

THE IMPORTANCE OF MANAGING STAKEHOLDERS IN THE PARISH CHURCH: A CALL FOR PASTORAL INCLUSIVENESS

REV FR ATHANASIUS EMEKA AGBO

08038741099

**Institute of Public Administration Extension
University of Benin, Ekehuan Campus, Nigeria**

Abstract

The decrease of interest in the affairs of the church by Christ's lay faithful and the growing number of many Catholics joining other denominations in the recent time is a matter of urgent concern that calls for pastoral dynamism in the management and involvement of its members. In the light of this situation, the goal of this paper is to set the altitude of the managers on prioritization of their stakeholders by creating a better environment for their wellbeing that will help in creating values among the stakeholders by identifying their needs for pastoral inclusiveness through mutual understanding, cooperation, and collaboration to ensure that the church fulfils its global mission. Stakeholders are individuals or entities who have a vested interest in the success, performance, or outcomes of the entity they are associated with or affected by. Adopting the topic "Managing the stakeholders of the church: a call for pastoral inclusiveness" is to emphasize the fact that in the church of Christ that we are all equal, and every Christ's faithful has the obligation to promote the growth of the church (Can.210). This simply implies that we are all important with one goal of transforming the world based on the values and principles of the kingdom of God. Therefore, we are all stakeholders in the church and every member should understand his / her role and responsibility. In order to discuss this topic effectively, the paper is divided into following sections: one is about the abstract and introduction, two is on the concept of stakeholder, definition of stake holders and the stakeholder's actors, stakeholders' engagement and inclusivity, strategic key steps on managing the stakeholders of the church. While the third deals with the conceptual frame work and theoretical framework, the fourth is the recommendations and conclusion.

Keywords: Importance, Management, Stakeholders, Church, Pastoral Inclusiveness.

INTRODUCTION

As society evolves, the church is faced with the task of adapting to and integrating new concepts into its growth. In the 21st century, church management encounters a range of challenges that encompasses cultural, religious, sociopolitical, organizational and ethical dimensions. This dynamism of evolvement calls for immediate adaptation that involves both the way we think and the way we act. We have to think ourselves into a new way of acting, and act ourselves into a new way of thinking. In order to develop effective management strategies that can propel the church move forward in its mission; it is crucial to understand the underlying issues. This paper addresses the gaps that exist in the 21st century church, particularly in terms of the fundamental understanding, co-operation, collaboration and proper co-ordination between managers and stakeholders of the church. Resolving these challenges requires a comprehensive examination of the variables that shape the structures in

this modern era, along with a widespread commitment to this goal while taking into account some other contemporary trends. While the Church can be described using various metaphors and theological models, as an institution, as a sacrament, as family and as a teacher, even as a non-profit organization yet its core structure is comprised of individuals, persons, groups and communities working towards a common purpose and they need to be involved in the management of its affairs. And just like any other organization, a church has components such as vision, mission, values, goals, and beliefs that give it purpose and direction. These elements are impactful by the role of both the managers and stakeholders. The leaders play a role in shaping them through the inevitable process of change. Continuous growth is vital for shaping the church's future, and the role of church leaders is significant in this regard. They must design organizational and leadership structures that facilitate growth, change, and productivity. In recent years, the Church has experienced a decline in membership and attendance, particularly in the Western world. The Church in Africa and Nigeria in particular may soon join if caution is not taken, this trend could extend to other regions as well. To address this decline, leaders may need to adapt their leadership styles and approaches to connect with church members and the wider community. Leadership structures vary among churches, and there is no fixed or standard form of leadership. The choice of leadership style or form depends on the specific needs and circumstances of the church. Leaders must address the future needs of the church by considering trends and embracing change, ensuring that the church continues to grow and expand.

Catholic social teaching on work and capitalism highlights the relevance of natural law and principles to church stakeholders, emphasizing the role of the laity in the economic life. Catholicism recognizes the importance of faithful stewards actively pursuing profit for the sustainability of businesses and guaranteeing employment. Pope John Paul II's encyclical *Centesimus Annus* acknowledges the legitimate role of profit as an indicator of a well-functioning business. The management of religion, with the help of religious leaders and church-based organizations, can have a significant impact on the world by adopting leadership styles that promote flexibility and creativity. Religion and spirituality have always been influential globally, and religious people and their leaders are increasingly becoming important partners in addressing various challenges. Managing religion and spirituality can make a difference by influencing stakeholders, shaping mindsets, and mobilizing communities. A guild-form organization would provide economic, social, political and possibly spiritual benefits for the members, and would be focused on the individual and collective good of the members. Only a voluntary lack of effort or other breach of membership ethics would separate a member from these benefits. The vagaries of the modern economy would be faced by the members collectively in solidarity.

This article aims to identify the needs for mutual understanding, cooperation, and collaboration to ensure that the church fulfils its global mission. It begins by understanding the stakeholders in the church and their areas of interest in pastoral inclusiveness. Stakeholders are individuals or entities who have a vested interest in the success, performance, or outcomes of the entity they are associated with or affected by. Understanding and managing the interests and concerns of stakeholders is crucial in decision-making processes and maintaining positive relationships and responsible governance across various sectors, including business, government, and non-profit organizations.

Concept of stakeholders

Despite the extensive connections to ethics and philosophy, the literature on stakeholders and the stakeholder's management have largely avoided direct linkage to religion and spirituality. At the same time, Catholic Social Teaching and other religious traditions have not engaged in a meaningful discussion on the concept of stakeholder's management in the church but through their interactions with various stakeholders, firms and managers were encouraged to pursue the common good and integral human development in solidarity with the poor within their value chains.

Since the concept of stakeholder management is a novel register in our Christian usage there has always been a mixed up with the concepts of stakeholders and shareholders in some instances, they were interchangeably used though with slight difference in their priorities and interest too. Shareholders can be stakeholders in a corporation, but stakeholders are not always shareholders. Shareholders own a share of a company or corporation. They have invested money and expect to get a return on their investment. The shareholder's concern is "What will this company do for me?", while a stakeholder has an interest in the performance of a company for reasons other than stock performance or appreciation (They have a "stake" in its success or failure).

As a result, the stakeholder has a greater need for the company to succeed over the longer term. Shareholders are included among the stakeholders, but only as one group among them. So, what if we thought more in terms of our stakeholders – of all those who have a stake in the church? That includes those whose lives might be transformed by the church's ministry. It includes the organizations and community groups that rely on the church to survive and vice versa. Who is then is a stakeholder?

Who is a stakeholder?

As a leader within your organization, it is important to familiarize yourself with the concept of "stakeholders", their vision, priorities and values. A stakeholder refers to an individual, group, organization, or entity that has a vested interest or concern in a specific organization, project, system, leadership, or issue. Stakeholders can be described as "any organized group of people who share a common interest or stake in a particular issue or system" (Grimble and Wellard, 1997). In other words, whoever adds value or receives value from an organization or whoever depends on the organization or the organization depends on him for its survival is also a stake holder.

Furthermore, stakeholders play a crucial role in helping the organization achieve its goals and objectives. For instance, administrators and other employees are stakeholders because they contribute their time and effort to the organization for maximum output. Just as the administrators are the stakeholders, Physicians are the stakeholders in the hospital because healthcare organizations rely on them to provide a steady stream of service for the patient's visit the patients who are also the stakeholders without whom the hospital will not make its profits.

Similarly, within the Church, the hierarchies of the Church hold stakeholder status and the Church members are also stakeholders because the Church cannot survive without their presence, opinions and maximum participation. This paper seeks, therefore, to change the

ideology that was earlier posited the multiple and often simultaneous roles of Church members solely as users in the Church only and not as suppliers and producers (Miller, 2002). Stakeholders can be classified as either as internal or external to the entity in question. They can include individuals, groups, or entities such as employees, customers, investors, suppliers, government agencies, non-governmental organizations (NGOs), communities, and more. The degree of influence and impact that stakeholders have on the activities of the entity can vary based on their windows of value, interest, priorities.

Stakeholder's actors and manner of identification

Stakeholder's actors are constructive framework for an organizational understanding, group, or individual, who have a high power or higher interest (direct or indirect) in the planning process of a project. The actors in the stakeholder's fold are mainly identified by the kind of maximum values, interest and priorities they contribute. The actors of stakeholder can be identified under the following order: internal and external stakeholder, primary and secondary stakeholder, circle stake holders.

- **INTERNAL STAKEHOLDERS:** This group of stakeholders includes those who invest something in your organization. Their stake is determined by their contributions and the potential impact on the success or failure of the organization. Internal stakeholders in a business are individuals within the organization who have a direct impact on the company's operations and decision-making. Employees, managers, and shareholders are examples of internal stakeholders. Here also the parish priests, assistant parish priests, religious men and women, catechists, parish pastoral councilors, finance council, organs such as CMO, CWO, CYON
- Employees as stakeholder share responsible for carrying out the day-to-day activities of the organization and have a direct impact on the success of the company.
- Managers are responsible for overseeing employees and ensuring that the organization is operating effectively.
- Shareholders own a portion of the company and have a vested interest in its performance, profitability, and growth.

➤ **EXTERNAL STAKEHOLDERS**

An external stakeholder is an individual or organization that has a vested interest in the performance of an organization but is not part of its internal operations. These stakeholders can include customers, suppliers, investors, creditors, regulators, and even the community in which the company operates.

- External stakeholders often have an impact on the success or failure of a company, as their actions or opinions can influence the business' reputation, financial stability, and overall success. For example, customers who have a positive experience with a company are likely to become repeat customers and recommend the company to others, while negative experiences can lead to a loss of business and damage to the company's brand. The examples of external stakeholders are highlighted below:
- **Customers** are crucial stakeholders as they purchase the company's products or services, and their satisfaction and loyalty are essential for the success of the company.
- **Suppliers** are also important stakeholders as they provide the company with the necessary raw materials or services to carry out its operations.

- **Investors** are individuals or groups that provide funding to the company, and their investment is crucial for the company's growth and expansion.
- **Regulators** are responsible for ensuring that the company complies with the relevant laws and regulations, and their approval is necessary for the company to operate. Examples include the entire parishioners, supporters of the parish, Associations in the Church - altar servers, choir, lectors, church wardens, Christian mothers association, charismatic renewal, legion of Mary, etc.

➤ **Primary Stakeholders**

Primary stakeholders' roles are crucial in shaping the organization's success, and their interests must be taken into account when making decisions. For example, customers' interests must be taken into account when developing new products or services. Shareholders' interests must be taken into account when making decisions that affect the organization's financial performance. The local community's interests must be taken into account when making decisions that affect the environment or the community's well-being

➤ **Secondary Stakeholders**

Their roles are essential in shaping the organization's reputation and can impact its success. For instance, the media can impact an organization's reputation by reporting negative news. Government agencies can impact an organization's success by imposing regulations that affect its operations. Competitors can impact an organization's success by offering better products or services.

➤ **Circle stakeholders**

They are called circle stakeholders because of their indispensable influence on the organization. They are the key factors for the organizational success or failure.

- i. **Business Stakeholders:** Investors, government, customers, community, employees, employee families, and partners.
- ii. **Nonprofit Stakeholders:** Donors, government, clients, community, patients, employees, employee families, volunteers, volunteer families, and partners.
- iii. **Church Stakeholders:** The diaconate, presbyterate, episcopates, consecrated men and women, the laity, organs in the Church, other associations and societies etc.
- iv. **Political Stakeholders:** government, constituents, community, employees, employee families, businesses, and nonprofits, donors.

Stakeholder Engagements and Inclusivity

Stakeholder engagements and inclusiveness refers to the process through which organizations establish, monitor, and maintain positive relationships with their stakeholders. It increases inclusive decision acceptability when implementing business activities. It facilitates a better flexible governance, financial stability in organizations, investor confidence, capital growth, and good corporate culture. Stakeholders' inclusivity can also be known as stakeholder engagement which ensures that all the stakeholders' voices are heard and that decisions are made with a broader understanding of the impact they may have. Stakeholder's inclusivity is a very big instrument for building a strong relationship with the stakeholders, fostering a culture of trust. it creates more sustainable solutions. Teamwork is cultivated on the board and management levels, establishing a clear corporate structure and shared responsibility in

the delivery of the common objective. Stakeholder's inclusiveness involves effectively managing various stakeholder groups, accommodating their differing perspectives, priorities, expectations, and aspirations.

This management process is known as stakeholder management. It entails identifying, mapping, and prioritizing stakeholders to determine the most effective communication strategies while optimizing available resources. Stakeholder engagement holds great importance in strategic planning. Stakeholders' engagement and inclusivity can be done in stakeholders meeting either with physical meeting, zoom meeting, Instagram, WhatsApp etc. Effective stakeholder management not only ease the organizational processes throughout the project's duration but also offers numerous benefits, including the following:

- Minimizing unnecessary conflicts and risks
- Enhancing stakeholder engagement and project support
- Clarifying roles and focusing efforts
- Facilitating better communication and collaboration
- Generating more opportunities
- Enhancing competitive advantage
- Improving overall project outcomes

Strategic Key Steps on Managing the Stakeholders of the Church

Managing stakeholders is crucial for the success of any project or organization. Remember, effective stakeholder management is an ongoing process that requires active engagement, open communication, and a commitment to building mutually beneficial relationships. Stakeholders help you get work done and achieve your project goals, so it is important to have a way to manage relationships, coordinate work, and keep stakeholders in the loop. Here are some key principles and strategies for effective stakeholder management:

1. **Understand Stakeholders' Needs and Expectations:** Take the time to understand the needs, expectations, and concerns of each stakeholder. This can be done through surveys, interviews, or focus groups. Actively listen to their perspectives and incorporate their input into decision-making processes.
2. **Communicate Effectively:** Establish clear and transparent channels of communication with stakeholders. Ensure communication is clear and accessible to all stakeholders, regardless of language and ability. Regularly update them on project progress, milestones, and changes. Use various communication methods, such as meetings, emails, newsletters, and social media, to engage stakeholders and address their concerns.
3. **Build Relationships and Trust:** Invest time and effort in building relationships with stakeholders. Show that you value their input and are committed to working collaboratively. Building trust is essential for effective stakeholder management.
4. **Involve Stakeholders in Decision-making:** Seek stakeholders' input. Provide opportunities for stakeholders to provide feedback and share their perspectives. And involve them in decision-making processes whenever possible. This promotes a sense of ownership and increases stakeholder engagement and commitment.

5. Manage their Conflicts: Anticipate and address conflicts that may arise among stakeholders. Act as a mediator and facilitator to find mutually agreeable solutions. Resolving conflicts in a fair and transparent manner is crucial for maintaining positive stakeholder relationships.

6. Monitor and Evaluate stakeholder's engagement: Continuously monitor and evaluate stakeholder engagement efforts. Regularly review and update stakeholder strategies based on feedback and changing circumstances. This ensures that stakeholder needs are being met effectively.

Conceptual Framework

The conceptual framework of this study draws upon two main theories: the full-range leadership theory by Bass (1996) and Greenleaf's (1970) servant leadership theory. Both theories shared a common view with our 1984 business professor and the founder of the stakeholder's theory by name Dr. R. Edward Freeman. According to Freeman, companies should focus on creating wealth for all their stakeholders, not just shareholders. He argues that there are interconnected relationships between a business\ organization and its customers, suppliers, employees, investors, and the local community. For example

- You want customers to be satisfied with your product and your company so they keep buying from you.
- You want employees to be happy and motivated at work so they can bring their full energy and creativity to the table.
- You want to help your financiers, partners, and shareholders make a profit so you can keep your investors and get more opportunities for growth.

Bass's full-range leadership theory emphasizes the pivotal role of leaders in the group process and asserts that their efforts have an impact on followers. This theory, encompassing transformational, transactional, and laissez-faire leadership styles, has gained recognition and acceptance among scholars and practitioners across different disciplines and organizations. Transformational leaders inspire their members to go beyond their own self-interests for the benefit of the organization. Transactional leaders focus on supervision, organization, and group performance, while laissez-faire leaders avoid responsibility, delay decision-making, and provide little feedback to their followers. The full-range model assumes that followers perform well in a transactional relationship with their leaders, but it recognizes that compensation alone is not always sufficient. Therefore, leaders need to exhibit transformational leadership behaviors to motivate and inspire their followers for success and dedication. Greenleaf's servant leadership theory, on the other hand, defines servant leadership as not just a management technique but a way of life rooted in the desire to serve others. Leaders are encouraged to serve with compassion, kindness, and courage, and followers respond positively to capable servant leaders. The theory underscores the importance of the servant role in both leaders and followers, highlighting the need for discernment and determination.

By combining Bass's full-range leadership theory and Greenleaf's servant leadership theory, this study aims to explore a comprehensive leadership approach within the context of a nonprofit organization, such as a Church. These theories provide insights into assessing and analyzing leadership styles and their impact on organizational growth and change. Leaders

in churches employ various combinations of transformational, transactional, laissez-faire, and servant leadership styles, which affect decision-making processes for addressing individual and group challenges.

Theoretical Framework: Total Quality Management (TQM) Theory

The goal of total quality management (TQM) theory is to set the altitude of the managers on prioritization of their stakeholders. It encourages the managers or the leaders act responsibly towards your employees, customers, and business partners. By prioritizing your immediate project stakeholders (both internal and external), you can create better work environments that promote both employee well-being and customer satisfaction.

Total Quality Management (TQM) is a management approach that focuses on enhancing the quality of products and services across all levels of an organization with the aim of achieving customer satisfaction (Evans, 2002). It emphasizes the long-term success of the organization through the involvement of the organizational culture and associated processes, rather than solely pursuing short-term financial gains. The concept of TQM emerged in the late 20th century, particularly in response to Japan's ability to produce high-quality goods at a lower cost compared to established developed countries (Dahlggaard et al., 1997). This led countries like the United Kingdom and the United States to reassess their quality control activities, identify shortcomings, and seek ways to improve them.

Customer satisfaction is at the core of TQM, with a focus on continuous improvement within the organization. It involves integrating communication, strategy, and data into the organizational structure and culture (Abbas, 2020). The level of quality is ultimately determined by the customers, who assess whether the company's efforts are satisfactory or require further improvements in terms of employee training and organizational processes. Employee involvement is another crucial aspect of TQM. It is important for organizations to unite employees around common goals to enhance commitment and motivation (Dahlggaard-Park et al., 2018). Creating a positive work environment empowers employees to take on responsibilities and rewards their efforts accordingly. The overall vision is to establish a high-performance work system that encourages employee improvement and integrates it into daily operations.

Process thinking is also central to TQM. Processes are defined as sequences of activities that transform supplier inputs into products for customer consumption (Dahlggaard-Park et al., 2018). To ensure success, clear concepts and steps should be outlined, and a monitoring and evaluation strategy should be incorporated to identify and address potential challenges. TQM emphasizes the need for an integrated system where horizontal processes connect various departments and specialties within the organization. These horizontal processes facilitate the establishment of the organizational structure and enable the comprehension of the organizational vision and mission. They also play a crucial role in developing guiding principles for communication and monitoring business performance.

TQM redirects an organization's goals to prioritize customer satisfaction above all else. With the necessary resources, commitment, and management support, an organization can succeed by adopting a TQM approach. In a Church setting, the customers are essentially the members

or parishioners. To ensure their satisfaction, it is important to consistently deliver high-quality services that nourish their spiritual needs. However, challenges may arise, such as inconsistency in the quality of preaching and messages, lack of preparedness, and preachers who may not possess the appropriate qualifications or spiritual knowledge to cater to the congregation's needs.

TQM provides a framework for preachers to understand the religious and spiritual needs of the congregation and strive to meet them effectively. It involves understanding the reasons why people attend church services, such as getting closer to God, seeking guidance, nourishing their souls, and receiving life lessons. Additionally, some attend for social or political reasons. By understanding these motivations, the Church can identify areas for improvement and ensure consistent quality for their satisfaction. Continuous improvement efforts can involve seeking feedback from the congregation after each activity, conducting surveys to identify internal or external factors affecting the active involvement of the members, and taking steps to address them.

Recommendations

The following recommendations were made from the study as one of the factors that will promote a better understanding in the stakeholders, management and inclusiveness.

1. MANAGERS SHOULD FOSTER AN ORGANIZATIONAL CULTURE FOR INCLUSION, COMMUNION AND COLLABORATION (Can .627)

Organizational members are happiest when they feel a sense of belonging. To do this, establish an organizational culture that emphasizes inclusion, so you can ensure everyone feels welcome, regardless of their background. When team members feel like they can be their full selves at work, they are not only happier they are also more interested and involved at your company. You can do this by investing in a culture of belonging, building diversity and inclusion programs, that will encourage your employees/ group members to connect with people. Additionally, make effort to schedule team activities so employees can get to know one another outside of their daily tasks. Employees will feel more comfortable when they feel connected to the people they work with. Let the parish programme have a space for group gathering and participation. Zonal prayers and meetings, zonal harvest, retreat to promote the principle of collaboration and communion.

One of the fundamental ecclesiological principles of the Vatican Council II is that the Church is *communio*. Ecclesiastical laws find their origin in the Church which is *communio* and exist to build up that same *communio*. This Church is constituted and organised in the world as a society and subsists in the Catholic Church governed by the successor of Peter and the bishops who are the successors of the apostles (cann. 204, §2; 330). By virtue of baptism, all the Christ faithful are in full communion with the Church when they “are joined with Christ in its visible structure by the bonds of the **profession of faith, the sacraments and ecclesiastical governance** (can. 205). Through baptism, God invites the faithful to participate in the intra-trinitarian communion of Father, Son and Holy Spirit and to share in the threefold *munera* of Christ as priest, prophet and king. It follows that all the baptized are “placed in communion with God, with all the other baptized, and with the Catholic Church in which the Church of Christ subsists (can. 204, §2)” [Cf. R. J. KASLYN(2003)]. It is this understanding of the Church as

communion that provides the underlying unity of the different local churches, vocations, states of life and ministries existing in the same Catholic Church and the Holy Spirit is “always the dynamic principle of diversity and unity in the Church” [JOHN PAUL II, apostolic exhortation *Christifideles Laici*, 20, December 8, 1988, in AAS 81 (1989), 425].

There should also be collaboration in the internal administration of temporal goods (eg. Can 627, §2) as well as collaboration with the Roman Pontiff through the appropriate dicastery of the Roman Curia, in this case, the Congregation for the Institutes of Consecrated Life and Societies of Apostolic Life (eg. Can. 592, §1) To collaborate means to work together for a common purpose, whether as equals, as agents of a superior, as persons who give consent, or as persons who offer their counsel.”

2. INCREASE THE EMPLOYEE ENGAGEMENT AND SOLIDARITY

Employees that are not engaged in their daily work likely won't perform at their best. There are many reasons an employee may disengage, including apathy, burnout, or insecurity in their job.

One of the best ways to increase satisfaction is to help your employees feel a sense of purpose. As a team lead, it's your responsibility to ensure your team members understand how their daily work contributes to broader company goals. And a such the stakeholder should be allowed to come with some suggestion and to handle issues within their jurisdiction

This begins during the on boarding process. Use on boarding to excite new team members and show them why their work matters using the principle of solidarity. The principle of solidarity states that as far as it is possible, matters ought to be handled by smaller units other than the highest centralized unit, or that the higher body should not usurp the legitimate functions of the lower body. The one Catholic Church is manifested in different local churches and institutions throughout the world. For this reason, it is very difficult for the Universal Church to issue a detailed universal legislation on temporal goods. “Therefore, the code applies the principle of subsidiarity and requires that more specific determinations about church property be made by competent ecclesiastical authorities at more immediate and appropriate local levels.” As regards religious institutes, the code says that each institute's temporal goods are governed by the provisions of Book V unless the contrary is expressly indicated (can. 635, §1). The code also requires that each institute is “to establish suitable norms concerning the use and administration of goods, by which the poverty proper to it is to be fostered, protected, and expressed.” (Can. 635, §2). The principle of solidarity will help the church and the secular organization to keep up the momentum by:

- Connecting daily work to company goals
- Clarifying work priorities
- Recognizing employee success
- Promoting healthy work habits
- Seeking feedback from team members
- Initiating team collaboration

3. ENCOURAGE BOTTOM-UP DECISION MAKING

The final step to increasing employee satisfaction is to help your employees feel more confident by giving them a voice. Try including them in manager meetings, departmental,

zonal, and parish meeting asking for their feedback on company/ pastoral decisions, and looking to them for guidance and suggestions on key projects.

When you encourage bottom-up decision making, employees at the bottom of the team structure have an equal chance of contributing to project success. Team members will feel appreciated when you take notice of the ideas they bring to the table through the principle of solidarity.

4. PRIORITIZE TRANSPARENCY

Being transparent with your employees is the best way to build trust and respect. This means telling them about both good and bad things and giving them the context they need to succeed in their roles. You need to demonstrate your credibility, competence, and commitment to the project and before the stakeholders.

Those who administer ecclesiastical goods are obliged to be accountable to their lawful superiors, to the finance council and the faithful (Can. 1287, 494 §4). Their services also must be transparent. For this reason, administrators are to take an oath of office that they will administer well and faithfully (Can. 1283, 1°) and with the diligence of a good householder (Can. 1284, §1). The administrators are to draw up annual accounts (can. 1284, §2, 8°) and in religious institutes as determined by the proper law (Cann. 636, §2; 637). To ensure transparency and accountability, the diocesan bishop is obliged to constitute a diocesan finance council to be composed of at least three of Christ's faithful, expert in financial matters and civil law (Can. 492); and after consultations with the finance council and college of consultors, to appoint a financial administrator who is to be someone of expertise in finance and of outstanding integrity (Can. 494). None of these persons is to be related to the bishop up to the fourth degree of consanguinity or affinity (can 492 §3). The finance council and the financial administrator help the bishop to regulate the financial administration of the diocese and the public juridic persons for whom he is responsible. Besides all the functions which Book V entrusted to the finance council and the financial administrator, as regards the beginning of new year, they are to prepare a budget and account annually and evaluate the accounts of the preceding year presented by the financial administrator (Cann. 493, 494 §4).

Conclusion

The Catholic Church in the course of her history has developed beautiful administrative principles which have great influence in managing and retaining its members as stakeholders. Therefore, stakeholder management is one of critical aspects of effective project and organizational management. By prioritizing stakeholder needs, communicating transparently, building relationships, involving stakeholders in decision-making, and continuously evaluating and adapting stakeholder engagement strategies, organizations can foster mutually beneficial relationships with their stakeholders. This leads to increased trust, loyalty, and collaboration, ultimately driving the success of projects and the organization as a whole. It is important to recognize that stakeholder engagement is an ongoing process that requires dedication and a genuine commitment to understanding and meeting the needs of all stakeholders involved. Stakeholders help you get work done and achieve maximum value for the organizational projects, goals. So, it is important to have a way to manage relationships, coordinate work, and keep stakeholders in the loop as keys for inclusivity.

References

- Abbas, J. (2020). Impact of Total Quality Management on Corporate Sustainability through the Mediating Effect of Knowledge Management. *Journal of Cleaner Production*, 244 *Apple job creation*. <https://www.apple.com/job-creation/Bryson>.
- Asadu, S.E (2022). The principles guiding the administration of ecclesiastical goods. Published in the February edition of the shepherd new page.
- Bovens, M. (2007). Analyzing and assessing accountability: A conceptual framework. *European Law Journal*, 13(4), 447-468
- Bowie, N. (2012). Stakeholder theory: The state of the art [Review of the book Stakeholder theory: The state of the art, by R. E. Freeman, J. S. Harrison, A. C. Wicks, B. L. Parmar, & S. de Colle]. *Business Ethics Quarterly*, 22(1), 179–185. Apple. (2017). Catholic Social Teaching represents a meaningful religious foundation to understand the purpose of firms, and managerial stakeholder responsibilities.
- Clarkson, M. et al.: 1994. 'The Toronto Conference: Reflections on Stakeholder Theory', *Business and Society*, 33(1), 82-131.
- Code of Canon Law (Washington, DC: Canon Law Society of America,
- Dahlgaard, J. J., Khanji, G. K., & Kristensen, K. (1997). *Fundamentals of Total Quality Management*.
- Dahlgaard-Park, S. M., Reyes, L., & Chen, C. K. (2018). The Evolution and Convergence of Total Quality Management and Management Theories. *Total Quality Management & Business Excellence*, 29, 1108-1128.
- Donaldson, T., & Preston, L. E. (1995). The stakeholder theory of the corporation: Concepts, evidence, and implications. *Academy of management Review*, 20(1), 65-91.
- Evans, J. R. (2002). Total Quality Management. *Infor*, 40, 364.
- Freeman, R. E. (2010). *Strategic management: A stakeholder approach*. Cambridge University Press.
- Freeman, R. E., Harrison, J. S., Wicks, A. C., Parmar, B. L., & De Colle, S. (2010). *Stakeholder Theory: The State of the Art*. Cambridge University Press." Stakeholder Engagement and the Board: Integrating Best Governance Practices"
- Freeman, R. E., J. S. Harrison and A. C. Wicks: 2007, *Managing for Stakeholders: Survival, Reputation, and Success*. (New Haven: Yale University Press).
- Freeman, R. E.: 1984, *Strategic management. A stakeholder approach*. (Boston: Pitman).
- Gibson, C. B., & Gibbs, J. L. (2006). Unpacking the concept of virtuality: The effects of geographic dispersion, electronic dependence, dynamic structure, and national diversity on team innovation. *Administrative Science Quarterly*, 51(3), 451-495.
- Grimble, R., and K. Wellard, 1997. Stakeholder methodologies in natural resource management: a review of concepts, contexts, experiences and opportunities. *Agricultural Systems*, 55(2):173– 193
- <https://evnede.com/blog/company/types-of-stakeholders-and-their-function-inside-the-organization>.
- <https://stakeholderresearch.com/wp-content/uploads/sra-2005-words-to-action-stakeholder-engagement-01.pdf>
- Jackson J.C (2017). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement* (5th ed.). Wiley.
- Jeffery S. Harrison. Harrison, Steven. M. Thompson, (2005), *strategic management of health organizations: A stakeholder management approach* U.S.A, Business expert press.P.20

- John Paul II, *Centesimus Annus* 43, reprinted in *Proclaiming Justice & Peace: Papal Documents from Rerum Novarum Through Centesimus AANUS* 432,
- Koenig H. G. (2012). *Religion, Spirituality, and Health: The Research and Clinical Implications*. International Scholarly Research Notices, 2012 university. On the code of canon law. Ottawa: St paul's university
- R. J. KASLYN, *Commentary on canons 204-223*, in BEAL, CORIGEN & GREEN (eds.), *New Commentary on the Code of Canon Law*, Theological Publications in India: Bangalore 2003, p. 243].
- R J kaslyn (2006), *The sacrament of orders and the clerical state: New Commentary on the Code of Canon Law*, Theological Publications in India: Bangalore.
- Milton Friedman, *The Social Responsibility of Business is to Increase its Profits*, N.Y. TIMES MAGAZINE, Sept. 13, 1970, at 32.
- Partridge, K., Jackson, C., Wheeler, D., & Zohar, A. (2005). *The stakeholder engagement manual: Volume 1: The guide to practitioners' perspectives on stakeholder engagement*. Stakeholder Research Associates Canada, Inc.
- Phillips, R., R. E. Freeman and A. C. Wicks: 2003, 'What stakeholder theory is not', *Business Ethics Quarterly*, 13(4), 479-502.
- R. Edward Freeman, Jeffrey S. Harrison, and Andrew C. *Corporate Governance: A Synthesis of Theory, Research, and Practice* Corporate Governance (2007)
- Thompson, L. (2009). *The mind and heart of the negotiator*. Prentice Hall.