

A Review Study on Knowledge Management Development and Practices in Catholic Church

Kevin Deniswara^{1,2}, Harjanto Prabowo¹, Agustinus Bandur¹, Ang Swat Lin Lindawati²

¹ Management Department, BINUS Business School – Doctor of Research in Management, Binus Business School, Bina Nusantara University, Jakarta, Indonesia. 11480

²Accounting Department, School of Accounting – Accounting Program, Bina Nusantara University, Jakarta, Indonesia. 11480

kevindeniswaraignatius@binus.ac.id (Corresponding author)

Abstract. This study aims to analyze strategies for the organizational management of the Catholic Church with knowledge management to avoid secularism. Previous research has analyzed Church through training and resource management, but it is necessary to analyze the knowledge of Church leaders in strategizing the Church to adapt to changes through the optimization of human resources by adopting resource-based theory. The study uses qualitative exploratory methods through systematic literature review in previous journals to build contributions to the development of the Catholic Church in a structured manner starting from strategizing to obtaining feedback from performance to the congregation. The results show that the Church can update the quality of service and operations on an ongoing basis to the 2021 Synod of the Archdiocese of Jakarta as a guideline to direct the Church to erratic changes. In addition, it can erode a culture of clericalism that can blend the Church community by forming a better understanding of the Church, where in the future it can drive technology-based Church transformation. Lastly, this study builds contributions that open the perspectives of leaders in Church management and update the strategy based on the vision and mission amid ever-rapid change.

Keywords: Catholic Church, Knowledge management, Culture of clericalism, Church Transformation.

1. Introduction

Catholic Church has faced various obstacles and challenges in carrying out spiritual missions, where currently the COVID-19 pandemic in the era of the industrial revolution 4.0 affects the performance of the Church (McKinney, 2020). The Catholic Church is challenged to be able to devise the right strategy by updating the quality of resources that can support operations D’Amato & Sulla, (2021), where based on data from the Vatican states the number of Catholics in the world has experienced a growth of more than 15 million from 2018 to 2019, except for Europe which has consistently decreased by 300,000 people (Cooper et al., 2021). According to Sorescu, (2017) in operating an organization, leaders must be able to adapt and be open to change by developing a competent strategy model to maintain organizational stability, whereas Kumaraswamy et al., (2018) explained that Organizations can be in danger of disruption if they are not prepared for change. With increasingly dynamic changes, began to reconstruct and modify strategies in for-profit organizations to be competitively superior (Gupta et al., 2020). However, there are still few organizational strategies and plans that are focused on non-profit organizations Al-Busaidi et al., (2017), especially in the Church (Njeri et al., 2019).

Based on research developed by Amirkhanyan et al., (2009) found that little research studies strategic management and planning processes in the Church, although more research concerns planning in business and industry. Resource management is essential for leaders to pay attention to support strategies built to achieve the goals of the Church (Oliveira et al., 2021). Some researchers believe that knowledge is all information that is important to leaders, but it is necessary to know that information with knowledge has a different context (Le & Tuamsuk, 2021). Nonaka & Takeuchi, (2007) explain that information is the flow of messages, while knowledge is information that is received and trusted. Ensuring that information can be thoroughly channeled, Lettieri et al., (2004) have built a framework of stages that start from individuals to organizations and communities. According to Rathi et al., (2016) conducted a study on organizations in Canada and Australia by compiling a knowledge model that can be a handle for practitioners and researchers to develop the NPO sector. Then, Rathi et al., (2016) examined the knowledge model comprehensively which shows the flow along with 5 important aspects, starting from management strategies, and resource knowledge, to situated knowledge which is a guideline to improve NPO operations more optimally, where knowledge management literature on the NPO Sector is still not widely developed.

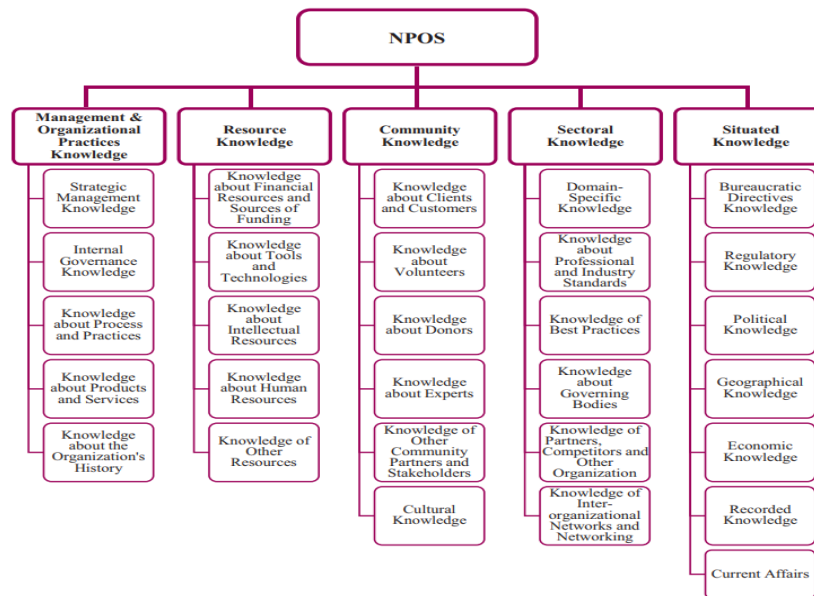


Fig. 1: Five Main Categories to Improve Management in NPO, (Rathi et al., 2016)

Based on the book "Best Practices in Catholic Church Ministry Performance Management" by Alphen et al., (2010) reviews management in Church operations focused on human resources and financial management with several support matters such as the study of Church performance assessment and measurement. Church growth is always attached to various risks, which thus require risk mitigation analysis to anticipate threats such as the implementation of information systems, natural disasters, and old Church buildings (D'Amato & Sulla, 2021). According to McKinney, (2020), from his research in the United Kingdom states Church leaders who can read the situation that occurs can update the quality of resources in carrying out services, in the form of worship, volunteering, donors, and others to improve people's lives.

To increase the success of the organization strategy, Peter et al., (2020) surveyed 297 respondents through a mix-methods study and stated that the level of resource satisfaction in the Catholic Church lies in how the organization maximizes its potential by providing training. Pope Francis also conveyed a message to the bishops to have careful consideration before making decisions so as not to engage in the wrong operational practice in the Church (Sinibaldi et al., 2020). To build reliable management, Church leaders can focus on the needs of the community by obtaining useful information in the development of parishes (Akanbi & Beyers, 2017). This research also aims to answer the gap in Sinibaldi et al., (2020) research on how Church leaders need to be open to various external parties to support the latest Church activities, but there is no review insight into how the Church builds strategies to meet internal needs first and then adapts to external parties to forge relationships that strengthen the Church's strategy.

Church leaders can form discussions together by gathering extensive information to find parts that can be further developed (Purbiyati & Setyawati, 2020). Following Rajapathirana & Hui, (2018) leaders who gain broad insights can build more open innovations. However, Rauter et al., (2019) explain that the number of leaders in building strategies is relatively small to facilitate the preparation of plans flexibly, which is also aligned with Kyere & Ausloos, (2021) that in management governance it is transmitted leaders numbering no more than 10 to streamline the time of strategy development organization management. The research of Purbiyati & Setyawati, (2020) became the basis of this research to analyze the internal parts of the Church (Treasurer, committee, Priests) by presenting various solutions that help guide leaders in the decision-making on actions of the Church that are in line with the delivery of the synod by Pope Francis.

According to Alphen et al., (2010) although the Church is not a business, in its managerial management it does not escape stewardship responsibilities to ensure accurate information to stakeholders. According to Muchira et al., (2018) Church is an organization that directs services by allocating donations to communities in need, such as disaster victims, blood donors, and religious education. With the combination of leaders and manpower in Parish, it will enhance the decision-making process designed to meet needs across the board, especially in directing to important aspects to be investigated or improved by research (Kyere & Ausloos, 2021). Alphen et al., (2010) explained that the Catholic Church in carrying out its activities is focused on two things, namely human resources and finances which are managed transparently and accountably. Following Mariska, (2018) that spirituality which is a dimension of religion can be a foundation for financial managers to ensure that financial allocation is effective. Regarding the management of resources, according to Oliveira et al., (2021) explain that the efficiency in the operation of the Church lies in the governance of the management of resources to achieve the goals of the Church, but not reviewed in detail the role of resources that sustain organizational performance, where this study adopts the resources-based theory that is oriented towards the Church performance.

Oliveira et al., (2021) surveyed 242 Churches in Spain and stated that there is a direct relationship when implementing management strategies with governance policies that allow the Church to identify aspects that need to be developed, especially in resource management. In line with the resources-based view by Barney et al., (2011) which is the guideline for management researchers Audretsch et al., (2020) and Zheng et al., (2022) that human resources are assets that have uniqueness as an added value to encourage

operational performance in achieving goals. To optimize resources, Le & Tuamsuk, (2021) surveyed 213 NPOs in Thailand and found that motivational knowledge sharing among individuals supported by organizational leaders was able to improve operational performance more effectively.

Resource management is also essential to support operational activities in the Church. Njeri et al., (2019) conducted a mix-method study by distributing questionnaires and interviews to 150 workers in 17 Catholic educational institutions in the Diocese of Nairobi, which showed a positive relationship between human resources planning and Church performance moderated by the regulatory framework to support policies on resource management. However, it is necessary to develop a more specific knowledge management framework to support the process of conveying information that can reach all parties, to help the decision-making process of Church leaders, which this research adopts (Lettieri et al., 2004; Nonaka & Takeuchi, 2007). The focus on resource management to support the performance of parishes is still not widely found, whereas several articles explain the importance of resource management in organizing Church services that can achieve goals effectively (Purbiyati & Setyawati, 2020).

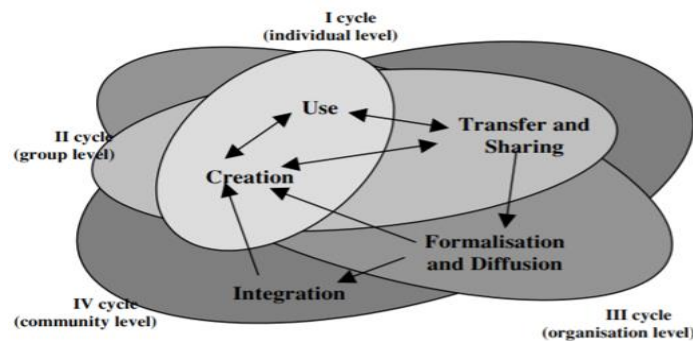


Fig. 2: The Cycle of Knowledge Management in Non-Profit Sector, (Lettieri et al., 2004)

Discussing further, Lettieri et al., (2004) conducted interviews with 20 respondents in non-profit organizations to analyze strategic management in the organization and evaluate what is needed based on documents and financial statements. As a result, Lettieri et al., (2004) found some knowledge in NPOs such as administrative or accounting knowledge, managerial, training, and so on which were utilized in the form of strategies for achieving individual and organizational goals. According to Raudeliūnienė, (2022) the adoption of knowledge potential management shows the effectiveness and efficiency of organizational performance amid increasingly rapid transformational changes, where many scholars have implemented knowledge management in profit and non-profit sectors, but still few studies to measure the management strategy to improve Church performance by adopting knowledge management.

The church's leadership in managing the organization can go through 3 main stages, namely define, communication/evaluate, and reward (Alphen et al, 2010). Going through these three stages will assist Church administrators in analyzing and evaluating gaps that can be developed or maintained to maintain organizational stability. According to the research of D'Amato & Sulla, (2021) Church growth needs to be preserved for the sake of future generations by mitigating risks to maintain organizational stability, as in Alphen et al., (2010) by determining methods of measuring and analyzing organizational performance to find gaps and points that can be further developed, where this study develop solutions by the emphasis on the distribution of information that is capable of updating the quality of the Church's strategy. According to Cooper et al., (2021) operating the activities of spiritual organizations together with the community will form experiences to encourage the growth of resources and communities amid uncertain situations.

However, some previous studies have only shown the results of testing on the development of Church management strategies focused on training resources, the size of the Church, and the efforts of leaders in determining actions (Njeri et al., 2019 Peter et al., 2020). But not many scholars have analyzed specifically

the elements underlying the growth of the Church through strategy, where leaders build a strategic framework based on the information analysis aimed at correcting deficiencies and highlighting excellence in ministry (Muchira et al., 2018). Wulandari, (2019) develops research for the Archdiocese of Jakarta by analyzing business elements for priests by looking at risks, competitiveness, and innovation that can develop in parishes. However, this research has not adapted how the Church can innovate through strategies that sustainably drive Church growth, especially by adopting the 2021 Archdiocese Synod to achieve the goals set by Pope Francis to maintain the stability of the church (Wulandari, 2019). The bishopric together with members of the Church board may elaborate in detail and specifics, in addition to the management of the Church's resources and financial management, requiring some support in the form of measurements to identify problems, avoid erroneous evaluation judgments, recruit Church members with clear criteria, and determine appropriate actions to anticipate future risks following (Alphen et al., 2010).

To support the previous statements, knowledge management in organizations, especially in the Church also needs to be reviewed based on the size of the Church, leadership, influences of the surrounding environment (big cities or small towns), working culture, and heterogeneity of individuals who thus become influences in reconstructing strategies through the information that becomes knowledge to be managed and distributed to Parishes, where it takes from Altarawneh, (2022) to improve the quality of management to meet the customer and internal requirement through Church operational. It will also shape the contribution of management research to the growth of the Church through the preparation of a knowledge-based approach strategy to improve the stability and performance of the Catholic Church in changes by focusing on fostering the human resources (Committee, Priest, etc).

2. Literature Review

2.1 Resource Based View Theory

Starting in 1991, a resource-based view has become a theory used by management researchers to study the point of view of the existence of human resources in organizations, and the theory continues to develop in the following decades (Barney et al., 2011). The importance of resource management has been a concern for Parish to bring together potential resources with the purpose of serving communities and communities (Oliveira et al., 2021). Reliable resource management will support the implementation of organizational management strategies (Audretsch et al., 2020). However, organizations that have diverse individuals give rise to the heterogeneity that can reduce job prospects in the absence of proper regulation (Lettieri et al., 2004). Resources can be an added value for the organization because, in addition to having their uniqueness, it is also a source of strength to succeed in the decision-making process of leaders in revitalizing the structure and stability of the organization (Raudeliūnienė, 2022).

Altarawneh, (2022) developed a conceptual framework to improve the quality of system operation in SMEs (Small-Medium Enterprises) based on business management standards that ensure accountability for organizational performance, especially by optimizing human resources. Similarly, Njeri et al., (2019) explain the growth of the Church is inseparable from the role of resources, so resource management has become a major value for leaders by making them part of the strategy. The research of Peter et al., (2020) explained that the growth potential of the Church lies in empowering resources by providing useful training. In addition, Oliveira & Pinheiro, (2021) in their research on non-profit organizations in Portugal shows how heterogeneity in organizations that are a factor in obstacles in undergoing operations can improve organizational competence. Although the adoption of RBV theory is mostly directed to For-Profit

Organizations (FPO), it can also be directed to NPOs by studying the factors of need and potential that they have as characteristics to achieve organizational goals more effectively and accountably (Rathi et al., 2016).

2.2 Knowledge Management Based Approach in Catholic Church

Knowledge is a key element for leaders in forming strategies to improve organizational management (Nonaka & Takeuchi, 2007). Church growth is often judged to be outdated and needs to be reconstructed with new strategies that are superior and appropriate to change (Chow & Kurlberg, 2020). However, Pope Francis advised the Diocese to be able to make decisions based on the careful consideration to avoid the occurrence of asymmetric information (Sinibaldi et al., 2020). Oliveira & Pinheiro, (2021) reviewed several factors that hinder the growth of knowledge and communication in Parishes so that they can be anticipated for future generations.

As part of NPOs, literature studies on the domain of knowledge management are still not widely implied, so the NPO sector is still not viewed by researchers and the public (Rathi et al., 2016). In the mixed-methods study Rathi et al., (2016) showed significant results that knowledge related to internal and external organizations is very important for organizational leaders to study community needs and know critical points in operational activities that can be further developed. Then, Rathi & Given, (2017) stated that one of the impacts that affect the growth of NPOs is to implement an integrated database system to increase the value and information generated. Leaders need to adapt strategies to the times to revitalize the organizational order (Sorescu, 2017). In creating a competent management strategy for the organization, information is needed from the right party to be managed as a source of knowledge (Raudeliūnienė, 2022).

According to Kumaraswamy et al., (2018), organizations often experience disruption due to a lack of readiness and insight to update the quality of systems and management that can adapt to changes. This is a concern because it is a factor that hinders the distribution of information and the empowerment of resources in the Catholic Church. To overcome a series of obstacles to the distribution of information in organizations, Lettieri et al., (2004) designed a knowledge model that aims to convey information in a structured manner ranging from individuals to organizations and communities. Discussing further Le & Tuamsuk, (2021) explained that in addition to looking at the needs in strategizing, organizations need to ensure that the process can run effectively, where knowledge sharing is categorized as a vital point that determines the success of the organization.

Supporting the previous explanation, Rathi et al., (2016) and Le & Tuamsuk, (2021) explained that researchers have not been aware of or understood more deeply the difference between information and knowledge. Oliveira & Pinheiro, (2021) explained that knowledge shows how capable individuals are in receiving and channeling it back to other parties. Nonaka & Takeuchi, (2007) shows that there are 2 main things in knowledge management, namely tacit and explicit knowledge which describes the process of modifying the receipt of information formed into knowledge through a medium that is easily understood by the recipient. Although basically, NPOs with FPOs have different contexts of needs (management and operational strategies), there needs to be a more in-depth study to increase understanding of NPO's contribution to the economy and society (Al-Busaidi et al., 2017; Audretsch et al., 2020).

This study directs the development of a knowledge model that is focused on the operation of the Catholic Church organization based on the strategy delivered by the Bishop to the Parish leaders. In addition, the establishment of management strategies within Church organizations also involves the size of the Church as well as the surrounding environment (Amirkhanyan et al., 2009; Odom et al., 1988). According to (Raudeliūnienė, 2022; Zheng et al., 2022), when focusing on the COVID-19 pandemic, it is necessary to encourage business managers to change strategies that not only look at external changes but also follow the internal changes. interests that are organizational assets. to achieve your goal. Altarawneh, (2022) explained that the existence of knowledge potential management in the organization will increase operational

effectiveness and efficiency, which will have an impact on organizational growth. Based on previous management studies, it is outlined to form a Church development that avoids secularism and clericalism that suits the 2021 Jakarta Synod of Archdioceses with the participation of priests and other parts of the Church.

2.3 Research Framework

To improve the development of management strategies in Catholic Church organizations, this study adapts knowledge management as an underlying approach for Church leaders in making decisions. Following the research (M. Oliveira et al., 2021; Rathi et al., 2016; Rathi & Given, 2017) that organizational growth is preceded by the establishment of a strategic framework to design the operational performance of the Church in achieving its objectives effectively. In designing the strategies for organizational management, leaders must know the condition of resources and have good performance measurement and assessment methods, so that they can project adequate decisions (D'Amato & Sulla, 2021; Peter et al., 2020). However, often heterogeneity in organizations hinders the distribution of information, so it is necessary to have a relevant flow so that information can be conveyed thoroughly (Lettieri et al., 2004). In addition, awareness and understanding of information and knowledge are still low, which requires exposure that can have an impact on practitioners and academics in developing the Church sector (Rathi et al., 2016).

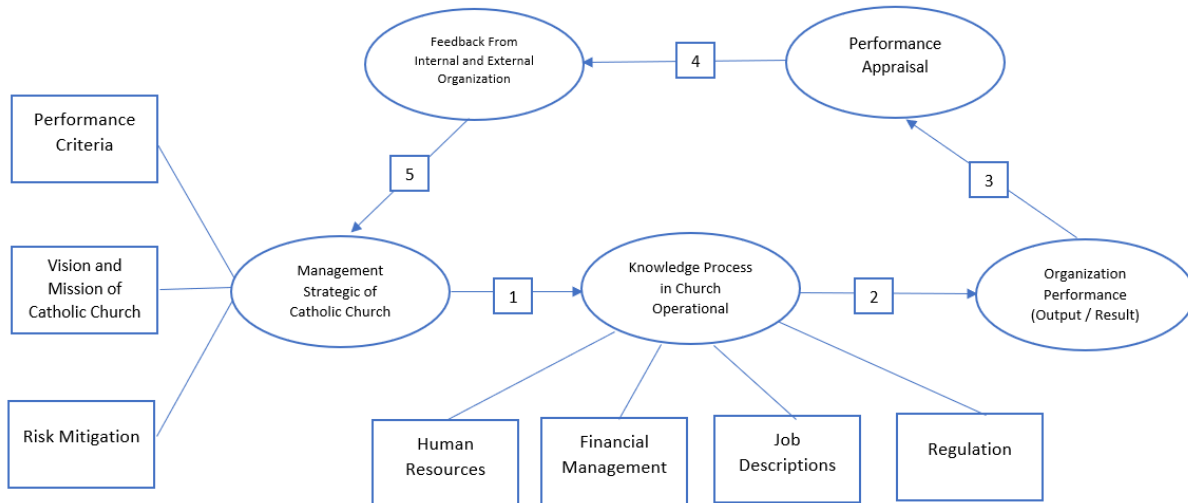


Fig. 3: Research Framework

3. Research Methodology

This study uses an exploratory qualitative approach by exploring deeper knowledge management to be implemented as part of the Diocesan management strategy. According to Weyant, (2022) adopting qualitative research will send researchers to obtain more in-depth and specific information studies to be developed by the direction of research. Some previous studies (Akanbi & Beyers, 2017; Pillay, 2017) takes a qualitative approach with a systematic literature review on the Church in South Africa aimed at analyzing the existence of the Church amid rapid change, where the Church can be an agent of change that encourages development in people's life patterns. In addition, Rathi et al., (2016) through the study of mixed methods, especially in qualitative research identified 5 main elements accompanied by supporting components to increase the growth of the NPO sector through the contribution of research that was studied in more depth.

By carrying out qualitative studies, it will give birth to the latest insights and knowledge that can be handled for researchers in the future to redevelop some of the things conveyed in the study (Bowen, 2009).

In addition, qualitative research will give birth to current ideas that can be projected in future research as a form of contribution from the world of research to the real world (Fletcher, 2015). In addition, based on the phenomena that have occurred in the growth of the Church in recent decades (Oliveira & Pinheiro, 2021; Sinibaldi et al., 2020; Wulandari, 2019) requires the management of information that can be a source of knowledge. for leaders, starting from an internal level which he then conveyed to the congregation and other stakeholders as stated by (Lettieri et al., 2004).

Through the exploratory qualitative studies, authors obtained secondary data by adopting a Systematic Literature Review (SLR) as a data analysis technique to obtain broad and up-to-date information based on several previous journals. Based on Bowen, (2009) and Fletcher, (2015) systematic literature review is an analytical technique to trace and obtain hidden information by combining several previous studies (International journals, national journals, books, and websites) which will then be further analyzed to find several points that can be further developed. This research is directed to the development of a Catholic Church organizational management strategy through a knowledge-based approach, where the main journal analyzed (Altarawneh, 2022; Lettieri et al., 2004; Oliveira & Pinheiro, 2021; Rathi et al., 2016; Wulandari, 2019) to conduct a new solution to improve Church management strategically. After analyzing the journals and finding gaps in each study, the authors develop a conceptual framework that aims to support and expand the views of Church leaders who can adapt Church services to changing times Rathi & Given, (2017), by explaining various points in each sub-produced.

4. Result and Discussion

4.1 The Development of Knowledge in Catholic Church

The growth of the Catholic Church decades has gone through a series of erratic changes, but it has not taken away the value of the originality of the Church as a spiritual organization (Amirkhanyan et al., 2009). In operating, the Church also follows the conditions in the surrounding environment to adapt to the lifestyle of the community (Randa et al., 2011). It aims to shape the transformation of the life of the Church's wards and communities, although the transformation of society is not a new concept in Church operations (Akanbi & Beyers, 2017; Pillay, 2017). The Synod of the Archdiocese of Jakarta conveyed the information of Pope Francis' invitation which said, "This path of Synodality is what God expects from the 3rd Millennium Church, that is, the journey following the renewal of the Church as recommended by the Second Vatican Council". By maintaining the value of the Church that undergoes service following the teachings of the Lord, it is also necessary to encourage the awareness of Church administrators and people to participate in the development of the Church following the progress of the times.

Supporting the previous explanation, organizational leaders in determining future actions require a comprehensively and widely conceived strategy to revitalize the existence of the organization (Sorescu, 2017). Under the resource-based theory, the Church can develop performance by paying attention to basic needs, namely resource management with reliable management can be an added value that supports the ministry and operations of the Church (Barney et al., 2011; M. Oliveira et al., 2021). According to Peter et al., (2020), the success of Church strategy lies in how Church administrators are aware of empowering and updating the quality of resources by providing regular training to grow knowledge about the Church and the changes encountered.

Church leaders need information as a basis for consideration in building long- and short-term strategies to develop the Church's performance in ministering. Knowledge is the main element needed to know the needs of parties well so that organizations can deploy appropriate strategies (Montecchi et al., 2019). According to Dejacco et al., (2017), organizations create assessment charts that form the basis for bringing together organizational goals with resources. In addition, Lettieri et al., (2004) form a flow of information distribution that starts from individuals to communities and organizations, which aims to make the

information developed by leaders well-received by all parties. It was developed based on Nonaka & Takeuchi, (2007) in 1991 related to tacit and explicit knowledge which describes how information is modified and processed in an interesting and easy-to-understand form.

Church administrators need to improve the governance of Church management by establishing a working environment within the Parish that builds spirituality and value that is acceptable to other Church administrators. In addition, make sure to obtain information from the right party considering that in the era of information distribution technology is very rapidly occurring, so it is necessary to pay attention to the right party in obtaining information (Rogers et al., 2019). Pope Francis also directed Bishops around the world to build cooperation with the right parties by knowing in advance about the information received, thus preventing asymmetric information from occurring that impacts the Church's strategy (Sinibaldi et al., 2020). Following the study of Rathi et al., (2016) shows 5 main elements accompanied by several supporting components as a foundation for NPO growth, namely:

- **Management & Organizational Practices Knowledge:** According to Abatecola & Cristofaro, (2020) organizational progress reflects the leadership attitude of the organization, so it is important to explore and receive adequate information. In research Pillay, (2017) and Akanbi & Beyers, (2017) describe by updating the quality of strategies in managing the Church, can improve the performance of ministry to communities that are driven to keep up with change. This is revealed in D'Amato & Sulla, (2021) by investigating the growth of the Catholic Church that Church administrators must be able to mitigate risks by having a strong assessment basis to improve strategies in the future. According to Sinibaldi et al., (2020) stated if Pope Francis announce Bishops around the world to update the strategy in order to mitigate assymetris information when adopting new resources, such as Artificial Intelligence, Cloud, and Robotic to support the operational in Catholic Church.

- **Resources Knowledge:** Several previous studies have proven how the level of success in advancing the Church's performance lies in the management of resources that can increase opportunities and capacity to renew their skills (Njeri et al., 2019; Peter et al., 2020). In addition, Oliveira et al., (2021) adapted strategies to resource management to carry out service activities such as blood donation, worship, and others more effectively.

- **Community Knowledge:** When developing a strategy to determine the action, leaders need to understand the needs that others can help. Sinibaldi et al., (2020) explain that Pope Francis called on Church administrators to establish appropriate relationships in adopting technologies, such as IBM, and Microsoft, to produce more effective performance. In addition, McKinney, (2020) in her study projects a strategy of the Catholic Church in the UK that leverages technology to meet more affordable organizational ministries. Discussing further, Oliveira et al., (2021) carry out resource management that is adjusted to their respective potentials so that they can fulfill responsibility duties in the form of donor services, volunteers, and others.

- **Sectoral Knowledge:** In carrying out ministry activities, the Church needs guidelines or codes of ethics that can direct Church operations to be more effective. One of them is by using the 2021 Synod of the Archdiocese of Jakarta to realize the congregations and churches that actively contribute to building the Church. D'Amato & Sulla, (2021) states that Church administrators can mitigate risks by referring to threats from internal and external organizations.

- **Situated Knowledge:** The world is constantly changing thanks to innovations created by humans, so organizations need to reconstruct strategies by understanding conditions in real time (Gupta et al., 2020). The semantic proximity perspective in Rathi et al., (2016) shows knowledge that shows the distance between the development of the times and the growth of the current organization. Several previous studies have examined studies to describe Church growth, where (Chow & Kurlberg, 2020; McIntosh, 2015) states that the renewal of knowledge adapted to change will remove the value of the Church, but (Akanbi &

Beyers, 2017; Cooper et al., 2021; Pillay, 2017) shows the progress of the Church which in addition to empowering resources is also an agent of change for the community.

4.2 The New Transformation of Catholic Church – Rebuild and Construct the Organization Operations

In managing an organization, strong knowledge is needed to meet internal needs by understanding the purpose of the existence of dioceses and parishes (Odom et al., 1988; M. Oliveira et al., 2021). The traditional Catholic Church has to move by adapting to changes that need to support the community and gain the trust of the stakeholders (Amirkhanyan et al., 2009). According to D'Amato & Sulla, (2021), Church leaders need to pay attention to Church culture by conducting thorough investigations to develop a scope that can be adapted to future generations. This is following the 2021 Synod of the Archdiocese of Jakarta that directs the Parish to be able to deal with unexpected changes by becoming a reliable community in inclusive social dialogue, reconciliation, fraternity, and social relations. Therefore, organizations need to make regular updates by identifying internal needs tailored to the goals of parishes and dioceses to effectively empower resources (Gupta et al., 2020; Rathi et al., 2016). Based on the research of Njeri et al., (2019) the Church's success in producing service performance lies in the support provided by the resources and readiness of the Church organization in carrying out operations to the community. However, it is necessary to develop by reshaping some charts that serve as assessments for the development of Church organizations, especially in preventing issues in the recruitment process and assessing Church performance.

In the book developed by Alphen et al., (2010) contains information that the Church consists of resources that carry out operational work (Getting a salary or volunteers) and pastors or church administrators, where there are issues related to several main aspects of receiving labor or in evaluating the results of its performance. Based on this information, is the basis for developing a research framework, as follows:

- **Management Strategic of Parish:** Strategy is the main element in deploying organizational activities in the future that aims to achieve goals that are in line with the vision and mission, from branding to the community, and prosper resources amid the times (Altarawneh, 2022; Eshima & Anderson, 2017). As a charitable organization, the Church can concentrate on the management of assets and resources to carry out services that improve the harmonization of environmental and community life (Amirkhanyan et al., 2009; Lettieri et al., 2004). According to Odom et al., (1988) the size of the Church, the surrounding environment, and the location of the Church significantly influenced the strategizing of Church leaders in determining appropriate future action. However, it is necessary to first review the governance of the internal organization before it ultimately impacts the external environment (Botelho, 2020). Leaders can rebuild the Church's performance evaluation assessment process by determining the goals and criteria be achieved through the preparation of Key Performance Indicators as a forum to direct organizational operations to run effectively (Dejaco et al., 2017). In addition to KPIs, Church administrators can develop assessment patterns based on balanced scorecard aspects by Kaplan & Norton, (2000) to assist in the process of analyzing resource development data which is then adapted as information for making future decisions (Mamabolo & Myres, 2020).

- **Knowledge Process in Catholic Church:** Based on the 2021 Synod of the Archdiocese of Jakarta, it is revealed that the Church has progressed, with 45.6% stating that Priests have involved the Parish Council and 22.2% involved the ward chair in making Church decisions. With the change in the leadership system, it is a good sign that the Parish is increasingly eroding the culture of clericalism. The distribution of information to be compiled as a basis for decision-making can be delivered as a whole, to build a scope of work that is acceptable to all parties (Audretsch et al., 2020; Nonaka & Takeuchi, 2007).

Church managers can increase Church growth based on 4 main aspects, namely human resources, financial management, job descriptions, and regulation. Supporting the previous statement, based on Alphen et al., (2010) Church leaders need to pay attention to 2 things that need to be managed periodically, namely the resources and finances of the Church. Comprehensive resource empowerment will encourage the Church's capability as an organization to emphasize service based on rules and cultures of spirituality (Cooper et al., 2021; M. Oliveira et al., 2021). Meanwhile, by allocating finances efficiently, it can direct the Church to carry out worship, and service to the regions, make donations to the underprivileged, and improve the harmonization of the surrounding environmental conditions. Catholic Church needs a comprehensive division of responsibility to resources, from recruitment to the process of working, to knowing the results of outputs that can be achieved according to the purposes of the Church, as stated by Zheng et al., (2022) in managing the organization. To establish accountability for the division of duties of responsibility, Church must be able to establish a working culture that is supported by adequate Church regulatory rules (Peter et al., 2020):

- **Catholic Church Regulation and Certification:** In Alphen et al., (2010) in the last 75 years professional associations such as accountants, teachers, and others have developed educational requirements and skill standards, one of which is professional certification. Standards and competencies regarding the Catholic Church were approved in 2003 by the United Conference of Catholic Bishops Commission on Certification and Accreditation (USCCB-CCA) by creating 5 standards consisting of Personal & Spiritual Maturity, Ministerial Identity, Roman Catholic Theology, Pastoral and Ministerial Care & Praxis, and Professional Practice. Adopting the value of professional certification can help improve the consistency of the Church to prepare for the progress of the Church for future generations, through cooperative contributions to the right parties (D'Amato & Sulla, 2021; Sinibaldi et al., 2020). According to Raudeliūnienė, (2022) stated that the potential for organizational progress lies in sustained standards for directing systematically directed leadership and becoming value-added in organizational strategy innovation.

- **Performance Appraisal and Feedback from the Community:** Church leaders ranging from Bishops, Priests, Parish Councils, Pastors, and other interested parties analyze the performance of the Church's ministry and operations periodically until the end of the period to measure the achievements that have been obtained to realize goals that are aligned with the vision and mission of the Church (Alphen et al., 2010). According to Rathi et al., (2016) and Akanbi & Beyers, (2017) an assessment of the achievements of Church organizations needs to be carried out to identify strengths and weaknesses that can be corrected, whereas Kumaraswamy et al., (2018) revealed that measuring performance appraisals can help mitigate future risks that have an impact on decreased performance or disrupting organizations in the times. It will become feedback which aimed at improving the Church's performance process so that it can be more effectively structured, which also helps Church leaders to conduct surveys that know the improvement and adjustment of resource positions more competently to improve Church performance. Following the 2021 Synod of the Archdiocese of Jakarta, the level of progress of the Church lies in the togetherness of internal resources in making decisions to form Church organizations that can nurture each other and project a broader level of Catholic salvation. The guidance has filled the gap in Wulandari, (2019) research that explained about entrepreneurial in Archdiocese of Jakarta that focused to Priest.

Category	How you first learned about your present ministry position	Percent	How important are these when hiring a lay parish minister?	% Very Important	% Very or Somewhat Important
Informal Networks 67%	Contacted and asked to apply by the pastor	31	That the person has good relational skills	68	99
	Contacted and asked to apply by other parish staff	20	That the person is prayerful	51	95
	Word of mouth	13	That the person has experience in ministry	32	83
	Parish bulletin advertisement	3	That the person has a similar ecclesiology	36	79
	Diocesan newspaper/magazine advertisement	6	That the person has a degree in a ministry-related field	18	66
Formal Networks 22%	Religious order network	4	That the person is lay	11	41
	Diocesan personnel office	4	That their salary won't be the family's primary income	9	38
	Diocesan ministry placement network	4	That the person is a religious	18	36
	Internet posting	3	That they can receive healthcare via their spouse	8	31
	National newspaper / magazine advertisement	1	That the person is a parishioner	12	31
	National ministry placement network	—	That the person is someone you know	5	26
	Other	11	That the person is married	2	23
			That the person's ethnic background matches parishioners	6	20
			That the person is bi-lingual	6	19
			That the person is female	1	7
TOTAL	100%	That the person is male	<1	5	

Fig. 4: The Position and Consider of Human Resources in Church, (Alphen et al., 2010)

4.3 Church Organization Development Based on External Knowledge

Based on the 2021 Synod of the Archdiocese of Jakarta, invites Parishes, categorial communities, Bhakti living institutions, Schools, and other parties to participate in reflecting on the extent of the development of the Church. The COVID-19 pandemic has cut off all activities to be online, but this is not an obstacle for the Church in carrying out its activities if it can optimize resources effectively (McKinney, 2020). Having sufficient knowledge will be key to creating Church leaders to build new strategies that shape working life in better organizations (Njeri et al., 2019). According to D'Amato & Sulla, (2021) contributions supported by the community and Church administrators, it will help analyze the risks that have an impact on the growth of the Church, where the existence of the Church must be adapted to the times and prepare future generations who can carry forward the determination of the Church.

Supporting the previous explanation, Rajapathirana & Hui, (2018) explained that leaders can build broader innovations to improve organizational capabilities in competitiveness and sustainably update the quality of resources by collaborating with external parties. However, Rauter et al., (2019) state that establishing discussions with outsiders will help broaden the mindset in building strategies, but when the numbers are large it will hinder the growth of innovation due to a large number of individuals. In managing an organization, it is important to establish discussions between parties, starting from leaders and workers without any restrictions, so that an organizational model framework that can be accepted and meet the needs of all parties can be built (Kyerer & Ausloos, 2021). According to Schillemans & Bjurström, (2020) adjusting the role of leaders supported by the workforce will result in more advanced organizational performance. With the role of the leader, it will improve the performance of the workers to achieve the organization's purpose (Zheng et al., 2022), as it stated in 2021 Synod of Archdiocese of Jakarta.

In the context of this discussion, the Church can contribute to increasing innovation without losing the main spirituality and values held by the Catholic Church by directing the implementation of the Church's mission of salvation (Chow & Kurlberg, 2020). In addition, to respond to the problems contained in the research by Chow & Kurlberg, (2020) shows how technological advances have provoked the opposition of experts and the Church who affirm that collaboration with the growth of the system does not reflect the value of the Church, but some argue that through the application of the system as part of the Church's strategy to help improve the quality of services that reach the congregations.

The solution is related to Rathi et al., (2016) related to the situated knowledge that Church administrators must unite open-mindedness as a form of cultural erosion of clericalism by opening opinions of various points of view for the advancement of the Church. Following 2021 Synod of the Archdiocese of Jakarta, explaining that the Church must be prepared for change and to reflect the growth of the Church, the Diocese can invite all parties to participate in expressing their opinions to improve performance that is more effective and covers a wider scale. Based on (Akanbi & Beyers, 2017; Pillay, 2017) research the Church can be an agent of change that can develop the capacity of resources and the life of a society that

transforms with change. Based on several previous research studies, several things can be used as a handle for the operational development of the Church, where it can be seen at the table below:

Table 1: The Impact of Knowledge Management in Church Operations

Knowledge Management to Develop Catholic Church Performance	
Before	After
A culture of clericalism with decisions only taken by priests.	The Priests have engaged the Parish Council to make decisions on the development of the Church.
There is less of a clear division of responsibilities, such as criteria for achieving Church organizational performance, resource recruitment needs, and evaluation of labor performance measurements (Alphen et al., 2010).	Dissemination of information ranging from individuals to communities that expands the acceptance of all parties, to build strategies with appropriate standards (Lettieri et al., 2004; Rathi & Given, 2017).
It takes time to analyze and allocate funds to communities in need based on the size and environment of the Church (Odom et al., 1988).	Obtaining real-time information to quickly direct services, such as worship, volunteering, and charity to improve community and social life (Njeri et al., 2019; Pillay, 2017).
Management of spiritual organizations aimed at improving the spirituality of the people and administrators of the Church (Amirkhanyan et al., 2009).	Conducting training for resources to advance the quality of an adaptable workforce (Peter et al., 2020).
The form of the Catholic Church is considered ancient, resulting in a decline in Catholics, especially in Europe, which has experienced a significant decline (Chow & Kurlberg, 2020).	The establishment of job description information to increase knowledge about Church administrators (specialists, labor, volunteers, and others) (Alphen et al., 2010).

5. Conclusion

The progress of Church growth has been a concern for researchers to analyze Church performance by looking at factors such as organizational strategy success, resource management, and technology application, and identifying risks to determine actions that can prepare future generations to carry forward the Church's mission and purpose (D'Amato & Sulla, 2021; McKinney, 2020; Njeri et al., 2019; M. Oliveira et al., 2021; Peter et al., 2020). In addition, the study of Odom et al., (1988) stated that there is still a lack of awareness of researchers to analyze the performance of the Church, so based on the results of the study, it shows that strategic management that runs in the Church is carried out based on several perceptions, such as the environment, the size of the Church, and location. According to Akanbi & Beyers, (2017) the church that leads to transforming change in society is not a new concept, which is shown by (Cooper et al., 2021; Pillay, 2017) by building the concept of Church growth as an agent of change aimed at improving the quality of ministry by implementing technology.

As a non-profit organization, it certainly has a different strategic goal orientation from that of profit organizations (Rathi et al., 2016). Following the study (Lettieri et al., 2004; Oliveira & Pinheiro, 2021) knowledge is the main element to support the growth of organizational management strategies that are channeled gradually to the community so that they can be accepted by all parties. However, there has not been much research found to analyze knowledge management in the Church, so this study develops a structured framework for Church development models to build patterns of knowledge in practicing strategic management in Church organizations and provide knowledge about Parishes and Dioceses that can be understood by the community. According to 2021 Synod of the Archdiocese of Jakarta, aims to build a

Church development that can face erratic changes, involving various parties to reflect on the sustainable growth of the Church and actively participate in social activities.

This research is the basis for building a contribution that begins with the preparation of a strategic framework for improving Church management, where in future research can be analyzed through questionnaires and interviews based on the framework compiled in this study, to find out how the performance of services and operations provided by the Diocese amid increasingly rapid progress. In addition, contributions from academics can build collaboration with practitioners who care for the Catholic Church by learning in more detail, not only seeing what the operational development of services looks like along with the division of responsibilities in the Church but how they believe Church administrators. In adapting the Church through innovation and development without losing the cultural value and originality of the Catholic Church. It intended to respond to the limitations of this research that collects information through the analysis of magazines and books on Church management strategies, obtaining real data from a conceptual framework that is built as a contribution to the development of the Catholic Church in the future.

References

- Abatecola, G., & Cristofaro, M. (2020). Hambrick and Mason's "Upper Echelons Theory": evolution and open avenues. *Journal of Management History*. <https://doi.org/10.1108/JMH-02-2018-0016>
- Akanbi, S. O., & Beyers, J. (2017). The church as a catalyst for transformation in the society. *HTS Teologiese Studies / Theological Studies*. <https://doi.org/10.4102/hts.v73i4.4635>
- Al-Busaidi, K. A., Ragsdell, G., & Dawson, R. (2017). Barriers and benefits of using social networking sites versus face-to-face meetings for sharing knowledge in professional societies. *International Journal of Business Information Systems*. <https://doi.org/10.1504/IJBIS.2017.10004396>
- Altarawneh, H. (2022). A Conceptual Framework to Minimize Covid-19 Pandemic effects on Total Quality Management in SME Software Firms. *Journal of System and Management Sciences*, 12(6), 282–299. <https://doi.org/10.33168/JSMS.2022.0618>
- Amirkhanyan, A. A., Kim, H. J., & Lambright, K. T. (2009). Faith-based assumptions about performance: Does church affiliation matter for service quality and access? *Nonprofit and Voluntary Sector Quarterly*, 38(3), 490–521. <https://doi.org/10.1177/0899764008320031>
- Audretsch, D. B., Belitski, M., Caiazza, R., & Lehmann, E. E. (2020). Knowledge management and entrepreneurship. *International Entrepreneurship and Management Journal*. <https://doi.org/10.1007/s11365-020-00648-z>
- Barney, J. B., Ketchen, D. J., & Wright, M. (2011). The future of resource-based theory: Revitalization or decline? *Journal of Management*, 37(5), 1299–1315. <https://doi.org/10.1177/0149206310391805>
- Botelho, C. (2020). The influence of organizational culture and HRM on building innovative capability. *International Journal of Productivity and Performance Management*. <https://doi.org/10.1108/IJPPM-05-2019-0228>
- Bowen, G. A. (2009). Document analysis as a qualitative research method. *Qualitative Research Journal*. <https://doi.org/10.3316/QRJ0902027>
- Chow, A., & Kurlberg, J. (2020). Two or Three Gathered Online: Asian and European Responses to COVID-19 and the Digital Church. *Studies in World Christianity*. <https://doi.org/10.3366/swc.2020.0311>

- Cooper, A. P., Laato, S., Nenonen, S., Pope, N., Tjiharuka, D., & Sutinen, E. (2021). The reconfiguration of social, digital and physical presence: from online church to church online. *HTS Teologiese Studies / Theological Studies*. <https://doi.org/10.4102/hts.v77i3.6286>
- D'Amato, M., & Sulla, R. (2021). Investigations of masonry churches seismic performance with numerical models: application to a case study. In *Archives of Civil and Mechanical Engineering*. <https://doi.org/10.1007/s43452-021-00312-5>
- Dejaco, M. C., Re Cecconi, F., & Maltese, S. (2017). Key Performance Indicators for Building Condition Assessment. *Journal of Building Engineering*. <https://doi.org/10.1016/j.jobe.2016.11.004>
- Eshima, Y., & Anderson, B. S. (2017). Firm growth, adaptive capability, and entrepreneurial orientation. *Strategic Management Journal*. <https://doi.org/10.1002/smj.2532>
- Fletcher, E. (2015). Interpreting qualitative data. *International Journal of Research & Method in Education*. <https://doi.org/10.1080/1743727x.2015.1066173>
- Gupta, S., Meissonier, R., Drave, V. A., & Roubaud, D. (2020). Examining the impact of Cloud ERP on sustainable performance: A dynamic capability view. *International Journal of Information Management*. <https://doi.org/10.1016/j.ijinfomgt.2019.10.013>
- Kaplan, R. S., & Norton, D. P. (2000). Having trouble with your strategy? Then map it. *Harvard Business Review*.
- Kumaraswamy, A., Garud, R., & Ansari, S. (Shaz). (2018). Perspectives on Disruptive Innovations. *Journal of Management Studies*. <https://doi.org/10.1111/joms.12399>
- Kyere, M., & Ausloos, M. (2021). Corporate governance and firms financial performance in the United Kingdom. *International Journal of Finance and Economics*. <https://doi.org/10.1002/ijfe.1883>
- Le, Q. N., & Tuamsuk, K. (2021). Motivational factors promoting knowledge sharing in the non-profit sector in Thailand. *Information Development*. <https://doi.org/10.1177/02666669211047914>
- Lettieri, E., Borga, F., & Savoldelli, A. (2004). Knowledge management in non-profit organizations. *Journal of Knowledge Management*. <https://doi.org/10.1108/13673270410567602>
- Mamabolo, A., & Myres, K. (2020). Performance Measurement in Emerging Market Social Enterprises using a Balanced Scorecard. *Journal of Social Entrepreneurship*. <https://doi.org/10.1080/19420676.2018.1561499>
- McKinney, S. J. (2020). Covid-19: food insecurity, digital exclusion and Catholic schools. *Journal of Religious Education*. <https://doi.org/10.1007/s40839-020-00112-8>
- Muchira, M. J., Ngui, T., & Mathenge, P. (2018). Influence of employees training on faith based organizations performance: A case of Catholic Diocese of Embu. *Journal of Human Resource and Leadership*.
- Njeri, L. W., Ngui, D. T., & Mathenge, D. F. (2019). Succession Planning and Organizational Performance of Faith Based Organizations: A Case of Catholic Archdiocese of Nairobi. *Journal of Human Resource & Leadership*.
- Nonaka, I., & Takeuchi, H. (2007). The knowledge creating company (1991). *Harvard Business Review*.

Odom, R. Y., Boxx, W. R., Strategic, S., Journal, M., Apr, M., Apr, N. M., Odom, R. Y., & Boxx, W. R. (1988). *Environment, Planning Processes, and Organizational Performance of Churches* Published by: Wiley Stable URL : <https://www.jstor.org/stable/2486033> REFERENCES Linked references are available on JSTOR for this article : [reference # references _ tab _ cont.](#) 9(2), 197–205.

Oliveira, M. J. S. P., & Pinheiro, P. (2021). Factors and Barriers to Tacit Knowledge Sharing in Non-Profit Organizations – a Case Study of Volunteer Firefighters in Portugal. *Journal of the Knowledge Economy*. <https://doi.org/10.1007/s13132-020-00665-x>

Oliveira, M., Sousa, M., Silva, R., & Santos, T. (2021). Strategy and human resources management in non-profit organizations: Its interaction with open innovation. *Journal of Open Innovation: Technology, Market, and Complexity*. <https://doi.org/10.3390/joitmc7010075>

Peter, F., Adeiemi, E., Ajibade, J., Peter, A., Eze, S., & Lydia, D. (2020). Empirical Evidence of Organizational Strategy and the Performance of Faith-Based Organizations. *International Journal of Business Strategy and Automation*. <https://doi.org/10.4018/ijbsa.20210101.oa4>

Pillay, J. (2017). The church as a transformation and change agent. *HTS Teologiese Studies / Theological Studies*. <https://doi.org/10.4102/hts.v73i3.4352>

Rathi, D., & Given, L. M. (2017). Non-profit organizations' use of tools and technologies for knowledge management: a comparative study. *Journal of Knowledge Management*. <https://doi.org/10.1108/JKM-06-2016-0229>

Rathi, D., Given, L. M., & Forcier, E. (2016). Knowledge needs in the non-profit sector: an evidence-based model of organizational practices. *Journal of Knowledge Management*. <https://doi.org/10.1108/JKM-12-2014-0512>

Raudeliūnienė, J. (2022). Organizational Knowledge Potential: Peculiarities of Formation Strategic Decisions. *Journal of System and Management Sciences*, 12(6), 548–560. <https://doi.org/10.33168/JSMS.2022.0632>

Sinibaldi, E., Gastmans, C., Yáñez, M., Lerner, R. M., Kovács, L., Casalone, C., Pegoraro, R., & Paglia, V. (2020). Contributions from the Catholic Church to ethical reflections in the digital era. *Nature Machine Intelligence*. <https://doi.org/10.1038/s42256-020-0175-4>

Sorescu, A. (2017). Data-Driven Business Model Innovation. *Journal of Product Innovation Management*. <https://doi.org/10.1111/jpim.12398>

Weyant, E. (2022). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, 5th Edition. *Journal of Electronic Resources in Medical Libraries*. <https://doi.org/10.1080/15424065.2022.2046231>

Wulandari, R. (2019). Entrepreneurial orientation and church performance in the Roman Catholic Archdiocese of Jakarta. *Global Business and Organizational Excellence*. <https://doi.org/10.1002/joe.21967>

Zheng, Y., Bulatenko, M., Bykov, A., Sakulyeva, T., & Bozhko, L. (2022). Effective Dairy Supply Chain Management in Big Cities. *Journal of System and Management Sciences*, 12(6), 131–146. <https://doi.org/10.33168/JSMS.2022.0609>