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Research Article

Attaining Functional Solidarity: Visioning An Inclusive Nation

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Abstract

With the advent of time, societies and people become complicated and dispersed. The valuing of solidarity is being left behind. In turn, there arise chaos, conflicts and underdevelopment among people and within societies. This waning sense of solidarity calls for visionary leadership and reflective practices modeled by institution heads and down to workplaces. Mindfulness is such quality and awareness of valuing, a mental state that is achieved by focusing on the present moment, while calmly acknowledging and accepting one's feelings, thoughts, and bodily sensations. Social change theory posits processes of change in a culture's past and present and is attained in mindfully carrying out vision and mission statement. Solidarity is best achieved in being mindful of the nation's history, eventualities and the course of action undertaken that bring about social change. This study aimed at exploring the vision statements of leaders as well as their ways of attaining their vision. It assumed barriers to solidarity attainment and social processes. Employing qualitative design, social constructive methodology, it analyzed interpretations and interactions of leaders and followers. It employed one-on-one interview to select institutional leaders whose definition and practice of solidarity were sought. The following themes arise from the analyses: The public leaders' definition of solidarity revolves around- Gearing towards sustainability, freedom from poverty, social justice and equity, brighter future for the new generation, credible and effective police organization. In implementing these, leaders would take it as a challenge, unite constituents, develop competencies, give the best shot, provide material support, instill values and discipline and role modeling. There are barriers to the attainment of functional solidarity such as: technical competence, deterioration of motivation, the act of doling out, presence of political pressure, and harassment from influential people. Lastly, to attain functional solidarity, themes revolve around: shared decision making, direction check, time span awareness, mindfulness of the rate of change, and structuring society thru conscientious policies and programs. Implications for educational and political psychology particularly the values of mindful leadership are forwarded.

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Introduction

1.1 Background of the Study

Across generations and cultures especially in developing countries, poverty is said to be high and is even getting worse (Graves, 2022). This situation bring in chaos and conflicts between and among family members, those in authorities, the citizens, and all sorts (Bellamy, 2019). It seems that leaders and the community people do lack the visioning for a bright tomorrow, where everybody is fed well and all of human needs are sustained. Life seems to be on a hand-to-mouth existence if not living for a single day, manifesting groans reflected by the leadership (Llorito, 2020).

In the Philippines, the Department of Social Welfare and Development put in the meager 6.8 per cent growth in poverty situation from its 2012 record. This situation compelled doling out to identified households (Orge, Sembrano, de Guzman, 2020). This practice increased beggars and unproductive ways which are criticized and unappreciated.

The concept and value of *solidarity* is at stake as conflicts and clamors are posted in media, mirroring citizens as not appreciating the help

that is rendered them. Families do not really become self-reliant and productive as they are expected to be (Tai, Ajjawi, & Boud, 2018). The trend that transpire is begging for alms and related support, complaining, and the worst - crimes and lacking in safety. There seems to be a need to trace the cause of these chaos and find solutions where applicable and beneficial and this must be initiated by government and institution leaders who must have to be visionary enough (Aleshire, 1988; Carpenter, et.al, 2019). Literature is silent and vague as to the implementation of vision statement among those in public service (Kuranchie-Mensah, Boye; Kwesi, 2016). In turn, discontent is manifested as lower or more significant needs are not achieved or not being rendered upon (Vansteenkiste, Ryan & Soenens, 2020). What matters therefore is the mindful state of solidarity that must permeate between providers and receivers. That those who are helped and given support must live productively and show such love to the nation and fellowmen. Thus, visioning among institutional leaders who must strive for inclusive state warrants an exploration.

1.2 Research Questions

The study addressed the following problem statements:

1. What is the public leader's vision statement?
2. How do leaders implement their vision statement (s)?
3. What barriers are encountered to the attainment of leaders' vision statement?
4. How do leaders strive to attain solidarity and inclusive nation building?

Literature Review

A leader's vision statement guides the direction of the institution. Any leader must have to be visionary to find solutions to existing problems and lead the team towards a goal that enhances values and proves productivity (Syuhada, Che Senik, & Nadzri, 2020). The entire workforce

must agree to accomplish worthwhile activities such as understanding where conflicts are coming from, what are the needs of people that must be achieved

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Vision and mission statements are significant aspects of any leadership process. Well stated vision and mission statements form the foundation of organizational objectives and strategies that ensures the success of such an institution. According to Pradhan, et.al, (2015) strategic management involves four basic components as: environmental scanning, strategy formulation, strategy implementation, and, strategy evaluation and control. By environmental scanning, there is analyzing of issues and concerns, to formulate solutions. By strategy formulation, well-stated courses of action guide the entire workforce towards a direction. These plans would be worthless without implementation, mission means action, and objectives are directions for courses of action to partake. After all of these actions there must really be evaluation and taking on proper control that all require strength of spirit in each leader (De Miranda & Snower, 2020).

When there is well stated vision and mission statements, there is sure strategic direction that enables right track by stakeholders. This will drive the entire organization to admirable work ethics filled with values that guarantee equality and success (Bellamy, 2019). *Solidarity* is attained in the value of agreeing, uniting, harmonizing with others and yielding such actualized state of being (Taylor-Gooby, 2011). That the receiver gets what would fulfill his desire, while the giver feels fulfilled at his act of giving. The value is further gleaned in the provision of wellness, sustenance and

satisfaction from the giver to the receiver (Frega, 2019).

Leaders must possess the ability to create vision, and then inspire their people to collectively achieve their such vision that promotes the nation's welfare (Simons & Lomax, 2013). When a vision statement is crafted from brainstorming and series of related undertakings, the next focus would be articulating this to the entire organization. The goal is to gain acceptance as well as oneness in fulfilling and attaining such *affect* (Teckchandami, & Schultz, 2014).

There may be barriers to the attainment of a solid state such as differing culture, not prioritizing well, not being supported as well as not having the evaluation that is needed (Ndambiri, 2015). To be able to attain solidarity and inclusive nation, there must be an understanding of the diversity of culture and practices as well as individual differences in personality. Cultural norms and values must be reflected on the statements before aiming to achieve a truly inclusive work environment.

A culture of inclusion, has to be built on solid moral grounds, underscoring cultural-relational practices and historical backgrounds. In a study by Pless & Maak, (2004), themes such as: raising awareness, building understanding and encouraging reflections were forwarded. Thus an exploration of visioning and attaining inclusive nation built on finest values is a noteworthy endeavor to partake.

2.1 Theoretical Lens

2.1.1 Mindfulness refers to the quality or state of being conscious or aware of something or the self (Adarves-Yorno, et al, 2020). It is a mental state achieved by focusing one's awareness on the present moment, while calmly acknowledging and accepting one's feelings, thoughts, and bodily sensations (Carpenter, et.al, 2019). As the government provides for what is deemed needed by the populace, individuals must be reflective and appreciative of what is

given them and use this to their self-reliant way of living (McGann, 2021). It would be noteworthy to explore on public leaders' definition of vision so that linkage to programs and practices would be clarified.

Donald, et.al, (2019) pointed that mindfulness has positive effect in prosocial and helping behavior, by being non-judgemental to someone's experiences, and where individuals

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would respond to other's needs in helpful ways. Moreover, mindfulness is associated with the affect of being one with others, expressing such concern for the welfare of others and of the entire community (Merkes, 2010). Prosociality and mindfulness should be prevailing among leaders when they formulate and implement their vision statements. The nation's citizens must be made aware and accommodating of the vision statements and of the tasks aligned to this. When a program such as cash transfer be implemented upon them, they must be informed and oriented well of the expectations upon them. That after a period of educating their children, they should stop asking for dole out's but rather, must return the favor that was given them by way of serving the government. Furthermore, recipients should be mindful of the disbursement of such help - for necessities such as health and education than otherwise. Eventually, the whole family is expected to rise and become concerned too of the nation's growth.

2.1.2 Intergenerational solidarity. Series of behavior reflecting the need for belonging, emotional closeness and communal tasks are mirrored across generations (Keller, 2018). People long to be with others, care and be cared for, love and be loved and pass this on to the next generation. These needs go above and beyond the basic or the biological needs and the higher needs for self-actualization (Krems, Kenrick & Neel, 2017; McLeod, 2020). Appropriately, *Intergenerational solidarity* theory frames both specific behavior and the feeling of belonging and close bonds between generations (Shogren, et.al, 2017). Instead of tensions and conflicts, what must be promoted is solidarity where love and mutual concern transpires in the society at large.

Tension and conflicts have been evident in generations among the more equipped and the less fortunate where appreciation is lacking and complaints are audible. This issue is a niche in the affect *intergenerational solidarity* that is mirrored in social media posts showing lesser concern than criticisms (Liu, 2017). This digital

world that is perceived, mastered and maximized by the more capable and literate adults is utilized in the manner of venting out feelings of disgust and disappointment and lacking in appreciation that is really unhealthy.

Affectual Solidarity can manifest itself in feelings of emotional closeness, affirmation, and intimacy between family members. Some ageing parents and their adult children declare that they are very close to each other while others feel more distant. Associational solidarity is a dimension which refers to the frequency of social contact and shared activities between family members. Some adults visit their parents very frequently, others less often. *Functional solidarity* refers to the giving and receiving of support and of services that are deemed important to be rendered (Liu, 2017).

Solidarity is a tool for reducing inequality and social injustice in the world. This *affect* leads to nation's sustainable development (Bengston, & Roberts, 1991). It is essential that it be culled out for visioning as the benefits it can offer are insurmountable. It would be noteworthy if leaders can clarify how they implement their vision statement(s) such that oneness and cooperation may be ensured between those helped and the ones who extend the help.

Solidarity can be cultivated through education among children and adults, also in orienting those who are rendered support (Hwang, et.al, 2019). It permeates in the levels of individual, family and society (Frega, 2019). Individually, it relates to one's valuing of consensus and attaining personal fulfillment about life and environment. On a family level, solidarity is a uniting force and a goal that unifies families, friends and relationships (Sharma, 2013; Ferrera & Burelli, 2019). On a societal level, the value depicts perceived satisfaction and fulfillment by a given group (families, leaders, people's organization, etc). Thus, it may be forwarded as an important guide to the institution's purpose statements (de Miranda & Snower, 2020). To date, there is dearth of literature that have

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explored the concept of solidarity and visioning among those in authorities in institutions of learning, leading and serving.

An inclusive state may be described as a holistic framework that works on equality among those being served. The focus must be on optimizing coherence among members of a society by way of collaborating effort aimed at achieving common goal. To attain this, efforts must be expended in caring with one another, as if doing things for the giver of life and using technologies and businesses merely for common good and not the other way (Niekerk, 2020).

2.1.3 Equally worthwhile to ponder is *Relational-cultural theory* which posits people growing through and toward relationships throughout their life span (Jordan, 2017). Relations transpire as family members, friends, neighbors, workmates, boss or supervisor. Understanding the way of life one is used to, and gradually intervening where applicable is the theory's stake. Pondering on this would result in interpersonal connections that are built on mutual empathy and cooperation.

Applying relational-cultural theory would eventually contribute to zest, clarity, worth, creativity, and desire for more connection among group members. It is a fact that society members who are not recognized well would feel outcast as isolated and this may trigger undesirable behavior. Leaders must have to be reflective of

the psychology of individuals so as to address concerns and prevent circumstances of conflicts (Jordan, 2017). There may be barriers to attaining the vision, it would equally be worthwhile to ponder on these. As leaders strive to attain solidarity and inclusive nation building, what may be their ways and primary considerations? These are aimed to be addressed in this study.

2.1.4 *Social change* that is geared towards more accommodating men and women must be achieved. The theory forwards visions of implementing processes that underscores a culture's past and present to create a more harmonious society (Tononi, 2004). This may happen by integrating the theories mindfulness of the nation's history, and intergenerational solidarity, finally understanding and correcting faulty cultural and relational processes through visionary leadership (McGann, 2021).

Integration of these theories may effect positively and would arise from the self to significant others. According to Pradhan, et.al, (2015) leaders must be able to instill progressive change and this start from leaders. Furthermore, social changes that are gleaned in values such as appreciating, collaborating and mutual concern would best resolve conflicts and attain the higher psychological state that is transcendence (Perrotte, Shattuck & Daniels, 2021).

Methodology

3.1 Research Design

This research endeavor is qualitative, social constructivist and post positivist in paradigm as it explored the interpretations of leaders (Dudovskiy, 2021). Post positivists acknowledge that human beings are prone to biases and that knowledge established are only applicable in the context where these were gathered. Social-constructivism on the other hand sees

human learning and social behavior as gathered through immersion and discursive activities. Since the goal of the study is to explore the leaders' interpretations of visionary leadership, employing these methodologies are the most fitted.

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3.2 Participants

The participants were recruited purposively as they are the best ones that would provide meaning to the data that was sought (Mezmir, 2020). Non-probability sampling guided the recruitment as these are government leaders coming from the offices: Department of Interior

Local Government (DILG), Provincial Governor's Office (PGO), Department of Social Welfare and Development (DSWD) and Local Government Unit (LGU) male or female. Six (6) leaders were involved in this study after ensuring data privacy and informed consent.

3.3 Instruments

The questionnaire underwent forward and backward validation to ensure that it captures the meaning that was needed to be produced in the study. A semi-structured interview is deemed most fitted as guide is in place and probes are ready to elaborate responses. The interview questions underwent forward and backward translations from English to Filipino and vice versa:

1. Do you have a vision for our country? What is it?
(*mayroon ka ba malawig na pangarap o pangitain para sa ating bansa? Ano ito?*)
2. How do you find the fulfillment of this vision?
(*paano mo kaya maisakatuparan ang pangarap o pangitain mong ito?*)
3. In your position, how have you carried out such vision?
(*sa iyong posisyon, paano mo naisasagawa at naaabot ang pangarap na iyon?*)
4. What are salient factors contributing to this attainment?
(*Anu-anong mahahalagang salik ang nakapag-ambag sa pag-abot ng pangarap na meron ka para sa ating bansa?*)
5. Were there constraints to the attainment of your vision? What were these? How have you worked them out?
(*mayroon bang sagabal sa pag-abot ng iyong pangarap para sa ating bansa? Anu-ano ito? Paano mo ito napagtagumpayan?*)
6. Do you have any knowledge about 'inclusive nation building'? How may you describe it?
(*may alam ka ba tungkol sa 'pagsasali upang mabuo ang pamayanan'?*
Paano mo mailalarawan ang konseptong ito?)
7. To you, what is 'solidarity'? To your knowledge, have you attained the state of solidarity in your public service?
(*para sa iyo, ano ang 'pagiging solido ng tao'? Sa iyong palagay, nakamtan mo na ba ang estadong ito sa iyong panunungkulan?*)

3.4 Procedure

This endeavor started with conceptualization up to presentation of the proposal. As the proposal was accepted, it was followed by validation of the interview questions. The data gathering proceeded after explaining the information sheet and informed consent. There was personal

interviews to the public leaders and then their responses were validated to ensure accuracy. A debrief sheet closed the data collection.

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3.5 Data Analysis

Data were transcribed, coded and thematically analyzed appropriately and following protocols of confidentiality and data privacy (Mezmir, 2020). Themes produced categories on leaders' visioning for an inclusive nation built on functional solidarity among its people. As participants were asked of their greatest achievement in the public service, one have

drafted comprehensive development and transition plan, another leader said she would dedicate her skills, time, commitment and effort for the greater good of the community and the public. Another one had participated in crafting and implementing economic reform and of serving people equitably.

3.6 Trustworthiness of the Study and Ethical Considerations

This study is carried out in the most honest and truthful ways as it is in itself promoting the values of truthfulness and conscientiousness that must permeate in the workplace. The main goal of exemplifying values is modeled by the ones who are involved in it in all of its aspects.

Ethical protocol was carried all throughout, first, necessary permissions were sought, then voluntary participation as well as withdrawal criteria were ensured. There were no risks involved anywhere in the study. Maintenance of confidentiality and anonymity were carried all throughout the data gathering and reporting thereof.

Results

This section relates the themes extracted from the participants' responses to the interview questions.

The first item referred to the public leaders' vision statement, table 1 presents the results.

Table 1. Public Leaders' definition of solidarity

Themes	Statement
Gearing towards sustainability	<i>A country that is sustainable and development-oriented, providing for the basic needs of the people in communities. Doling out is good to alleviate poverty, but people must be trained towards livelihood.</i>
Freedom from Poverty	<i>Reduce poverty and hunger in our nation. Parents must work harder for their children. There can be relocation sites for those residing in dumping areas.</i>
Social justice and equity	<i>That every right is respected and every opinion is considered. Children must receive education for their future. The resources of the country should be well distributed</i>
Brighter future for the new generation	<i>I want to see a brighter future for the new generation (children). The youth are the hope of the nation, they must be taught well</i>

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	<i>All children and all sectors must be cared for by the government..</i>
Credible and effective police organization	<i>Credible and effective police organization free from harassment of politicians and influential people Police force do their responsibilities for the country People are secured by the police</i>

Table 1 presents the vision statement of select Philippines' public officials. Themes revolve around *gearing towards sustainability, freedom from poverty, social justice and equity, brighter future for the new generation, and credible and effective police organization*. Data shows specific and related perspective in vision stating, that each government leader hopes for a solution to existing social and economic concern which there is awareness of. Attainment of this vision statement truthfully requires change that is of great magnitude as the whole society seems to

be experiencing the aftermath of poor economic situation. Claims for social justice and equity are heard and are thus being addressed (Bengston & Roberts, 1991; Syuhada, Che Shenik, & Nadzri, 2020).

Responses reveal the economic condition of the nation as indeed striving and developing that government leaders try hard to work towards better future for the nation in terms of economic upliftment,

"A country that is sustainable and development-oriented, providing for the basic needs of the people in communities."

"Doling out is good to alleviate poverty but people must be trained towards livelihood".

Social justice and equity is mirrored in statements as

"That every right is respected and every opinion is considered."

"Children must receive education for their future."

"The resources of the country should be well distributed".

Contrary to Llorito, (2020), public leaders are fully aware of the needs of the society and are thus trying their level best to resolve the pressing issue that affect the lives and the entirety of the nation.

Credible and effective police organization is reflected in leaders' words:

"Credible and effective police organization free from harassment of politicians and influential people"

"Police force do their responsibilities for the country"

"People are secured by the police".

Findings reflect the mindfulness that is in leaders who take the lead in bringing the workforce and the whole nation into a more mindful action taking such that economy of the nation is uplifted in such reflections and actions.

The next item referred to the ways whereby public leaders implement their vision statement. Table 2 presents the thematic analysis.

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Table 2. Implementation of Public Leaders' vision statement

Themes	Statements
Take it as challenge	<i>Challenging but not impossible. There is so much to do. It's not easy to craft these statement, it requires heart and mind into it</i>
Unite of constituents	<i>Unity and cooperation of every Filipino. Thru community immersion Design program to alleviate the living conditions of the poorest of the poor.</i>
Develop competencies	<i>By providing technical assistance to local government units in properly drafting comprehensive developmental plans. Competency of key players in the LGU's and national government agencies, genuine concern and participation of the society. There must be continuous trainings and education</i>
Give the best shot	<i>I give my best in everything that I do, I also share to people the blessings that I am receiving. In limited capacity, conducted training as asked to. experiences worth mentioning related to family matters such as how to be a role model in terms of discipline, loyalty, integrity, interest and dedication.</i>
Provide material support	<i>Money or funds, great ideas become futile without time and budget. With collective effort and desire, we can make things happen, life would be easier for us and our family and community. Income re-distribution Scholarship and livelihood programs</i>
Instill values and discipline	<i>I see to it that I instill values and discipline in my subordinates. Modeling the right behavior in the workplace The whole family must be taught to abide by the laws of the land</i>
Role modelling	<i>Serving as role model to all those under my supervision. Finesse in my words and actions Correcting those who misbehave</i>

Table 2 shows the practices espoused by public leaders in carrying out their vision statement, themes revolve around: *take it as challenge, unite constituents, develop competencies, give the best shot, provide material support, instill values and discipline and role modelling*. Responses are pushing for development both of the self and the immediate social environment. That there is a need to work hard and mould minds and hearts of the surrounding people under one's supervision.

As can be gleaned from the themes, there is a process of implementing vision and mission statements, a kind of bi-directional approach that is from self to others and external to internal. This is mastered to fulfil one's leadership goal. Social change would indeed be yielded from one's initiative and reflections on best foot forward to attaining such set goal (McGann, 2021; Jordan, 2017).

The best shot given by the participant is reflected in the following statements:

*"I give my best in everything that I do, I also share to people the blessings that I am receiving."
"In limited capacity, conducted training as asked to."*

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“...experiences worth mentioning related to family matters such as how to be a role model in terms of discipline, loyalty, integrity, interest and dedication.”

Requisites to attaining vision statement may include competency building, provision, giving the best shot – all to maximize resources available and use such in attaining the goals set for the organization. This indeed entails social change that may start from one leader who is visionary and able to lead the unit towards attaining such vision and mission statements. One may deeply say this desire be fulfilled and

yield finest result that would solve the issue of poverty that transpire in the nation and its people (Adarves-Yorno, et.al, 2020). Leaders show the tendency to be the more aware and actively opposing tension and are really working out to free the nation from intergenerational tension. That the ultimate goal of cohesive and concerned citizenry may be trained and elevated into a better position in the society.

Mindfulness entails recognizing weaknesses and constraints to goal attainment. Table 3 presents the themes relating to barriers or constraints to the attainment of government leaders' vision statement.

Table 3. Barriers to the attainment of functional solidarity

Themes	Response Statements
Technical competence	<i>Technical competence of local elected officials. The need to be updated with technology.</i>
Deterioration of Motivation	<i>Motivation derailed due to tiredness. Keep telling self the need to work. Continuously think about the work and task to do Think about the family to benefit from good workmanship Lacking in discipline among those in leadership position. Feeling exhausted about the great tasks to do.</i>
The act of doling-out	<i>Dole-out, money is the real need, so this should be given. Lacking in empowerment derails creativity and resourcefulness, there must be paradigm shift. Giving off government funds must be conscientious</i>
Presence of political pressure	<i>Every unit especially the police force should be empowered and act independently with no pressure from provincial and municipal level leadership. Politics is hard A lot of people look up and down to politicians</i>
Harassment from influential people	<i>Elective positions must never do harassment, let each unit run its own affair Let those in power truly serve for the benefit of the society. There must be no harassment and crimes</i>

Table 3 presents constraints or barriers to leaders' attaining their vision and mission statements. Themes revolve around *technical competence, deterioration of motivation, the act of doling out, presence of political pressure and harassment from influential people*. Truly, leaders must be empowered and provided for

their necessities in carrying out their functions. Their motivation must never be derailed for them to function well and with utmost diligence. Instead of dole out, people must be taught skills to become self-reliant. Political pressure must be prevented and the total freedom from harassment must be worked out.

Technical competence refers to employees and management ability to maximize technology to make things better and efficiently made. A participant stated,

“The need to be updated with technology” stating the perceived need to be equipped technologically.

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The act of doling out must be reflected too, a participant stated, “*Giving off government funds must be conscientious*”. This statement is reflective of a need for correction in government’s letting go of public funds. Also, the beneficiaries must be taught to be self-reliant and not be too much dependent of provided support. Functional solidarity means every capable men and women working productively and caring about the nation’s economic development.

Findings reveal the need for mindfulness and wider perspective taking to political and social issues that abound (Frega, 2019). All aspects of every organization must be checked and monitored to see that obligations are carried on

and that concern for people is never unattended. Part of the social change that is aspired by leaders is in minimizing political pressures, gleaned in the following statements:

“Every unit especially the police force should be empowered and act independently with no pressure from provincial and municipal level leadership.”

“Politics is hard”

“A lot of people look up and down to politicians”

The final concern of the study is the attainment of solidarity thru inclusive nation-building. Table 4 presents the themes and statements.

Table 4. Attainment of solidarity and inclusive nation building

Themes	Statements
Shared decision making	<i>The approach in developing the nation by collecting, hearing, accepting the opinions, points of view and suggestions of different stakeholders in the decision-making process.</i> <i>Inclusivity in all aspects of the nation, regardless of age, sex, gender, height, weight, race, SES - treat every individual equally and fairly and with utmost love and respect.</i> <i>Decisions must be shared by the entire management and brought down to the rank and file.</i>
Direction check	<i>Pursuit of social justice and equity.</i> <i>It is gearing together towards the same direction, destination and vision. Yes this has been attained so far.</i> <i>Participation of all demographic and social status.</i>
Time span awareness	<i>There is a need to reflect back on the history and the eventualities that happen along the way, use such knowledge in building new perspectives.</i> <i>Look at the time, the trend, the present language and connect</i> <i>Time has passed that culture is maintained and that relations are intact.</i>
Mindfulness of the rate of change	<i>Paradigm shift, great change must happen, brilliant minds must come in, truly work and work there is so much work to do.</i> <i>The kind of change needed is not something light, it needs so much effort</i> <i>The only thing that is permanent is change, every leader must abide in it.</i>

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	<i>Solidarity is doing your best and not minding your weaknesses and hindrances, trying one's level best in every way.</i> <i>The change that must happen is something grave, not easy to do</i> <i>There must be change of heart and mind and leadership.</i>
Restructuring society thru conscientious policies and programs	<i>Society must be re-structured to exemplifying industry, innovativeness and every mind to speak for the good of the nation.</i> <i>The entire nation must be restructured starting from the government</i> <i>In the goal of building nation there is first the need to re-structure it well.</i>

The attainment of solidarity and inclusive nation building is deemed to happen through themes such as: *shared decision-making, direction check, time span awareness, mindfulness of the rate of change and restructuring society thru conscientious policies and programs*. These are wonderful reflections that leaders can care for to meet their objectives.

Shared decision making really reflects inclusivity, where no one is left behind as his opinions would matter in the convocation (Dudovskiy, 2021). Understanding and leading

actions towards a direction will enjoin all forces towards such end that would benefit the entire society. Indeed, there is a magnitude to change that should happen, first from within the leader then to the surrounding people or subordinates. History or time span reflection should guide actions and related undertakings (Frega, 2019; Donald, et.al, 2019; McLeod, 2020). The contextualization of cultural-relational theory is evident in the statements:

“There is a need to reflect back on the history and the eventualities that happen along the way, use such knowledge in building new perspectives.”

“Look at the time, the trend, the present language and connect”

“Time has passed that culture is maintained and that relations are intact.”

Great change should happen, the rate must be underscored and leveled off very well, so as to see its impact which should be progress and peace. The society that is packed with poor families should be benefited from paradigm shift restructuring the society. Perhaps there is so much to ponder and to re-bump in the political situation of the country if the desire is economic progress and social peace (Bengston & Roberts, 1991; Bellamy, 2019; Aleshire, 1988).

Summary, Conclusion, and Recommendations

Summary

The vision statement of select Philippines' public officials are in the following emerging themes: gearing towards sustainability, freedom from poverty, social justice and equity, brighter

future for new generation, and credible and effective police organization. This indicates valuing a nation from its vision statement would direct action towards its attainment.

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The way by which public leaders carry out their vision statement therein embracing their mission, emerging themes are: taking it as challenge, uniting of constituents, developing competencies, giving the best shot, providing material support, instilling values and discipline and role modelling. This means a lot of responsive actions that looks into individuals and groups where beneficial.

Constraints or barriers to leaders' attaining their vision and mission statements yielded the following emerging themes such as: technical competence, motivation, dole out, political pressure and harassment from influential people. These should encourage leaders to provide for whatever necessitates their fulfilling their functions.

Conclusion

Value-laden themes concludes institutions' leaders desire and functional solidarity attainment. Defining vision statements precedes attainment of functional solidarity, these would mean gearing towards sustainability, freedom from poverty, social justice and equity, brighter future for the next generation, credible and effective police organization. To be able to implement set vision statement and therein take it as a mission for all of the workforce, the following themes must be worked out: take it as a challenge, unite constituents, develop competencies, give the best shot, provide material support, instill values and discipline and role modelling. Reflecting on the barriers to the attainment of workplace solidarity, themes stated are: technical competence, deterioration of motivation, the act of doling out, presence of political pressure and harassment from influential people. Finally to attain solidarity and inclusive nation, themes revolve around: shared decision-making, direction check, time span awareness, mindfulness of the rate of change and restructuring society thru conscientious policies and programs.

The attainment of solidarity and inclusive nation building is deemed to happen through themes such as: shared decision-making, direction, magnitude of change, time span, rate of change and restructuring society. These are wonderful reflections that leaders can care for to meet their objectives. Functional solidarity is achieved when every leader contemplates on a noble objective and direction for the workplace and then download the vision statement such that it becomes the mission of each member of the organization. There must be solidified goal and action to partake if the outcome sought is restructured and more inclusive nation built by conscientious and value-laden members.

The study has highlighted and proven the fusion of relational-cultural, mindfulness and social change theories. Visioning an inclusive nation indeed requires functional solidarity, that employees and staff as well as leaders must have to be showing the utmost concern for one another. The essence of the culture of the olden times must have to be carried out to ensure functional solidarity. All leaders must work towards inclusivity such that no one is left out. The study proves the worthwhile integration of the theories mindfulness, intergenerational solidarity, and cultural-relational in putting across the definitions of solidarity by the select government leaders, the mindfulness they push forward in leading their team as well as the understanding, sympathy and conscientious action they need to partake in bringing the nation to a better stance. The value of solidarity may be over emphasized as workforce and the common people must abide as leaders take the lead and model upright leadership.

Vision and mission statements must be anchored on reflections of the past, scanning the present and programming for a better future. Actions start with desire and with such desire should be

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the self that should be molded well into a worthy and mindful leader who would craft, design and implement finest vision and mission statements.

Recommendation

From the study's findings, it is humbly recommended that revisit of vision and mission statements must be done by every institution. From there, stating attainable goals and working these out thru strategic plans would be helpful. Further studies on constructing solidarity scale to measure this affect on applicants and workforce proved to be a worthy thing to plan on.

The academe must include these principles and values in assessing its workforce. Educators as

mentors must be value laden and must pass this values to the workplace and to learners most specially. Even in the government institutions, there needs to be conscientious or righteous leadership where values of shared decision making and mindfulness on what unifies people at work are implemented and modeled. It is high time that government leaders be mindful of the value of selflessness and rather working for the good and development of the country's economy and the citizenry.

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Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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