Exploring Lasallian Spirituality in the Filipino Workplace: A Literature Review

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ABSTRACT

This literature review delves into the multifaceted role of spirituality within the Filipino Lasallian workplace, addressing a gap in research by comprehensively examining its impact on well-being, organizational culture, and performance. Using a systematic literature review methodology, the study defines spirituality's intricate dimensions and highlights its integration within the Filipino culture. Grounded in the teachings of St. John Baptist de La Salle, Lasallian spirituality is explored as a transformative way of living, emphasizing cooperation with God in education and holistic relationships. Operationalizing workplace spirituality, the review identifies domains like transcendence, connection/community, and meaning/purpose, showcasing their expression in the work environment. Theoretical models support the understanding of spirituality's influence on workplace outcomes. Ultimately, this review enriches knowledge on the intricate interplay of spirituality and work within Lasallian institutions, contributing to academia and practical applications.

Key Words: Spirituality, Lasallian Spirituality, Workplace, Workplace Spiritualit

INTRODUCTION

The growing focus on spirituality in the workplace has drawn attention to its potential advantages when seamlessly integrated, a trend that has persisted from the 1920s to the present. In the context of the Philippines, the workplace is deeply intertwined with a rich cultural heritage, where spirituality occupies a central position within Filipino culture, intricately woven into the lives of individual employees. Researchers, particularly those specializing in the sociology of religion and work, are encouraged to direct their efforts toward comprehending the multifaceted role of spirituality in the workplace. This perspective opens the doorway to viewing the workplace beyond its utilitarian function (Pethe, 2015), transforming it into a dynamic social realm wherein individuals not only earn their livelihood but also experience life's essence (Hill et al., 2000). This environment encourages the pursuit of transcendence (Duchon & Plowman, 2005; Sukumarakurup & Christopher, 2002), fosters a sense of community (Jurkiewicz & Giacolone, 2004; Comer, 2008; Daniel, 2010; Leigh, 1997; Swami et al.), and nurtures profound meaning (Ashmos & Duchon, 2000; Milliman et al., 2003; Petchsawang & Duchon, 2009).

Despite these insights, the literature remains insufficient in its exploration of spirituality's role within the workplace, particularly within the Philippine context. The intricate and pluralistic nature of spirituality presents challenges in its definition (Aravamudhan & Krishnaveni, 2014), contributing to its paradoxical character (Morato, 2009). The absence of a unanimous consensus on its boundaries (LaPierre, 1994) underscores the imperative to delve into its cultural dimensions (Dhiman et al., 2022).

The enduring reputation of Lasallian institutions in the Philippines, inspired by the teachings and spirituality of St. John Baptist de La Salle, rests upon their unwavering dedication to holistic education. This approach intricately weaves spiritual values into the fabric of the workplace, encapsulating not only personal growth but also professional development. This article embarks on a comprehensive exploration of spirituality's role and significance within the Lasallian workplace, shedding light on its extensive influence across diverse aspects of organizational functioning. Moreover, this inquiry delves into its impact on employee well-being, the cultivation of organizational culture, and the overarching enhancement of overall performance. The study aims to contribute

to the existing body of knowledge by providing a nuanced understanding of spirituality's intricate interplay with work dynamics, thus filling the existing research gap and offering insights that hold relevance for both academia and practitioners.

METHODOLOGY

This study explores evidence of the role and significance of spirituality in the Lasallian workplace using a systematic literature review (SLR). An SLR identifies, selects, and critically appraises research to answer a clearly formulated question (Dewey & Drahota, 2016). The study focuses on scholarly articles on spirituality in the Lasallian workplace. Keywords such as spirituality, Lasallian spirituality, spirituality in the workplace, attitude and behavior towards work, organizational commitment and culture, employee engagement and well-being, meaningful work and job satisfaction, and other relevant topics were used to retrieve sources from databases like the DLSU library, Scopus, Web of Science, Google Scholar, scholarly journals, and relevant publications. A total of 100 peer-reviewed articles were selected for analysis.

RESULTS AND DISCUSSION

Operationalization of Spirituality

Spirituality's intricate and pluralistic nature, along with its paradoxical character and lack of consensus on its boundaries, presents challenges in its definition. Thus, there is a need to operationalize the definition of spirituality using elements, domains, or themes generated from existing literature. This approach helps establish a conceptual framework for spirituality in the workplace and explores its distinct features within the Lasallian context.

Matrix of Definitions and Elements of Spirituality:

Definition	Key Aspects/Elements
Spirituality integrates sets of human experience that bring meaning to our existence, because "everything is connected", opening up different forms of relationship with transcendence (Pope Francis, 2015).	- Interconnectedness
Spirituality as the "extent to which individuals are motivated to find sacred meaning and purpose in their existence" (Tepper, 2015).	- Sacred meaning
Spirituality is an organic and holistic way of looking at the entire person, which includes the mind, body, and spirit (Hurley, 2012).	- Mind, body, spirit integration
Spirituality is a significant source of possessing meaningfulness of work, and narrowly defines "spirituality" as connecting it to one's faith in a higher power, cosmic energy, or system of belief, and broadly links the concept to finding meaning and purpose in life (Rosso et al., 2010).	- Faith in higher power
Spirituality refers to connection to a life source; spirituality always exists in culture; spirituality is about the search for wholeness and interconnectedness; it is steeped in meaning making; spirituality is identified through symbols, art, and ritual; it is surprising and usually unpredictable; and spirituality is about embracing an authentic calling (Tisdell & Toliver, 2003).	- Connection to life source
Spirituality is rooted in self, religion and existentialist views, all of which can contribute to how a person connects spirituality to work (Krishnakumar and Neck, 2002).	- Self, religion, existentialist views as roots
Spirituality is a dimension of human existence that can be expressed in a person's way of being, thinking, choosing, and acting in the world according to that person's ultimate values (Harris, 1996).	- Expression in being, thinking, choosing, acting

Spirituality is the integrated and holistic exploration of interconnectedness with transcendence, seeking sacred meaning, purpose, and authentic values in all aspects of existence, including the mind, body, and culture. It encompasses a profound connection to a life source and includes self, religion, and existential views, influencing how one engages with work and life's unpredictably meaningful journey.

Matrix of Definitions and Elements of Lasallian Spirituality:

Explanation	Key Aspects/Elements
A way of being in the world where individuals seek to integrate their lives through cooperation with God in the ministry of human and Christian education, especially with the poor, according to the vision of John Baptist de la Salle (Lasallian Formation for Mission: The Pilgrim's Handbook (Rome: Brothers of the Christian Schools, 2019).	- Definition
A God-given grace for the world, expressed in a specific way of life or ministry. The Lasallian charism is lived out through a spirit of faith and zeal for the salvation of the young, particularly those who are poor (Lasallian Formation for Mission: The Pilgrim's Handbook (Rome: Brothers of the Christian Schools, 2019).	- Charism
A spirituality that integrates all experiences, fostering dialogue, reciprocity, and complementarity in educational relationships to encounter deeper aspects of self and the world. Openness to different forms of relationship, including others, transcendence, and the mystery of God (Celebrating Life, London: Bloomsbury Continuum, an imprint of Bloomsbury Publishing Plc., Sacks, 2019).	- Holistic Educational Spirituality
Rooted in a 300-year tradition, consisting of the spirit of community, spirit of faith and zeal, and practical spirituality (Gerard Rummery, "Lasallian Spirituality," Lasalle.org, accessed June 28, 2018, http://www.lasalle.org/wp-content/uploads/2012/02/lasallian_spirit_en.pdf.).	- Rooted in Tradition
Dynamic integration of foundational documents, basic operative commitments, and consistent practices, including Lasallian pedagogy and the Christian faith (George Van Grieken, Touching the Hearts of Students: Characteristics of Lasallian Schools (Christian Brothers Publications, 1999).	- Integration of Documents, Commitments, Practices
Faith, zeal for the mission, and community lived as a siblinghood (Kurt Langhauser "Lay People and Their "Lasallian Attitude": An Attempt to Develop Simple Measuring Instruments," Digital Journal of Lasallian Research (2013).	- Three Pillars
Four sustaining metaphors: (a) Called by God to your work, (b) Co-workers with God, (c) Working for the poor, and (d) Guided by the movement of the Holy Spirit (Crawford, "Extending Lasallian Charism").	- Metaphors of Lived Spirituality
Zeal connects work with salvation, defined as becoming most fully human and a path to wholeness (Jeffrey L. Calligan, "Lasallian Spirituality," AXIS: Journal of Lasallian Higher Education, 2014).	- Zeal and Educator's Role

Lasallian Spirituality is a transformative way of living, guided by the charism of John Baptist de La Salle, where individuals integrate their lives through cooperative engagement with God in the ministry of human and Christian education, particularly among the less privileged. This spirituality encompasses holistic educational relationships, fostering dialogue and reciprocity, rooted in a rich tradition emphasizing community, faith, and practical spirituality. It involves the dynamic integration of foundational documents, operative commitments, and consistent practices, epitomized by the three pillars of faith, zeal, and siblinghood. Sustained by metaphors like being called by God and co-working with God, Lasallian Spirituality finds purpose in its dedication to the welfare of the marginalized, all guided by the movement of the Holy Spirit. Zeal infuses the educator's role with purpose, connecting work with salvation and the path to human wholeness.

Operationalization of Spirituality in the Workplace

In the recent study of Dhiman et al. last May 2022, they enumerated numerous themes on Spirituality in the Workplace/Workplace Spirituality (WPS):

Themes/Components	References
Swadharma, lokasangraha, authenticity, sense of community, karma capital and kritagyata	Garg (2020)
Reconciling self	Palframan & Lancaster (2019)
Inner Self and Inner Experience	Garg (2017)
Individualism, collectivism, maya	Bhawuk (2011)
Transcendence, sense of being connected, feeling of completeness and joy	Giacolone & Jurkiewicz (2010)
Harmony of self and transcendence	Pandey & Gupta (2008)
Self-transcendence, meaning and community	Pawar (2008)
Inclusiveness and interconnectedness	Marques et al. (2007)
Respect, humility, and courage	Heaton et al. (2004)
Attitude of openness	Milliman et al. (2003)
Purpose and meaning in life	Krishnakumar & Neck (2002)
Inner life, meaningful and context of community	Ashmos &Duchon (2000)
Direction, wholeness and connectedness	Gibbons (2000)
Purpose in life	Cavanagh (1999)
Spiritual path, contribution to society and meaningful way	Neal (1997)
Compassion and care	McCormick (1994)

Domains of Spirituality in the Workplace

Grounded from the themes and components of workplace spirituality, the author proposes to establish three primary domains to facilitate the study in the Lasallian context – Sense of Transcendence (Faith), Sense of Connection/Community (Communion in mission), and Sense of Meaning/Purpose (Zeal for Service).

Three primary domains or areas to focus on in relation to this study are:

1. **Sense of Transcendence** (Giacalone & Jurkiewicz, 2010; Pandey & Gupta, 2008; Pawar, 2008)

Workplace Spirituality, as a sense of transcendence, views the workplace as a social location that provides avenues for deepening the relationship to a transcendental reality or being. Pethe (2015) describes this as giving people the opportunity to connect with the transcendence-source of creativity and work. Pawar (2009) highlights WPS as fostering employees' feelings of self-transcendence. Jurkiewicz & Giacalone (2004) define WPS as a framework of organizational principles evident in the culture that enhances employees' sense of being connected to others in a way that generates feelings of fullness and happiness.

2. **Sense of Connection/Community** (Giacalone & Jurkiewicz, 2010; Pawar, 2008; Marquez et al., 2007; Ashmos & Duchon, 2000; Gibbons, 2000; Neal, 1997)

This domain views the workplace as fostering connections with others (co-workers), the organization, and the world/universe. Milliman et al. (2003) emphasize connection with co-workers, where individuals work together and support each other as linked with a common purpose. Pandey et al. (2009) describe this connection as

involving integrity and a commitment to the broader societal and ecological context.

3. **Sense of Meaning/Purpose** (Pawar, 2008; Krishnakumar & Neck, 2002; Cavanagh, 1999)

This domain explores finding meaning or purpose in performing and living out roles that reflect spiritual values at both individual and organizational levels. Duchon & Plowman (2005) note a growing desire among workers for a sense of meaning and purpose at work, reflecting a spiritual dimension to work and organizational life. Canda & Furman (2010) add that workplace spirituality fosters human development and fulfilling relationships.

This framework views the workplace as a social location where individuals, groups, and organizations could "breathe" (animate) life, offering a sense of transcendence, connection/community, and meaning/purpose.

Theoretical Assumptions

Various models or theoretical assumptions on Workplace Spirituality include:

1. **Milliman et al. Workplace Spirituality Model (2003)**

Milliman et al. (2003) conducted a structural equation analysis indicating that the five job attitude dimensions (organizational commitment, intention to quit, intrinsic work satisfaction, job involvement, and org-based self-esteem) were significantly related to spirituality dimensions (meaningful work, sense of community, and alignment of values).

2. **Kolodinsky et al. Workplace Spirituality Model (2008)**

Kolodinsky et al. (2008) researched the perceptions of organizational spiritual values, the effects of personal spiritual values, and their interaction on both attachment and attitudinal workplace outcomes.

3. **Pawar Workplace Spirituality Model (2009)**

Pawar (2009) indicated that employee work attitudes were positively related to workplace spirituality.

4. **Vandenberghe Workplace Spirituality Model (2011)**

Vandenberghe (2011) proposed an integrative model of workplace spirituality and commitment.

5. **Houghton et al. Workplace Spirituality Model (2016)**

Houghton et al. (2016) provided an elaborated version of the spiritual freedom model, highlighting leadership as a critical dimension for encouraging spiritual diversity in the workplace.

6. **Workplace Spirituality and Person-Organization Fit Theory (Palframan & Lancaster, 2019)**

Palframan & Lancaster (2019) noted how workplace spirituality relates to meaning-making through reconciling self-perception with the work environment, promoting self-expression and inner purpose.

CONCLUSIONS

This literature review, titled "Exploring Spirituality in the Filipino Lasallian Workplace," examines the multifaceted role and significance of spirituality within the Lasallian workplace context. It addresses the existing research gap by delving into the intricate interplay between spirituality and work dynamics in Lasallian institutions, shedding light on its impact on employee well-being, organizational culture, and overall performance. The methodology involves a systematic literature review (SLR) that extracts insights from various sources to establish a comprehensive understanding.

The study acknowledges the growing focus on spirituality in the workplace and highlights the deep integration

of spirituality within Filipino culture. It emphasizes the need to explore spirituality's dimensions, given its intricate and pluralistic nature, and the lack of a unanimous consensus on its boundaries. The study also recognizes the enduring reputation of Lasallian institutions, grounded in the teachings and spirituality of St. John Baptist de La Salle, who advocated for holistic education and the integration of spiritual values into the workplace.

The operationalization of spirituality, Lasallian spirituality, and workplace spirituality is meticulously presented. The matrix of definitions and elements helps clarify the comprehensive nature of spirituality, including interconnectedness with transcendence, sacred meaning, purpose, and authentic values. Lasallian spirituality is characterized as a transformative way of living guided by the teachings of St. John Baptist de La Salle, emphasizing cooperation with God in the ministry of education, holistic relationships, and a rich tradition rooted in community, faith, and practical spirituality.

The study further operationalizes workplace spirituality through domains such as sense of transcendence, sense of connection/community, and sense of meaning/purpose. These domains reflect how spirituality is expressed within the work environment, fostering deeper relationships, connection with a higher purpose, and a sense of meaning in work. Theoretical assumptions on workplace spirituality models, ranging from Milliman's to Houghton's, provide theoretical foundations for understanding how spirituality can impact various workplace outcomes.
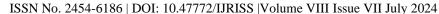
In conclusion, this literature review underscores the importance of exploring spirituality in the workplace, especially within the Lasallian context. By offering nuanced insights into the integration of spirituality, the study contributes to both academia and practitioners, enriching the understanding of how spirituality shapes organizational dynamics and employee experiences within Lasallian institutions.

ACKNOWLEDGMENTS

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