

"TIME MANAGEMENT" AS A PATTERN FOR IMPROVING THE WORK EFFECTIVENESS OF CHRISTIAN LEADERS

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Abstract: The statement that "Time is money" is an unwise statement. The old Chinese proverb says "an inch of time equals an inch of gold is worth, but an inch of gold cannot replace an inch of time." The fundamental solution to the problem of time is: What is meant by time? What about time management? How wise is the basis for the process of managing time? How is wise time management as an exemplary pattern for Christian leaders in increasing work effectiveness? Answer: (1) Time never stops and it keeps flowing unstoppable. Time is all the events that occur in the life of every human being. (2) Time management is the management of time as effectively as possible for a person's life in accordance with his life goals, which include: taking care, organizing his life properly, considering which things are important, and which are not important. (3) Wisdom is being obedient to the corridor. Fear of God and his life is always under His guidance. Wisdom is only obtained by relating to God and reading His Word, because through the Word and practiced in daily life it will make people wisely.

Keywords: *Management, time, wise, Christian leaders. Effectiveness*

INTRODUCTION

Every human being living in this world has the same time, 24 hours a day, but most of them don't know how to manage time and manage it to be something useful and effective. and efficient.¹ This is because many people do not have the discipline to pass the time. His days are filled with things that are not directed, even worse are those who fill the time of his life with things that destroy life..² Whereas wasting time is a sin because it wastes the opportunity that God has given and the time that has passed will not return, meaning that if the opportunity is not used, then the opportunity will be lost..³ This is in line with what was expressed by Oswald Sanders:

Time can be lost, and cannot be regained, time cannot be saved because it is used. Time also cannot be postponed, if it is not used productively, then time will be lost and cannot be recovered. So don't waste your time.⁴

From the above statement how important time is for humans, the Bible also writes about the importance of the task of managing and managing the time that God has entrusted to His children. As an example of the creation story, it is explained that God not only arranged the systematic order of His creation, but also He arranged the time to create it, not only the universe and everything in it, but also time which is an inseparable part of God's creation. Thus, God's command to humans in Genesis 2:15 implicitly also includes time management.⁵ God's gift is not only material in the form of money, time is also a gift from God that has been entrusted to humans. In other words, humans must be able to manage time as well as possible, because it is not only a matter of finances that must be regulated and arranged, but also a matter of time. Because one of the devil's tactics is to involve God's children in useless things that waste time.⁶

Paul also called on the church at Ephesus (cf. Eph 5: 15-17) to use the time they have because these days are evil. What is meant by evil is a state of affairs that has been ruled by tyrants so that it causes evil in a matter of hours, minutes, seconds so that it is difficult for everyone to live in piety.⁷ The purpose of Paul's counsel to the church at Ephesus was to emphasize that they should be able to use their time well in the midst of evil so that the opportunity that God has given them is not wasted. Therefore, everyone is responsible for the use of time, moreover, a spiritual

¹ Wicak, *Mengelola waktu Dengan Bijak*, (Bandung:Triexs Media, 2008) p. 44.

² *Lentera Umat* Bahan Pemahaman Alkitab, Desember 2006-2007 p. 39.

³ P. Octavianus, *Manajemen Dan Kepemimpinan Menurut Wahyu Allah*, (Malang:YPPI, 1986) p. 36.

⁴ Oswald Sanders, *Kepemimpinan Rohani*, Diterjemahkan (Bandung: Kalam Hayat, 1974) p. 96.

⁵ Poppy M. Elia, *Majalah Berkat*, Januari-Maret 1998 p. 3.

⁶ Myron Rush, ...ph. 153.

⁷ John Calvin, *Ephesians*, (Michigan:Baker Book House, 1996) p. 314.

leader must be able to streamline his life and manage time well, so that the time he spends is used for a life that glorifies God. The greatest Israelite leader Moses regarded time as a priceless basic need, so he prayed for a wise heart and was taught to count day by day, not year by year (Ps (90:12).) A wise heart is a heart that knows the power of God's wrath. "To obtain a wise heart, man needs to be guided by God to be taught so that the days of his life are filled with God's faithful love and not His wrath."⁸

The meaning of the above verse should change the minds of today's church leaders. For example Augustine one of the church fathers for 15 years has spent his time with many women and lives in adultery. So much time has been wasted by Augustine that he repented at the age of 32 and worked for God.⁹ The story reminds how important time is, so a leader must be careful and careful in choosing his priorities. Church leaders must realize that time is their most valuable resource, because the quality of a person's leadership is revealed as long as he leads and fills it with something effective and efficient.¹⁰

From this statement, how important is the use of time, especially for spiritual leaders because all must be accountable to God.

METHOD OF RESEARCH

The method used in this paper uses a descriptive analysis method which contains a description and description of the problem with the data obtained.¹¹ While the writing procedure begins with the search for materials that match the subject matter, both from libraries and other media such as journals, magazines, and the internet. And the book that is the reference is Stephen Tong about wisdom and time because it contains time management from a biblical perspective, Oswald Sanders spiritual leadership as well as Octavianus management and leadership according to God's revelation about the practice of time management with leadership. Also a book from Wicak and Jane Smith on secular time management views which is a comparative material so that the data that has been obtained is then analyzed and finally put into the form of a scientific report.

⁸ Marie.C Barth *Tafsiran Mazmur*, (Jakarta:Bpk Gunung Mulia, 1999) p. 160.

⁹ Augustine was born in Thagasta North Africa on November 13, 354 A.D. His father's name is Patelsius, his mother is Monica. Studying at Medora then went to Cartage to study stylistics/beauty of language in 391 A.D. Went to Hippo, made a priest in 396 A.D. because the bishop was very old and died. For 35 years i.e. until 430 A.D. has authored many books. The essays that are still left to this day are 113 volumes, more than 500 sermon texts of which the famous essays are Confession and City Of God. Peter Wongso, *Diktat of Church History*, (Malang: Southeast Asia Bible School, 1992)p. 66-68.

¹⁰ Oswald Sanders, ... p. 95.

¹¹ Winarno Surakhmad, *Pengantar Penelitian Ilmiah*, (Bandung: Tarsito, 1998) p. 456.

RESULT AND DISCUSSION

Definition of Management

From the origin of the word, the word management in English comes from the Italian word, maneggiare which more or less means to handle or to handle. In Latin there is a word that has almost the same meaning, namely manus which means hand or handle.¹²

While talking about definitions, like other terms in the study of Social Sciences, Management also has a number of definitions given by experts. Here, only one definition will be stated by GR Terry as follows:

Management is a typical process, which consists of the following actions: Planning, Organizing, Activating and Monitoring which are carried out to determine and achieve the goals that have been set through the use of human resources and other resources.¹³

The above definition is considered to be one of the most complete and clear definitions so it is widely quoted and applied by many people working in the field of management.

In addition to the definitions and definitions of management that have been described above, Covey also suggests four definitions of management that are commonly used in everyday life¹⁴:

¹² P. Octavianus, ...p.1

¹³Junias Darma Sutedja, *Diktat Pertumbuhan Gereja*, (tth).p.29

¹⁴ Covey, S. R. (2004). *The 7 Habits of Highly Effective People*. New York: Free Press.

	Urgent	Not-Urgent
I ACTIVITY: Crisis Urgent problem Deadline- driven projects	II ACTIVITY: Prevention, activities Relationship development Introduction of new opportunities Planning, recreation	
III ACTIVITY: Interrupt, multiple calls Multiple posts and reports Multiple meetings Urgent business Popular activities	IV ACTIVITY: Trivial things, busy work Some posts Multiple phones Waste of time Fun activity	

Not-Important

Table 1 Quadrant Important and Urgently

Harbison and Myers classify management into three types, namely:

1. Patrimonial Management

It exists when a company is owned by a family and important positions in the company hierarchy are controlled by members of that family.

2. Political Management

A form of management in which important and basic positions in the organization are held by those who have political relations based on loyalty to a particular political party.

3. Professional Management

Strategic and important positions are handed over to those who have provided evidence of their skills, capacities, abilities, expertise or in other words on the basis of the services and results they provide to the company.

Strategic management techniques and the application of clear individual functions make the company's management performance more enthusiastic and also survive from competition as well

as healthy competition, because the individual shows skills and loyalty to the company so that the company's performance is increasing.

The Function of Mangement

In essence, management functions include the functions of Planning, Implementation and Evaluation. However, in practice these basic functions can be developed flexibly according to the needs of the organization.

The following are management functions proposed by Dessler, 1996:¹⁵:

1. Planning. Includes setting goals, actions, developing rules and procedures, developing plans and making predictions.
2. Organizing. Includes assigning tasks, divisions, delegation of authority, coordinating work
3. Staffing, including employee recruitment, training and development
4. Leading, including giving orders, maintaining employee motivation and morale
5. Controlling, setting standards, making improvements when needed.

A healthy organization has an orderly, neat, and good service philosophy so that the organization runs healthy and does not deviate and has the right main goals and objectives. Without a clear purpose and mechanism, the organization will be destroyed and will not last long.

Time Management" As A Pattern For Improving The Work Effectiveness Of Christian Leaders

A leader is someone who influences and determines the activities of others and acts to realize these activities to achieve goals. While what is meant by the term leadership (leadership) is the ability to recruit, influence and instill trust and develop responsibility in others to do a certain job to achieve certain goals..¹⁶ Here are the definitions of leadership from several experts.

Maxwell (Developing The Leader Within You) leadership is influence. John

Robert Clinton (The Making Of Leader) A leader is someone who has God-given capacities and responsibilities, which influence a group of followers toward God's plan for the group of followers toward God's plan for that group.

Barry Posner leadership is an art that specializes in expressing organizational insights and creating the conditions necessary to achieve those goals.

¹⁵ Sugiyanto Wiryoputro, *Dasar-Dasar Manajemen Kristiani*, (Jakarta: Bpk Gunung Mulia, 2001).p.9

¹⁶ Jack Hayford, *Memenangkan Masa Depan*, (Yogyakarta: Andi, 1993).p. 42-43

Robert A. Orr (The Essential For Effective Christian Leadership Development) A leader is someone who sets an example and has an encouraging vision that transfers that vision through influence equips, operates, trains, builds, challenges, motivates, empowers, energizes, train, facilitate, inspire, develop, strengthen, encourage, enable another person or group of people (as a team) and strive to achieve the vision, plans, goals and objectives that have been set. Thus a leader is someone who has the capacity and responsibility given by God to influence a certain group of God's people towards God's plans for that group.¹⁷

From several definitions of appropriate leadership, leadership is not only an art, it is also a matter of influence but in it there is an element of ratio or science. Because when leading what is needed is not only beauty and power, but there is also a ratio or scientific side. Both are needed in leadership.

Leaders With Time

After the author describes the time and current leaders enter the application between the times for current church leaders. Time is including capital that must be managed efficiently and effectively, because time for a leader is very important in his leadership and is very expensive. This is a task and a problem that today's church leaders must take seriously in order to manage their time well. Without rapid and regular time management, the leader has failed in his early life. A successful leader he can manage well, because the time that is a gift from God or a gift that is entrusted is not wasted and wasted on foolish, meaningless activities. To prevent this, a spiritual leader takes the attitude of utilizing time so that the spiritual and physical life runs in a balanced and healthy manner and does not experience lameness. Things that must receive serious attention from leaders with their activities include prayer, work, association.

Leaders With Pray¹⁸

The prayerful leader is critically aware of the greater responsibility, the more complicated the affairs, and the wider the scope of ministry the more prayer time is required. In the scriptures prayer is often described as spiritual warfare, because our struggle is against the governments, the powers, against the rulers of this dark world, against the evil spirits in the air (Ephesians 6:10-18).¹⁹

Moreover, a spiritual leader must always pray always to be in a relationship with God remembering that these days are evil. There is an evil power that wants to influence to sin and its deceit to deceive the leaders so that their lives are no longer in accordance with God's will but more selfish,

¹⁷ Yohanes Effendi Setiadarma *Diktat Kepimpinan Kristen* (tth), p. 2

¹⁸ Tonny Andrian et al., "The concept of time management based on ephesians 5:15-17 and relevance to contemporary christian leaders," *HTS Teologiese Studies / Theological Studies* 77, no. 3 (2021).

¹⁹ Ibid

the power of the devil is working hard to destroy the leaders of the church today. How many leaders are destroyed and fall into sin because they do not have a regular prayer life that eventually drags them into sin, because prayer is the last stronghold for leaders to protect and at the same time enable them to pass the devil's snares that threaten the lives of leaders. Given the damaged and unsupportive environment, through daily prayer and fellowship, a leader will be guided and brought to the knowledge of God and to live in His presence. The absolute condition for Christian leaders is to prioritize so that leadership does not become arid, passionate, unreliable leadership, simply because of lack of prayer.

Increase Prayer Hours

Prayer is a spiritual force that guides humans to keep walking in the truth. Seeing the way the devil is incredibly powerful, then a consistent spiritual leader is able to increase the hours of prayer and set the time for prayer. Jesus Christ himself set the example of getting up before dawn so that he could fellowship with his father undisturbed (Mk 1:35) during quiet prayer before engaging in activities. After doing activities such as healing the sick He went to quiet places and prayed (Luke 5:16) during the day or after work. Likewise, a spiritual leader before starting the activity gives 1 hour of time for quiet time, during the day after starting the activity another hour for quiet time. And the night before sleeping for 1 hour, the stability of the leader's spiritual life is guaranteed and the results are definitely better because the prayer life is the basis for today's church leaders.

Leaders With Work²⁰

The work in the office is too much and piled up forcing and time-consuming because many leaders are crazy about work so they forget and get caught in the work trap. But there are also leaders who are lazy so that in their work they are no longer efficient and effective, their work is just sitting around waiting for time to go home..²¹ Of course in working a leader should not be lazy and go crazy but must be able to make time efficient and effective. For that, several methods are needed such as planning, prioritizing.

Planning

In principle, planning is carried out so that each activity has clear objectives and the most appropriate and efficient way to achieve these goals..²² In relation to time management, planning is made so that people can achieve optimal results even though they have limited and unlimited time.

²⁰ Andrian et al., "The concept of time management based on ephesians 5:15–17 and relevance to contemporary christian leaders."

²¹ The problem that occurs is that most full-time church leaders do not work effectively on a daily basis. They only come and attend and sit around and wait for the time to go home without producing anything useful and they do not use their time more effectively and efficiently.

²² Wicak, *Mengelola Waktu Dengan Bijak*, (Bandung: Triexs Media, 2008) .p.30

And in the end planning becomes a kind of compass on which everyone bases their activities as well as maps that provide guidance on the direction to go and how to get there. Seeing the benefits of planning, leaders must take a firm stance in their activities so as not to be inconsequential and bring chaos to their activities. Some things that must be considered to avoid being trapped in a lot of activities, self-discipline.

Avoid Getting Caught Up In A Lot of Activities

Poor time management often results in wasting time, so you don't have time to stop or think about how to actually use your time. In the Gospels (Luke 14:28-30) Jesus Christ himself has proven an orderly way of working to achieve a predetermined goal. Make an agenda to record what must be done and completed in 1 day and how many hours should be used to complete the work. The result must be optimal because it is not disturbed by sudden activities as well as activities that are not important because they already have a job description for the 1 day that must be completed.

Discipline

One of the obstacles to people's ineffective time management is lack of discipline.²³ Without discipline, everything planned will fail, and usually people who are not disciplined have a very low level of awareness of responsibility. Discipline makes you submissive and loyal to the mission and life goals that are the target.

Priority

Priority is a tool to help organize activities based on their level of importance so that it helps to focus activities on things that are important and postpone things that are less important. The reason is that each activity has an activity weight and choosing the one with a high value must be done first.

Leaders And Reading

Most leaders are poor because they don't read much. How many leaders realize that reading is very important, especially when it comes to diligently reading the Bible. The primary and greatest task of spiritual leaders is to study God's Word diligently and the additional reading they need. Paul uses the last moments before his martyrdom to read in (2 Tim 4:13). It is clear that people who want to grow spiritually and mentally will read a lot, because by reading a leader forms himself into an adult both in terms of appearance and way of thinking. In addition, by reading a lot, automatically the more material that becomes the income of the paper, the more that is issued. If the leader is lazy to read, you can imagine what he wants to do and how light the weight of the leader is. A leader

²³ Wicak, *Mengelola Waktu Dengan Bijak*, (Bandung: Triexs Media, 2008) .p.121

must read and must be able to manage the time allocating for reading in his daily life of at least 1 hour so that his knowledge increases and does not miss information, considering the conditions of a very sophisticated era are also in the grip of dark power That way these leaders are not easily deceived or tricked by Satan because they have Bible-compliant moral standards and knowledge. The use of reading for leaders can provide answers to members or the sheep they shepherd according to Bible truths that do not deviate from the truth that leads to error.

Leaders And Society

Maintaining familiarity with all relationships is an absolute requirement and the main task of a leader. For this reason, Christian leaders must learn to get along by shining the light of God in every relationship, because with whom they associate greatly determines their value and influence on themselves. Paul gives advice in (1 Cor 15:33) that bad associations can spoil good habits. Leaders must be selective in making friends because if they are wrong, the bad habits will transfer automatically. For this reason, leaders must limit themselves to associating with people who are not spiritual as a form of anticipation so that their lives do not become careless and spiritually degenerate.

Leaders And Accountability Time

A leader who is serious about his life will not waste the time that God has rippled through his life, but he tries to empower that time into something of good value both temporally and spiritually. Not only salvation is a gift, time is also a gift that God gives to every leader. It is an obligation for leaders to reflect and organize a life that is not able to use time well, because what is done in this world will be a personal responsibility. As long as there is still time that God has given you, don't waste it, better catch it and use it as best you can to glorify God

Leaders With Fellowship

Maintaining intimacy with all relationships is an absolute requirement and the main task of a leader. For this reason, Christian leaders must learn to associate with shining God's light in each of their associations, because with whom to associate very much determines their value and influence on themselves. Paul advises that bad associations can spoil good habits (1 Cor. 15:33).

Leaders must be selective in making friends because if they are wrong, the bad habits will transfer automatically. For this reason, leaders must limit themselves to associating with unspiritual people as a form of anticipation so that their lives do not become careless and spiritually degenerate. Wang said that Christian leaders are fighting against a world that is identified with all sources of evil,

containing: things that are evil, ugly, negative and imperfect. Instead, the leader becomes the "salt" and "light" of Christ to fight against the source of evil.²⁴

CONCLUSION

Time management really helps spiritual leaders to be more effective and efficient. Broadly speaking, the lives and activities of church leaders are neat and orderly because there is a compass needle that guides them. Time management has a very big contribution to church leaders among them.

First, time management makes leaders fast, precise and useful in their work, including there are important criteria for a strong planning basis and clear goals, not haphazardly in work, but also swirling in work planning.

Second, getting used to not wasting time but being able to utilize time into something that has more value. Making yourself mentally steel in the sense of not being lazy, having a work culture on time and respecting time.

Third, spiritually appreciating the time which is a gift from God not to be wasted but to be used to glorify God considering these evil days are controlled by the devil. A leader must be observant and careful in using time as well as seizing as many opportunities that God has given in his life as important and valuable and valuable moments in his life with the aim of glorifying God because that is the center of time management.

RECOMMENDATION

Through this writing, the readers are increasingly aware of and willing to change the lifestyle that has been wrong in using their time, especially the church leaders who are too relaxed and do not have a work plan in their life. Special attention to the use of time must be an important note and serious attention for leaders so that their lives are not chaotic and deceived by the devil. Time is a gift from God and the grace for it must be used as well as possible so that the giver does not regret but is happy because of the ability to process time.

²⁴ Wang, Suryowati. "Manusia dan Dunia: Konsep Kristologi dengan Perspektif Reformed". *Jurnal Excelsis Deo*, 4(1), 61-72. DOI: <https://doi.org/10.51730/ed.v4i1.31>.

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