

TRANSFORMATION OF CHURCH-BASED BUSINESS GROUP MANAGEMENT TO REALIZE INDEPENDENT, PRODUCTIVE, AND COMPETITIVE CONGREGATIONS AT HKBP PARIK SABUNGAN

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Abstract

Women play a crucial role in the household economy, but the majority still face obstacles to limited access to technology, low financial literacy, weak business governance, and lack of product innovation. The Community Service Program (PKM) aims to overcome these problems. Economic empowerment is one of the important strategies in improving the welfare of the community, including the church community. The church not only serves as a center for spiritual formation, but also has a strategic role in developing the economic capacity of the congregation through the formation of professionally managed business groups. This Community Service (PkM) activity aims to increase the congregation's understanding of effective business group governance so that it is able to create sustainable economic independence. The methods used include counseling, interactive discussions, case studies, and assistance in preparing business plans. The results of the activity showed an increase in participants' understanding of business governance principles, business group organizational structure, financial recording system, and business development strategies. This program is expected to be the foundation in building church business groups that are transparent, accountable, productive, and able to improve the welfare of the congregation.

Keywords: Women's Empowerment, Digital Finance, Church-Based BusinessGroups, Green Economy

INTRODUCTION

Women play a very crucial and strategic role as the main actors in the management and stability of the household economy. In many sub-urban and rural areas, women's contributions are no longer limited to supporting domestic needs, but have become an important pillar for family financial resilience. Despite having great potential, the majority of women—especially those who are members of social or religious communities—still often face various classical structural and technical obstacles. The main obstacles that are often encountered include limited access to appropriate technology, low digital-based financial literacy, weak management and governance in group businesses, and lack of innovation to produce *value-added products*. As a result, their economic potential tends to run in place and is not yet able to compete in the wider market.

On the other hand, there are great opportunities that come from the optimization of abundant local resources but have not been utilized optimally. For example, agricultural waste such as corn cobs is often only burned or thrown away, even though it has high economic potential if it is scientifically processed into organic planting media or mushroom cultivation. In addition to the wealth of local raw materials, the existence of social institutions such as church communities (e.g. *Punguan Parompuan*) has very strong social *capital* in the form of emotional bonds and solid communication networks. If this social capital is combined with the rapid development of digital technology today, it will open up extraordinary opportunities to create income diversification for families in the area.

Responding to the gap between the obstacles faced and the amount of potential available, community service interventions can no longer be carried out separately (*partially*). Programs that run independently without inter-sectoral continuity often fail to maintain the sustainability of their economic impact. Therefore, this proposal offers an update through the **Integrated Women Economic Empowerment (IWEE) model**. The IWEE model is specifically designed as a whole, comprehensive, and mutually reinforcing empowerment ecosystem by integrating the four main pillars simultaneously. Through this ecosystem approach, the program not only focuses on the downstream waste production process, but also oversees the female congregation starting from institutional strengthening of church-based business groups, digitizing financial governance, to implementing healthy and

efficient domestic management. The economic condition of the post-pandemic community and changes in market dynamics require each community to have the ability to adapt and build economic independence. The Church as a socio-religious institution has a strategic position in accompanying the congregation, not only in the spiritual aspect but also in the social and economic aspect. Many congregations actually have considerable business potential, both through skills, local resources, and social networks. However, this potential has not been utilized optimally due to the high dependence on external assistance, weak business group governance, and limited managerial capabilities.

Strengthening the congregation's economy aims to increase income, expand skills, and build an independent and sustainable business. In the long term, church-based business groups are expected to be able to be a means of economic empowerment while strengthening social solidarity between congregations. Through Community Service (PkM) activities, the implementation team provides education on the importance of business group governance as the main foundation for the success of a joint venture.

ACTIVITY OBJECTIVES

The output targets of this integrated activity include mysterious mushroom products, MSME digital financial statements, legality documents for congregation business SOPs, and efficient domestic skills improvement. Through this IWEE model, it is hoped that the economic independence of the female congregation will be created that is productive and competitive.

TARGET AUDIENCE

The training participants are a Church-Based Women's Business Group (KUBG) Regional District 1 District XVI Humbang Habisan.

TIME AND VENUE

1. **Date:** July, 9, 2026
 2. **Time:** 14.00-16.30 WIB
- Location:** HKBP Parik Sabungan Resort Church Pohan Julu

IMPLEMENTATION METHOD

PkM activities are carried out through a participatory approach by involving church administrators and congregation members as the main participants.

The stages of implementation include:

1. Identification of Congregational Potential, which is to identify the skills, resources, and business opportunities that the congregation has.
2. Counseling, resource persons delivering material on the concept of economic empowerment and business group governance.
3. Interactive Discussion, which is to identify real challenges faced by participants in developing a business.
4. Business Group Management Training
 - a. Operational management
 - b. Human resource management
 - c. Internal control
 - d. Simple financial recording system.
5. Assistance in the Preparation of Business Development Plans
 - a. Preparation of the organizational structure of the business group.
 - b. The preparation of SOPs is simple.

Preparation of marketing and business development plans.

ACTIVITY IMPLEMENTATION

Speaker I: Through Church-Based Business Group Governance: Building an Independent, Productive, and Competitive Church

Corporate governance is very influential with the acquisition of company capital. If the corporate governance is good, automatically the capital that will be obtained will be very optimal. Not only that, good corporate governance can improve the economic stability of the company itself. Everything can run smoothly if the company's governance is successful. Corporate governance also has a major impact on sustainable development and economic growth, which in particular adds strength to the corporate sector and understands more ability to attract capital to lubricate

the economy. (Prasetyo, 2017). Corporate governance and capital structure are two components that are the basis for a company's economic stability. Without these two things, the economic condition of a company will become lame. If both can be well maintained, it will eliminate the bad control that exists in the company, the bad culture, and even the failure that leads to 6 bankruptcies. Because after all, a company must be controlled by competent people who are able to take policies within the company appropriately (Sewa et al., 2023).

Principles of Governance

Business groups managed without clear governance often face various problems, such as lack of financial transparency, conflicts of interest, weak supervision, and low member participation. On the other hand, business groups that apply the principles of good governance will be better able to build trust, increase member participation, ensure responsible use of resources, and create long-term business sustainability.

Organizational Structure of Business Groups

In a congregational business group, the organizational structure plays an important role in ensuring that every business activity can run in a coordinated, effective, and accountable manner. Through a clear division of duties, each member understands their roles and responsibilities so that they can work together harmoniously in developing the business. In addition, the organizational structure is also a means of control and supervision so that management. Elements in the organizational structure of the business for the Church include:

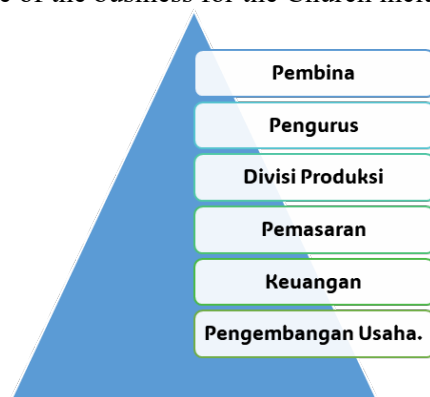


Figure 1. Organizational Structure of Business Groups

RESULTS AND DISCUSSION

1. Increasing Awareness of the Importance of Governance

Before the training, most of the participants paid more attention to the production and sales aspects, while the governance aspect still received less attention. After the training, participants began to understand that the success of a business is not only determined by the quality of the product, but also by the organization's management system. Participants understand that good governance can increase member trust, clarify the division of duties, and reduce potential conflicts within business groups (Siregar et al., 2025).

2. Understanding the Principles of Good Governance

The training material emphasizes four main principles of business group governance, namely:

- a. Transparency
- b. Accountability
- c. Participation
- d. Professionalism

These four principles are the basis for building a business group that is healthy, trusted by members, and able to develop sustainably (Sari et al., 2020).

3. Strengthening Organizational Structure

Participants gain an understanding of the importance of a clear division of tasks in a business organization. The recommended organizational structure consists of:

- a. Builder
- b. Manager
- c. Production Division
- d. Marketing Division
- e. Finance Division
- f. Business Development Division.



Figure2. The Purpose of Economic Strengthening for the Church

The division of roles helps to increase the effectiveness of coordination and strengthen the accountability of each member.

4. Identify Business Group Challenges

The group discussion identified several main obstacles that are commonly faced by the congregation in running a business, namely (Nainggolan et al., 2025):

- capital limitations,
 - low human resource capacity,
 - inconsistent member commitments,
 - market competition,
- marketing access is still limited.

As a solution, participants prepared a follow-up plan in the form of improving member competencies through continuous training, the establishment of a business administration system, and the use of digital media for marketing.

5. Impact of Activities

PkM activities have a positive impact in the form of:

- increasing the motivation of the congregation to build a joint business;
- increasing knowledge about business management;
- the formation of a commitment to implement simple financial records;
- increased understanding of the importance of organizational governance;
- The preparation of a plan for the formation of a church-based business group.

CONCLUSION

The Community Service Program regarding strengthening the economic independence of the congregation through the governance of church-based business groups succeeded in increasing participants' understanding of professional business organization management. This activity shows that the success of joint ventures is not only influenced by capital and production skills, but also by the application of good governance principles, clear division of tasks, and an accountable administrative system. Through the application of the principles of transparency, accountability, participation, and professionalism, church business groups have a greater opportunity to develop sustainably and be able to improve the economic welfare of the congregation. A follow-up mentoring program is needed so that the implementation of business governance can run consistently and produce a real economic impact.

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DOCUMENTATION



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Attendance List of Activity Participants

DAFTAR HADIR PENGABDIAN PADA MASYARAKAT PROGRAM STUDI MANAJEMEN FAKULTAS EKONOMI UNIVERSITAS SISINGAMANGARAJA XII TAPANULI (UNITA) Tempat : HKBP Parik Sabungan Resort Pohan Julu Parik Sabungan

NO		NAMA	TANDA TANGAN
1.	PR I	Talenta Marben SE,MSi	
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3.	PR IV	Joan Berlin Damayanti ST,MM	
4.	DEKAM FAK		
5.	PDI	Ronal D. Sihalohe, SE,MSi	
6.	PD II	Erlanti Simanjuntak S Sos, MM	
7.	Dosen	David Y.D. Mahulne SE,MSi	
8.	Dty	Delwara RW Sihombing SE,MSi	
9.	Dty	Hutala Parbe SE, MM	
10.	Mahasiswa	Juli Marini Manurung	
11.	Mahasiswa	U Khim Long	
12.	Mahasiswa	Elismeda C. Pinem	
13.	Mahasiswa	Febrian L. Sinaga	
14.	Mahasiswa	Jenriska Situmorang	
15.	Mahasiswa	Jupen Sihombing	
16.		Tbr Ip. Bolon	
17.		S br Tambunan	
18.		R br Sinaga	
19.		St. S. Br. Nainggolan	
20.		St. D. br Situmorang	
21.		Al br Panjaitan	
22.		H HUTAPEA	
23.		M. Br. Sibon	
24.		M. Joshua Sianipuri	
25.		M. MAROLAP SIHOTANG	
26.		OP. JOSEF HABABAN	
27.		OP. NANGGALA PRITOWANG	
28.		St. Roslin Tampubolon	
29.		Ratra Sibagariang	
30.		Op. mangibing korpulrahm	
31.		Op. Dika Liananansong	
32.		St. Rianti Sihombing	

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33.		RE Simanjuntak	33/06/2018
34.		F. Simanjuntak	33/06/2018
35.		M. Panatun	33/06/2018
36.		R. Manatu	33/06/2018
37.		J. Naibaho	33/06/2018
38.		JA Silalahi	33/06/2018
39.		Lisna Silatonga	33/06/2018
40.		Lopiat br Butar - Butar	33/06/2018
41.		Ma. Ginatan br. Purba	33/06/2018
42.		C. Br. Sri Andri Salsan	33/06/2018
43.		Husina Salsan	33/06/2018
44.	Dosen PKIP/pda	Melina, S.Gi., M.Hum.	33/06/2018
45.	PPD HKBP KOTA	Marni Purba	33/06/2018
46.		Pdt. Sondang H. Simanungkal	33/06/2018
47.		Tianur br. Silaban	33/06/2018
48.		Resmiana Gultsoo	33/06/2018
49.		Masna Tampubolon	33/06/2018
50.		Kristina Sihombing	33/06/2018
51.		TURMIDE HUTAINGAOL	33/06/2018
52.		R. Simbolon	33/06/2018
53.		R. Simanjuntak	33/06/2018
54.		A. Silalahi	33/06/2018
55.		EMRITA Simanjuntak	33/06/2018
56.		D. Simatupang	33/06/2018
57.		Buta Silatonga	33/06/2018
58.		Hotmauli Panjaitan	33/06/2018
59.	Dosen UNITA	Dr. Nana T. Nainggolan	33/06/2018
60.		NURLESTIMA Raja gubuk	33/06/2018
61.		A. Panjaitan	33/06/2018
62.		Maruti Lbn tobing	33/06/2018
63.		Esti br Tampubolon	33/06/2018
64.		Resman GIBRUS	33/06/2018
65.		Renta Tampubolon	33/06/2018
66.		Pisenta Salsan	33/06/2018
67.		Wimaida	33/06/2018
68.		Nurheli Gubuk	33/06/2018
69.		Romauli Dongoran	33/06/2018
70.		Juana Silaban	33/06/2018

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71.		Punga Panjaitan	hul
72.		RIDPAMINI GULTOM	hul
73.		LINCE ANGKAT	hul
74.		PURNAMA SANDER	hul
75.		MURLELA	hul
76.		IRNA GIRSANG	hul
77.		MALINDO NAEHMAN	hul
78.		SOSIRA SIMANJUNTAK	hul
79.		SELVITA Sianturi	hul
80.		ROBINA simamora	hul
81.		SARTINA ARITONANG	hul
82.		SELMALITA PANJAITAN	hul
83.		Martauli Oktoviani Nainggolan	hul
84.		ARLI SIMANJUNTAK	hul
85.		Ruthy L. SITORUS	hul
86.		Kotya panjaitan	hul
87.		Hottan wardaning	hul
88.		Sadur Pardede	hul
89.		Junita Pardede	hul
90.		Donnor pakpahan	hul
91.		Heddi Hulagaol	hul
92.		HOTMAIDA GULTOM	hul
93.		GORTA MANALU	hul
94.		NURSANI Panjaitan	hul
95.		LUMENGA Simamora	hul
96.		ERNI batu buri	hul
97.		TIOBORNO Simanjuntak	hul
98.		Nelli TAMBUNAN	hul
99.		MESDINE GULTOM	hul
100.		Martini Simanjuntak	hul
101.		LANTARIDA SINGO-EMBU	hul
102.		RISMAWATI Parba	hul
103.		TETTISIMANJUNTAK	hul
104.		NURLIJA GULTOM	hul
105.		TUMILUR Simanjuntak	hul
106.		MARIANNI Simanjuntak	hul
107.		EVA MANALU	hul
108.		RANRIDA MANURUNG	hul

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110.		Piordia Simanjuntak	Sub
111.		Sara Simanjuntak	Sub
112.		Devi Sabarani	Sub
113.		Renzali Simanjuntak	Sub
114.		TIO TAMPUBOLON	Sub
115.		Rapi Maide Simanjuntak	Sub
116.		Laga Pardede	Sub
117.		Sarianna Tambunan	Sub
118.		PALIENTA Simanjuntak	Sub
119.		Bani Damanik	Sub
120.		Kartini Simanjuntak	Sub
121.		MARLINA Situmorang	Sub
122.		Melda Manalu	Sub
123.		Hilda Simanjuntak	Sub
124.		Romaria Purba	Sub
125.		Dorlin Gultom	Sub
126.		Deliza Simbolon	Sub
127.		Renzali Turnip	Sub
128.	Mahasiswa	Polado Silionge	Sub
129.	TV Mahasiswa	Ferdinan S. Sitakar	Sub
130.	Praktis Bus. G	Ht. Wicno Widi Sabanday with	Sub
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Pillar 3 Church Based Community Business

Sub Topic: Strengthening the Economic Independence of the Church Through the Governance of Church-Based Business Groups (KUBG) for Punguan Parompuan Regional District I District XVI Humbang Habinsaran

Focus : Strengthening the economy of the congregation. Sub Program: Strengthening the Economic Independence of the Church through Church-Based Business Group Governance (KUBG) including: Organizational management, SOPs of business groups, SHU Distribution, Business Model Canvas.

Group Leadership and Risk Management Team:

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3. Dr. Nana T. Nainggolan, SE. MM.,
4. Benjamin Nababan, S.Pd.SH.MM.,
5. Febriani L. Sinaga (Student)

Output : SOP for Business Groups, AD/ART, Business Plan, Congregational Business Roadmap