

Management Model of The Development Process at The Midle Seminary St. Yohanes Maria Vianney Based on Total Quality Management (TQM)

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Abstract---This article focuses on the management of the coaching process at the Saint Yohanes Maria Vianney (YOMAVI) Seminary, the Diocese of Sintang, West Kalimantan. Qualitative descriptive research, with data collection tools through observation, interviews, and documentation. The data sources were the Bishop of Sintang, the Chancellor and the formator, the seminarians at the YOMAVI Seminary Diocese Sintang. The findings in this study are the Development Process at the YOMAVI Seminary, Diocese Sintang, West Kalimantan, which is intended as a companion and careful attention to seminarians, who come from diverse environments and aspire to become priests (Pastor) according to their perceptions. Therefore, seminarians need to be accompanied and guided so that they have an accurate picture of the priesthood (the life of the priest) and have the right motivation in responding to God's call. During the process of formation, seminarians are 'a mystery in themselves', in which two aspects of humanity: with talents and gifts are motivated by God's grace and with limitations and weaknesses, which need to be integrated, connected, and side by side. There are three concerns in the management of the YOMAVI Seminary Diocese Sintang, namely: a). Concern about the professional management of seminary institutions. Seminary is an institution that is the "heart" of the Diocese Sintang Church and the education of prospective priests is very important and needs attention. For this reason, the professionalism of coaching also determines the quality and continuity of seminary education. In order to improve the professionalism of the seminary which includes personal, intellectual, spiritual, and pastoral elements, it needs to be increased and given more attention. b). Concern about the quality of coach (formator) and coaching (formandi). c). Concern about funds that are essential for the survival of the seminary.

Management of the coaching process at the Sintang Diocese's YOMAVI Seminary based on Total Quality Management (TQM), needs to

implement a method known as the PDCA (Plan-Do-Check-Act) method. Methods commonly used for quality control, process improvement / improvement, or problem solving. TQM is something that is achieved in a sustainable manner.

Keywords: Management, Seminary Development Process, YOMAVI Seminary, Total Quality Management

I. INTRODUCTION

The existence of Middle Seminary in the Local Church (Diocese) has been known for a long time and has been one of the main areas of its educational work. Sintang Diocese (West Kalimantan Province) has had the Saint John Maria Vianney (YOMVI) Intermediate Seminary more than 25 years ago. The development of this Middle Seminary has provided color and meaningful contributions to the history of the development of the Sintang Diocese Church. Along with the times, especially the situation of education in Indonesia, YOMAVI Seminary also experiences many challenges to continue to strive to realize the bright hopes of the Church for the future. Hope for the birth of superior figures in various aspects of life. The hope that there will be many vocations in God's field (Fr. Kolek, et al. 2019)¹

Seminary is the heart of the diocese (cf. OT. 5)². Just as the heart is a vital organ for life, so is seminary for a diocese. From this seminary, priests (Pastor) will be produced who will pastor people in their diocese. Therefore, long coaching and education in seminary is something that should not be ignored. The life of a priest is a manifestation of Christ's infinite wealth (cf. Eph. 3: 8). It is the seed of a spiritual

vocation that is in a person, sown and nourished by education in seminary. In the Catholic Church, the function of the seminary is as a forum for preparing people who volunteer for the task of faith (Pastor) or a task in Catholic society.

In seminaries, there is a seminary level at the high school level and seminaries at the college level. In middle seminary, seminary students (seminarians) are also given formal education like high school students in general. Formation in Intermediate Seminary is intended as companion and careful attention to seminarians. They are teenagers who come from diverse environments and aspire to become priests according to their perceptions. Therefore, in understanding every seminarian it is necessary to consider the environment from which he comes from and his perception of the priest (Karunia Panggilan Imamat, Pedoman Pembentukan Hidup Imamat di Indonesia, no 79)³.

Sintang Diocese has service areas in three districts, namely: Sintang District, Melawi District and Kapuas Hulu District, with an area of 62,120 km, with 36 parishes. It is located in the northeastern part of West Kalimantan. Sanggau Diocese to the west, Sarawak Diocese to the northwest, Kinabalu Diocese to the north and to the northeast, to Tanjung Selor Diocese, to the southeast to Metropolitan Diocese of Samarinda, to the south by Palangkaraya Diocese. west is bordered by Ketapang Diocese (Kolek, et al. Pg 2).

YOMAVI Seminary is located in the Bina Remaja Teluk Menyurai Sintang complex. Middle Seminary students started by using a male dormitory complex or building that accommodated male sons from the interior who wanted to study in the city of Sintang, which also served as a place for shelter and coaching activities. Meanwhile, to obtain general education according to government regulations, seminary students take the general education program at SMA Panca Setya Sintang. In general, the infrastructure has not met the needs of the seminary. The availability of seminary facilities has not yet fully provided the function of space or building arrangement optimally. Additional residential facilities (houses) in the form of flat facilities from the Ministry of PUPR of the Republic of Indonesia, were inaugurated in 2019.

In 2019, YOMAVI Seminary, will turn 25 years old. The number of seminaries that have been trained in this seminary is 559 people. Out of 9 people became diocesan priests of Sintang

Diocese (1 had resigned), 10 priests of the Congregation of Mission (2 had resigned), 1 Passionist Brother, continued to Higher Seminary: 19 Sintang Diocesan Brothers, 14 Congregation Missions, 2 Union Brothers Maria Monfortan (SMM), 3 Oblate brothers of Maria Imaculata (OMI), 1 brother of the Dominican Order (Fr. Kolek, et al. Pp. 52-53). The existence of a gap between the input and output of the YOMAVI Seminary is the beginning of the problem that arouses the desire of researchers to find the root of the problem and its solution.

The problem that becomes the focus of this research is: what is the model of the management of the coaching process at the YOMAVI Seminary in Sintang Diocese based on Total Quality Management (TQM)? The research questions are: [1] How is the management of the YOMAVI Seminary? [2]. What Are the Concerns in the Management of YOMAVI Seminary [3] What is the Model for Managing the TQM-Based YOMAVI Seminary?

II. RESEARCH METHODS

Qualitative descriptive research with data collection techniques through observation, interviews, documentary studies. Researchers conducted interviews with Bishop Sintang, Rector and Advisor at YOMAVI Seminary. The results of the interview were used by researchers as a basis for consideration in designing the management model of YOMAVI Seminary.

III. DISCUSSION AND RESULTS

A). Management at the YOMAVI Seminary during this time.

Middle Seminary is an educational institution for intermediate level priest (Pastor) candidates, before pursuing education at the Seminary College level. The YOMAVI Seminary of Sintang Diocese implements a boarding school pattern. In the morning attend the lessons at SMA Panca Setya Sintang, which implements a general high school curriculum (profane science) in accordance with the national standards of secondary education in Indonesia. In seminaries, after school hours, students (= seminarians) are also given religious education, as well as character education. In fact, YOMAVI Seminary Education implements a holistic education, combining profane science and Catholic religious science.

The training process at the YOMAVI Seminary at Sintang Diocese of West Kalimantan is

intended as a companion and careful attention to seminarians, who come from diverse environments and aspire to become priests (Pastor) according to their perceptions. Therefore, seminarians need to be accompanied and guided so that they have an accurate picture of the priesthood (the life of the priest) and have the right motivation in responding to God's call. During the process of formation, seminarians are 'a mystery in themselves', in which two aspects of humanity: with talents and gifts are motivated by God's grace and with limitations and weaknesses, which need to be integrated, connected, and side by side.

In the education and guidance institute of the YOMAVI Seminary, Sintang Diocese is also known for guidance system, curriculum, learning and development process, students and competency of graduates, educators and educational staff, facilities and infrastructure, financing, and evaluation.

B). There are 3 (three) basic concerns felt by the Sintang Diocese of YOMAVI Seminary ⁴:

a). *Concern about the professional management of seminary institutions.* YOMAVI Seminary is an institution that is the "heart" of the Sintang Diocese Church and an integral part of the education of prospective priests is very important and needs to be considered. For this reason, the professionalism of coaching also determines the quality and continuity of seminary education. In order to improve the professionalism of seminaries, the elements of training that have occurred in seminaries need to be improved and given more attention. These elements include personal, intellectual, spiritual, and pastoral. These criteria must be accompanied by commitment and total service.

b) *Concern about the quality of coaches and coaching.* There are two targets of concern at YOMAVI Seminary, namely formators and formandi. Placement of qualified and adequate formators / coaches (number) in the seminary. Concern about the quality of the formandi who enter the seminary, because so far YOMAVI Seminary has not been able to recruit qualified coaches. It is felt the importance of developing the quality of coaching in order to improve the ability of seminarians: the mentality of management and leadership of the Chancellor and other coaches (managerial and leadership), as well as systems (guidance for guidance, rules of life and coaching materials)

c) *Concern about funds.* YOMAVI Seminary funding is essential for the survival of this seminary itself. Funds for the daily life of seminarians, for teaching and learning activities at schools, funds for the provision of

educational development facilities and infrastructure. In short, funds also determine the quality of seminary education as a means of support. Therefore, funding is a concern for YOMAVI Seminary because seminaries do not get the attention of all parties.

C). The Management Model Design for the YOMAVI Seminary based on Total Quality Management (TQM). All organizations or institutions, as one of the human social systems, are affected by changes due to advances in science and technology. Every organization or institution is required to change, adapt to exist and be able to make quality products. This demand requires management assurance with the following characteristics⁵:

- a. Move more effectively on the basis of its vision and mission;
- b. Always trying to meet customers;
- c. Activities are proactive;
- d. Pursuing competitiveness; its members are more diligent (industrious);
- e. Its members must be more active (entrepreneurship);
- f. The leadership wants to mobilize all employees with empowerment (empowerment), the leadership encourages employees to always improve their knowledge and skills so that they are up to date and relevant to their duties;
- g. Integrated planning, decentralized implementation and control.

Management experts have argued a lot about the meaning of TQM. This study follows the definition written by Edward Salis⁶. He said that "Total quality management is a philosophy and methodology which assist institutions to manage change and to set their own agenda of dealing with a plethora of new external pressure". His opinion shows that TQM is not just a procedure or stages in solving a problem, but a philosophy and methodology to help an institution in dealing with change so that it is always in accordance with the needs and expectations of external parties or stakeholders.

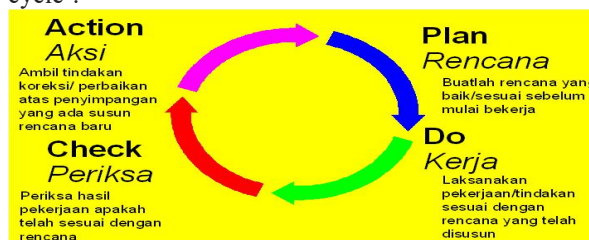
TQM has 6 (six) characteristics as follows⁷:

- 1) Always focus on the customer. Customers in question are not only outsiders who are buyers of services or products from the organization, but also internal customers, namely people who interact on one service with other services in the organization.
- 2) Attention to sustainable development activities. TQM is committed to

never being satisfied with a quality. The desired quality is not only "good", but must be "very good", the organization has a philosophy that quality can always be developed.

- 3) Focus on process. TQM focuses on the work process to produce products and services so that continuous development must always be carried out.
- 4) Quality development throughout the organization. TQM uses a very broad definition of quality. Not only with regard to the final product and service, but also how the organization carries out the delivery process, the number of complaints, and how to handle complaints politely.
- 5) TQM uses statistical techniques to measure every important variable in organizational activities. This is done through *benchmarking* activities to identify problems, trace the root of the problem, and eliminate the causes of the problem.
- 6) Empowerment of human resources. TQM places humans as something that must be developed in an effort to develop processes. The work team is something that must be developed in relation to finding and resolving problems in the organization.

In order to improve the quality of education management and guidance at the YOMAVI Seminary, Sintang Diocese needs to implement a method known as the PDCA (Plan-Do-Check-Act) method. This method is commonly used for quality control, process improvement, or problem solving. This method was first developed by Sheward, popularized and visualized in the form of PDCA by W. Edward Deming, the father of modern quality control, so it is often referred to as the Deming cycle⁸.



Starting from the cycle above, understanding can be taken in several stages, namely:

- a) Plan (= plan) means planning OBJECTIVES (goals = goals) and PROCESS what is needed to determine the results that are in accordance with the specified goals. This plan must be

translated in detail and per sub system. contains determining which things need to be improved in the process, determining what improvements to choose, and determining the data and information needed for process improvement. The stages that need to be considered include identifying the root causes of problems in the education and coaching services provided at YOMAVI Seminary, customer expectations and satisfaction to provide results in accordance with the specifications of middle Seminary graduates. Then describe the process from start to finish that will be carried out. Refers to the activity of identifying opportunities for improvement and / or identifying ways to achieve improvement and improvement. Finally, look for and choose a solution to the problem by focusing on opportunities for quality improvement (choose one of the problems to be resolved first).

- b) Do (= do). Meaning 1). DO PROCESS PROCESS that has been predetermined. These process measures have also been defined in the plan stage. In this do concept should avoid delay. 2). Process implementation, namely carrying out the plan that has been prepared previously and monitoring its implementation. This activity consists of collecting basic data about the course of the process, implementing the desired changes (small scale), collecting data to find out about changes (whether there are improvements or not).
- c) Check (= evaluation). This means evaluating the GOALS and PROCESSES and reporting the results. Contains steps of the leader to interpret the results of the implementation (successful or not) or the leader's efforts to gain new knowledge about the process for which he is responsible.
- d) Act (= follow up). This means doing a total evaluation of GOALS and PROCESSES, and following up with improvements. in the form of making decisions about which changes to implement, compiling standard procedures, retraining for related members, and continuous monitoring.

To obtain the desired quality in finding a model for managing education and coaching at the TQM-based YOMAVI Seminary, of course, requires careful planning, because TQM is something that is achieved in a sustainable manner. To pursue quality, mistakes /

weaknesses / shortcomings must be eliminated to achieve the competitive advantage of the alumni and cooperative excellence with other graduates according to the dynamics of the world (church life) of the faithful.

IV. CONCLUSION

Old age is not directly proportional to quality improvement. Having successfully passed 25 years of existence, the management of education and guidance so far at the Sintang Diocese YOMAVI Seminary still has to continue to improve. Hope for the bright face of the Catholic Church (Diocese of Sintang) in the future was initiated and hung from this YOMAVI Seminary. Hope for the birth of superior figures in various aspects of life. Hope will be born of many vocations in God's field.

There are 3 (three) concerns at the YOMAVI Seminary Sintang Diocese: professional management of seminary institutions, quality of formators and supervisors, funds for the survival of the intermediate seminary institutions.

Professional management of YOMAVI Seminary by implementing Total Quality Management (TQM) in the process of managing educational services and their guidance. Practicing the PDCA cycle is a necessity. The key to the successful application of this method lies in the seriousness and discipline in its implementation. According to researchers, this PDCA cycle can be applied in stages, not necessarily complete and continuous at once. In simple terms it can focus on properly executing the plan functions. There are often many reasons not to plan. Among other things: just do it right away, don't have to plan too much, or just waste time, but the implementation will definitely miss a lot. Plans are often made at random. The professional attitude in managing the YOMAVI Seminary must start with careful planning. The plan does not have to be 100% precise, but it must be done in earnest. This will very much bring ease in achievement, quality improvement, and sustainability.

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