

MODEL OF CHANGE MANAGEMENT PERFORMANCE IN CITRARAYA PARISH THROUGH THE LEADERSHIP ROLE OF THE PARISH PRIESTS

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ABSTRACT

Change management in religious organizations, such as parishes, requires an effective management model so that it can run well and sustainably. The lack of consideration of personal quality factors and leadership of parish priests is a major problem in realizing better change management performance. This study is intended to initiate a change management performance model in Citra Raya Parish through the leadership role of the parish priest. This study uses an empirical research method with a quantitative approach, with a case study in Citra Raya Parish. Valid data was collected from 100 parishioners through an online empirical survey, using a purposive random sampling technique. The results of the study show that the effectiveness of change management performance in the parish environment was influenced by the role of the pastor's leadership style and the personal qualities he possesses. Theoretically, these results contribute significantly to the existing literature, in line with the understanding that good leadership and personal qualities impact the ability to overcome management changes in an organization in this case study in a religious organization. The performance model of change management in Citra Raya Parish produced in this study has significant benefits and can contribute to being a reference for other churches in managing change more systematically and sustainably.

Keywords: Change Management; Citra Raya Parish; Model; Parish Priest Leadership; Performance; Personal Quality

INTRODUCTION

Change is a deliberate or unintentional response to current forces and expectations. Change management is an effort to manage the consequences of organizational changes (Tampubolon, 2020). Change is beneficial to an organization's survival; without change, the organization is bound to fail. Changes may be brought about by internal or external factors. In a business organization or company, change management is a systematic and structured process for developing and implementing strategies and interventions for an organization that is transitioning to change for the better (Shyamala, 2024). However, change management in parishes, which are religious organizations, is felt to require a different change management model than is generally the case and must be effective to run well and sustainably. This is where the gap lies, namely that change management is always the main topic only for corporate organizations, not for religious organizations, in this study for the parish organization in the Catholic Church.

To overcome change management so that performance becomes better, good leadership is always needed. Leadership is indeed something classic and unique to discuss, a terminology, that has been around for a long time but remains a subject of study and discussion because it is an important thing to determine sustainability in an institution. Leaders, in general, are the most significant factor in the organization management process (Muna, 2022). The parish priest is the anchor for the continuity and continued growth of the Church of Catholic. The strong leadership of the priest of parish ensures that more people are willing to be part of the church (Mccrobie, 2019).

The leadership of a parish priest in a church is of course inseparable from good personal qualities. Personal qualities are a picture of an individual who is visionary, responsible, consistent, always motivated, tolerant, and always committed (Nadmilail et al., 2024). The personal qualities required for a parish priest are indicated by his moral integrity, empathy and patience, and good communication. In the Catholic Church, there is a hierarchy called the Parish (KAJ, 2019). Leadership to govern the Catholic Church requires priestly formation which implies a process of adapting oneself to Christ as Head, Shepherd, Servant, and Spouse (Pandego et al., 2025). This mystical process is a gift from God that will reach its fulfillment through priestly ordination.

The lack of consideration of personal quality factors and leadership of parish priests is a major problem in realizing better change management performance in Citra Raya Parish, Tangerang.

Previous research has been conducted on personal quality, leadership, and change management. Purnomo & Wibowo (2021) in their research stated that the Church holds a significant role in encouraging the improvement of the leadership of its parish priests related to the spiritual growth of its congregation because a quality parish leader, the congregation can understand how to follow God's path correctly (Purnomo & Wibowo, 2021). A study by Philip (2022) stated that church leaders do not yet have a proper change management strategy. The results of this study also show that church leaders must have an understanding of change management (Philip, 2022). Research by Bili et al. (2022) confirms that personal quality is related to the quality of pastoral ministry for spiritual wellbeing. One of the research results stated that a personal quality exerts a meaningful and beneficial impact on the quality of pastoral ministry within the church (Bili et al., 2022).

The problem formulation in this study is: "How understand the influence of personal quality on the development of a change management performance model through the leadership role of parish priests?". So, based on that formulation of the problem, the research aims to develop a change management performance model in Citra Raya Parish through the

leadership role of the parish priest. The objectives to be studied to be achieved in this research are to conduct empirical tests:

1. The direct influence of personal qualities on the leadership of parish priests.
2. The direct influence of parish priest leadership on change management performance.
3. The direct influence of personal qualities on changing management performance.
4. The indirect influence of personal quality on change management performance through the leadership of parish priests.

The performance model of change management in Citra Raya Parish produced in this study has significant benefits and can contribute to being a reference for other churches in managing change more systematically and sustainably.

LITERATURE REVIEW

Personal Quality

Many organizations and companies today recognize that personal qualities play a crucial role in achieving improved quality management services. Consequently, these qualities demand significant attention in the field of management (Nadmilail et al., 2024). According to Nadmilail et al. (2024) personal quality is a picture of an individual who is visionary, responsible, consistent, always motivated, tolerant, and always committed. In this study, the term personal quality is defined as a set of criteria reflecting a person's excellence, which includes self-motivation, positive thinking, and effective communication skills, particularly in the context of parishioners who engaged in pastoral ministry. In this study, the personal qualities required for a parish priest are indicated by his moral integrity, empathy and patience, and good communication.

Regarding moral issues in a person's life, moral integrity refers to an individual's steadfastness in maintaining principles, even words and activities must be in accordance with moral rules that are justified in society to achieve certain goals (Aisah et al., 2024). Meanwhile, empathy is the ability to understand and feel people's feelings (Manoranjitham et al., 2024). Pratiwi & Soetjningsih (2024), stated that the role of patience in human life is as self-control. Patience is considered a character strength and personality trait desirable for human well-being. Ultimately, good communication requires more than just transferring information, it is always the most critical factor in personal quality (Sumaiya et al., 2022).

Parish Priest Leadership

Leadership is a classic, very old topic of discussion, nevertheless, it remains a compelling area of study as it significantly influences an organization's continuity. In general, the "Leader" is the most vital component in the organizational management process (Muna, 2022). Catholic Priests are interested in eternity. The parish priest is the anchor for the continuity and continued growth of the Church in Catholic. The parish priest with strong leadership ensures that more people are willing to be part of the church (McCrobie, 2019). In this study, the leadership of the parish priest is indicated by leadership skills, leadership style, and knowledge and experience. Effective leadership skills can build a clear vision and mission for change, thereby motivating and directing the team to achieve goals. A transformational leadership style can motivate and direct a team to achieve higher goals. Ultimately, leadership requires broader and more knowledge and experience.

Change Management Performance

Organizational leaders must practice the art of interacting with the 'unknown', because of uncertainty and change in organizations. If they want to understand what can contribute to

effective change management, they investigate what is involved without knowing it. Therefore, emphasize that change management is a process for managing the human side of change (Shyamala, 2024). The change management model functions as a strategic guide that helps facilitate and direct change initiatives by establishing specific processes and steps to follow. To achieve success in the change management process, various influencing factors are taken into account (Chowdhury & Shil, 2022). Change management is an approach to help an organization's ability to manage the process of change, whether stable or transformational (Asikhia et al., 2021). Change management performance is the ability of an organization or individual to manage and implement change effectively and efficiently, to successfully attain the established goals and objectives (Deepaware et al., 2023). In this study the indicators are acceptance rate, effectiveness rate, and sustainability rate. Change acceptance rate is an indicator that measures how much change is accepted by employees, customers, or other stakeholders. A high acceptance rate indicates that the change has been successfully implemented and accepted by the relevant parties. Effectiveness rate is this indicator measures how much the change has achieved the desired goal. A high level of change effectiveness indicates that the change has succeeded in improving performance, reducing costs, or increasing customer satisfaction. Next, the sustainability rate is an indicator that measures how much change can be maintained in the long term. A high sustainability rate of change indicates that the change has been successfully integrated into the business process and can be maintained in the long term.

Theoretically, this study provides a significant review of the existing literature, in line with the understanding that good leadership and personal qualities influence the ability to cope with management changes in an organization in this case study on a religious organization.

Research Conceptual

In this study, research concept is an organized framework that outlines essential concepts, variables, and their interconnections to direct the research process that provides a roadmap for understanding and investigating the research phenomenon. Furthermore, the performance of change management in Citra Raya Parish by the leadership of the parish priest is influenced by his personal qualities is a new phenomenon in this study. The research concept in this study is depicted in Figure 1.

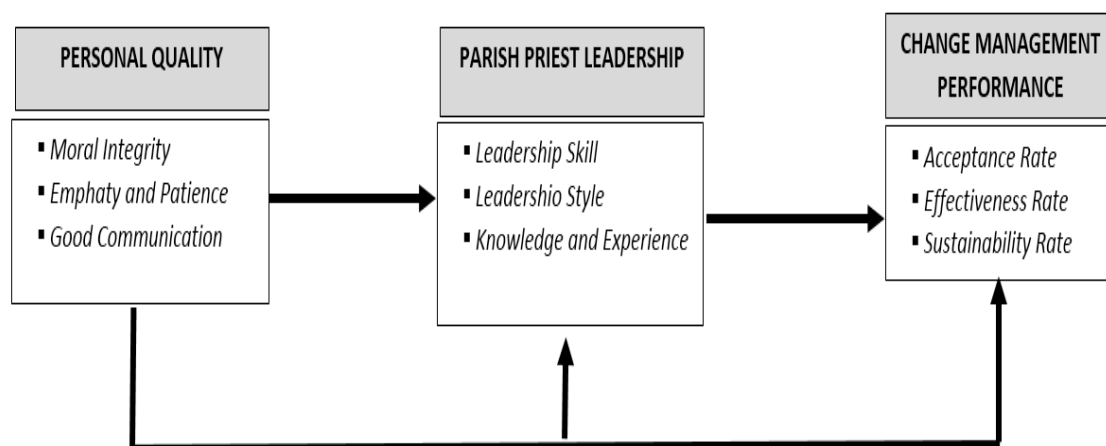


Figure 1. Research Conceptual

Explanation:

1. The personal qualities of the parish priest have a significant impact on his leadership. Good personal qualities, such as moral integrity, empathy and patience, and good communication skills, can build trust, increase effectiveness, build good relationships, enhance credibility, and build effective teams.
2. The leadership of the parish priest has a significant impact on the performance of change management. Leadership skills, leadership style and knowledge and experience will be able to build a vision and mission, communicate change, manage resistance, build effective teams and increase community satisfaction, and can influence the performance of change management.
3. Change management performance can be influenced by the leadership of the parish priest in a parish. Good parish priest leadership will be able to increase the level of acceptance or reduce resistance, increase the effectiveness of change, and increase the sustainability of management with the changes that occur.

RESEARCH METHOD

This quantitative-based empirical study is related to the development of a change management performance model through the leadership role of the parish priest at Citra Raya Parish, Tangerang.

Research Data Collecting

In the quantitative stage, survey techniques are used to distribute questionnaires to collect empirical data using online surveys. In this study, the population consists of all members of the Citra Raya Parish in Tangerang. A total of 150 respondent data were collected by employing the Purposive Random Sampling technique, a total of 100 valid samples were obtained for statistical analysis. With a relatively small sample size (100 samples), using SmartPLS will obtain representative results in this study case (Plaw, 2023).

Research Data Analysing

In the quantitative stage, a likert scale (scale 1-5) was used. The data analysis was carried out using the SmartPLS software version 4.0 (Plaw, 2023). The empirical analysis is to test the proposed models (inner and outer models) and test the hypotheses that have been developed. For this study, by evaluating the validity and reliability of the variables and indicators, where Cronbach's Alpha value and also Composite Reliability value > 0.7 . Plaw (2023) stated that the evaluation of the Inner Model related to the value of Goodness of Fit (GoF) and R-square (R^2). The hypothesis tested using a p-value $< 5\%$, and a t-statistic value > 1.960 .

The Model of Research and Hypothesis Development

Based on the research concept, the research model and hypothesis formulation can be constructed as illustrated in Figure 2.

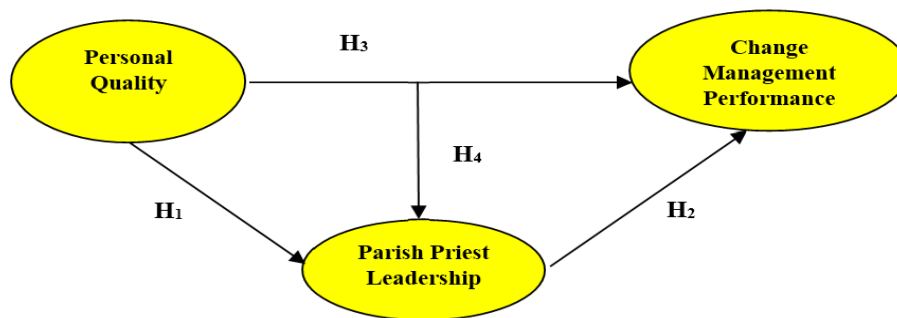


Figure 2. Research Model

The hypothesis development is presented as follows:

H₁ = Personal qualities positively influence parish priest leadership.

H₂ = Parish priest leadership positively impacts change management performance.

H₃ = Personal quality positively influences change management performance.

H₄ = Parish priest leadership mediates significantly personal quality for change.

Management performance. The outcome of hypothesis H4 will represent a distinctive contribution to this study.

RESULTS AND DISCUSSION

The Results of Model Testing

The initial phase of analysis involves testing the outer model, which is essential in assessing the measurement model's validity and reliability. This evaluation employs Cronbach's Alpha and Composite Reliability values, conducted using SmartPLS version 4.0 (Plaw, 2023). Variables are considered valid and reliable if both Cronbach's Alpha and Composite Reliability values exceed 0.7.

Table 1. Results of Validity and Reliability Testing

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Personal Quality	0.872	0.875	0.923	0.800
Parish Priest Leadership	0.889	0.911	0.921	0.704
Change Management Performance	0.892	0.921	0.948	0.901

Determination of outer loading in path analysis shown in Fig. 3.

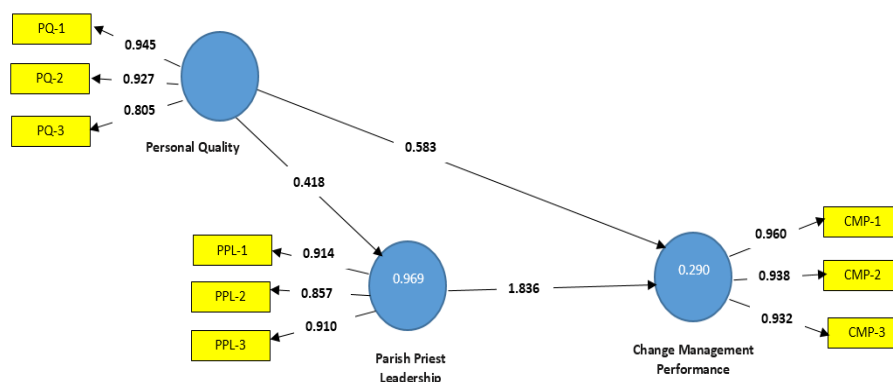


Figure 3. Outer Loading Determination in Path Analysis

The analysis results obtained through Structural Equation Modeling (SEM) will generate the following equations:

$$Y_1 = \gamma_{11} X_1 + \xi_1 \quad (1)$$

$$\text{Parish Priest Leadership} = 0.418 * \text{Personal Quality} + \xi_1$$

$$Y_2 = \beta_{11} X_1 + \beta_{31} Y_1 + \beta_{213} X_2 * Y_1 + \xi_2 \quad (2)$$

$$\text{Change Management Performance} = 0.583 * \text{Personal Quality} + 1.836 * \text{Parish Priest Leadership} + 0.768 * \text{Mediating_Effect} + \xi_2$$

where:

X_1 = Personal Quality variable

Y_1 = Parish Priest Leadership variable (intervening variable)

Y_2 = Change Management Performance variable

γ = exogenous latent variable coefficients

β = value beta value coefficient

ξ = error of measurement

Goodness of Fit (GoF)

In the Inner Model testing of the structural model, the overall model fit is assessed using the Goodness of Fit (GoF) criteria, along with Q-square and R-square values (Plaw, 2023).

The GoF value is calculated using the following formula:

$$\text{GoF} = \sqrt{\text{Average Communality} \times \text{Average R-square}} \quad (3)$$

$$= \sqrt{0.8843 \times 0.9445} = \sqrt{0.8353}$$

$$= 0.9139 (>0.36) \rightarrow \text{The model shows an exceptionally strong overall fit.}$$

Q – Square (Q²) Value

The Q-square value is used to show that the research model has a predictive relevance level. The Q-square value is determined by the formula, as follows:

$$\text{Q - Square} = 1 - [(1 - R_1^2) \times (1 - R_2^2)] \quad (4)$$

$$= 1 - [(1 - (0.969)^2) \times (1 - (0.920)^2)]$$

$$= 0.991 (>0.35) \rightarrow \text{the the model has a very high degree of predictive relevance.}$$

R - Square (R²) Value

Determining the value of R-square is intended to measure the predictive power of the structural model. This aims to provide a representation of the number of construct variables that must be accounted for in the research model. The R-square value, obtained through data processing using SmartPLS software, is displayed in Table 2.

Table 2. R-square Test Results.

	R-square	R-square Adjusted
Parish Priest Leadership	0.969	0.981
Change Management Performance	0.920	0.923

The R-square value for the change management performance variable is 0.920, while the parish pastor leadership variable has an R-square value of 0.969. Both R-square values exceed 0.30, indicating that they fall into the category of having a very high influence. Another analysis interpreted that 96.9% of parish pastor leadership is influenced by personal qualities, and total of 3.1% is influenced by factors not examined in this study. Furthermore, change management performance is 92.0% influenced by personal qualities, parish pastor leadership, and mediation effects, additionally, 8.0% is influenced by factors not addressed in this study.

Hyphotesis Test Results

Hypothesis testing is carried out to evaluate the direct impact of one variable on another and to analyze the indirect effects mediated or moderated by other variables. The strength of the relationship between variables is determined by a t-statistic value exceeding 1.96. A positive effect is confirmed when the original sample value, representing the Beta Coefficient, is positive. Furthermore, the significance of the effect is indicated by a probability (p-value) of less than 5%. The results of the direct effect hypothesis testing are presented in Table 3.

Table 3. Hypothesis Test Results (Direct and Indirect Effects)

	Original Sample	Sample Mean	Standard Deviation	T-statistic	P-value
Personal_Quality → Parish_Priest_Leadership (Direct Effect)	0.418	0.434	0.068	6.174	0.000
Parish_Priest_Leadership → Change_Management_Performance (Direct Effect)	1.836	1.862	0.586	3.136	0.002
Personal_Quality → Change_Management_Performance (Direct Effect)	0.583	0.567	0.069	8.422	0.000
Personal_Quality → Parish_Priest_Leadership → Change_Management_Performance (Indirect Effect)	0.763	0.816	0.313	2,452	0.015

The Bootstrapping Algorithm for the t-statistic value in the Path Analysis Model can be shown in Figure 4. The image is generated from data processing using SmartPLS 3.2.7 software using the bootstrapping algorithm.

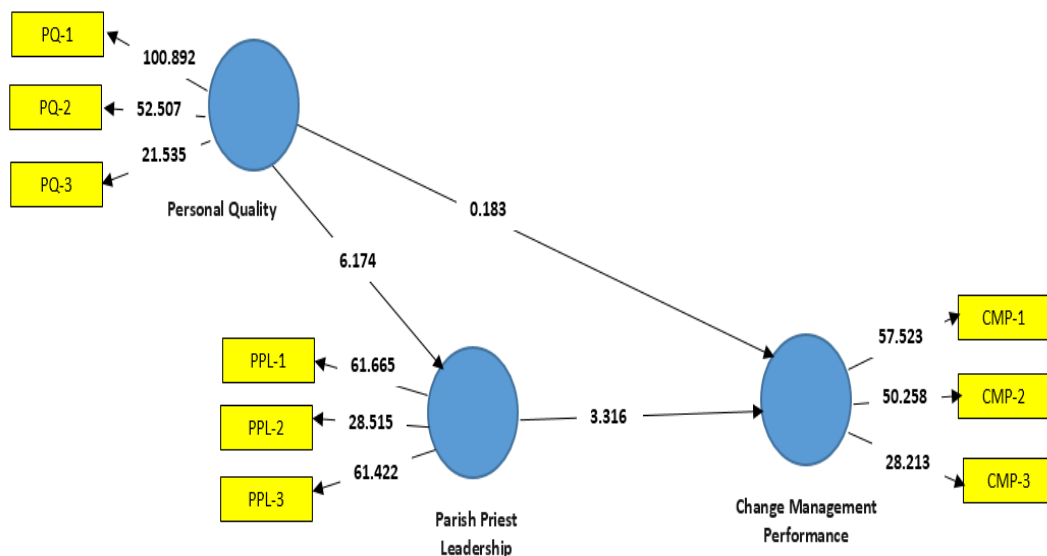


Figure 4. Using the Bootstrapping Algorithm to Determine the T-statistic Value

The results of the hypothesis analysis indicate that an effect is present if the t-statistic value exceeds 1.96, the effect is positive if the Beta Coefficient value is positive, and the effect is considered significant if the p-value is less than 0.05. The hypothesis analysis results in this study are presented in Table 4.

Table 4 Results of Research Hypothesis Analysis

Hypothesis	T-statistic	Beta Value Coefficient	P-value	Hypothetical Conclusion
H1	6.174	0.418	0.000	Influential, positive and significant
H2	3.136	1.836	0.002	Influential, positive and significant
H3	8.422	0..583	0.000	Influential, positive and significant
H4	2.452	0.763	0.015	Influential, positive and significant

Discussion

This study emphasizes on developing a change management performance model in Citra Raya Parish through the leadership role of the Parish Priest which is influenced by his personal qualities. So it can be stated that this research is very different from previous related research. Purnomo & Wibowo (2021) in their research on the impact of pastoral leadership and character on the spiritual growth of church parishioners stated that the church plays a crucial role in enhancing leadership to support the spiritual growth of God's people, as competent leaders are better equipped to guide individuals in understanding and following the true path of God. A study from Philip (2022) stated that Church leaders face challenges in implementing effective change management strategies to operate with reduced budgets and decreased revenue streams resulting from the financial impacts of the COVID-19 pandemic. Research by Bili et al. (2022) confirms that personal quality is related to the quality of pastoral ministry for spiritual wellbeing. One of the research findings indicates that personal qualities have a positive impact on the quality of pastoral ministry (Bili et al., 2022).

The overall model test results state that all variables and indicators in the research model are very valid and reliable. Based on the GoF value, it shows that the model has a very high overall suitability index. Furthermore, the model has a very high degree of predictive relevance. Another model test result, regarding the R-square Value, another thing has been interpreted is that the parish priest leadership is 96.9% influenced by personal quality then 3.18% parish priest leadership is affected by factors that are not examined in this study.

The overall outcomes of the hypothesis tests (H1, H2, and H3) were validated. The findings of Hypothesis H4 state that parish priest leadership mediates significantly personal quality for change management performance. The results of Hypothesis H4 are expected to offer a unique contribution to this study. The strong leadership of the parish priest ensures that more people are willing to be part of the church (McCrobie, 2019). The leadership of the parish priest is an anchor for the continuity of the church and is able to anticipate changes that occur and the sustainable growth of the Catholic Church.

From a theoretical perspective, the findings of this study have significant implications for understanding the relationship between the personal qualities and leadership of parish priests and the concept of change management performance within a Catholic parish context. The result of this study carries practical implications for parish priests in their role as leaders of pastoral services within a parish organization. The parish should initiate to be ready to implement change management based on the personal qualities and leadership of the parish priest. Furthermore, the parish must also improve the performance of change management which can influence the quality of pastoral services. All these efforts are undertaken to enhance the quality of pastoral services, ultimately contributing to the spiritual well-being of those receiving the services.

This paper has certain limitations: In terms of quantitative limitations, several factors may constrain the empirical findings of this study. First, the small sample size presents a methodological limitation. Second, this study focuses solely on a pastoral ministry that applies to a quality culture within parish Citra Raya Tangerang context. Lastly, the questionnaire method employed is not entirely devoid of respondent subjectivity.

CONCLUSION

This study affirms research aimed at developing a change management performance model in Citra Raya Parish, emphasizing the personal qualities and leadership role of the parish priest as key factors influencing change management performance.

The study findings indicate that, effectiveness of change management performance in the parish environment was influenced by the role of the pastor's leadership style and the personal qualities he possesses. A parish priest who has visionary leadership skills and style and has the knowledge and experience to encourage better change, increase congregational involvement, and create a harmonious environment in the church community.

The results of this study recommend that successful change management in a parish must also require careful planning, adequate socialization, and support from various elements in the parish, including the congregation and church community leaders. Another recommendation is the effective and targeted leadership efforts of the parish priest, it is hoped that the change process can run more efficiently and have a positive impact on the development of the Citra Raya Parish.

Overall, this study provides insight that the success of change management in parishes was highly dependent on the pastor's ability to manage change strategically and involve all elements of the church in the process.

ACKNOWLEDGEMENTS

In light of the Archdiocese of Jakarta's support of a scientific study devoted to the growth and advancement of Citra Raya Parish, the author would like to extend his sincere gratitude to the parish's leadership.

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