

Strategic Priorities Of The Religious Institution
Using Combination of SWOT and Fuzzy-AHP.
Case Study of The Congregation of
Missionaries Of The Sacred Heart

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Introduction

- The role of strategic priorities in an organization
- The urgency of the religious organization to determine its strategic priorities
 - Some countries the number is decreasing
 - The case of sexual abuse crisis of the Catholic church
 - Lost of trust to the church
- Congregation of the MSC required modern methods of strategic planning for effective pastoral care

- Determining strategic priorities is important for organizations, especially for religious organizations
- There are still very few studies related to strategic priorities on religious organization particularly religious congregation
- That's why the authors feel it is important to make research
- These results will contribute to development religious congregation particularly MSC and religious organization as a whole

- What should be the strategic priorities of the MSC?
- SWOT and Fuzzy-AHP was applied
- Quantitative approach on this issue has not been available
- This study will be useful for the MSC to formulate their future programs and to minimize the negative perceptions to the Catholic priests and Catholic church as a whole

Literature Review

- The MSC: a religious entity, non-profit, required strategic planning (Ohoitumur et al, 2019)
- Strategic planning will strengthen the religious Congregation to handle their internal and external problems
- Clerical sex abuse to the children (Warner, 2019)
 - Priests are considered dangerous (Donnelly, 2015)
 - Problem of relationship between the priests and their leaders (McDevitt, 2010)

Methodology

- SWOT is the most widely used method to carry out strategic planning (Oreski, 2012)
- SWOT adalah first step in developing a research strategy (Kahraman et al, 2008)
- The experts determined the internal and external factors
- The SWOT does not quantify factors
- The SWOT was integrated with fuzzy-AHP for quantification (Tavana et al, 2016)

From AHP to Fuzzy-AHP

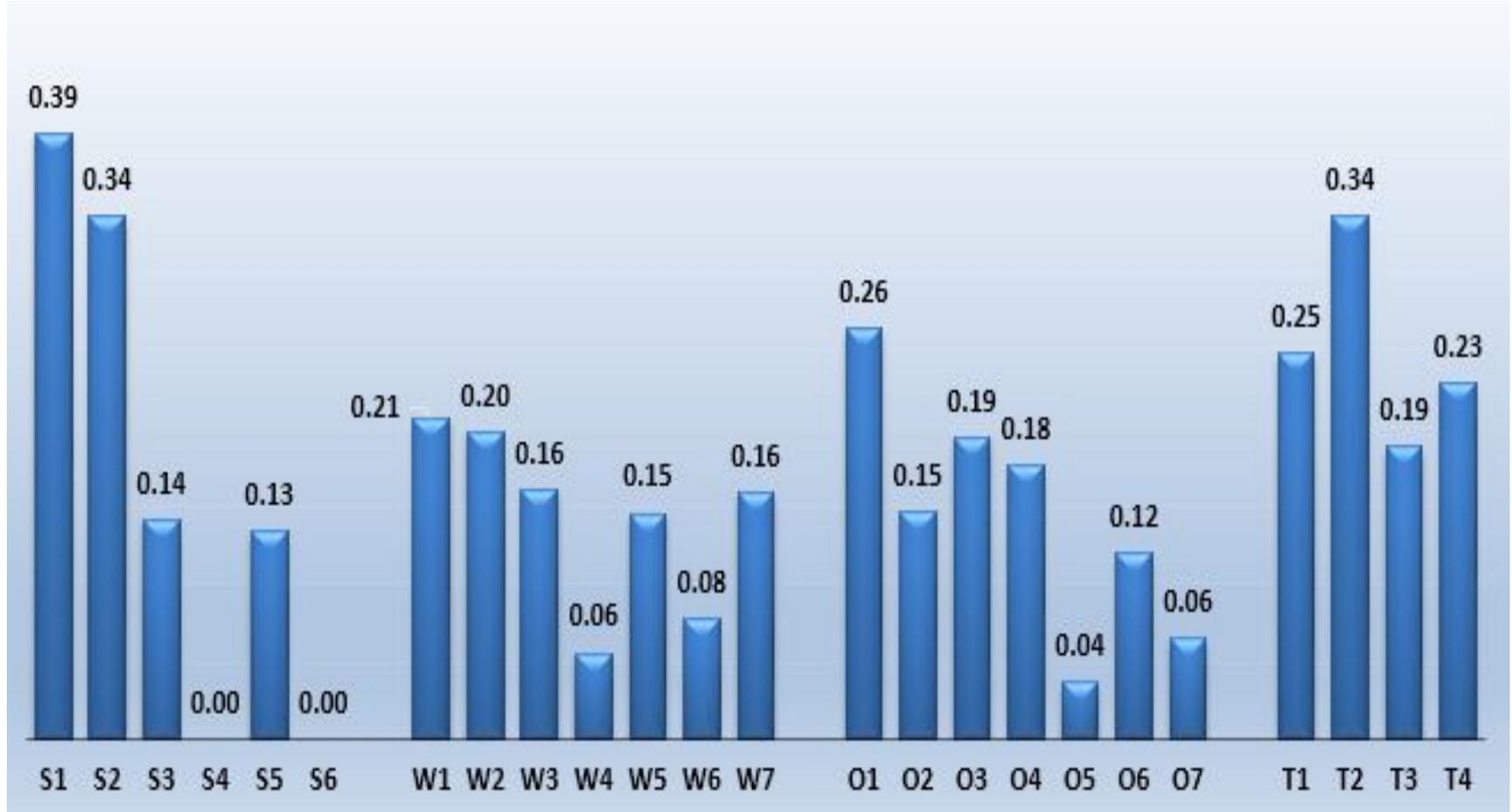
- Decomposition,
- Comparison of judgments and
- Priority synthesis
- Consistency test calculation
- Once it consistent the researchers continue with Fuzzy-AHP
- Fuzzy used untuk mengatasi keadaan samar-samar dan uncertainties
- Triangular fuzzy scale

- Data gathering:
 - FGD
 - Questionnaire
- Respondent
 - Leaders of the MSC

Results

- Internal factor
 - Strength – six sub-criteria
 - Weaknesses – seven sub-criteria
- External factors
 - Opportunities – seven sub –criteria
 - Threats – 4 sub-criteria
- Data are consistent

The priority weight of sub-criteria of SWOT



The weights of the alternative strategies



Conclusion

- Determining strategic priorities helps the congregation to handle their internal and external problems
- S-O strategy was the highest
 - The intensification and improvement of human resources
 - Enhancing the MSC structure to be more dynamic and accessible to all members
- The position of SO was the ideal because it means that the institution has a strong internal environment. Internally the MSC is strong
- Intensification and improvement of human resources and enhancing the structure will help the MSC to handle problems related to religious vacation and problematic issues of the church
- The future recommended research is designing program on how to strengthen the human resource and structure of the congregation.