

**Solidarity and Workplace Engagement:  
A Management Perspective on Building Community**

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ABSTRACT

Christian business leaders have a responsibility to cultivate solidarity in their workplaces, in service to the common good. In this paper, we develop a theological understanding of prosocial workplace behaviors conducive to solidarity, and present original research to study the connections between solidarity and workplace engagement. Workplace engagement draws widespread attention in management literature, and yet there is a distinct lack of empirical research to draw out implications of solidarity for workplace engagement and associated positive organizational outcomes. This paper helps fill that need. We propose a model of prosocial behaviors congruent with the principle of solidarity. Based in this conceptual framework, we have developed and empirically tested a survey instrument suitable for use in secular workplaces. The survey assesses workplace culture and prosocial behaviors within the community of work. Solidarity is shown to have a positive, linear correlation to workplace engagement, as measured by the Utrecht Workplace Engagement Study (UWES). Moderating effects are also analyzed in the paper, demonstrating a statistically significant difference pertaining to the impact of solidarity practices in private and public companies. In conclusion, we offer guidance for business practitioners to apply these findings in actionable, meaningful steps to benefit communities of work.

Key words:

Community, community of work, engagement, prosocial behavior, sense of community (SOC), solidarity, theology of work, workplace engagement, workplace spirituality

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