RESEARCH ARTICLE

Efforts to Increase Congregational Commitment Using a Customer Relationship Management Approach

Richard Alexander L.* **& Sri Hartini**

Faculty of Economics and Business, Master of Management, Airlangga University, Surabaya City, Indonesia

Abstract: GKI Gresik, which is experiencing a decrease in the number of church attendance visits for worship. After the Covid-19 pandemic changed individual behavior in carrying out onsite activities. Currently, several congregations are switching their worship activities online. So it also affects the attendance of the congregation to carry out activities or worship at the church. In 2021 there will be a slight increase because he will be allowed to return to worship in person. The authors used qualitative field research and analytical description methods in this study. In collecting data, the researcher used a questionnaire to six sample congregations who were consumers of the services provided by the church. Improving services to congregations and sympathizers in the realm of management knowledge is included in CRM (Customer Relationship Management) theory. People, processes, and technology can influence customer satisfaction (congregation). Of course, at this time, it is very appropriate if the church can adopt it to maintain and even increase the congregation's commitment.

Keywords: Customer Relationship Management, NonProfit, people, process and Technology, Loyalty

*Corresponding author: Richard Alexander L., Faculty of Economics and Business, Master of Management, Airlangga University, Surabaya City, Indonesia

E-mail:
alexander.richardlatu@gmail.com

1. Introduction

The church's task to its congregation is to provide the basic concept of the correct church as one body and one family in God. The church is a community together to serve and share. The main function of church management is the processing and operational continuity of activities managed by the church management. Meanwhile, all church members carry out the implementation and realization jointly. Where supporting resources are needed, including sufficient willingness. The "healthiest" church resources come from being able to do their job better.

Developing churches have indicators in the form of activities carried out intensively and effectively. A church managed professionally and following church order will continue to develop and then develop "visually," or its activities will expand more and more according to the congregation's needs.

The church has four main functions, the function of activities in the field of planning, organizing activities, implementation, and supervision. In planning at the beginning as a step, the church will manage the service carried out by the church, following the proper rules and norms and producing good products. Organization and work arrangements to carry out the plan are arranged as an organizational service structure(Pau et al., 2022; Wenzel et al., 2020). Kotler described the structure same as the church's organizational structure (Kotler & Keller, 2016).

The church is a community of faith in which there is a congregation. The church has challenges regarding attendance, finances, and buildings, which are indicators of success in a church (DeYmaz, 2019) . So from these three indicators, the church must improve and start rearranging the service and quality of services provided to the congregation. The church as a community has many members and management.

The church has the traditional organizational structure of the customer, front-line officers, middle management, and top management. At its peak, what is listed is the customer. The customer can be said to be a church congregation. Next, some frontline officers have the task of reaching, serving, and satisfying customers (Harjanto et al., 2021; Rony, 2019). Below the frontline officers is the middle management, whose job is to coordinate and can be represented by the church committee members. Apart from coordinating, the middle managers are responsible for supporting the frontline people so they can serve customers well, one might say the church board. The most basic structure is top management, which can be said to be BPH, the church assembly, and the clergy. The church as an organization has challenges in improving the three aspects above. Then build relationships with customers (congregation) because CRM aims to generate strong customer equity tall.

2. Literature Review

2.1. Non-Profit Organization

An organization is a collection of people with different competencies who are interdependent with one another and try to realize common interests and utilize various resources. A non-profit organization is an organization that is driven not by profit but by dedication to a specific cause which is the target of all revenue beyond what is required to run the organization (Kicová, 2020). Nonprofit organizations are often used for trusts, cooperatives, advocacy, charities, environmental and religious groups(Boris et al., 2021).
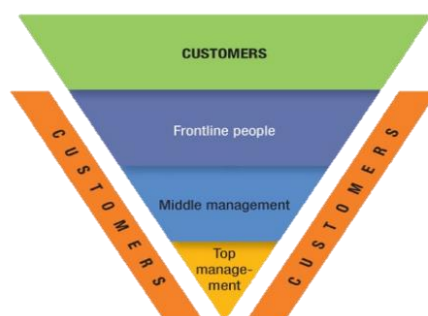

Figure 1. Modern customer-oriented Organization Chart (Kotler & Keller, 2016)

2.2. Customer Relationship Management

CRM cannot be separated from Relationship marketing. The relationship between customers and entrepreneurs or organizations is very important to maintain because they are mutually beneficial, so from this relationship, a loyal nature of customers will be created for the company or organization.

CRM is managing in detail and carefully the information about individual customers and all the "touch points" of customers to maximize customer loyalty (Wongsansukcharoen, 2022). The touch point is every opportunity where customers encounter brands and products, from experience to personal or mass communication to casual observation.

CRM is very important because it can be a major driver in the profitability of an organization. The concept and application of CRM were already known in the 1990s. This CRM can be analyzed in three aspects: People, Processes, and Technology (Sadikin et al., 2022). When these pillars are closely related to one another (Conaty & Robbins, 2021; Rachmad et al., 2023). Today is the era where technology makes it very easy for humans to carry out their activities.

CRM has important factors that influence the successful implementation and operation of CRM in an organization, namely people, process, and technology. People are employees responsible for CRM tasks at all times. The process is the work on how the tasks of CRM create customer and organizational value (Roza et al., 2022). Technology supports people in carrying out CRM tasks and automating processes. So CRM is an integrated function of people, processes, operations, and marketing capabilities (Campbell, 2020).

(Chatterjee et al., 2021; Tao, 2014) have the same opinion about the main aspects of Customer Relationship Management, which have three main and interrelated aspects, as shown in Figure 2:
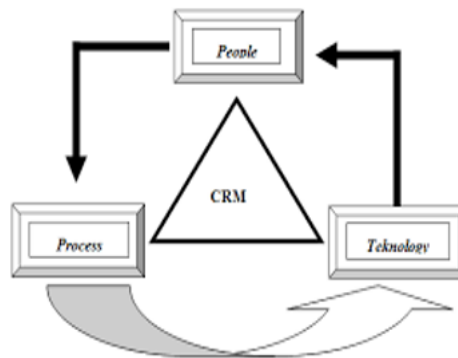

Figure 2. Three aspects of Customer Relationship Management

a. People

According to (Heinonen, 2014) the first success factor in CRM is humans, where managing relationships or relationships between humans requires a "personal touch" or touch personally and humanly. "Attitude" and passion in business conduct to dig deeper and get to know customers more deeply to satisfy them.

b. Process

In the process factor, all parts of the organization or company are very influential in the CRM approach, both internal and external will work together and collaborate to ensure that the jobs in the company will be completed properly. There are quite a lot of processes in a company, including micro or small-scale companies. In general, there are two types of processes: core and supporting.

c. Technology

The role of technology today is very influential in the development of a business. The use of technology in companies will make it easier for employees to carry out business processes to accelerate the achievement of company goals. Technology can be any tool to execute business processes, SOPs, or other work instructions. These tools include information technology, work equipment, machines, and measuring instruments. The use of technology must have an impact on work effectiveness and efficiency both at the personal, functional, and company level as a whole. The presence of technology should not give rise to new problems.

2.3. Commitment

Commitment is taking care of every responsibility with a strong spirit based on sincerity to achieve what has been targeted, whether in writing, speech, or signature. Commitment on the customer side can involve a long-term desire to maintain a valued partnership. In the CRM literature, commitment, according to (Siebert et al., 2020), is part of success, which will lead to loyalty. Even though loyalty is only considered a repeat purchase initially, being aware of repeat purchases is not enough evidence of loyalty (Suchánek & Králová, 2019). So commitment is a powerful influence on loyalty.

A customer who has a high commitment will identify with the organization, be seriously involved in the organization, and have loyalty as well as a positive effect on the activity. According to (Wombacher & Felfe, 2017; Yousef, 2017), there are three separate indicators of organizational commitment:

1) affective Commitment is an emotional feeling for the organization and belief in its values.
2) continuing Commitment, a commitment which is the perceived economic value of being attached to the organization when compared to leaving the organization.
3) normative Commitment is a commitment to stay in the organization for moral or ethnic reasons.

2.4. *Loyalty*

According to (Kotler & Keller, 2016), loyalty is a deeply held commitment to buy or re-support a preferred product or service in the future, even though situational influences and marketing efforts can potentially cause customers to become experts. Behavior in making repeat purchases and customer attitudes in describing product reactions have been felt.

According to (Ganthika & Wahdiniwaty, 2020), loyalty is a customer's commitment to stay in-depth to consistently re-subscribe or re-purchase selected products or services. The ultimate goal of customer loyalty to a company or organization is to form a relationship or relationship that CRM can implement.

Loyalty to customers has several indicators. According to (Kotler & Keller, 2016) are:

a) Repeat purchase, this indicator shows repeat purchase loyalty or regular product purchases.
b) Retention, the resilience of customer loyalty to negative influences on the company or organization. Customers whose loyalty resilience is not affected by the presence of other products that can be said to be much cheaper, have more features or are more attractive.
c) Referrals refer to the entire existence of the company. Customers in this situation are capable and recommend the company's products to the closest people around their environment.

3. Research Method and Materials

Researchers are currently understanding and interpreting an event and phenomenon in a non-profit organization (Indonesian Christian Church). The Indonesian Christian Church, especially in Gresik, is a church that has congregations of up to a thousand members, from children, youth, and adults to the elderly. This congregation carries out worship activities in the church and is served by the pastor.

GKI Gresik Church is a service provider in the form of spiritual services. As written by researchers with a church background, it is very appropriate to implement a Customer Relationship Management strategy with people, process, and technology indicators (Rifani & Sadikin, 2020). Congregational visits and sympathizers affect the amount of church revenue through offerings. The offerings given by the congregation or sympathizers are all intended for church service activities and church operations in serving the congregation

3.1. *Data Collection Technique*

Data collection in research is a way to obtain data needed. The current study uses several techniques, including the following:

a) Observation

Observation is a research activity to collect data related to research problems through direct observation in the field (Ibrahim et al., 2023). The researcher is in that place and becomes a part of the organization.

b) Interview

Questions for this resource person contain the services provided by the church to the congregation as a product or service provided. The theme for the questions given to the congregation is:

1) A People: the delivery of the word by the Pastor, the ministry of care from ecclesiastical officials to the congregation.
2) B Process: services during onsite or online worship.
3) C Technology: technology used to serve the congregation.
4) This questionnaire can help identify the congregation's needs as a form of evaluation of the church as a service provider.

3.2. Question

This question will be given to congregations or people participating in church activities. Church products are worship services, so the products given by the church to congregations or people must be managed properly by the church board. This question will take a sample of 6 congregations divided into several age groups: the elderly (60 years and over), youth (17-25 years), and adults (26-59 years). Questions were asked to representatives of the congregation to get a response or response from the congregation as consumers of the products produced by the church.

The questions are divided into three parts to determine and evaluate the church's services to its congregation. those parts are:

1) Hybrid and onsite worship services without streaming. This service is carried out by the church for its congregation, which has been carried out before the end of 2020. Hybrid worship activities To date, this section will ask several questions regarding the ministry of people who are directly involved with the presentation of hybrid worship activities that are attended by the congregation.
2) Regarding online worship, from 2020 until now, the church has been serving services for its congregation via online Youtube and Zoom meetings. Due to the limited ability to carry out face-to-face activities during the pandemic, churches that carry out face-to-face activities are currently experts online so that the congregation can continue to worship and receive services from the church. Online worship offers are carried out with a QR code and transferred to an account number broadcast with the service. Registration of congregations who wish to worship on-site is done via the WhatsApp Group. This question for online worship is a benchmark for CRM in the technology section because, during the pandemic, the church served the congregation using technology.
3) Pastors, ministry bodies, church assemblies, pastors, and ministry bodies are part of the organization that serves the congregation according to their respective fields.

4. Results and Discussion

Efforts to increase congregational commitment using a CRM strategy, with the people indicator covering worship services attended by the entire congregation. the process of service and technology carried out by the church so that the congregation and sympathizers of GKI Gresik feel part of the church community.

According to Imam Kambali et al., 2010, Customer Relationship Management, which consists of dimensions or indicators of people, processes, and technology, partially or

simultaneously influences loyalty or commitment. Loyal can mean loyal or loyalty as an allegiance. Loyalty itself arises without coercion.

Church Worship Service (People)

In the questions compiled by researchers regarding the indicator of people, they are actors who organize worship or activities at the GKI Gresik church. The resource person provides responses or answers to questions,

The quality and delivery of the word by the pastor;

Quoted from the researcher's conversation with the interviewees, the answers about the quality of the word delivered by the pastor were good, and it followed what the congregation wanted. The preaching or delivery of the word is supported by presentation slides so that the congregation or investigators understand much better what the pastor is saying. Resource persons Mr. W, Mrs. P, Ms. J, and Mr. E also added that when participating online, it was very good to deliver presentation slides so that the congregation participating in online services would not get bored.

b. The service of welcoming officers for every worship activity at the church;

The congregation's welcoming staff on duty every week were given a pretty good response by all the speakers. The input given by several informants is that sometimes the informants do not know if there is a welcoming officer for the congregation when they enter the church building. The next suggestion is for church officers to communicate more with the congregation at Sunday services.

c. The ability of elders and pastors to carry out theological tasks;

The pastor's theological abilities follow the congregation's needs from Sunday worship services and midweek services. Elders have been very good at assisting ministries in ministry bodies and routine activities of the church so far in every category. The input given by the resource person was added regarding the visits of pastors and elders to their congregations, which had not joined together for worship for a long time.

d. age group services;

According to the interviewee, the service for the age group conducted by GKI Gresik was good. The input given by the resource person from representatives of the youth age group was that the youth age group hoped to be given the freedom to organize youth worship as desired.

e. Elder services while on duty on Sundays or other worship activities at church.

The service of the elders while on duty at Sunday services and other worship activities has been good in welcoming the congregation that is attending worship for the first time and the congregation that is already a member. Elders who are in charge of providing worship scheduling services. Resource persons and elderly congregations gave the input to make activities easier due to services or activities in the church as a reference for the elderly. So ask for full support for all activities carried out by the service agency or the elderly commission.

The results of research from the GKI Gresik church pointed to People as the first indicator of customer relationship management, which is part of the church service, namely actors or people involved in church services when the congregation or sympathizers worship (praise ministers, church councilors, and priests as the messengers of the word). At GKI Gresik, it has been very good from year to year before the pandemic until now. The congregation feels very served by worship. The past two years have been constrained because there was a pandemic. The number of attendance automatically decreased due to restrictions during worship.

Results in the same research were also found in the field of marketing management by Normasari, Kumadji, and Kusumati (2013): Sawitri, Kerti Yasa, Jawas (2013): Sembiring,

Suharyono, and Kusumawati (2014); Kurniasih (2012) found that the quality of service provided affects customer satisfaction.

4.1. Church Activities and Worship (Process)

Church and worship activities are a process in which congregations and church sympathizers carry out joint activities in the church. Several church activities for Sunday worship, youth activities, activities for the elderly, and other activities according to the age group and type of service. Activities and how the congregation is involved or every time they participate in these activities feel facilitated and facilitated.

The results of the interviews following the questions compiled by the researchers are as follows:

a. Comfort while worshiping at GKI Gresik
Convenience while worshiping at GKI Gresik, the resource person gave several different responses. The resource person in the youth age group said air conditioning was added to make the worship more comfortable. The adult informants are sufficient but may consider it later if the building has been renovated. They can add air conditioning. The response of the elderly congregation is comfortable.

b. Compatibility of worship during the hybrid
During a pandemic, there were changes in the order of worship to suit pandemic conditions. The resource persons provided responses and input on these changes. The resource person responded that worship was made densely and wisely so that it did not really affect worship activities at church or worship via YouTube live streaming. The input given by the resource person is maintained because this could be an alternative or a new form of worship.

c. Implementation of worship at GKI Gresik
There are three worship services at GKI Gresik in one week, Sunday public services (adults, seniors, and children), mid-week family services held on Wednesdays, and youth and youth associations. The resource persons gave their responses when being interviewed by the researcher. The complete worship service, especially on Sundays, has been held three times at 07.00, 09.00, and 17.00. If the services are held three times, more congregations choose to come to worship, especially working congregations or sympathizers can attend the third service at 17.00.

d. Hybrid worship services as a form of church response in the present era.
The congregation responded very well because the congregation or sympathizers who could not come directly to the church felt served if they attended the service directly through the YouTube channel. Congregation worshiping in the church building.

In the interviews, all of the informants said that worship had been good enough so far, there had been an increase, and there was some input from the informants regarding the sound or sound system settings used by the church to support activities or worship in the church building. This is the implementation of the CRM strategy in understanding the wishes and needs of the GKI Gresik congregation or sympathizers.

4.2. Technologies

Congregations and sympathizers of the church in worship and interaction need technology to support the course of worship. The technologies used during worship are praise books, Sound Systems, social media, and WhatsApp. Praise texts that used to be in physical form or books now use text displayed via an LCD screen controlled via a computer. Sound systems or loudspeakers for worship guides and pastors to preach, delivering sound using a loudspeaker must be in a clear voice received by the congregation or sympathizers. Social media is a means of sharing information and documentation of church activities.

Responses from sources conveyed to researchers according to the questions asked were:

a. Media communication providers using various technologies.

The Whatsapp group application is a communication tool for providing information on church activities and a means of greeting between congregations, elderly pastors, and congregations, by using. According to the source for Instagram GKI Gresik, especially for adult and youth congregations, the presence of IG is helpful because new members or sympathizers visiting the Gresik area for the first time can find out about activities or worship schedules at the church.

b. Youtube and ZoomMeeting help the worship process; technology media, especially social media YouTube videos, are very useful for congregations who cannot be physically present in the church building due to distance or physical weakness (illness). This Zoom media is also useful for pastoral services such as online catechisms with the congregation. The congregation requires personal service.

c. Using technology to process offerings online (scanning QRcode and transfer), making donations or offerings easier by transferring or scanning QRCode for youth or congregations who often use cashless financial transactions. Resource persons who participate in worship online find it helpful because they can give directly during worship and enter according to their function accounts. For example, offerings intended for church operations can be transferred using the church's account. For the construction of a church building, there is an account available.

d. Media WhatsApp groups are useful for closeness between congregations.

On the WhatsApp group media, the resource person hopes it will allow the congregational assembly, congregations, and sympathizers to share information about church activities. Information about worship activities, commission activities, and other information-sharing reflections was provided. It is hoped that this WhatsApp group resource person can also share information on job vacancies for congregations who need jobs in the current situation. Young interviewees, not all of them are included in the group because "Many are older people," so they have their own WhatsApp group of young people of their age. According to sources, they can joke with peers and share reflections according to their age group.

e. The picture and sound quality of broadcasts broadcast via the YouTube channel

The quality of images and sound received by sources who attend worship or church activities broadcast through YouTube channels are excellent, but the sound settings are not right. The sound received is sometimes small, sometimes too loud. It needs the right settings so that the sound received by the congregation who follow worship online is comfortable and wise. Using technology also in providing information maximizes using WhatsApp groups and social media (Instagram). The use of a sound system supports the processing of music and worship arrangements.

5. Conclusion

From the research involving several GKI Gresik sources, it can be concluded that the congregation feels that the greeting of the servant given by the church assembly as the organizer or service provider is very impactful for the congregation. The congregation is increasingly carrying out activities by the church to feel that there is an impact on the continuity of the church. Congregation to follow.

Visits to congregations personally and increasing worship services are the main factors for increasing church attendance. In management science, closely related to customer service is referred to as Customer Relationship Management. Customer Relationship Management is a science that studies how to increase customer (congregation) satisfaction. This can be applied to the GKI Gresik church to increase congregational satisfaction in worship. Congregational satisfaction itself can be influenced by people, processes, and technology

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