

# Improving Theological Seminary Human Resources' Quality Mind-Set in Disruption Era

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**Abstract-**In the era of disruption characterized by the industrial revolution 4.0 and community 5.0, the need for quality is a must for society. Therefore, this also apply for Theological Seminary in Indonesia. It also has an obligation to implement a quality culture without exception. Any organization that cannot follow the stream can perish. This research will study on what factors that caused quality culture has not been implemented yet in Theological Seminary. After conducting interviews and observations of Theological Seminary staffs as well as a study of previous research on service culture at Theological Seminary. It was found that the management paradigm was the cause of the quality culture not being implemented.

**Keywords:** *human resources, quality mind-set, Theological Seminary*

## I. INTRODUCTION

In this disruption era which marked by the industrial revolution 4.0 and society 5.0 the need for graduates of quality is absolute. This is caused in disruption era there are many demands for the emergence of high adaptability with changes and new professions that have never been created before (G, Rejikumar; V, Raja Shreedharan; P, Arunprasad; Persis, Jinil; M, 2019). Internet of things become something that cannot be separated from daily life. Tjiptono (2017) states that one of the needs of the community is excellent service from service provider organizations. Many profit and professional institutions have prepared themselves for quality improvement and mind set. This quality demands also affect Theological Seminary. As an education organization which based on Christian paradigm. Even if they just manage their organization based on voluntary paradigm but still they have to follow government regulation in order to stand still. For this reason, based on government demands and community needs for excellent service, it is natural for Theological Seminary to provide this.

In Indonesia one of the indicator that indicates quality in organization is trough accreditation. Theological Seminary also have an obligation in conducting accreditation. Stufflebeam & Shinkfield (2007) argues that accreditation is a form of external evaluation that is carried out periodically on a particular organization. This accreditation is based on

criteria and guidelines that are clear and measurable from standards that have been formally established. These standards are the basis for an organization in carrying out its activities. These standards are of course made by formal and government institutions that are tailored to customer satisfaction and needs. This is in line with Wirawan (2011) which states that accreditation aims to get customers to get quality service that suits their needs.

While the other indicators are based on surveys from stakeholders and staffs. For not all Theological Seminary are all accredited. Some Theological Seminary just managed as it is. It proved by the level of accreditation. It's only 30% of Theological Seminary which got B for accreditation. As a results their visions and purpose are not accomplished and cannot be measured. Based on preliminary research it was found that some Theological Seminary cannot fulfil their goals in serving society. This caused by the staffs whom haven't realized about quality management. Based on this phenomenon, this research aimed to find some strategies in improving human resources mind-set related quality management.

This research is conducted by reviewing 7 different Theological Seminary in Indonesia which are purely oriented in social area. Apparently those organizations are Christian Organization. Those Theological Seminary are holding the same values and meaning.

If an organization underestimate the implementation of quality culture in their institutions, this of course becomes an imbalance for government programs and also the needs of the people in this era of disruption revolution. For when an organization is not qualified, it could be that it will vapour or disappear, because a lot of things have been lost in this era. (G, Rejikumar; V, King Shreedharan; P, Arunprasad; Persis, Jinil; M, 2019).

The achievement of a service based on quality is of course supported by a quality culture within the organization. Quality culture that exists in organizations is the result of the habits and paradigms of each individual in it. Previous research conducted

by Nugroho, Octavianus, Yuono & Sari (2019) found that the management paradigm carried out at Seminary College in Indonesia was still in the form of a religious service paradigm. This paradigm is based on Christian religious beliefs that the work carried out at STT is a form of devotion to God and not just a professional service. This paradigm emphasizes volunteerism in its implementation. The study also became the basis and benchmarks of the implementation of this research.

While this, not much research refers to the organizational culture of Theological Seminary which has a means to improve the quality of customer-oriented services. Therefore this research is still relevant and deserves further investigation. So that through this research the root causes of the implementation of organizational culture in Theological Seminary can be seen which has led to a low accreditation rating and given recommendations on how to deal with this.

Talking about quality in Theological Seminary, one theory that can be in line with this paradigm is Total Quality Management (TQM). TQM is not only a theory but also a quality-based management philosophy. Several studies have been carried out related to the quality of tertiary institutions based on TQM. This was demonstrated by one of the research Syahid (2012) on the application of TQM in the MPI study program at UIN Alaudin. Based on a survey conducted by Syahid, it was found that 70.19% of respondents answered that the implementation of TQM in MPI was only mediocre. This is because the daily activities of study programs such as teaching, guiding, checking thesis can make activities related to the implementation of TQM very rarely carried out. Whereas Marizka, Zauhar & Sukanto (2013) found that the implementation of TQM by SPMI (Internal Quality Assurance System) at Brawijaya University, Malang was carried out so that the university would be recognized for its quality. However, Universitas Brawijaya through PJM (Quality Assurance Center) still experiences difficulties in living SPMI. This shows that although TQM wants to be used as a basis for quality recognition, in reality its implementation is still not fully or fully implemented. Some of these studies indicate that the implementation of quality management in higher education is not an easy thing. Even professional tertiary institutions have encountered difficulties in implementing them.

## II. METHOD

This research uses a qualitative approach. A qualitative approach is used so that researchers can understand the problem more deeply so that the recommendations given can answer the root of the problem. Techniques of analysis using triangulation techniques ie comparing the results rather than the three techniques of data collection is done so that the data obtained dap a t valid (Sugiyono, 2013). D nature of this study research positions is an instrument in

order to get the depth of the problem. To support this approach, researchers collect data using *in-depth interviews*, participatory observation and documentation.

The interviews were conducted both formally and informally but were in-depth. Formal interviews are conducted in a structured and official manner using references based on problem identification. While in-depth interviews are conducted through semi-formal activities that refer to *in-depth analysis* (Sugiyono, 2013). Semi-structured interviews will be conducted by researchers, hereinafter referred to as interviewers with research subjects, hereinafter referred to as interviewees. The interviewees to be interviewed are the key people in Theological Seminary. These people are expected to be able to provide accurate information related to the problems faced by Theological Seminary, because these key people who are daily in the field and even some are people who participate in the development and development of Theological Seminary. The results of the interview will be used as the primary data source for this study.

While the observations made were participatory observation. In this case the researcher jumped in and was directly involved in the activities at two Theological Seminary. It is expected that the data obtained based on interviews will be compared with observational data.

To complete the literature data related to this research, document analysis was also held. This technique is done in order to get a clear picture and in-depth understanding of the focus of research. The documents to be examined are SOPs, policies along with other administrative records relating to the focus of research. These documents will serve as benchmarks in the search for root causes in this study.

## III. RESULTS AND DISCUSSION

### A. *Causes of Low Quality Culture Implementation*

The discourse on the development of the quality of organization must continue to be rolled out by the government. Communities in disruption era that continues to develop their needs and demands will also demand updates and innovations from tertiary institutions. If the Theological Seminary only meets their own existing standards, then "death" will come. For jargon without quality, the death of an institution will be ensured. Institutions without quality will be abandoned by their customers. Especially service institutions whose quality demands are needed by their customers (Tjiptono, 2017).

Looking at this phenomenon, the researchers took the data using the three techniques mentioned above. Interviews were conducted with leaders and staff from 7 Theological Seminary who had the same characteristics in Indonesia. The observations themselves are carried out with the researcher as an

instrument that observes all events at Theological Seminary and compares them with the results of the interview. While the document analysis carried out was to analyze the report from Theological Seminary to government. When analyzing the form documents and the self-evaluation report, the researchers found that most of the contents still did not describe the factual conditions in the field based on the observations made. For this reason, in order to get a match between the empirical conditions and the available data, the researcher focused more on the interview data with documentation to analyse the factors causing the low accreditation in Theological Seminary.

After obtaining data by interview, observation and documentation, the researcher summarizes the raw data into five main factors that influence the implementation of quality culture in Theological Seminary. The five factors are Human Resources, Finance, Research and Community Service, Management Paradigm and Infrastructure Facilities. The five factors will be described along with the causes of the shortcomings.

One of the main elements in an institution is its human resources. Within the institution, the existing human resources, take for an example higher education institutions are of course lecturers and education staff (Winarti, 2018). The role of HR in institutions is also quite large because the success and development of an institution will depend on existing HR (Ritawati, 2015). In this study it was found that a number of staffs at Theological Seminary had not yet implemented quality in the management. Some administrative tasks are often forgotten. Most staffs often hardly focus in the daily tasks. Some staffs are mostly also have different job in other Theological Seminary institutions. Most staffs are most likely busy with their own activities in different jobs. There was an even when a staff didn't come to work because she had another job. From this case it can be seen that some staffs did not take seriously their work in Theological Seminary. Most staffs even they have passion in what they do, sometimes they do not put their tasks in number one priority.

The second factor which is an obstacle in the implementation of quality culture in the implementation of Theological Seminary management is financial problems. Basically, some Theological Seminary still think financial issues are only in the form of fulfilling operational funding. Some staffs they do not receive any remuneration instead of their main wages. This made some staffs looking for other jobs in the outside. Some Theological Seminary management thought that all their activities are for social affair not for profitable purposes, so this made them not to pay attention in remuneration for staffs. Whereas organizational commitment is one of the things needed for the implementation of quality culture in an organization

(Tjiptono & Diana, 2003).

The management factor in Theological Seminary is about the management paradigm. The management paradigm in Seminary College is still based on voluntary service management (Nugroho, Octavianus, Yuono, & Sari, 2019). This paradigm is still not shown in terms of professionalism. As a result, the main tasks in Theological Seminary which become its human resources' obligations are often abandoned. Most of Theological Seminary they do not have any legal written obligation such SOP, working instruction and similar written policy. The bias between organization's culture and their goals made some confusions for the staffs. Christian's organization mostly think that what they do is a form of service and professionalism is separated from service. Management based on religious belief collides with the professionalism of the existing lecturers and staff.

Regarding the facilities of several Theological Seminary, it is still constrained in providing facilities to support information communication technologies. Whereas in the era of industrial revolution 4.0 and society 5.0 the internet became one of the important elements of community development (G, Rejikumar; V, Raja Shreedharan; P, Arunprasad; Persis, Jinil; M, 2019). Another finding was that some staffs were constrained by technological advances, making it difficult to keep up with developments in society. This lack of mastery affect the communication flows in the organization. As a result any workflow can be decided immediately.

#### *B. Quality Improvement Recommendation*

Looking at the findings above, several recommendations are considered to improve the implementation of quality culture in Theological Seminary. Some strategies that can be implemented to improve the quality of management in THEOLOGICAL Seminary are (1) Changing psychological patterns and work culture; (2) HR restructuring through education and training; (3) Restructuring the management system; (4) Strengthening local and international cooperation; (5) strengthening internal control mechanisms (Pramono, Solikhah, Widayanti, & Yulianto, 2018). Based on the findings and the results of the study, an alternative recommendation was designed that could adjust between the implementation of quality culture and service culture in Theological Seminary in order to increase the quality culture.

In the human resources field, Theological Seminary can change the work culture of staff. The service paradigm is implanted in order to produce maximum performance for Theological Seminary. The work at Theological Seminary is also emphasized as an existing service. Restructuring with

education and training can be an alternative too. Sending HR for further education and quality culture training can make HR at organization aware of the quality needs.

Theological Seminary can also overhaul the management system, especially in the financial sector. Existing finance is aimed at fulfilling both the purpose of organization and also the HR's remuneration. With higher remuneration staffs can fulfil their needs without taking any extra jobs. Thus, it can made the staffs to focus on their jobs in organization. Besides organization can also increase local and internal cooperation to strengthen existing finances. So that any additional cost can be help by outside sponsors.

To be able to change the existing paradigm Theological Seminary can restructure the existing management system. Periodic position rotations can be carried out. Conduct a personal approach for volunteer and professional staffs to direct their paradigm to quality-based culture. Organization also needs to strengthen its internal control function by promoting internal quality audits that are in accordance with their needs.

In the field of limitation facilities they may seek additional means of cooperation with other institutions. It could be in the form of sponsors for grants or fellow staffs to borrow from one another. Meanwhile, to overcome staffs who have difficulty with the use of the latest information technology, institution can promote training.

In practical there are some concrete steps that can be realized by Theological Seminary that quality culture and its organizational culture can go together. Organization can employ professionals to handle administrative work that cannot be handled by volunteer staff. As an example of administration for general administration, IT staff for information technology and accounting staff for finance. The professional worker can accompany the volunteer who have been in organization for a long time to complete administrative tasks that are delayed. Some organizations can promote training in the field of ICT use and also quality culture. This is intended so that the quality paradigm also settles in the minds of staff. The next step is establishing cooperation between Theological Seminary and any universities. This cooperation aims to solve quality paradigm. By conducting cooperation in research or community services seminaries and university can develop their field of science.

All these steps are expected to be recommendations for improving the quality culture at Theological Seminary. In addition to increasing the quality service, this will also increase customer satisfaction. Satisfied customer show high quality of institutions (Hartanto, Rusdarti, Yanto, & Purwanti, 2019).

#### IV. CONCLUSION

Based on the results of this study, it was found that there were four factors which became a barrier to quality culture at Theological Seminary. These four factors are HR, finance, management and infrastructure. These four factors are actually pursued at one root, namely the paradigm of volunteer and religious services that are still practices in some Indonesia's Theological Seminary and become their organizational culture. This makes HR at Theological Seminary still unable to implement the full quality culture at Theological Seminary. In order for these two cultures to work together, unity is needed. The gap between these two cultures can be exploited with various practical steps as recommended in this study. The step is to employ professional staff in the administrative field, collaboration between Theological Seminary and other Universities, the final step is to hold the training of staff education to raise their awareness of quality culture and enhance their abilities and competencies.

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