



## Management Describes the GMIM congregation development trilogy as a medium for congregational education

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### Abstract

This study aims to analyze the management of Menjabarkan Trilogi Pembangunan Jemaat (MTPJ) of GMIM as a medium for congregational education. The main research question addressed in this study is how the management of MTPJ thought its planning, presentation, distribution, and its challenges and opportunities can support an effective process of ecclesiastical learning. The primary focus is directed toward the strategic role of MTPJ as a tool for theological literacy, and the formation of congregational spirituality within the context of Christian education management. This research employs a descriptive qualitative approach with a practical analysis method. Data collection techniques include in-depth interviews, document studies, and participatory observation conducted across various levels of GMIM ministry. Data were analyzed through stages of reduction, categorization, and interpretation, using the educational management theory framework, particularly the principles of planning, organizing, actuating and controlling (POAC). The findings reveal that MTPJ plays a significant role as a non-formal educational instrument within the church, however, it still faces a number of managerial challenges, including delayed distribution, inconsistent content quality, and limited utilization of digital technology. Key findings include: (1) the need for continuous evaluation and strategic planning in the development of MTPJ. (2) the urgency to renew contextual and interactive presentation methods. (3) the importance of digital-based distribution strategies to reach remote congregations; and (4) the proven effectiveness of MTPJ as a tool for faith-based learning, when supported by understanding-oriented training and mentoring for special, church servants and members. The conclusion of this study affirms that the effectiveness of MTPJ as a church education medium greatly depends on a systematic, innovative, and adaptive educational management system that responds to technological advancements and the contextual needs of the congregation. The main recommendation emphasizes the necessity for GMIM to develop a sustainable management system for MTPJ administration, in order to strengthen the church's role as an agent of faith transformation and Christian education.

**Keywords:** MTPJ GMIM, educational Management, Christian education

### Introduction

The Minahasa Evangelical Christian Church is one of the largest churches in Indonesia, with congregations spread across Indonesia and abroad. As a religious institution, GMIM carries out the church's threefold mission: fellowship, witness, and service, with education as one of its main pillars. Through various programs and activities, GMIM continuously strives to have a positive impact on its congregation and the wider community and strengthen its role in religious and social life in Indonesia. GMIM has several primary missions: 1) Equipping members through the development of church members (PWG); 2) Managing and developing, because God is in all forms, including human and natural resources; 3) Carrying out church vocations based on the pattern of service and government of Christ (GMIM Church Regulations 2021).

GMIM's calling in education is an integral part of the church's threefold mission. Through formal and non-formal education, GMIM strives to equip its members with the values of the Christian faith and prepare qualified church ministers. With the support of the entire congregation, education at GMIM is expected to continue to develop to meet the challenges of the times and strengthen the church's witness. As part of the church's calling, GMIM is responsible for education, both formal, non-formal, and informal. The Church Order states that GMIM has the duty to equip congregation members through the Development of Church Members (PWG) and is responsible for equipping

special ministers. Education is also part of the church's mission and witness in proclaiming the Gospel and building a generation with a strong Christian faith.

GMIM is actively involved in education by establishing and managing various educational institutions, such as: a) GMIM schools covering elementary and secondary levels; b) Theological educational institutions to prepare candidates for special ministers as pastors and religious teachers; and c) Religious formation programs including catechism and training for church members. In an effort to reach congregations in various locations, since the 1980s, GMIM has developed a Bible devotional book, "Menjelaskan Trilogi Pembangunan Jemaat" (Describing the Trilogy of Church Development). This devotional material is managed by the BPMS through a drafting and writing team consisting primarily of GMIM pastors and theologians. In practice, the MTPJ has functioned as an educational medium for congregations through special ministers. The management of the MTPJ also faces challenges of digitalization and modernization. The MTPJ has not fully adopted digital technology as a more flexible and accessible medium for congregational education. There is a lack of training for congregations and special ministers in utilizing digital media to support MTPJ-based learning. Another issue concerns its suitability to the congregation's social context. MTPJ content needs to be more contextualized to the needs of congregations in various environments (urban, rural, and underdeveloped areas).

Marketing and information dissemination issues are related to the lack of effective marketing strategies to introduce and increase congregational involvement in the use of MTPJ. An innovative approach to promoting MTPJ is needed to make it more attractive and appealing to various age groups within the congregation. In addition to a number of technical issues, researchers identified managerial challenges, particularly related to the challenges of digital technology development. Another issue is the evaluation of the MTPJ's effectiveness in educating congregations, which has been criticized for not being conducted systematically. This implies the need for regular evaluation and efforts to develop a more structured system.

If church services focus solely on liturgical activities without careful planning and management, their impact may be limited to mere ceremonial activities without transforming the lives of the congregation. Without a holistic and sustainable educational approach, the church will lose its role as an institution capable of instilling relevant spiritual values for future generations. An optimal church service system must address four primary managerial functions: planning, organizing, implementing, and controlling. Thorough planning will assist the church in designing service strategies tailored to the congregation's needs. This evaluation model emphasizes the importance of feedback from the congregation and special ministers to increase the relevance and effectiveness of the MTPJ. (4). This research enriches the literature on educational management by applying management theories in the context of church research. The proposed model can serve as a reference for other churches seeking to develop a more systematic and sustainable management-based congregational education system.

This research focuses on management, outlining the GMIM congregational development trilogy as a medium for congregational education. This study aims to analyze the mechanism of compiling the MTPJ since it was first held until now, analyze the method of presenting the MTPJ according to the method of interpretation, the context of the congregation and the application/imposition that is beneficial for special servants and the congregation, analyze the MTPJ distribution system, analyze the challenges and opportunities in the MTPJ and analyze the MTPJ as an educational medium for congregation members.

## Methods

The data collection process, from preparation to implementation to collection, is within an analytical framework. Therefore, in this study, the researcher used a descriptive, practical analysis method (Miles and Huberman's model in Sugiyono, 2012). The researcher collected data in written (documents) and oral (interviews with informants), all focused on understanding the implementation of MTPJ management, conceptually referred to as governance, behind the phenomena observed and examined in developing a working mechanism for compiling MTPJ sermon guides, human resources, material collection, printing, and distribution and marketing of MTPJ to congregations in various locations, such as cities, villages, coastal areas, and even islands.

Data collection was carried out in conjunction with an inventory, identification, classification, analysis, and interpretation of the reality of MTPJ management, which serves as the basis for evangelism by GMIM's special ministers. The ministry of God's servants, namely Elders,

Deacons, Religious Teachers, and Pastors, includes the entire BIPRA Commission and the GMIM Elderly Service Group. To obtain quality data, as part of an effort to delve deeper into the reality under study, namely the Management of GMIM Congregation Development Trilogy as a Medium of Education within the Congregation, the researcher was required to conduct in-depth interviews with informants. Therefore, the collected data must be analyzed to ensure its validity.

Empirical research and experience in society and education, in the effort to develop resources, cannot easily be separated from this research process. The assumption of the possibility of subjectivity cannot be dismissed simply and is certainly unavoidable. Therefore, only research that starts from such objective conditions can answer the questions raised in this study. In accordance with the research product, as previously stated, the researcher also identified the literature to be explained as a theoretical foundation, such as educational science literature.

Based on the method of data acquisition, this study is divided into two parts: primary data and secondary data (Supranto, 1991). a. Primary data is data collected directly by the vacancy researcher from the subject. Primary data in this study consists of data obtained through interviews or observations on-site. b. Secondary data is data that already exists and is documented or published by other individuals or organizations. Secondary data in this study includes congregational documentation, such as the number of MTPJ products printed, distributed, and sold, congregation members' literacy/reading interests, congregational activities within and ability to absorb MTPJ guidelines and sermons preached by special ministers.

In this study, the collected data is also grouped into two types: primary data and supporting data. Primary data was obtained from informants, namely the Synod Assembly Working Body (BPMS), BPMW (Word of Worship), BPMJ (Worship of Worship), and congregational pastors, including deacons, elders, and religious teachers who are deemed competent and can be requested for information in the form of existing data. Meanwhile, supporting data comes from other documents that can support this research. Data collection in this study follows Sugiono's opinion, namely: 1) Observation. 2) Interviews. 3) Documents. 4) Triangulation. The data analysis techniques used in this study are qualitative data. According to Miles and Huberman, data analysis is a continuous, iterative, and ongoing effort at each stage of the research until completion. The data analysis process can occur simultaneously, namely: 1) reduction, 2) data presentation, 3) drawing conclusions. The data collection activity itself is a cyclical and interactive process.

To determine data validity, auditing techniques are required. The implementation of auditing and checking data validity is based on a number of specific criteria. There are four criteria used by researchers: 1. Credibility or degree of trustworthiness of the data. 2. Transferability or transferability. 3. Dependability or dependability. 4. Confirmability or capacity. The stages of data collection in a study are: orientation stage, exploration stage and member check stage.

## Results and Discussion

### a. Results

#### 1. MTPJ Compilation Mechanism

The initial stage of MTPJ preparation begins with determining a relevant theme. This theme is not chosen arbitrarily, but through a social analysis based on the church

calendar, taking into account issues facing the congregation. MTPJ writers are not only theologians and pastors, but also those with social sensitivity and writing skills. Human resources in the field of education are selected based on integrity, competence, and capability. Thus, MTPJ not only has theological depth but also a close connection to the social context in which the congregation operates.

MTPJ preparation generally involves four main stages: social analysis to determine relevant themes, a workshop to determine Bible readings, a writing process by a competent team, and an editing stage before distribution. The initial compilation mechanism was considered unthematic and lacked structure, but has evolved into a more thematic-based one with regular evaluations (JP, interview, Saturday, October 20, 2024, 11:27 AM). Themes are determined based on the church calendar and social issues, involving a working team and workshops to discuss the written results (JR, interview, Friday, April 7, 2024, 2:54 PM). A key finding from this analysis is that the preparation of the MTPJ is carried out in an annual cycle, even with a year of preparation. It appears that each MTPJ episode is prepared for two months, for a total of six episodes per year. This long-term planning demonstrates that the preparation mechanism has become a strategic process oriented towards service sustainability. Workshops facilitate a collaborative and participatory process in the spirit of walking together.

The preparation mechanism emphasizes the importance of the theme's relationship to the congregation's social context. Adjustments are made to address congregational issues based on location, such as mountainous, coastal, or urban areas (JoS, interview, Wednesday, August 9, 2023, 10:29 AM). Evaluation of the quality and relevance of the content is ongoing, with the addition of audio-visual and digital formats to address technological challenges (JB, interview, Saturday, October 19, 2024, 5:37 PM). Criticism from Rev. Jemmy Parengkuan highlighted the limited depth of the material. Furthermore, the use of overly technical terms can hinder understanding for certain congregations. Frequent changes in the drafting team and a lack of consistency in writing style are obstacles (DWO, interview, Monday, October 28, 2024, 2:38 PM).

Evaluation is also an integral part of the MTPJ drafting process. This process is carried out not only after the material is completed but also periodically. Several challenges in the MTPJ drafting process. First, the issue of depth and the relevance of themes to biblical texts. Although a thematic approach has been implemented, criticism has arisen: not all themes are strongly integrated with the foundational verses. Second, the language style used is still too sophisticated and technical for some congregations. Third, the rapid turnover of drafting personnel results in inconsistent writing quality.

According to HMCR (interview, Wednesday, August 9, 2023, 1:09 PM), the MTPJ drafting process begins with the appointment of potential writers by the team responsible for the designated themes and subthemes. The process involves workshops and plenary sessions to collectively discuss the material before final editing. According to DW (interview Friday, August 16, 2023), the MTPJ has not been fully targeted. This is due to the vastly different needs and struggles of congregations. The importance of regular evaluation of the MTPJ was also emphasized by JP (interview Saturday, October 26, 2024, 11:27 AM), who stated that semesterly evaluations are crucial to ensure that

the material presented remains relevant to the congregation's connections and needs. This evaluation ensures that the content provided remains on target, considering the ever-evolving social and educational dynamics within the congregation.

In terms of distribution, printing delays are a major obstacle. This directly impacts the delay in the congregation's utilization of the material. However, the use of technologies such as WhatsApp, YouTube, and PDFs are effective alternatives. Digitization allows for faster and more equitable delivery of material, although still facing the challenge of limited access to technology in some areas.

## 2. The MTPJ Presentation Method

In the GMIM context, it is a systematic approach aimed at conveying God's word in a relevant, contextual, and applicable manner. The MTPJ process not only presents dense theological material but also aligns it with the diverse social, cultural, and geographical contexts of the congregation. The MTPJ presentation method, as a pedagogical and theological practice, is both complex and flexible.

This presentation method also faces challenges in terms of consistency of interpretive style and depth of material. Frequent changes in the writing team result in inconsistent presentation styles from one edition to the next. This inconsistency impacts the congregation's learning experience, making it unstable over time. The advantages lie in a relevant thematic approach, a systematic material structure, and flexibility in its implementation. Various challenges still need to be overcome, ranging from overly technical language, inconsistent writing, and limitations in the staff's ability to manage the material contextually.

The MTPJ presentation method relates to the method of interpretation, the congregational context, and relevant application to the congregation's spiritual life. The MTPJ is designed with a structured thematic approach, seeking to address the spiritual needs of the congregation in various social contexts. Informants explained that the MTPJ presentation includes several main, interrelated components. The MTPJ is designed for direct application in the lives of congregations. In an interview with LM (Friday, August 23, 2024, 4:13 PM), he emphasized the importance of developing applications of the Word so that congregations from various backgrounds can easily apply it in their daily lives.

The choice of themes is not only liturgical, but also social and educational, reflecting the church's efforts to make the presentation of God's Word a response to the realities of congregational life. The strength and presentation method of the MTPJ lies in its clear and easy-to-follow material structure. Various components such as theme, background text, interpretation, theological implications, and reflective questions facilitate ministers in developing sermons and providing spiritual guidance. The MTPJ also facilitates collective Bible study through categorical fellowship, where every congregation member can participate in understanding and experiencing God's Word together. However, this presentation method is not without challenges.

The use of overly technical language makes it difficult for congregations with limited educational backgrounds. According to HM (interview Monday, August 14, 2023, 12:38 PM), the MTPJ presentation method includes three main parts of problem identification: text analysis

(Hermeneutics), practical application and practical application. In an interview with SK (Wednesday, August 16, 2023, 10:46 AM), explained MTPJ provides standard hermeneutic guidelines, including background, theological interpretation and reading application. MTPJ has an important role in helping special ministers connect the Bible's message to the life of the congregation. The MTPJ presentation method has succeeded in integrating responsible biblical interpretation, relevance to the context of the congregation and useful practical applications. However, there are several aspects that need to be improved, such as the use of simpler language and flexibility in approach.

### 3. MTPJ Distribution System

The MTPJ distribution system often faces technical challenges, particularly related to geographic distance and transportation availability, particularly in reaching congregations in villages and coastal areas (ADS, interview Wednesday, March 8, 2025, 2:09 PM). HCMR (interview Wednesday, August 9, 2023, 1:09 PM) emphasized that the MTPJ distribution process after printing involves several stages. Printed products are distributed from the printing center to various congregations as needed. The MTPJ distribution system within GMIM is a vital aspect in ensuring the effective implementation of these materials in congregational life. Through research and interviews with various informants, it was clear that this system operates through two main digital distribution channels. Physical distribution of the MTPJ is carried out centrally after the printing process is complete. Infrastructure constraints and distance are major obstacles to ensuring timely delivery of materials.

Another significant challenge in the physical distribution system is delays, which impact the entire distribution chain. As a result, MTPJ materials, which are typically used at the beginning of a particular month, only arrive at congregations in the middle or end of the month. In some regions, digital distribution does not completely replace the role of physical and digital materials. In the context of managing physical distribution, more thorough planning is needed by the synod or relevant units. Scheduling printing, determining print quotas based on the number of congregations, and establishing regional distribution agents are important steps to reduce the distribution burden from the central government. A proactive approach, where church teams directly visit hard-to-reach areas to deliver MTPJ materials, is also considered effective in ensuring equal access.

Digital capacity building is also a priority. This includes training for special ministers to use digital devices, providing digital tools in specific areas, and collaborating with local communities to create shared access points, such as digital service posts. Churches can consider providing MTPJ in more flexible formats, such as lightweight mobile apps, podcasts, and audio-visual recordings that can be accessed offline. Digital distribution also opens up opportunities to expand MTPJ's reach beyond GMIM's territory, including to diaspora congregations or other denominations in need of relevant teaching materials. MTPJ is no longer exclusively GMIM material, but rather a theological contribution to the church at large. Publishing in digital format allows for faster and more cost-effective distribution, and can be adapted to various local languages or dialects, reaching a wider community.

Distribution of the MTPJ after printing is completed is carried out through distribution channels established by the church (WP, interview, Tuesday, August 22, 2023, 10:51 AM). The current MTPJ distribution system is still functioning well, with congregations receiving materials regularly, and the synod opening stores to facilitate distribution. Elder Johny Roring noted that the distribution system needs improvement due to frequent delays, especially in areas far from the printing center (interview, Sunday, September 15, 2024, 5:04 PM). The MTPJ distribution system is quite good, but it is often hampered by printing delays. The printing process and shipping of materials are often not completed on time, causing delays in distribution to the entire congregation.

Distribution delays not only impact ministry activities but also the congregation's enthusiasm and readiness to receive and apply God's Word. The MTPJ distribution system plays a strategic role in maintaining the continuity and uniformity of the Word's ministry. Future improvement efforts should be directed at strengthening the integrity of physical and digital distribution, increasing congregation capacity in accessing technology, and planning distribution that is more strategic and responsive to field needs. MTPJ distribution is not merely an administrative process, but also an integral part of the service that ensures equality and fairness in access to faith formation throughout GMIM's service area.

### 4. Challenges and Opportunities for the MTPJ

Several challenges have emerged in previous reviews. This section focuses on several key points, namely the diverse context of congregations, limited access in remote areas, the quality of the MTPJ materials, and several issues that emerged in interviews with informants. Several informants highlighted that GMIM congregations have diverse social, cultural, and geographic contexts, ranging from mountainous and coastal areas to urban areas. According to DW (interview, Friday, August 16, 2023, 5:50 PM), the main challenge lies in the diverse needs of the congregations. Distribution of the MTPJ is often hampered in remote areas due to geographic and infrastructure constraints. Several informants stated that the process of delivering physical books to inland and coastal areas is often delayed. Access to digital technology in these areas is also a problem, although this could be a potential solution for the future.

The quality of the writing and structure of the MTPJ received special attention from various informants. JP (interview Saturday, October 26, 2025, 11:27 AM) and LM (interview Friday, August 23, 2024, 4:13 PM) highlighted that there are still weaknesses in the writing, which lacks depth and is not always relevant to the themes raised. A major challenge is developing a MTPJ that is relevant for congregations in diverse contexts, such as coastal, rural, and urban areas. HP (interview Saturday, July 22, 2023, 9:38 AM) stated that the distribution of the MTPJ is often hampered by technical issues, such as delays in the delivery of printed copies to remote areas. However, digitizing the materials through WhatsApp and PDF helps overcome some of these obstacles.

According to SK (interview Wednesday, August 16, 2023, 10:46 AM), challenges arise from differences in theological disciplines among pastors. For example, pastors with a New Testament background face difficulties when reading material from the Old Testament. Furthermore, variations in

the level of theological depth hinder the effective dissemination of the MTPJ. The challenges of the MTPJ primarily lie in its relevance to the congregational context, the competence of the writers, slow distribution, and language barriers. Despite advances such as digitalization, specialized training for ministers and ongoing evaluation are still needed to improve the effectiveness of the MTPJ.

ER (interview Saturday, November 30, 2024, 4:09 PM) stated: The Congregation Development Trilogy can be a tool to encourage collective discussion among congregations. The Congregation Development Trilogy is not only a tool for individual learning but also a means of building relationships and solidarity among congregations. The opportunities for the MTPJ are enormous, particularly through digitalization, improving the quality of materials, and expanding its use beyond GMIM. With support from technology, specialized ministers, and congregations, the MTPJ can become a vital instrument for broader and deeper faith formation.

By utilizing digital technology, the MTPJ can reach congregations abroad. However, the GMIM synod needs to ensure that the content remains relevant to the spiritual needs of the diaspora. According to HM (interview Monday, August 14, 2023, 12:38 PM), a significant opportunity lies in the creativity of pastors and special ministers to supplement MTPJ materials with relevant additional information. Given the high level of congregational interest in MTPJ, developing more efficient distribution strategies, both physically and digitally, is necessary.

MTPJ has become a crucial instrument in fostering understanding and application of God's Word in congregational life. The implementation and development of MTPJ are not without complex challenges. One of the main challenges is the vast diversity of congregational contexts, spanning mountainous, coastal, urban, and diaspora areas. This diversity creates varying needs in terms of theological approaches, language, and issues addressed in MTPJ materials. The lack of personal theological reflection, due to reliance on MTPJ, has also been highlighted as a barrier to creativity and depth in teaching the Word. Technically, the distribution of the MTPJ faces significant logistical challenges, particularly in reaching congregations in remote areas with limited transportation infrastructure. This distribution challenge is exacerbated by the fact that not all congregations have access to digital technology, which is an alternative solution.

Criticisms of the quality of the MTPJ's content include: the material often consists of brief pointers without in-depth explanations, requiring special ministers to make extra effort to interpret them. Inconsistencies in writing style due to changes in the writing team exacerbate this situation, reducing the MTPJ's appeal and effectiveness as a spiritual development tool. Overall, the MTPJ, while a vital part of GMIM's ministry, still requires continuous improvement to meet the challenges of the times. Digitalization offers significant opportunities, including cross-sector participation and collaboration between congregations. The MTPJ has the potential not only to strengthen the spiritual lives of GMIM members but also to make a significant contribution to Christian education in Indonesia.

##### **5. The GMIM Congregation Development Trilogy (MTPJ) as an Educational Medium for the Congregation**

The GMIM Congregation Development Trilogy is a form of church educational media designed to provide teaching,

development, and education to the congregation. Based on interviews with several sources, the GMIM MTPJ plays a significant role, but also presents several challenges that need to be addressed in its implementation. The GMIM MTPJ has a well-structured, making it easy for readers to understand the theological content. This makes it an inclusive medium, easily accessible to all members of the congregation, both young and old. The GMIM MTPJ is also considered relevant because it can be accessed through books and social media, making it flexible for study anytime and anywhere.

Max Giroth (interview, Sunday, February 9, 2025, 11:28 AM) highlighted the MTPJ's content as sometimes irrelevant to the current conditions of the congregation. According to informants, the GMIM MTPJ needs to use simpler, more understandable language without losing its theological essence. The GMIM MTPJ has great potential as an church educational medium that supports teaching, shepherding, and congregational education. The GMIM MTPJ has grown to become an important instrument in the faith education of the GMIM congregation. This is not only interpreted as supporting material for sermons or Bible studies, but also as a systemic, thematic, and transformative educational medium. The MTPJ is tasked with guiding congregations toward a comprehensive understanding of God's Word in direct relation to their social context, while also serving as a means of collective and personal faith formation.

The MTPJ is characterized as a strategic and adaptive educational medium. It takes into account the church calendar, social dynamics, and the diversity of the congregation, including educational background, geographic location, and cultural practices. This approach makes the MTPJ inclusive and open to the congregation's ever-changing needs. The strength of the MTPJ as an educational medium lies in its flexibility of presentation. In practice, the MTPJ allows pastors or other special educators to adapt the material to the congregation's local context. Another issue is the limited theological depth of some materials. The MTPJ provides only adequate pointers, requiring them to seek additional references to effectively explain the themes. Developing the MTPJ in PDF, audio, and video formats is one of the best ways to expand access to spiritual education, especially in areas difficult to reach by physical distribution. As an educational tool, the MTPJ can also be utilized in various forms of development activities, such as elder or deacon training, catechism classes, Bible study groups, and even inter-congregation discussions across regions. The MTPJ provides a comprehensive learning environment, addressing aspects of faith, reason, and action. This training aims not only to improve technical writing skills but also to strengthen understanding of the congregation's social and psychological context, which significantly influence the successful delivery of the Word. The MTPJ's educational function has been widely accepted and felt to be beneficial. This indicates that the MTPJ is not merely a sermon aid, but a genuine tool for learning about faith. Furthermore, the MTPJ also has potential as an interdenominational educational resource. Its distribution extends beyond GMIM's service area, including to general bookstores and non-GMIM churches, opening up significant opportunities for cross-church collaboration.

As a church educational tool, the MTPJ promotes a contextual learning approach, where God's Word is not

separated from the realities of the congregation's lives. This approach aligns with the principle of Christian education, which places life experiences as part of learning about faith. The MTPJ not only enhances knowledge but also transforms lives. In the context of GMIM, the MTPJ has developed into a functional and significant educational medium. Through its thematic structure, contextual approach, media actor involvement, and digital innovation, the MTPJ is able to comprehensively address the congregation's spiritual needs. Therefore, efforts must be continued to strengthen the capacity of writers, ministers, and congregations to understand and utilize the MTPJ.

## **b. Discussion**

### **1. MTPJ Development Mechanism**

The MTPJ development planning process involves various complex stages and actors, but it does not fully meet the principles of efficiency and effectiveness as idealized in educational management theory. The MTPJ development process begins with determining the main theme, which refers to the GMIM annual program. This stage reflects the planning principle, as proposed by Fayol and expanded by Griffin (2017)<sup>[5]</sup>, which emphasizes that good management must begin with the formulation of goals and strategies to achieve them. In the GMIM context, the primary goal is to make the MTPJ a learning instrument for Christian faith and character that is relevant to the context of congregational life.

According to educational management theory, good organization includes determining the task structure, the division of authority, and harmonious relationships between work units (Mukhtar and Latief, 2018). However, during the implementation or execution (actuation) stage, the quality of written work still varies, depending on the theological background and experience of the writer. This is where the importance of staffing in management lies: the placement of the right people according to their competencies. Taylor's scientific management approach can be applied to improve quality through a training and supervision system for MTPJ writers.

Tilaar's (1992)<sup>[12]</sup> educational planning principles, which emphasize the importance of future needs and contextualization, are highly relevant. Developing a MTPJ based on social data will better address the congregation's spiritual needs with an applied approach. According to Robbins and Coulter (2018), an effective control system not only monitors output but also identifies the causes of deviations and makes necessary corrections. In this case, GMIM needs to improve its performance evaluation mechanism for peer-to-peer printing partners and expand the use of digital technology.

From a theoretical perspective, the problem points to the educational management function not being implemented in an integrated and sustainable manner. According to Bush (2003)<sup>[2]</sup>, educational management should focus on achieving educational goals through efficient organizational management. However, in practice, the managerial approach to developing the MTPJ still focuses on annual program implementation without the support of a robust feedback loop. Evaluation of the effectiveness of the MTPJ material and its distribution reach has not been systematically implemented. Hoyle (1986) understood that data-driven evaluation is a crucial foundation for strategic decision-making in educational organizations.

The use of digital technology for the dissemination of access to the MTPJ remains very limited, even though digital platforms such as mobile applications or e-books could be a more inclusive distribution solution. This approach aligns with the concept of cyberpedagogy in contemporary education, which emphasizes the use of technology to create more adaptive and contextual learning. The human relations perspective in participatory congregational management theory remains largely limited to the use of materials without a mechanism for formal feedback. Elton Mayo's concept of the importance of interpersonal relationships and dialogue within organizations is highly relevant. By creating a space for feedback, GMIM congregations not only increase the effectiveness of the MTPJ as an educational medium but also strengthen the congregation's sense of ownership over their learning tools and their faith.

Christian education is a dynamic process that requires a systematic and measurable approach. Therefore, an educational management framework is needed that integrates planning, implementation, evaluation, and continuous innovation. This model can be inspired by the total quality management (TQM) approach in education, which emphasizes continuous improvement based on the participation of all elements within the organization. The current planning mechanism for compiling the MTPJ still needs to be improved, including strategic planning, organizing the team structure, implementing it with quality standards, and evaluating it with a focus on improving quality.

### **2. MTPJ Presentation Method**

The MTPJ presentation method in GMIM demonstrates quite complex managerial dynamics. The MTPJ presentation is not merely a liturgical activity, but rather part of the church's non-formal education system, which must be managed with a managerial approach based on Christian educational principles. This method begins with a thorough interpretation of the biblical text. It is then followed by adaptation to the congregation's social context and finally leads to concrete application in daily life. The planning principle in management requires mapping the needs and realities faced by the congregation. The initial process of compiling the MTPJ closely considers the socio-political context and the congregation's spiritual needs. This reflects the role of SWOT analysis, also mentioned in the management framework, which considers the strengths, weaknesses, opportunities, and threats within the GMIM Christian community.

Management theory by Robbins and Coulter emphasizes that the organizing process involves not only the division of labor but also the appropriate allocation of human resources to achieve goals effectively. The MTPJ presentation method is divided into expository and thematic approaches. The expository approach attempts to analyze the text directly from the scriptures. Meanwhile, the thematic approach stems from current themes in congregational life. The importance of the actuating function in management, namely how the implementation of a presentation method, remains sporadic and unsystematic. In Hoyle's educational management theory, book-based and participatory evaluation, for example, involves including the voice of the congregation and the ministry in the reflection process.

To address the weaknesses of the directing function in the management process, educators must be able to carry out

their functions as expected. The theory of restorative education, as embodied in the PAK concept, suggests that educational approaches must transform students holistically, not simply add theological information. GMIM strengthens managerial capacity so that the MTPJ becomes not merely reading material but a spiritual and educational force with broad impact.

### 3. MTPJ Distribution System

This is a crucial aspect in ensuring the effective functioning of the MTPJ as a medium for church education. Field research revealed that MTPJ distribution still faces a number of obstacles closely related to management principles and functions. The distribution system still relies heavily on manual and printed methods, with physical delivery via land and sea. The organizing function is also not yet optimal. According to Henry Fayol's management theory, organizing includes the arrangement of resources, roles, and responsibilities to support efficient program implementation.

The monitoring and control function has not yet been systematically implemented. A comprehensive evaluation of the effectiveness of MTPJ distribution has not been conducted. Robbins and Coulter (2018) emphasize that controlling in educational management must be based on data and field observations so that policies can be adjusted accordingly. According to Hoyle (1980), the management principle is that the success of educational program management depends heavily on inter-organizational integrity and open communication between decision-makers and field implementers.

Elton Mayo's social relations approach to organizations emphasizes the importance of communication and participation as determining factors for organizational success. A participatory and resource-based management approach offers an innovative solution to the limitations of conventional distribution. As part of its control, GMIM needs to establish a MTPJ distribution evaluation system that involves dedicated ministers and congregation members as regular respondents. By conducting regular satisfaction and distribution effectiveness surveys, GMIM can identify the strengths and weaknesses of the current system and then adapt them to new policies. The feedback obtained serves as the basis for more participatory and contextual decision-making. Applying the management principles of planning, organizing, implementing, and controlling to MTPJ distribution will help create a system that is efficient, adaptive, and responsive to the dynamics of today's church ministry.

### 4. Challenges and Opportunities for the MTPJ

Weak forecasting and data collection based on field needs are key prerequisites in educational management theory. Ideal planning in the context of educational management requires clear goal setting, SWOT analysis, and strategy formulation based on theory and future challenges. This demonstrates the persistence of overlapping roles and the absence of a standardized division of labor structure. Effective organization within the framework of management theory must include a clear organizational structure, task distribution, and an accountable reporting system. Implementation (actuation) demonstrates that many special ministers experience difficulties in conveying the content of the MTPJ to the congregation due to limited contextual

delivery methods. The implementation function goes beyond implementing plans; it also requires imperative leadership (commanding) and adaptive capabilities (adaptiveness).

The monitoring and evaluation (controlling) function is the most significant weakness. In modern management theory, digital transformation is key to expanding educational reach, increasing accessibility, and adapting to current learning styles. Christian educational theory, by Clement Suleeman and Groome, emphasizes that faith education is lifelong and contextual. The MTPJ can be directed as a platform for lifelong learning, discussion groups, and even an online forum between churches. The greatest opportunity lies in integrating the MTPJ into a sustainable church education management system. Informants emphasized the need for long-term policies in MTPJ management, including human resource development, improved distribution systems, and database utilization for material development.

### 5. MTPJ as an Educational Medium for Congregation Members

From an educational management perspective, strategic planning is the foundation of the program's testimony. Griffin and Robbins explain that planning must involve needs analysis and a vision for the future. Here, the forecasting and planning functions of management theory need to be applied to prevent MTPJ from becoming trapped in repetitive themes irrelevant to the congregation's social context. The lack of integration in theological approaches and writing styles indicates weaknesses in the church's human resource management system. In management theory, particularly according to Fayol and Dimmock, organization involves more than simply grouping tasks, but also aligning individual capacities with responsibilities. Training and standardization of theological literacy are urgently needed in MTPJ management. A more systematic staffing and resource assembly process is recommended within the framework of modern educational management. From an implementation or actuation perspective, research findings indicate that MTPJ has been routinely implemented in congregational, household, and categorical group worship, and theological literacy among congregation members remains low. Referring to the theory of transformational skills in education (Bush, 2003)<sup>[2]</sup>, special ministers must be prepared as learning facilitators capable of translating MTPJ material into transformative faith experiences. Musfah and Tilaar's educational management development theory states that technological innovation in education is no longer an option but a necessity in the context of modern ministry.

The monitoring and evaluation function of MTPJ activities has also been found to be less systematic. In educational management theory, controlling and reporting are essential instruments for ensuring program quality and sustainability. Regular evaluation of MTPJ's impact on understanding faith, behavioral change, and engagement in ministry needs to be part of a continuous management cycle. Experiential learning training models can be used to enable special ministers to utilize MTPJ as a heart-touching and life-changing learning tool, not just a reading text. In management theory, distribution is part of the organization and implementation of logistics. Therefore, GMIM should consider establishing a special unit within the BPMS to handle information technology-based production and

distribution. This aligns with the principles of organizing and budgeting, where budget and resource allocation should be directed towards optimizing service reach.

In the context of Christian religious education, the Christian Religious Education (MTPJ) plays a strategic role as a faith literacy tool that supports the spiritual formation of the congregation. However, Smith and Groome emphasize that faith education is not merely a transfer of doctrine, but must also shape spiritual awareness and Christian character. MTPJ, as a medium for faith education, does not necessarily have to shape spiritual awareness and Christian character. MTPJ as an educational medium must undergo a methodological transformation from mere reading material to an active and dialogical learning tool. Thus, MTPJ becomes not only a weekly devotional material but also a congregational education curriculum, which enlightens, nurtures, and unites the church amidst the challenges of the times.

### Conclusion

1. The development of the MTPJ has evolved from a historical-critical approach to a thematic one. This transformation aims to increase the relevance and appeal of the content to the needs of congregations across various social and educational strata. However, the development process still faces challenges in terms of consistent quality and theological depth of the articles.
2. The MTPJ has become an important guide for GMIM special ministers in conveying God's Word. The existence of monthly themes allows congregations to receive more systematic teaching. However, this research indicates a need to ensure the MTPJ is more contextual and applicable.
3. The MTPJ distribution system still relies on conventional methods, which are often ineffective in reaching underdeveloped, frontier, and outermost areas (3T). Meanwhile, congregational responses to the MTPJ indicate that the guide is still considered relevant, but needs improvement to meet local ministry needs.
4. The main challenges faced in developing the MTPJ include limited distribution, particularly in remote areas, limited use of technology in digital distribution, and a lack of systematic evaluation of its effectiveness. On the other hand, significant opportunities arise from advances in information technology that can be used to expand the MTPJ's distribution globally, as well as improving content quality through writer training and collaboration with academics.
5. The MTPJ is a highly effective educational medium for GMIM, as it provides a structured theological understanding to the congregation. This helps create a uniform understanding among congregation members, including youth, teenagers, and the elderly. Furthermore, the MTPJ's availability in both physical and digital formats makes it easier to access and study at any time.

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