

## "The Effectiveness of Integrating Spiritual Leadership and Skills Managerial in Improving Church Performance"

Johnson Alvonco Hutaurok

Sekolah Tinggi Teologi Cipanas, Indonesia

\*Email: [alvonco@gmail.com](mailto:alvonco@gmail.com)

ARTICLE INFO	ABSTRACT
<b>Keywords:</b> <i>Spiritual Leadership ; Managerial Skills ; Church Effectiveness ; Congregational Satisfaction ; Spiritual Growth .</i>	<p><i>This study analyzes the effectiveness of integrating spiritual leadership and managerial skills in improving the performance of church organizations. Spiritual leadership integrates spiritual values with organizational goals, while managerial skills include the ability to plan, organize, execute, and control activities with a focus on efficiency and effectiveness in resource management. Using a literature review method and a descriptive qualitative approach, this study explores the principles of spiritual leadership rooted in Biblical values and modern management theories. The findings indicate that spiritual leadership, emphasizing role modeling, service, and a relationship with God, fosters harmony and intrinsic motivation within the organization. Meanwhile, managerial skills such as planning, organizing, executing, and controlling are essential for effective and efficient resource management. The study concludes that integrating spiritual leadership and managerial skills is key to creating an effective, ethical, and sustainable church amidst social, cultural, and economic changes.</i></p>

### INTRODUCTION

The church is a community of believers spiritually described as the body of Christ, with Christ as its head. In its mission, the church has two main tasks: (1) to proclaim the gospel to the world, and (2) to care for the life of the congregation. Overall, the church carries out five main tasks, namely *Marturia* (witness), *Koinonia* (fellowship), *Diakonia* (service), *Didaskalia* (teaching), and *Oikonomia* (stewardship). To carry out these tasks, church leaders need to have solid spiritual leadership and effective managerial skills. (Tangdiseru, 2022)

The church faces challenges in meeting the needs of the congregation and maintaining sustainability amidst social, cultural, economic, and technological changes that can give rise to new problems (Kobstan & Sasonto, 2023). Church leaders need to have inspiring spiritual leadership as well as managerial skills to manage resources, design strategies, and carry out the organization's vision. However, there is often a gap between expectations of the leader's abilities and the reality on the ground, where the integration of these two aspects is not optimal. (Gunarto et al., 2024) Therefore, in-depth research is needed to evaluate the effectiveness of spiritual and managerial leadership in supporting the success of the church and improving the quality of leadership in religious organizations.

Church leadership tends to focus on spiritual guidance and teaching religious values, but managing a complex church also requires managerial skills such as strategic planning, financial management, and organizing service programs. An imbalance between spiritual and managerial aspects can lead to decreased operational efficiency, less satisfied congregations, and a weakened church impact in the community. The lack of managerial training for church leaders is a major obstacle, creating a gap that hinders the achievement of the church's overall goals. (Saruran, 2023)

*Pricillia Desy Tanadi's* (Tanadi, 2017) research on risk mitigation found various evidence of irregularities involving church leaders, including cases of embezzlement at the *City Harvest Church, Singapore*. (BBC Indonesia, 21 October 2015). The results show that the gap in spiritual leadership and managerial skills causes deviations in the church, so the church needs to integrate both aspects to prevent similar cases in the future.

Previous research by *Johanes Agustinus et al* (Johanes Agustinus et al., 2023). on the effectiveness of leadership management in the church is still limited to several aspects of management and leadership, so there is a gap in the integration of spiritual leadership and managerial skills as a whole. Therefore, an in-depth exploration is needed on how to integrate both elements effectively.

This study aims to analyze the effectiveness of spiritual leadership and managerial skills in the church and integrate both to improve the performance of church organizations. The innovations offered include the integration of spiritual leadership and management theories in the church context, the design of a framework

based on biblical values and modern management, and the identification of deficiencies in church leadership training.

## METHOD

This study uses a literature study method with a qualitative descriptive approach, collecting data from books, journals, and literature related to spiritual leadership and church management. The main sources include journal articles, books, the Bible, and other relevant references according to the principles of literature review.

## RESULTS AND DISCUSSION

### Spiritual Leadership Theory

*The Concept of Spiritual Leadership* according to J. Oswald Sanders (Sanders, 2007) In *Spiritual Leadership: Principles of Excellence for Every Believer*, spiritual leadership is rooted in biblical principles, emphasizing influence through example, service, and a deep relationship with God. The main components according to Sanders are: (1) *Leadership as God's Calling*, (2) *Characteristics of Spiritual Leaders*, (3) *Principles of Spiritual Leadership*, (4) *Leadership Motivation*, (5) *Characteristics of Effective Leaders*, (6) *Challenges and Sacrifices*, (7) *Leader Growth*. According to Sanders, a true spiritual leader is a servant who imitates Christ (Mark 10:45). Spiritual leadership is centered on sincere service, leading with a heart that puts God first, setting an example, and influencing others to follow His will.

*Louis W. Fry (2003)* (Fry, 2003) developed a theory of spiritual leadership that integrates spiritual values into organizations through intrinsic motivation with three main elements: (1) *Vision*: Providing meaning, purpose, and a sense of calling, making individuals feel their lives are meaningful and have a positive impact. (2) *Altruistic Love*: A culture of mutual care, appreciation, and genuine concern, creating a sense of membership that makes individuals feel valued. (3) *Hope/Faith*: Encouraging belief, resilience, and maximum effort to achieve a shared vision. Fry also highlights spiritual survival, including the need for *calling (meaningful contribution)* and *membership (feeling valued in a community)*. Spiritual leadership aims to align strategic values, empower teams, and increase organizational commitment and productivity.

*Avolio and Gardner (2005)* (Avolio & Gardner, 2005), Spiritual leadership involves authenticity and high moral values. It builds deep relationships through trust and commitment to spiritual development.

*Henri Nouwen (1989)* (Philip Nolte & Dreyer, 2010), Spiritual leaders as "wounded healers" are individuals who are humble, share personal experiences, and provide unconditional love despite facing their own inner wounds. This concept, according to Henri Nouwen, emphasizes the honesty and transparency of leaders in transforming wounds into strengths to understand and help the community, creating emotional and spiritual healing together.

Conclusion: *Spiritual Leadership Theory* combines spiritual and moral values to create a meaningful, integrity-based, and empowering work environment, with a focus on meaningful vision, altruistic love, hope, faith, authenticity, and humility. This approach increases commitment, productivity, and creates a supportive and sustainable ethical environment. The relevance of this theory to the church lies in the biblical principles that emphasize example, service, and relationship with God, making church leaders exemplary servants like Christ (Mark 10:45).

### Spiritual Leadership Based on Some Bible Characters

This study reveals that the concept of spiritual leadership reflected in biblical figures, such as *Joseph, Moses, Nehemiah, King David, Jesus Christ, Apostle Peter, and Apostle Paul*, offers leadership principles rooted in divine values. These figures demonstrate integrity, dependence on God, devotion to the community, and a vision focused on the divine mission. The results of this study confirm the relevance and power of spiritual values in shaping effective, ethical, and transformative leadership, both in the context of church ministry and organizational life in general, as explained through biblical figures, namely:

#### 1) Joseph: Spiritual Leadership and Its Relevance to the Church

Joseph's leadership values in the Bible (Genesis 37-50) emphasize faith, love, wisdom, and sincere service, making him a role model for God-centered church leadership. These values are relevant to today's church, including: (1) Firmness in God's vision, (2) Integrity and obedience as an example, (3) Resilience in the face of pressure, (4) Wisdom in decision-making, (5) Forgiveness and reconciliation to build love, (6) Servant leadership to support the congregation, and (7) Focus on God's plan for the mission of His Kingdom. Joseph's exemplary leadership values are also supported by the research results of *Yakub Hendrawan and Tri Astuti (2022)* (Perangin Angin & Yeniretnowati, 2022)

#### 2) Moses: Spiritual Leadership and Its Relevance to the Church

The story of Moses (Sinaga et al., 2021) in the Bible provides important lessons for the spiritual leadership of the church. As the leader of Israel, Moses demonstrated courage, perseverance, and dependence on God in delivering the nation from Egyptian slavery (Exodus 3-14). His leadership became a pattern for the church to guide the congregation toward spiritual growth and fulfill God's mission. Relevant values of Moses' leadership include: (1) *Divine Calling*: Church leaders must be humble and dependent on God (Exodus 3). (2) *Vision and Mission*: Have clear guidance for the congregation. (3) *Humility*: Leaders rely on God's wisdom (Numbers 12:3). (4) *Perseverance*: Be patient in the face of challenges. (5) *Altruistic Love*: Sacrificing oneself for the welfare of the

congregation (Exodus 32:11-14). (6) *Delegation*: Building collaborative teams (Exodus 18). (7) *Relationship with God*: Speaking the word with spiritual authority.

### 3) King David: Spiritual Leadership and Its Relevance to the Church

David, who was called "a man after God's own heart" (*1 Samuel 13:14; Acts 13:22*), provides an example of spiritual leadership for the church today. His leadership reflected faith, love, and commitment to the truth, with integrity and courage in advancing the church's mission. Key values of David's leadership include: (1) *Divine Calling* (*1 Samuel 16:7-13*): Church leaders must humbly submit to God's will. (2) *Relationship with God*: Church leaders must rely on God to lead with wisdom and spiritual strength. (3) *Humility and Repentance* (*Psalm 51*): Church leaders must be willing to admit mistakes and be an example to the congregation. (4) *Courage* (*1 Samuel 17*): Church leaders must confidently face challenges in ministry. (5) *Love and Caring* (*2 Samuel 18:33*): Church leaders must serve the congregation with genuine love. (6) *Empowerment* (*2 Samuel 23:8-39*): Church leaders must empower the congregation to use their gifts in ministry. (7) *Justice and Righteousness*: Church leaders must reflect God's character through just decisions. Church leaders must prioritize the spiritual transformation of the congregation.

### 4) Nehemiah: Spiritual Leadership and Its Relevance to the Church

Nehemiah's leadership emphasized dependence on God, clear vision, and impactful ministry, making it relevant to building a church that glorifies God and strengthens the faith of the congregation. Important lessons from Nehemiah's leadership include: (1) *Calling and Sensitivity* (*Nehemiah 1:3-4*): Church leaders must be sensitive to the needs of the congregation and act according to God's will. (2) *Prayer as the Foundation* (*Nehemiah 1:5-11; Nehemiah 2:4*): Church leaders must make prayer the foundation of their leadership. (3) *Vision and Inspiration* (*Nehemiah 2:17-18*): Church leaders must have God's vision and inspire the congregation to achieve it. (4) *Planning and Execution* (*Nehemiah 3; Nehemiah 4:16-18*): Church leaders need strategic planning to engage the congregation according to their gifts. (5) *Steadfastness in Opposition* (*Nehemiah 4:1-23; Nehemiah 6:1-9*): Church leaders must remain focused even in the face of obstacles. (7) *Example and Service* (*Nehemiah 5:14-19*): Church leaders must be examples of integrity and service. (8) *Restoration of Faith* (*Nehemiah 8*). Church leaders must guide the congregation to live according to God's word and build a community of faith.

### 5) Jesus Christ: Spiritual Leadership and Its Relevance to the Church

Jesus' leadership, centered on love, humility, and divine mission, is the perfect example for church leaders to build communities that glorify God and have a positive impact (Katarina & Siswanto, 2018). Timeless principles of Jesus' leadership include: (1) *Clear Calling and Mission* (*Luke 19:10, John 10:10*): Church leaders must have a clear vision for leading their congregation toward spiritual growth. (2) *Servant Leadership* (*Matthew 20:28, John 13:14-15*): Church leaders must put the needs of their congregation ahead of their own interests. (3) *Humility* (*Philippians 2:5-8*): Church leaders must prioritize service, not position or authority. (4) *Unconditional Love* (*Matthew 9:10-13, John 3:16*): Church leaders must serve with genuine love for all members of the congregation. (5) *Communication with God* (*Mark 1:35, Luke 5:16*): Church leaders must make prayer a source of strength and wisdom. (6) *Empowerment of the Church* (*Matthew 28:19-20, Acts 1:8*): Church leaders must train and empower the church to use their gifts. (7) *Perseverance and Forgiveness* (*Luke 23:34*): Church leaders must reflect God's forgiveness and grace. (8) *Transformation of the Church* (*John 4:13-14*): Church leaders must prioritize the spiritual transformation of the church.

### 6) The Apostle Peter: Spiritual Leadership and Its Relevance to the Church

Peter's transformation shows that God can use leaders with human weaknesses for great service (Prajogo, 2019). Values such as humility, courage, and service remain relevant for building a strong church that glorifies God. The Apostle Peter's leadership provides valuable lessons for the church today: (1) *Calling and Obedience* (*Matthew 4:18-19*): Church leaders must be willing to leave comfort to carry out God's mission. (2) *Transformation by the Holy Spirit* (*Matthew 26:69-75, Acts 2:14-41*): Church leaders need to let the Holy Spirit empower them in ministry. (3) *Courage in the Face of Resistance* (*Acts 4:18-20*): Church leaders must have the courage to defend their faith amidst pressure. (4) *Humility and Repentance* (*John 21:15-19*): Church leaders must be humble and willing to be renewed by God. (5) *Servant Leadership* (*1 Peter 5:2-3*): Church leaders must serve the congregation with a spirit of love. (7) *Faithfulness to the Gospel* (*Acts 10*): Church leaders must reach out to everyone regardless of background. (8) *Empowerment of the Congregation*: Church leaders must help the congregation discover their gifts and actively participate.

### 7) The Apostle Paul: Spiritual Leadership and Its Relevance to the Church

Paul's leadership based on faith, love and God's mission is an example for the church to carry out the Great Commission and bring about spiritual transformation. The story of the Apostle Paul provides important lessons about spiritual leadership (Paulus Purwoto, 2020): (1) *Transformation by Christ* (*Acts 9:1-22*) : Church leaders must experience spiritual transformation as the basis of their ministry. (2) *Clear Vision and Mission* (*Acts 22:21*): Church leaders must have a vision to expand the influence of the gospel. (3) *Courage in Evangelism* (*2 Corinthians 11:23-28*): Church leaders must have the courage to face challenges for the sake of the truth. (4) *Humility and Dependence on God* (*2 Corinthians 12:9-10*): Church leaders must be humble and realize that success comes from God. (5) *Perseverance* (*Philippians 3:12-14*): Church leaders must persevere in ministry with steadfast faith. (6) *Empowering Ministry* (*1 Timothy 4:12, Titus 1:5*): Church leaders must build the next generation of leaders. (7)

*Consistency in Life and Teaching (1 Corinthians 11:1):* Church leaders must be consistent in word and deed. *(8) Unselfish Love (2 Corinthians 12:15):* Church leaders must serve with sincere love. *(9) Focus on Spiritual Growth (Ephesians 4:11-16, Colossians 1:28-29):* Church leaders must prioritize the spiritual teaching and discipline of the congregation.

### **Managerial Skill Theory and Its Application in the Church**

*Application of Management Theory in the Church.* Management in the context of the church can be applied to manage spiritual, human, material, and financial resources in order to achieve effective service goals. Here are some management concepts according to experts that are used as a reference by the author in explaining the concept of management for leaders and its application in the church:

- 1) **Frederick Winslow Taylor (Scientific Management)** (Taylor, 1911). In *The Principles of Scientific Management* (1911), Taylor described management as a scientific approach to solving organizational problems through systematic analysis and methods. He introduced scientific management to address work inefficiencies in early 20th century industry, replacing traditional intuition-based methods with an organized, science-based approach. *Application in the Church:* (1) *Service Analysis:* Identifying more efficient ways of working, such as managing prayer times and dividing tasks. (2) *Technology and Data:* Using digital tools to design optimal service schedules.
- 2) **Henry Fayol (Classical Management Theory)** (Fayol, 1916). In his book *General and Industrial Management* (1916), Fayol introduced the classical management theory that emphasized factory and worker productivity. He believed that the success of a manager depended not only on personal qualities but also on the application of appropriate management methods. Fayol formulated the functions of management as: *planning, organizing, commanding, coordinating, and controlling.* *Application in the Church:* (1) *Planning:* Designing the vision and mission of the service and annual activities such as worship, seminars, or social services. (2) *Organizing:* Dividing tasks to the service team, such as worship leaders, music teams, and event committees. (3) *Controlling:* Ensuring that each service program runs according to plan with regular evaluations.
- 3) **Luther Gulick (POSDCORB)** (Kenneth J. Meier, 2010). In his book *Papers on the Science of Administration* (1937). Gulick calls management a systematic science to understand how people work together to achieve goals. He added the management functions as: *planning, organizing, staffing, directing, coordinating, reporting, and budgeting* (POSDCORB). Gulick also emphasized the importance of other disciplines such as economics, statistics, and accounting in management applications. *Application in the Church:* (1) *Staffing:* Recruiting and training volunteers or church staff. (2) *Directing:* Providing direction to community leaders or ministry teams. (3) *Budgeting:* Managing church finances to support ministry programs and facility development.
- 4) **Koontz and O'Donnell (Management as a Collaborative Process)** (O'Donnell & Koontz, 1955). Based on the book *Principles of Management: An Analysis of Managerial Functions* (1972) Management is the process of achieving goals through others with the main functions: *organizing, staffing, directing, planning, and controlling.* Management is a process that involves planning, organizing, staffing, directing, and controlling organizational operations to achieve goals in a coordinated manner. *Application in the Church:* (1) *Ensure that each church department*, such as children's, youth, and adult services, works in harmony to achieve common goals. (2) *Conduct cross-departmental evaluations* to improve collaboration and effectiveness of service.
- 5) **James AF Stoner (Management as an Integrated Process)** (James Arthur Finch Stoner, Freeman, R.E. and Gilbert, 1995). In his book *Management* (1995), Management is "The process of planning, organizing, leading, and controlling the efforts of organizational members and the use of other resources to achieve established organizational goals." *Planning:* Determining organizational goals and formulating strategies and steps needed to achieve them. *Organizing:* Arranging organizational resources and activities systematically to support the achievement of established goals. *Leading:* Moving and motivating organizational members to work effectively and efficiently in achieving common goals. *Controlling:* Monitor and evaluate the performance of the organization and make corrections if necessary to remain in accordance with the established plan. *Implementation in the Church:* (1) *Integrate all church resources* (space, time, energy) to support services such as weekly worship, spiritual training, and social services. (2) *Motivate the church community* to be actively involved through inspirational leadership.
- 6) **George R. Terry (Management by Objectives - MBO)** (George R. Terry, 1972). *Terry* in his book *Principles of Management* (1972) he defines management as a unique process that includes planning, organizing, implementing (*actuating*), and controlling, with the aim of achieving organizational goals through the effective use of human and material resources. and efficient. This approach, known as the POAC model, is often called *Management by Objectives* (MBO) because it emphasizes achieving results objectively. In the church context, this approach can be applied by: (1) setting annual service targets, such as increasing the number of new congregation members or implementation of social assistance programs, and (2) holding evaluation meetings to compare actual results with predetermined goals.

*Conclusion:* This study shows that management principles from various theories can be adapted to improve the effectiveness and efficiency of church services. With the main functions such as planning, organizing, implementing, and controlling, the church can manage spiritual, human, material, and financial resources optimally to achieve service goals.

## **Practical Activities of Management Functions and Examples of Application in the Church**

Practical management activities include concrete actions of leaders to manage organizational resources effectively and efficiently, by applying the functions of planning, organizing, directing, and controlling in daily practice.

### **1) Planning Activities**

Planning is the process of setting goals, strategies, and steps to achieve them, aimed at providing clear direction and reducing uncertainty. Planning activities include setting a vision, mission, goals, analyzing the situation (SWOT), determining resources, formulating strategic plans, and setting priorities. *Examples of applications in the church* include the preparation of annual programs, development projects, activity schedules, and long-term evangelism missions.

### **2) Organizing management activities**

Organizing is the process of arranging resources to carry out plans, aimed at forming a structure that supports the achievement of goals and ensures coordination of organizational elements. Activities include dividing tasks based on function, building cooperation, determining organizational structure, and creating SOPs. *Examples of implementation in the church* include dividing service responsibilities, forming special commissions, managing church facilities, and compiling leadership structures.

### **3) Management activities: Actuating or leading.**

Actuating or leading focuses on motivating, directing, and ensuring the team is working toward organizational goals. Activities include giving instructions, directing, motivating, monitoring, solving problems, and giving rewards or sanctions. *Examples of church applications* include giving inspirational sermons, training leaders, handling conflicts, and activities to build team spirit in the ministry.

### **4) Management Control Activities.**

Controlling is the process of monitoring, evaluating, and ensuring that activities are carried out according to plan to achieve goals effectively and efficiently. Activities include monitoring work results, audits, evaluations, and improvements. Examples in the church include program evaluation meetings, financial monitoring, congregational attendance, and gathering input to improve services.

## **The Application of Spiritual Managerial Skills in the Bible**

The management principles applied by biblical figures remain relevant to the church today. Here are examples of the application of management functions (planning, organizing, leading, and controlling) by biblical figures that can be adapted by the church today:

### **1) Prophet Moses: Leadership Management and Its Relevance for the Church**

Moses' leadership emphasized vision, structure, humility, evaluation, dependence on God, and empowerment, which are relevant to effective church ministry. (Sitorus et al., 2023) Lessons from Moses' leadership for the church today include: (1) *Planning* (*Exodus 3:10-12, Exodus 16-17*): Designing a strategic ministry vision and mission for congregational development and social mission. (2) *Organizing* (*Exodus 18:13-26*): Forming cell groups or ministry communities for congregational efficiency and development. (3) *Implementation* (*Numbers 12:3, Exodus 14:11-13*): Being an exemplary leader who inspires and serves the congregation with faith. (4) *Control* (*Exodus 20 & 32*): Evaluating ministry and enforcing discipline with love according to God's word. (5) *Dependence on God* (*Exodus 33:13-14, Exodus 33:15*): Prioritizing prayer in planning and decisions to ensure ministry is according to His will. (6) *Training and Empowerment* (*Numbers 27:18-23*): Training the new generation through mentoring and training for mission sustainability.

### **2) Joseph: Crisis Management and Logistics and Their Relevance for Today's Church**

Joseph's leadership teaches strategic planning, resource management, and dependence on God, which are relevant for the church facing today's challenges. Important lessons from Joseph's story include: (1) *Planning* (*Genesis 41:33-36*): The church can plan long-term programs such as social and educational missions with a mature financial strategy. (2) *Organizing* (*Genesis 41:48-49*): Arranging resources such as funds, time, and energy to support the ministry. (3) *Implementation*: Providing spiritual and material support when facing crises such as pandemics or disasters. (4) *Control* (*Genesis 39:7-12*): Maintain accountability in the use of funds and be a moral example for the congregation. (5) *Collaboration and Service* (*Genesis 47:11-12*): Collaborating with local communities and other organizations to expand the impact of ministry. (6) *Vision and Dependence on God* (*Genesis 41:16*): Centering on God's vision and making prayer the foundation of ministry.

### **3) King David: Leadership Management and Its Relevance to the Church**

David's leadership emphasized vision, structure, transparency, and spirituality in building a strong, God-centered church (Tubagus, 2020). Lessons from his leadership for today's church include: (1) *Planning* (*1 Chronicles 22:2-5*): Designing a long-term vision for ministry development, congregational education, and social mission. (2) *Organizing* (*1 Chronicles 24-26*): Dividing responsibilities among ministry teams or committees to increase efficiency and collaboration. (3) *Implementation* (*1 Samuel 17:45-47*): Having leaders who are examples of faith and serve the congregation with love. (4) *Control* (*2 Samuel 8:15*): Conduct regular evaluations of service programs to maintain alignment with the vision and mission. (5) *Resource Management* (*1 Chronicles 29:2-5*): Manage funds transparently and encourage the congregation to contribute joyfully. (6) *Focus on Spirituality*

(*Psalms 23, 51, 150*): Placing worship and spiritual formation at the heart of ministry to strengthen the congregation's relationship with God.

#### 4) **Nehemiah: Project Management, Motivation and Relevance to the Church**

Nehemiah's leadership emphasized prayer, planning, cooperation, and persistence, which are relevant to building an effective and harmonious church ministry (Sanders, 2007). Lessons from Nehemiah's story for the church today include: (1) *Planning (Nehemiah 1:4-11, Nehemiah 2:4-8, Nehemiah 2:11-16)*: Designing a ministry program with strategic planning and prayer as the foundation. (2) *Organizing (Nehemiah 3)*: Organizing the congregation into ministry teams with specific responsibilities to create a sense of community. (3) *Executing (Nehemiah 2:17-18, Nehemiah 4:1-15)*: Leading with inspiration, commitment, and wisdom to mobilize the congregation. (4) *Controlling (Nehemiah 4:16-23, Nehemiah 5)*: Evaluating ministry, maintaining transparency, and ensuring fairness in resource management. (5) *Focusing on Prayer and God's Wisdom (Nehemiah 1:4, 4:9, 6:9)*: Make prayer and God's wisdom the center of all plans and ministry.

#### 5) **Lord Jesus Christ: Ministry Leadership Management and Its Relevance to the Church**

Jesus' leadership focused on vision, service, and empowerment, providing a strong foundation for the church to serve according to God's will. Jesus' leadership lessons for the church include: (1) *Planning (Luke 19:10; Matthew 4:17, Matthew 28:19-20)*: Designing a strategic vision for evangelism, teaching, and social mission. (2) *Organizing (Luke 6:12-16, Luke 10:1-16)*: Forming ministry teams with specific responsibilities to maximize the talents of the congregation. (3) *Implementation: (Matthew 20:28)*: Lead with integrity and service to motivate the congregation. (4) *Control (Matthew 16:23; Luke 9:46-50)*: Evaluate programs regularly and maintain accountability in ministry. (5) *Training and Empowerment (Mark 6:7-13, John 20:22)*: Train new leaders through mentoring and spiritual equipping. (6) *Collaboration and Sending (Matthew 28:19-20)*: Collaborate with other Christian communities and send missionaries to reach new areas.

#### 6) **Apostle Peter: Leadership Management and Its Relevance to the Church**

Peter's leadership emphasized planning, collaboration, and integrity, which are relevant to building a strong, God-centered church (Watofa et al., 2023). Lessons from his leadership include: (1) *Planning (Acts 1:15-26)*: Designing a long-term strategy for ministry and training new leaders. (2) *Organizing (Acts 6:1-6)*: Adopting a clear organizational structure and ensuring fairness in the distribution of resources. (3) *Executing (Acts 2:14-41, 4:8-20)*: Leading the congregation with inspiration and support in the face of challenges. (4) *Controlling (Acts 5:1-11, 1 and 2 Peter)*: Implementing a system of accountability to maintain integrity in ministry. (5) *Collaborative Decision Making (Acts 15:6-11)*: Involving a council or assembly in decision making to reflect God's will.

#### 7) **Apostle Paul: Leadership Management and Its Relevance to the Church**

leadership emphasized planning, collaboration, and coaching leaders, providing a strong foundation for the church to grow and serve effectively. Management lessons from the Apostle Paul that are relevant to the church today include: (1) *Planning (Acts 13-28, Romans 15:20-21)*: Designing annual mission programs and activities based on the ministry vision. (2) *Organizing (Titus 1:5, 1 Corinthians 12:4-11)*: Building an organizational structure with a clear division of tasks. (3) *Implementation (2 Corinthians 11:23-28)*: Lead and inspire the congregation through faith and love. (4) *Control (1 Corinthians 5)*: Evaluating the ministry regularly to maintain integrity and unity. (5) *Training and Empowerment (1 Timothy 4:12-16; Titus 1:5)*: Training a new generation of leaders through mentoring and spiritual training. (6) *Collaboration and Ministry Networking (Romans 15:30-33)*: Collaborating with other churches or organizations to strengthen the impact of the ministry.

### **CONCLUSION**

This study confirms the importance of integrating spiritual leadership and managerial skills to improve the performance of church organizations. Spiritual leadership, which emphasizes biblical values such as role model, service, and relationship with God, can create intrinsic motivation, harmony, and strong community in the church. On the other hand, managerial skills, such as planning, organizing, implementing, and controlling, are needed to ensure efficient and effective management of resources to support the achievement of the church's strategic goals. The combination of these two approaches creates a synergy that helps churches face modern social, cultural, and economic challenges, while increasing organizational sustainability and growth. In addition, inspiration from biblical figures such as Moses, Joseph, Nehemiah, David, Jesus Christ, Peter, and Paul provides practical guidelines for integrating spirituality and management in the church context. This study also offers a practical framework to help churches improve the quality of their services by combining spiritual and managerial approaches in a balanced way. Thus, the integration of spiritual leadership and managerial skills is key to creating an effective, ethical, and sustainable church, while responding to the challenges of the times with profound relevance.

## REFERENCES

Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *Leadership Quarterly*, 16(3), 315–338. <https://doi.org/10.1016/j.lequa.2005.03.001>

Fayol, H. (1916). *General and industrial management* (Constance Storrs, Trans.). Martino Fine Books.

Fry, L. W. (2003). Toward a theory of spiritual leadership. *The Leadership Quarterly*, 14(6), 693–727.

George R. Terry. (1972). *Principles of Management* (6th ed.). R.D. Irwin.

Gunarto, R. O., Herman, S., & Abraham, J. E. (2024). *KHARISMA: JURNAL ILMIAH TEOLOGI Tantangan Kepemimpinan Kristen di Era Disrupsi: Tanggung Jawab, Integritas, dan Adaptasi dalam Melayani Gereja*. 5(2), 26–37.

James Arthur Finch Stoner, Freeman, R.E. and Gilbert, D. . (1995). *Management* (6th ed.). Prentice Hall.

Johanes Augustinus, Beni Chandra Purba, & Budi Kelana. (2023). Efektivitas Manajemen Kepemimpinan dalam Gereja. *JUITAK: Jurnal Ilmiah Teologi Dan Pendidikan Kristen*, 1(4), 27–39. <https://doi.org/10.61404/juitak.v1i4.188>

Katarina, K., & Siswanto, K. (2018). Keteladanan Kepemimpinan Yesus Dan Implikasinya Bagi Kepemimpinan Gereja Pada Masa Kini. *Evangelikal: Jurnal Teologi Injili Dan Pembinaan Warga Jemaat*, 2(2), 87. <https://doi.org/10.46445/ejti.v2i2.102>

Kenneth J. Meier. (2010). Governance, Structure, and Democracy: Luther Gulick and the Future of Public Administration. *Public Administration Review*, December, S284–S291.

Kobstan, H. B., & Sasonto, M. L. (2023). Kompleksitas Kepemimpinan Kristen Antargenerasi Dalam Konteks Kontemporer. *Jurnal Penggerak*, 5(2), 120–187. <https://doi.org/10.62042/jtp.v5i2.81>

O'Donnell, & Koontz. (1955). *Principles Of Management An Analysis Of Managerial Functions*. 682.

Paulus Purwoto, A. R. E. S. (2020). *Pola Manajemen Penginjilan Paulus Menurut Kitab Kisah Para Rasul 9-28*. 1(2), 113–131.

Perangin Angin, Y. H., & Yeniretnowati, T. A. (2022). Teladan Tokoh Alkitab Bagi Model Pendidikan Kepemimpinan Kristen. *CARAKA: Jurnal Teologi Biblika Dan Praktika*, 3(2), 261–282. <https://doi.org/10.46348/car.v3i2.99>

Philip Nolte, S., & Dreyer, Y. (2010). The paradox of being a wounded healer: Henri J.M. Nouwen's contribution to pastoral theology. *HTS Theologiese Studies / Theological Studies*, 66(2), 1–8. <https://doi.org/10.4102/hts.v66i2.861>

Prajogo, N. S. (2019). Implementasi Kepemimpinan Gembala yang Melayani Berdasarkan 1 Petrus 5:2-10 di Kalangan Gembala Jemaat Gereja Bethel Indonesia se-Jawa Tengah. *HARVESTER: Jurnal Teologi Dan Kepemimpinan Kristen*, 4(1), 1–21. <https://doi.org/10.52104/harvester.v4i1.5>

Sanders, J. O. (2007). *SPIRITUAL LEADERSHIP: Principles of Excellence For Every Believer*. Moody Publisher.

Saruran, A. (2023). *Penerapan Manajemen Kepemimpinan Yang Efektif Dalam Gereja*. 1(1), 128–138.

Sinaga, J., Sinambela, J., Pinatuli, R., & Hutagalung, S. (2021). Karakter Kepemimpinan Musa Inspirasi Setiap Pemimpin. *SCRIPTA : Jurnal Teologi Dan Pelayanan Kontekstual/Volume*, 12(2), 123–141.

Sitorus, A. M. O., Tamba, F. F., Gea, I., & Damanik, D. (2023). Manajemen Kepala Sekolah Menurut Sudut Pandang Alkitab. *Action Research Literate*, 7(10), 1–5. <https://doi.org/10.46799/arl.v7i10.185>

Tanadi, P. D. (2017). *Mitigasi Risiko Dalam Aktivitas Pengendalian Gereja Kristen Indonesia Soka Salatiga*. 1–76.

Tangdiseru, Y. (2022). Pentingnya Manajemen Gereja terhadap Pertumbuhan Gereja. *EULOGIA: Jurnal Teologi Dan Pendidikan Kristiani*, 1(2), 80–90. <https://doi.org/10.62738/ej.v1i2.10>

Taylor, F. W. (1911). *The Principles of Scientific Management*. Harper & Brother.

Tubagus, S. (2020). Makna Kepemimpinan Daud dalam Perjanjian Lama. *KINAA: Jurnal Kepemimpinan Kristen Dan Pemberdayaan Jemaat*, 1(1), 56–67.

Watofa, A. J. D., Marini, R. R., & Santoso, D. S. B. (2023). Analisis Teologis Implementasi Manajemen Dalam Gereja. *SESAWI: Jurnal Teologi Dan Pendidikan Kristen*, 5(1), 200–215. <https://doi.org/10.53687/sjtpk.v5i1.224>