

ESSENCE DEVELOPMENT OF HUMAN RESOURCE MANAGEMENT THROUGH SOFTSKILL ASPECTS TO IMPROVE THE QUALITY OF THE SERVANT OF GOD

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Abstract-World progress lately seen in the study of science and technology, especially regarding communications technology. Something is definitely where the progress of science and technology, so that the modernism, materialism and hedonism greatly affect the lives and beliefs of each individual who becomes a threat spirituality affect a person, including a servant of God. Meanwhile, the spiritual life of a believer is identical to the ceremony, ritual, legality and formality. Under the challenge of a wide diversity of religious experiences of other religions, this time those who believe always being questioned about how their real experience with God. On the other hand, the rush and the influence of the modern world which are overly complex to make people believe in the church no longer enthusiastic about the spiritual judge actions, in particular in growing its spiritual life. The disinterest of the believers in the church to judge actions spiritual gives us two important lessons that require careful consideration. First, the lack of interest of people believes in the church today is because they are incited by the needs and demands of life are increasingly apparent. Second, the servant of God himself cannot set an example as a respectable model. Over time, a church life faces great challenges. The challenge comes from inside and from outside the church. One of the challenges of the church is the lack of interest of the church to the teaching of the Bible (Biblical doctrines that can be accounted for). Congregation is more like instructions that are applicable and smell "supernatural. On the other hand, the church is challenged by the teaching that comes from the intellectuals, which rely on rationality and modern science as a justification for the truth of the Bible. Criticism of Christianity constantly waged. Biblical truth is trying replaced with human truth. The gospel of Christ is replaced with the doctrines of human beings who rely on intellectual. If the church does not provide a strong foundation of the congregation around the truth of biblical exegesis and exposition accompanied by accurate, it is certain that the church is a congregation that produced a weak faith. To that end, the church as an organization needs to implement human resource management that leads to soft skill competencies in order to improve the quality of service of the servants of God. The teaching cannot be picked out by the Christians to day.

Keywords: development, human resources, management, softskill, quality, servant

1. INTRODUCTION

Each servant of God has the responsibility of laying the foundation or the building of faith in which each task they have done, they have to account to God as the owner of the field and the building. The parable in 1 Corinthians 3: 10-15 establishes a pattern of service in God's will and it is not limited only to the servants of God, but everyone who has already believed in Jesus Christ, has the obligation and responsibility which is equal to God. For the apostle Paul, when he was given a special skill, which laid the foundation of faith and entrusted to serve in a building of God, it is the sheer grace of God that was in him. As anyone who has received grace (believed to serve), the apostle Paul used the occasion as well as possible, work carefully so that his work was good and he would accept a good judgment and wages also [1].

However, the amount of success in the service of God's servants is not solely measured by the sheer quantity of regardless spiritual quality. It is just the spiritual quality assessment which is more important than the number (quantity). In the pastoral letters, Paul always counseled Timothy and Titus to improve the quality of the church through the good teaching, and warned the dangers or threats to their spiritual maturation.

To that end, each servant of God who desires to achieve success must emulate the success as depicted Apostle Paul. According to Paul, the success must be founded on the quality and then, the second priority is a number of congregations. God will feel happier to see the Servant of God,

including pastors, elders, deacons, and bishops could sustain their spiritual life according to the standards correctly according to the Gospel and Paul's views.

Only the reality is different. Based on an analysis of what is happening nowadays, many servants of God have been in a crisis of identity and integrity, which are already at the stage of emergency in service. This has a negative impact on the congregation who no longer regard their pastor as a "spiritual guide" or "spiritual leader" and "a place to mature spiritually." This impact is also fatal to the church where most of the congregation move to the church that has a much more "professional" servant of God, and can respond and provide solutions to the struggle of life they face. One thing that can be confirmed, the weakness of the servant of God in this situation is not because of weak theology or paradigm he knew. Before someone predicted that, he had been self-learning, courses or talks in the field of theology. What was the problem of self and service of the servant of God? The greatest thing that can be concluded is the lack of human resources, especially concerning to soft skills.

Another trend that stands out is the Lord's servants do as an institutional leadership than humane leadership in front of the church. The Church is neither a building nor an institution. However, lead the church is not first manages institutions, but managing people. Both need a competent leader. Leading man certainly must prioritize character and spirit. Therefore, to serve humanity in the church should be supervised by the management and appropriate human resources [2].

This situation could have been prompted by several factors. First, the educational background, where a person is formed into a servant of God who generally tends to show the ability in science and technical skills related to the discipline of science (hard skills). If one concentrates only on hard skills aspect, it will lead to arrogances and cause problems in establishing relationships with others (soft skills).

For example, through Jesus' experience of interacting with the Samaritan woman in John 4. The conflict between the Jews and Samaritans that had lived more than 400 years. And the contention was so burning continuously with hatred and retaliation. Therefore, it is not too surprising that the Samaritan woman was surprised when Jesus as a Jew was willing to speak with them.

For Jews, the story of John was truly an amazing story. He is the Son of God. He is the most holy person, who was listening to the story of the Samaritan woman who has a disgrace. That is Jesus who destroys and breaks through boundaries and barriers of nationality and Orthodox Jewish customs. And this is the beginning of an universal gospel. And this is the love of God in the world rather than a theory (hard skills) but in deed and action (soft skills) [3].

From the attitude of Jesus to the Samaritan woman, we can conclude that what Jesus has done is soft skills which is concerned that Jesus built relationships through open communication, a willingness to listen, empathize, innovative and morality.

A healthy church growth, not because he is served by a pastor who holds a degree, not because the church is rich in finance (but ministers who prioritize services to build soft skills as well) so that the congregation that they lead seen clearly that type of each member is going through a healthy spiritual growth process.

As a servant of God, We must realize that we are helping the Lord's work, shepherding the flock of Christ in order for them to be healthy and grow in spirituality. A healthy church growth, not because he is served by a servant who holds a degree, not because the congregation is rich in finance, but the servant of God should be the one who prioritizes services to build soft skills as well. So that the congregation they lead seen clearly that each member experiencing a healthy spiritual development process [4].

Second, the factors of the human intellect. The tendency of people to make the logic or individual mindset to be the standard of truth. We must admit that the person who first received and studied "full time" in seminaries is one whose mind was blank on theological things. The man in this seminary established in academic theological education and knowledge through systematic theology and four years formed and focused in the counsel of Christian theology. Finally, after he graduated from seminary, the only power that is reliable in service is his theological knowledge. The other hand, we should know that in person was formed according to what is in his mind. Thus, the formation of humans through education like that is also the way it is in the service. Finally, the power of human logic and knowledge formed slowly into divinity and ability.

The Apostle John distinguishes two forms of knowledge. "Oida" which is the intuitive knowledge that means personal belief which is rationality cannot be explained, and "gnosis" which is the

knowledge that truth can be examined along with others. In his first epistle, the apostle John repeated his teaching on his readers to improve their knowledge of "oida" to "gnosis".

As long as we sit on the campus, we are trained to "think logically" (hard skills), which trains the left brain. Something should be proved by argument or systematic and logical computations. The mental formed over many years through the logical thought which is made scholars underestimate to the intuitive thinker. Therefore, it cannot explain why they do something, so they are considered intuitive. But we need to ask whether this attitude is justified. Is the mere intuitive just a feeling and imagination?

And then it's not always true if every servant of God only uses systematic knowledge like that (hard skills) which make up his mind on the left brain into the priorities for success his service, but the important thing is also the encouragement to develop the right brain as a filter for each input to the left before reacting to the action. Right-brain skills that can be called soft skills need to be developed continuously through learning by doing and interacting. Third, it is institution / institutional factor.

According to Tony Chen, the one who ever be the number one in the company of Bill Gates, said in development and success of every job, one thing that needs to be solved is the development of human resources, in terms of Tony Chen is a people developer.

He added, the rapid development in the business world requires the leaders to react quickly. On the one hand, this leads to dynamics. But on the other hand, these symptoms make CEOs tend to ignore the development of Human Resources. Business leaders are more focused on his transactional leadership of its path. Only the thought of how the pursuit of a business in a matter of numbers, where CEOs have already run out of time to think about the Human Resources system. It is a big problem [5].

What is prioritized by the institution where the servants of God serve? Generally, the pastors and church leaders only pursue the growth of targets in quantity. The measure of success of a shepherd is how he was able to develop his services with substantial growth in quantity and measurement. The human resources issue is not something important. Likewise, the reality in the placement service for servants seems like a chance. Luckily for the servant of God who had the congregation and assembly who is wealthy, knowledgeable, and good of funding. On the opposite, it is not profitable for servant which is placed in the church at all favorable conditions. Finally, the servant of God who is less fortunate just does the service with what it is and as far as his ability (hard skills), if it goes worse then he hopes to be moved to a congregation more profitable.

This service only pursues the quantity, not only the membership, but profitability in finance. If the pastor was failing to meet the targets, it means he had to move out and find another church to serve. Thus, the transfer or removal of the servant of God from one congregation to another congregation measured solely just by the quantity (hard skills). Then, where are the soft skills? Is there an empathy of a leader to the servant who are weak in soft skills? Has the institution ever thought about the importance of managing human resources to develop its soft skills of interpersonal and intrapersonal skills?

At this moment that shows the pursuit of selling value, the church should prepare every servant of God to have a "core value" through the soft skills. So, the preparation of the servant of God should pay attention of increasing and developing the human resources which is passing the learning method such as learning to know, learning to how, learning to do and learning to be.

2. Human Resources Management

Human resources management has a meaning of human resources and its management.

2.1 Human Resources

Human resources as one of the elements in the organization can be defined as a person who works in an organization. Human Resources (HR) can be addressed as the personnel, labor, workers, employees, in which human potential as a driving force in realizing the organization's existence or the potential of an asset and serves as a nonmaterial capital in the organization to realize the existence of the organization. In the era of globalization, human resource management is not an easy thing, because a kind of super-structure and infrastructure need to be prepared well to support the realization of the human resources quality. Company (organization) who want to still exist and have a positive reputation in the public's view, should not ignore the aspect of human resource development.

Therefore, the role of human resource management in the organization is not a small thing, even as central to managers and providers of human resources for other sections [6].

2.2 Human Resources Management

Human resources has a big contribution to the achievement of an organization. Many organizations realize that the human role in an organization can provide a competitive advantage. They make targets, strategies, innovation and achieve organizational objectives. Therefore, human resources are one of the most vital elements of the organization. There are two reasons for this. First, human resources affect the efficiency and effectiveness of the organization - human resources design and produce goods and services, oversee the quality, market products, allocate the financial resources as well as defining the whole purpose and strategy of the organization. Second, human resources are the main expenses in running a business organization. Human resource management (HRM) relating to the formal design of systems in an organization to limit the effectiveness and efficiency of an organization's objectives. "Human resources should be defined not by what he did, but what he produces."

An understanding of the notion of Human Resource Management is defined as follows: "Human resource management is a process of planning, organizing, directing and monitoring the activities of procurement, development, remuneration, organization, maintenance and disposal of human resources in order to achieve various objectives of individuals, organization and communities"[7].

Furthermore, according to H. Wukir in his book, "Human Resource Management in Organization" said the Human Resource Management is part of the knowledge of management related to human resource managers, including policies and practices required by the manager. Management of human resources is important for the organization to move forward would depend on the personnel who can supervise the organization well and otherwise few organizations are destroyed because they were unable to manage human resources. The management of human resources realizes that workers are not a machine and not only as a business resource.

Human resources management also has another definition. Management [8] which is formed from *ménagement*, which is a French designation of art in running and managing. In other hand [9], it means a process of achieving the target together with all of resources in an organization. Ricky W. Griffin defines that management is a process of planning, organizing, coordinating and controlling the resources to achieve the target in efficiency and effectiveness which is meant all the process runs well, organized and on time in achieving the target [10]. And Human resources are the member of the organization who have different skills, effectiveness, productivity, quality and other advantages. They also have the role in deciding the targets and strategy of the organization, producing goods and services, supervising and controlling the quality, managing the financial and marketing. Each of them placed by an organization [11].

Through several views and opinions on human resources management, we can assume that human resources management is a knowledge in managing the role and relationship between the human resources efficiently and effectively which can be maximized to achieve the organization's targets that passed all of the process to increase the performance and control the resources. Therefore, every organization should have a manager who mastered the human resources management and active in paying attention to the importance of human resource empowerment which is shown in organizing, giving the compensation and also deciding the policy and plan professionally to achieve the goal effectively and efficiently.

2.3 Functions of Human Resource Management[12]

Operational functions of Human Resource Management is the procurement, human resources, human resources development and maintenance.

a. Procurement of Human Resources

This function is human resource management activities in obtaining an employment, according to the needs (quantity and quality) to achieve organizational goals. Determination of the required human resources customized to the duties listed in the job analysis. Procurement of labor includes job

analysis, resource planning, human resources, recruitment and selection and placement of human resources.

Analysis of work is an activity which is conducted to obtain information about a job. Based on this information it will be known description (description) and requirements (requirement) that must be fulfilled to complete a particular job. Thus, it can be said that a job analysis is a systematic process as the determination of duties and responsibilities as well as the expertise and knowledge required to perform a variety of jobs within the organization. This is the basis for all human resource management activities in any field of the organization.

Planning and strategic Human Resources. This activity is conducted to obtain the type and the number of workers according to organizational needs. Human resource planning is a systematic process to fit the needs with the availability of human resources both from inside and outside the organization predicted in a given period. This information will be useful for human resource recruitment and management functions.

Recruitment. This activity is conducted to meet the human resource requirements to fill gaps in some positions in organizations. Recruitment can be performed to the new company or companies that already exist. Recruitment for the new company which is conducted to fill all positions according to the job structures and analytical work that has been set. Organizations that conduct business expansion or addition, their production capacity also conducts recruitment to fill gaps, according to the needs of the organization.

Selection of Human Resources. Activities in putting workers in accordance with their talents and abilities. An employee satisfaction will be achieved when their placement according to the capabilities of the productivity of work would be better anyway. Challenging in the presence of a manager in place the employee, an error here will result in dissatisfaction which gives rise to a high rate of absenteeism. A wise manager will select appropriate to achieve the maximum results in terms of placement.

Every organization should play a role in human resource management as well to produce a good performance. Through the human resource management planning of conducted systematically in order to proceed producing the resource professional, competent and profit for the organization. Planning concerning the recruitment of new and old power. It is very important to note is the "who", "how" and "where" the recruitment it is necessary to function. If the recruitment was done by "the right man in the right place" will bring satisfaction not only to individuals who were recruited but also because all managers and organizations will be able to proceed well and necessarily the results will be satisfying.

b. Human Resource Development

Human resource development (Human Resource Development). This is the process of improving knowledge and skills through education and training. At this stage there are two pieces of important activities as a foundation for developing the organization's members, among other things, the education and training provided to employees either for new employees and old employees. After following the selection phase for new employees who received training to fit between theory and practice into their work. This activity is very useful for new employees to improve understanding of the tasks and their responsibility. The development of human resources is also important for an old employee to get a job or development level increase in at the same level. Employees who experience job transfer will get a new job, naturally they are required to obtain a development program to customize their skills and knowledge to the job. Program development is also made to the old employee who are not for the transfer of jobs but also the development of technology.

Career Planning, is a series of jobs that will be carried out by someone in their lives to achieve the desired career goals. Someone will set out the steps that must be done to occupy a goal related to job and career goals. The difficulties encountered by many people to achieve their career goals which change the task due to changing the system and technological developments.

Career development is the approach taken by the organization to improve the ability of a person or a job to facilitate someone to achieve career goals. This activity is related to the qualifications and experiences of the individual for the benefit of the organization and the individual. Careers of individuals cannot be separated, therefore, the organization should pay attention to the planning and career development so that the needs of both of them will be fulfilled.

Organization Development is a process of changing that is planned to make changes to the system and organizational structures, to achieve results effectively and efficiently. Development organizations

can be applied in various forms and types of organizations. Expansion or narrowing of the organization depends on the number of activities for the realization and fulfillment of the needs of the organization.

Performance Management and Assessment. This term relates to individual and group evaluation of working output in organization. Performance Management is a series of various organizational activities directed to reach goals related to individual and group productivity improvement in organization. Performance Assessment is feedback for employee's working output. Employees may show their abilities and reduce identified weaknesses, so their performance productivity can be known by far. There are various methods that can be performed to attain such importance, depended on situational suitability and the importance.

These above perspectives explain how important resource development through education is, and this is important for every employee in any business organization. Moreover, in this century of advanced technology, as an impact of technology enhancement, many creative people appear to create new stuff that simplify and boost professionalism of a job and to reach efficiency and effectiveness of a job. The impact of this advancement of technology sometimes demand every organization to change its system and structure so that brings positive impact in the form of cost efficiency that can reduce operational and production cost, so price can be reduced as minimum as possible. The negative impact is the reduction of cheap labor's service because of the transition to technology, and frequently, this can cause job severance/disengagement. This improvement invariably is attached with the need of knowledge upgrade, therefore, every individual or any organization that expects improvement in this era must bear fruits from people who have suiTable understanding with what this era demands. Thus, there is no reason for individual or any organization to stand still without trying to increase knowledge. This is a sensible reason which every organization should perform human resource management focusing on professionalism and qualification improvement within a progress. Of course, for the people who have worked in a long time, they are not compelled to increase knowledge through formal education, but on the other hand, through seminars, trainings, workshops, part-time course and so on. Every member/employee/ worker should be given a chance or opportunity to improve education as a main asset, and mostly, in order to win in this competitive era. This educational adjustment will, in fact, ease every leader/manager to conduct career improvement that results in the best quality of a job that, in fact, will benefit that very own organization.

c. Human Resource Maintenance

After conducting the functions above, the next activity is to do maintenance. Employee maintenance means to keep employees to stay inside organization as a member who has high loyalty and dedication. Employees who have high loyalty towards company will take charge of his or her duties, and usually they have good working performance. Successful managers always pay attention to their employees' needs and protect them from working accidents. They realize that the success of organization in achieving the goals depends on its members' abilities. Therefore, it is necessary to care about employees' safety and comfort. This activity relates to communication with employees, together with health and safety of work.

Working Communication. Working communication is a transfer of information from someone to someone else so that a duty can be understood more clearly. Communication is one of managerial functions undergoing controlling duties, supervision, emotional disclosure, and information. Managers give working orders to subordinates through effective communication. There are often mistakes undergone by subordinates in doing their duties. This is because wrong command delivery done by supervisor. Besides that, communication can be performed by subordinates to higher levels as feedback; informing working improvement and expressing working troubles. Ascending communication will give understanding to the managers regarding their employees' feeling in conducting duties. Working information exchange inter-employee at the same level and inter-manager inside organization, should be performed properly in order to achieve goals. This type of horizontal communication is really needed inside working team to solve problems of organization.

Safety and Health of Work. This function relates to physical condition of employees, so it needs attention from organization party. Safety of Work is to protect employees from working injuries caused by accidents. Various accidental factors can occur, either caused by the work factor or human factor. Responsible employers would care to give protection for employees concerning working-accident risks. Health of work shows how free an employee is from diseases caused by his works.

Health of work always relates to working environment and employees' mentality. Clean environment would give comfort of working and kick away diseases from employees. A good leader would take care of their employees' needs and abilities in order to perform better. Most successful organizations prepare working consultant agency and counseling to overcome employees' working problems. Through this way, it would help and concern about employees' matters, so the impact would be on working satisfaction.

Concisely, it can be concluded that anybody who feels respected and treated well would not only show loyalty as a way of appreciation to his superiors, but also show an attitude of "*self of belonging*" to his duties and to the organization in where he is treated and trusted. In anywhere employees get protection and health and prosperity assurance, this situation would breed "*A best responsibility*". Employees' responsibility is to give satisfaction to organization and superiors by showing maximum ability in helping organization to achieve targets and goals, while leaders or managers' responsibility is to give satisfaction to employees in the form of empathy and the availability of working protection assurance. Therefore, every leader or manager should act fairly and rightfully in every policy and his conduct. No leader is right. No leader knows everything. Molding trust between superiors and inferiors through communication. Communication functions are not only in supervising and controlling, but also avoiding mistakes caused by *improper communication*. Harmonious, comfortable and peaceful working environment would bring health of work and welfare of workers.

d. Connection between Human Resource Development and *Soft-skill*

That this globalization century is a time of battle of human resources, no longer relying on muscles or materials but knowledge that pushes creativity and innovation. Competition occurs everywhere with various kinds of improvement and change. Demand of competition is getting higher, occurs not only in secular organizations but also in non-secular organizations like church.

Philosophy of globalization is where segmented countries become one or in other word "worldwide", where the process of being worldwide and globalization is a process of spreading various objects and experiences to all people all over the world. As a result, there is a possibility for process of various value mixtures from many countries in becoming a world society.

Absolutely, this situation relates to spread of doctrines of faith which can be different and contrary to Christ teaching. There are some characteristics of globalization [13], which are as follows:

1. The world seems getting narrow, physical mobility grows rapidly, information exchange, data mobility, and the world has no more geographical boundaries because of the availability of more sophisticated facilities of communication technology.
2. All institutions are in one global system; governmental, economic, trading, political, social institutions, and so on.
3. Fast and accurate information can be easily acquired, through advanced technology medium.
4. Process of democratization runs in the whole aspect of human life because there is freedom in the system of globalization.
5. Information is available abundantly. But unfortunately, to poor countries, supporting technology availability for getting information is at minimum rate, and again, poor countries will be getting more poor-informed. Competition in global village is a competition of quality. Who masters the technology, they will win, while poor countries will be losers.
6. Communication and mailing use electronic media because it's faster and more efficient compared to paper mails which are actually more expensive and takes a longer time.
7. Information technology and knowledge are a must if we don't want to be losers. Education has to push human resource improvement not in the term of physical condition but creation and thought. Since problems in life are getting complicated and full of competition, people need to combine various disciplines to anticipate this thing.

Quality improvement of church ministry should be a priority in this era of globalization or advanced technologies. The influence of modernism culture of life would stay become a power that keeps affecting church existence as "The Body of Christ" and "Source of Faith" for Christian people on the earth. Church is not supposed to be "spectator" or "stay still" in responding all that happens in the process of globalization. However, church should take a stance, control, and use it for quality improvement of church ministry or servants of God. Hence, this explanation should be started with an understanding about church's role in this 21st century.

Church is fellowship of believers who have been called out of darkness and are entering light to be a blessing by proclaiming the wonderful acts of God in the world. That simple definition is obviously written in 1 Peter 2:9. “*But you are the chosen race, the King’s priests, the holy nation, God’s own people, chosen to proclaim the wonderful acts of God, who called you out of darkness into his own marvelous light.*” From that definition above, it can be explained that church is not only a hall or building where the Christians perform worship. Instead, church is a community owned by God which is moving, creative, and dynamic in responding all realities occurring in the world. As a God’s community which has been gifted His salvation, church functions as channel of blessing, salt and light of the world to proclaim and demonstrate life in holiness and truthfulness [14]. It means church has to be able to be a guide and example for the world in the development and protection of life.

Church’s mission in its existence in the middle of the world is *misio dei*, which means a mission that comes from God Himself to be performed by church in creating signs of His kingdom. The church’s mission is usually called three tasks of church’s calling, as follows, fellowship (*koinonia*), testimony (*marturia*) and ministry (*diakonia*) [15]. Since its existence in the world until the end of time, *misio dei* or church’s mission has never changed, however the practice is done by church based on era’s demand and development. In other saying, the church’s calling should always be actualized in every situation and social condition that is currently being faced by church.

The real world that is being faced by church and all mankind in this era is the world in the 21st century, which is usually called globalization era. As has been explained in previous parts, globalization era is issued to be the hopeful era for all mankind’s prosperity, in the consideration of rapid development of science and technology advances. Yet, in line with that, anxiety and various worry arise and become a threat for human life both individually and globally. Knowledge and technology advancement are considered to be a huge power with rapid move affecting the whole aspects of human life. Various kinds of information spread wildly to edge of the world through modern technology equipments without being limited by anyone. That information consists of not only the constructive ones but also the destructive ones that could destroy human moral values.

Globalization era and every situation occurring within it are real challenges that can’t be ignored but faced by church. Church is truly a church when it’s not obtuse and it doesn’t blind itself towards the reality all around the world, furthermore when it rises distinct voice, acts strictly, and becomes people’s guide amid the confusion of era. If church doesn’t want to lose its real meaning as a church in the world and so that the church stays relevant and has the pleasure of its people, church has to attempt a new form of ministry and relevant to today’s situation [16]. Being a blessing, salt and light, and being a guide and role model for the world, those are purposes of why church serves its three-duty calling in the middle of globalization current. Church becomes missionary church in the world, not only brings about Lord’s salvation as a central part of God’s mission, but also strengthens the fellowship so that every believer grows into a full maturity as children of God and can’t be carried by the waves and blown about by every shifting wind of teaching of deceitful men, who lead others into error by the tricks they invent (Eph 4:13-14) [16].

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