and employees. Communication is a channel for giving or receiving, the influence of

change mechanisms, a tool for encouraging and heightening motivation, and an intermediary between the means that enable the organization to achieve its goals[14]. Communication is one of the important elements in organizational life. For this reason, each member of the organization must communicate with other members of the organization. Communication is an act of sharing information, ideas, or opinions from every communication participant involved in it to achieve a common understanding.

In this case, what is meant by building communication in the church here is how the pastor/pastor as the leader of the church can establish good communication with the congregation. That is, a church leader has a very large organizational influence within the church. Therefore, one of the things that church leaders need to pay attention to is the style of communication with the congregation. Joedea Aris Theofilus and Daniel Tamburian explained that the communication style of a church leader must be considered so that communication is appropriate and appropriate to build congregational loyalty or can be understood as loyalty, devotion, and trust to the church or congregation [15]. Theofilus and Tamburian also stated two important things for leaders in the church, namely: (1) communication styles based on similarities such as prioritizing similarity Caring, openness, friendliness, and being able to adapt to anyone. (2) The leadership style waives the right to give orders such as the leader of the church must be willing to accept the suggestions, opinions, and ideas of the congregation. That is, a church leader not only gives orders or input but must also receive suggestions and input. Thus, it can be understood that a church leader must have communication that includes trust, firmness in making decisions, integrity (wholeness, honesty, sincerity), friendliness and love, and enthusiasm (passion, passion, great joy) has also been seen to help the effort [15].

Building communication between church leaders and congregations in the church requires good quality. This is as stated several things in Communicating in the church by Richard G Mayopu, namely (a) openness where church leaders must be willing to listen and react honestly to what is conveyed by the congregation. (b) empathy, church leaders are willing to hear the message conveyed by the congregation.

3.4 Church Organizational Structure

Organizational structure is understood as the establishment of procedures for how to divide tasks and work according to formally coordinated groups. Sri Suryaningsum said the organizational structure is a large lump of the entire human environment in the organization. That is, the structure is really important for limiting and shaping behavior. Changing the structure, changing the specifics of who makes reports and to whom they should be given, the number of levels in the hierarchy, the rights to work, about who should report directly to the leadership. Create limits back to areas of responsibility[16]. All this is done for a rearrangement of the organization chart. Erna Lovita and Albert Albert explain that the Church is an organization that meets the characteristics of a non-profit organization. The resources that the church gets come from congregations who give voluntarily without expecting anything in return. Of course, the existence of the church does not aim to make a profit but rather prioritizes providing services to members of its congregation[17].

Church organization in general as one of the non-governmental public organizations in the religious field, also did not escape various criticisms and demands that the Church be open and carry out accountability practices. Church organizations have been considered non-

transparent and closed to modern management practices. In this regard, Church organizations are resistant to accountability practices because of the strong influence of leaders and traditions within Church organizations.[18] Accountability for every organization, both private organizations and non-governmental public organizations, including Church organizations, is needed because every organization has links with internal and external parties of the organization. That is, accountability is a right of the community or group in society that arises because of the relationship between the organization and society. On the other hand, accountability is the right and obligation of organizations, but in practice, in *Nongovernment Organizations* (NGOs) it is still very weak[17].

The presence of church organization is an initiative of God's servants that aims to organize and organize the ministry through the structural positions held by members in the ecclesiastical ministry. Therefore, the increase in church organization in quantity can be seen from two sides. On the positive side, church organization has an impact on increasing the number of believers, increasing evangelistic mission institutions, and institutions with a Christian pattern. On the negative side, more church organizations increase will certainly make one another compete with who is the bigger organization, whose congregation is most registered with the organization.

The Bible's Old Testament view of leadership is when Jethro, Moses' father-in-law, suggested that he choose Israelite elders who feared God, were capable of teaching, and hated bribes. At Jethro's suggestion, Moses chose a portion of the Israelites to be the leader of ten to a thousand to be judges of the Israelites. Moses' purpose was to establish this so that those he chose could be judges of the Israelites when they transgressed (Ex. 18:13-27). That is God's choice for Moses to carry out or organize the plan for the return of God's people. This is as the book of Exodus records many of the principles of leadership and delegation in organizations practiced to this day both in the secular and in the church. Exodus 18:13-24 is a prime example of the principles of delegation aimed at reducing Moses' workload and responsibilities[19]. The Bible's description of church organization in the New Testament after the church was born, a structural structure began to be formed in church government. In the beginning, there was no church institution or organization, there was only a bond of love, fellowship, teaching, and cooperation in the form of groups. The presence of the church organization was due to the loosening of the leadership of the apostles due to their busy level of service, therefore slowly being replaced by a stricter organization. Those who replace the leadership of the apostles through the organizational structure are true ecclesiastical members; they are compelled to organize local congregations so that the inner changes that result from faith in Christ are realized for the common good and to save the unbeliever.

3.5 Motivation for Service in the Church

A good leader must be able to motivate his employees at work. The motivation that someone has is potential, where a person is not necessarily willing to exert all his potential to achieve optimal results, so there is still a need for encouragement so that an employee wants to work by the wishes of the organization[20]. In general, motivation is defined as a factor that arises in a person, so that it encourages and moves him to do something or action, to achieve a

certain goal. Motivation serves as a driver for the emergence of an action or deed in the achievement of the desired goal. The meaning of service in the context of the church can be interpreted as serving or servicing God and not others. In this case, the motivation of the church leader towards the members of the congregation shows that the church leader has a sincere motivation from within himself in his leadership to increase spiritual maturity among all members of the congregation he pastors. Good leadership and service motivation from a church leader can be said to be successful and effective if the congregation served gets good and regular service, the congregation will be more widespread in service. If the spiritual maturity of the congregation increases, then the task of church service, namely fellowship, witness, and service does not become an obstacle because it is supported by all members of the congregation who are constantly shepherded by pastors who have high loyalty[21].

The duties of a leader include motivating his followers and creating pleasant conditions for followers to carry out work. Church leaders are responsible for lovingly motivating the personal growth of followers or congregations to give strong encouragement to the congregation to do something. This instills the value of love towards his followers so that it can affect the motivation that arises in his followers to serve. Service motivation is a process of selfless service with risks that must be accepted. Unlike work motivation in general organizations where there are work rules, sanctions, and organizational policies that will make members of the organization committed, in church organizations, there are no sanctions or regulations that bind individuals in performing ministry. Therefore, if the motivation for service is high, it means that there is a high awareness of a call to serve, which will further result in the emergence of a high service commitment as well. That is, motivation is the driving force that causes a member of the organization to be willing and willing to mobilize his abilities, energy, and time to carry out various activities that are his responsibility. The motivation for each individual's service must be clear and cannot be measured by material, because the motivation for service is individual devotion.

In this case, Calvin Shola Rupa stated several important things related to ministry motivation, namely: Calvin Shola Rupa[22] *First*, the church leader has the right motivation, meaning that a church leader or the right servant of God will carry out the right duties and responsibilities because his motivation is right. *Second*, church leaders serve voluntarily, meaning that a church leader carrying out duties and responsibilities must be voluntary because the service carried out is his desire not coercion from others. *Third*, church leaders serve with devotion, meaning that the service done does not demand anything in return. However, this standard is not to the situation and conditions that occur in the world of service because a servant of God also certainly has many demands for the necessities of life. Therefore, this is perfectly valid because it says in 1 Corinthians 9:14 that "*In the same way the Lord has decreed that those who preach the gospel should live by the preaching of the gospel.*" Church leaders serve by example, meaning that a servant of God in his ministry through sermons, lectures, and visitations, must be visible or manifested in his behavior. Thus, it can be understood that motivation in service in the church is a matter that has a major impact on the growth of the congregation in quality and quantity.

3.6 Decision-Making in the Church

Decision-making is one form of thinking and the result of an action is called a decision. Decision-making in Cognitive Psychology is focused on how a person makes decisions. In his study, in contrast to problem-solving which is characterized by a situation where a goal is clearly defined and where the achievement of an objective is broken down into sub-goals, which in turn help explain the actions that should and when to be taken. In this case, decision-making is also very important to apply in the church. This means that the decision-making of church leaders has a huge influence on the congregation. It is understood that as an organization, the church certainly has a system of decision-making. When someone makes a decision, in the decision-making process several alternatives must be considered, namely (1) identifying, knowing, and forming decisions; (2) devising alternatives; (3) evaluating alternatives; (4) selecting alternatives; (5) evaluate, shape, and rearrange alternatives; (6) make decisions and carry out the results of decisions; and (7) evaluate results[23].

A person's leadership in a church organization plays a huge role in every decision-making, so making decisions and taking responsibility for the results is one of the duties of church leaders. On the other hand, decision-making in behavioral reviews reflects the character traits of a leader. But through various considerations in the process. In the decision-making process church leaders need to pay attention to several things as considerations, namely: (a) determining the situation or problem, (b) collecting data and studying facts, (c) formulating choices, (d) anticipating the results of choices (e) considering feelings (f) choosing the right actions, (g) following up (h) flexible (i) evaluation of results [24]. A series of steps can minimize a leader in the church so as not to rush in making decisions, where the conditions when giving decisions must be carefully and with a logical way of thinking. If the church leader still has doubts about acting, then the congregation will see the leader as someone who does not dare to take risks. Because the quality of decision-making carried out by leaders is one of the important factors for congregations in the church.

In reality, decision-making is not simple. However, a leader must be able to make decisions from several options. Despite this fact, in decision-making often a leader experiences a dilemma at a crossroads in choosing various alternative options. Referring to the above, in the writer's opinion, leadership effectiveness is measured by dexterity, proficiency, and ability to make decisions. Leaders who have competence can make good decisions. Decision-making is at the core of leadership, it is based on the intellectual activity consciously carried out by the leader.

3.7 Quality of Service in the church

The quality of service in the church in question is the impact of the leadership style of the pastor, or church leader, communication between the leader and the congregation, organizational structure, motivation, and decision-making. That is, if the service runs well in the church, it will have an impact on the quality of service, especially for the congregation. In this case, service is the duty of the vocation of the church accompanied by the integrity of a good servant. Yolanti Inneke Wirano, Robi Panggara explained that they play an important role in the ministry and have a responsibility in creating effective services for the congregation through the right service strategy. That is, effective service for congregations can make the

atmosphere of worship more qualified and have quality results in quality and quantity[25]. Thus, it can be understood that the quality of the servant will be able to have an impact on the congregation. The impact is that the congregation feels comfortable, the congregation feels important in the church, the congregation experiences faith growth, and the congregation gets attention from the church.

4 Conclusion

By the discussion of the application of human resource management in the church, it can be concluded that human resource management is very important to be applied in the church. In this case, the church is a large enough social organization that requires good management to improve the quality of service for the congregation. This means that good service will bring satisfaction to the congregation. Therefore, in the application of human resource management in the church, several important things need to be considered starting from the church organizational leadership system, church leader leadership style, building effective and efficient communication between leaders and congregations, organizational structure, service motivation, and decision making. These things are the basis for the application of human resource management in the church. Thus, it can be understood that when some of these things are applied, it will provide a good quality of service to the congregation. Quality service will bring joy or shalom to the congregation in the church.

References

- [1] J. A. Tanjung and A. A. Tarigan, "Peningkatan Kuantitas Dan Kualitas Sumber Daya Masyarakat (SDM) Karyawan Di PT. Bank Sumut Kantor Cabang Syariah Padang Sidempuan," *AT-TAWASSUTHJurnal Ekon. Islam*, vol. VI, no. II, pp. 335 – 346, 2021.
- [2] A. Fatoni, "*Manajemen Sumber Daya Manusia*", *Cetakan-1*,. Jakarta: PT. Renika Cipta, 2006.
- [3] A. R. Padri, "Penerapan Manajemen Sumber Daya Manusia Dalam Meningkatkan Kualitas Pendidikan Di Sma Negeri Cirebon," *Equiv. J. Sos. Tek.*, vol. 3, no. 1, pp. 10–15, 2021.
- [4] R. Utamy, S. Ahma, and S. Eddy, "Implementasi Manajemen Sumber Daya Manusia," *J. Educ. Res.*, vol. 3, no. 1, pp. 226–236, 2020.
- [5] J. Sembodo, "Manajemen Sumber Daya Manusia Berdasarkan Nehemia 1-13 Berdasarkan Nehemia 1-13," *J. Antusias*, vol. 5, no. 1, p. 41, 2017.
- [6] J. Saragih, *Manajemen Kepemimpinan Gereja*. Jakarta: Suara GKYE Peduli Bangsa, 2008.
- [7] H. Abd, Asrori, and Rusman, *Penelitian Kualitatif Studi Fenomenologi, Case Study, Grounded Theory, Etnografi, Biografi*. Purwakerto: CV Pena Persada, 2021.
- [8] D. S. Trang, "Gaya Kepemimpinan Dan Budaya Organisasi Pengaruhnya Terhadap Kinerja Karyawan (Studi pada Perwakilan BPKP Provinsi Sulawesi Utara)," *J. EMBA*, vol. 3, no. 1, pp. 208–216, 2013.
- [9] N. T. L. Gaol, "Teori dan Implementasi Gaya Kepemimpinan Kepala Sekolah," *Kelola J. Manajemen Pendidik.*, vol. 4, no. 2, pp. 213–219, 2017.
- [10] F. Yudiantmaja, "Kepemimpinan: Konsep Teori dan Karakternya," *Media Komun. FIS*, vol. 12, no. 2, pp. 29–38, 2013.
- [11] R. N. Djunaedi and L. Gunawan, "Pengaruh Gaya Kepemimpinan Demokratis

- Terhadap Kinerja Karyawan Performa,” *J. Manaj. dan Start-Up Bisnis*, vol. 3, no. 3, pp. 401–408, 20183.
- [12] Gidion, “Profesionalitas Layanan Gereja,” *J. Teol. dan Pengemb. Pelayanan*, vol. 31, pp. 89–104, 2017.
- [13] I. Pranawukir, “Perencanaan Dan Strategi Komunikasi Dalam Meningkatkan Adaptifitas Sumberdaya Manusia Dan Keunggulan Kompetitif Lembaga,” *J. Pustaka Komunikasi*, vol. 4, no. 2, pp. 247–259, 2021.
- [14] F. N. Simamora, “Pengaruh Komunikasi Dan Kemampuan Sumber Daya Manusia Terhadap Efektivitas Kerja Pegawai Kantor Camat Sibolga Sambahas Kota Sibolga,” *J. Penelit. Pendidik. Sos. Hum.*, vol. 3, no. 2, pp. 380–388, 2019.
- [15] J. A. Theofilus and D. Tamburian, “Gaya Komunikasi Pemimpin Jemaat Gereja Every Nation Jakarta dalam Membangun Loyalitas Jemaat,” *J. Koneksi*, vol. 4, no. 2, pp. 352–357, 2020.
- [16] S. Suryaningsum, “Perspektif Struktur Organisasi (Tinjauan Sebagai Pengubah Perilaku),” *J. Pendidik. Akuntansi Indones.*, vol. 4, no. 1, pp. 63–74, 2018.
- [17] E. Lovita and A. Albert, “Mengungkap Nilai-nilai Ajaran Gereja Dalam Implementasi Pengendalian Intern,” *J. Akunt. dan Manaj.*, vol. 18, no. 1, pp. 39–48, 2021.
- [18] O. Situmorang, M. Mukhtar, and M. Yasin, “The Effect Organizational Structure and Work Motivation On Ven-dor’s Employee performance at Automotive Distributor in Indonesia,” *J. Bus. Behav. Entrep.*, vol. 4, no. 2, pp. 84–93, 2020.
- [19] Simon and A. Poluan, “model kepemimpinan yang Ideal dalam penetaan organisasi gereja,” *SHAMAYIM J. Teol. dan Pendidik. Kristiani*, vol. 1, no. 2, pp. 133–147, 2021.
- [20] L. A. Guterres and W. G. Supartha, “Pengaruh Gaya Kepemimpinan Dan Motivasi Kerja Terhadap Kinerja Guru,” *E-Jurnal Ekon. dan Bisnis Univ. Udayana*, vol. 5, no. 3, pp. 429–454, 2016.
- [21] F. Nubatonis, “Pentingnya Kepemimpinan Jemaat Dan Motivasi Dalam Pelayanan Untuk Kedewasaan Rohani Jemaat,” *Voice Hami J. Teol. dan Pendidik. Agama Kristen*, vol. 3, no. 2, pp. 67–84, 2021.
- [22] C. S. Shape, “Motivation in Service Influencing Teaching and Behavior,” 2019.
- [23] S. Laurens and R. O. Tumanggor, “Gambaran Proses Pengambilan Keputusan Untuk Menjadi Misionaris,” *J. Muara Ilmu Sos. Humaniora, dan Seni*, vol. 5, no. 1, pp. 104–110, 2021.
- [24] E. Nurwahyuliningsih, S. A. Nulhaqim, and H. A. Rachim, “Kepemimpinan Dan Pengambilan Keputusan Pada Organisasi Layanan Manusia Kebijakan,” *J. Ilmu Adm.*, vol. 13, no. 2, pp. 136–145, 2022.
- [25] Y. I. Wirano and R. Panggara, “Strategi Peningkatan Kualitas Pelayanan Kaum Muda di Gereja Kemah Injil Indonesia Tenggara Jalan Maduningrat,” *Illum. J. Teol. dan Pendidik. Kristiani*, vol. 5, no. 1, pp. 50–64, 2022.