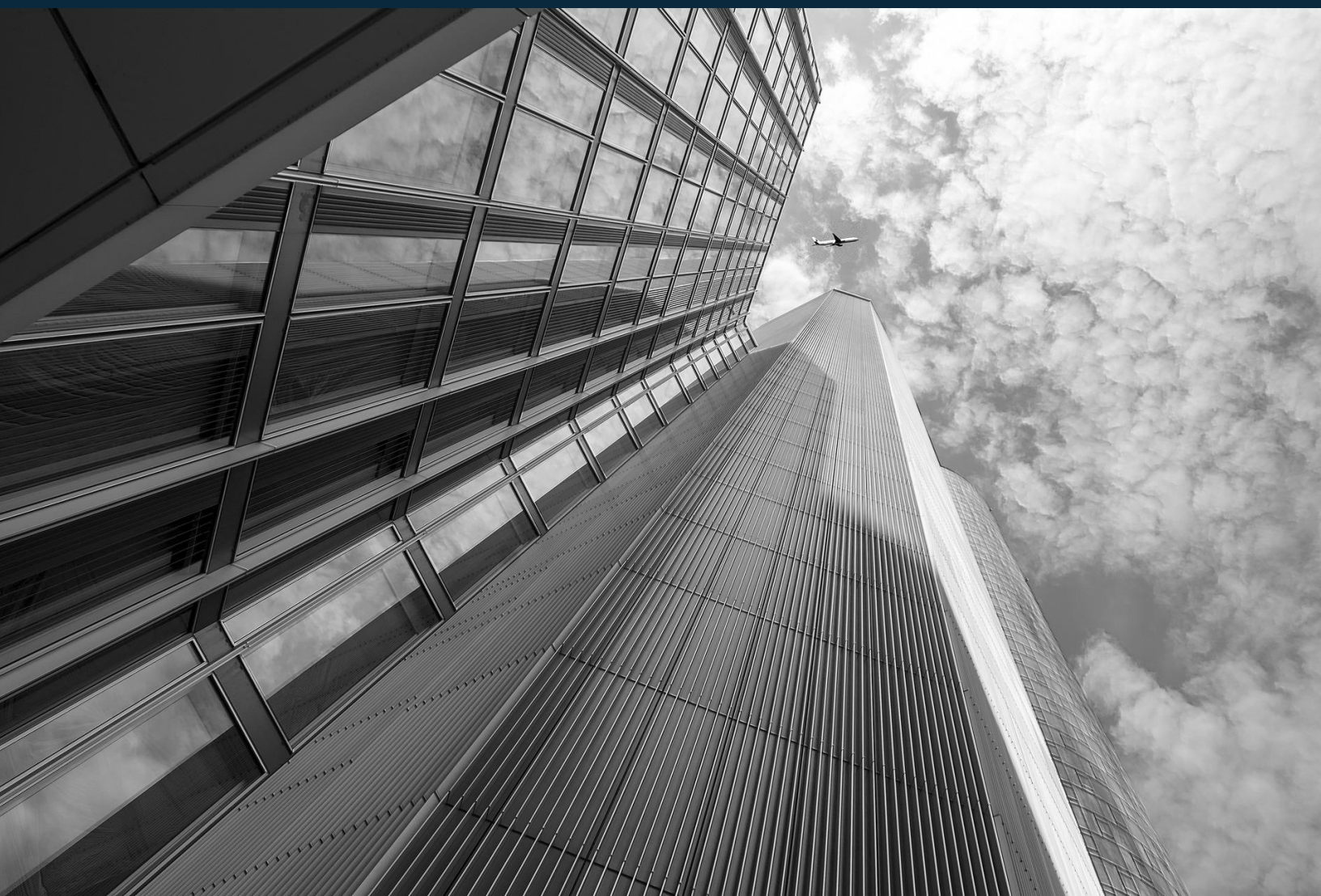# PURPOSE TRENDS REPORT

A selection of what has been published about Purpose in December 2022

December 2022

Florez-Jimenez, M.P. & Lleo, A.
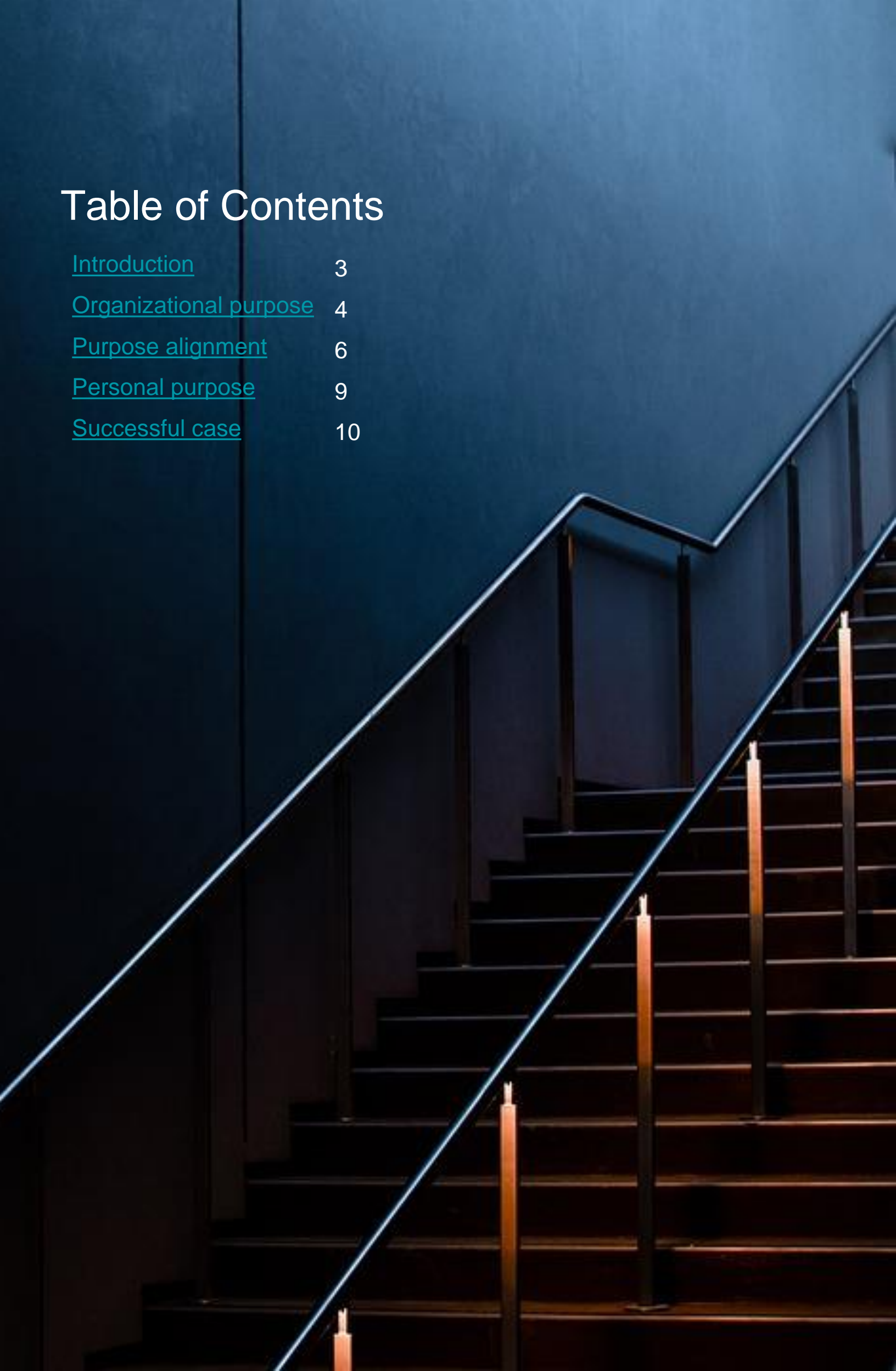School of Economics and Business. University of Navarra

Universidad
de Navarra

Table of Contents

INTRODUCTION

In this report, we want to synthesize the most relevant about corporate purpose published in December 2022. For this aim, we did a content search (using selected keywords) in Scopus and Google Scholar for academic publications; and diffusion magazines and other trusted sites for articles. We selected relevant publications about organizational purpose, purpose alignment, and personal purpose. Also, we include a successful case that show how corporate purpose has been implemented. Bellow, we present statistics about the selected literature.

ACADEMIC PUBLICATIONS - DECEMBER 2022
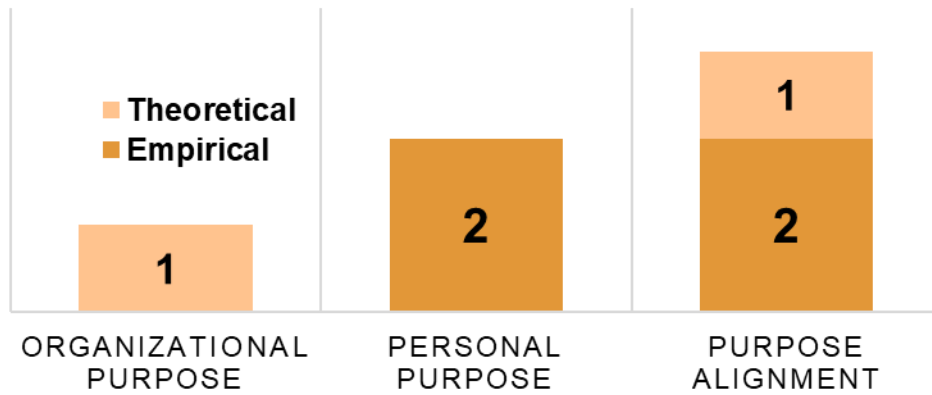
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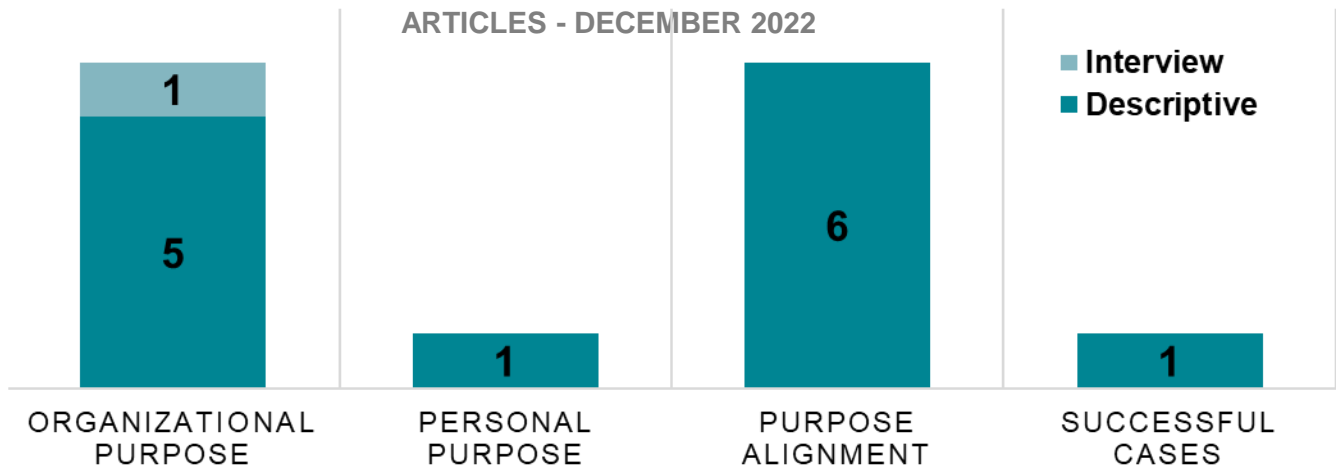
Some academic publications and articles sustain that employees, particularly young people, want to explore the meaning and purpose of their work lives; they desire to impact positively and achieve satisfaction at work.

Some academic publications define purpose as setting goals and direction. They propose that leaders can contribute to the cultivation of meaningful work by ensuring everyone knows the organization's higher purpose and meaning. Some articles present that workers can easily feel directionless in their day-to-day roles without being clear about what the organization is trying to achieve and where they fit into that mission.

Academic publications and articles say that connecting employees to tasks they find meaningful and providing them with a sense of purpose will likely establish a psychological contract between the organization and the employees, their well-being, and their loyalty. Additionally, that purpose-driven companies grow faster than their competitors and have higher levels of innovation. Further, they can efficiently address the most challenging societal issues, drive meaningful and lasting change, and facilitate an organization's long-term success.

Finally, this report presents the case of AGCO, an organization that have implemented corporate purpose.

Academic publications (1)

The Firm as a Subsociety: Purpose, Justice, and the Theory of the Firm

Organization Science, JCR Q1   see online

Abstract: Research in the "theory of the firm" tradition has often characterized firms as subeconomies, in which economic exchange is shaped by a central authority. We propose an expanded view of firms as subsocieties, in which authority is also responsible for establishing principles that shape cooperation among members. We draw on insights from political theory, sociology, and, to a lesser degree, legal theory to discuss how employees become members of subsocieties by exchanging rights, such as formal control over their work, for the benefits of membership. With this rights exchange, subsociety members develop expectations that those in positions of authority will use their control to define and sustain principles of justice and common purpose consistent with members' moral sentiments. This view suggests expanded roles for authority and firm boundaries from what are incorporated into standard theories of the firm. These expanded roles have implications both for internal governance and for the boundary itself: When considering boundary changes, leaders must weigh both the economic and the social consequences of their decision.

> " An organization that has, through its past actions, defined and reinforced a clear purpose and sustained a pattern of justice will have a steeper curve, rewarded more for actions that reinforce these principles and punished more for those that violate them. "

Articles (6)

5 Tips For Crafting A Great Startup Mission Statement

Abdo Riani, Forbes see online

It sustains that a mission statement is the easiest way to represent and summarize any company's identity and purpose. It suggests that crafting a mission statement can help guide decision-making, motivate employees, and create a sense of belonging. It also proposes tips for building a well-crafted mission.

7 Steps To Create A Purpose-Driven Marketing Strategy

Fran Biderman-Gross, Forbes see online

It sustains that when a purpose infuses everything an organization does, it can increase profitability. It presents suggestions to help organizations define their purpose. Additionally, it proposes steps to ensure the purpose is behind the organization's strategy.

A Key To Fintech Company Success Is Being Purpose Driven

Austin Mac Nab, Forbes see online

It suggests several critical steps for fintech companies can elevate their commitment to their purpose. It also proposes the benefits of being a purpose-driven fintech company. It highlights that purpose-driven fintech companies can attract top talent, accelerate growth, and boost business agility and innovation.

Bea Boccalandro, Founder, Veraworks: The Changemaker Interview

David Hessekiel, Forbes see online

It explains the relationship and the differences between Purpose and ESG. ESG is about not creating any problems for society, while corporate Purpose is about identifying at least a societal challenge close to the business and making it better. Purpose can be understood as the ESG area the company better supports, which is a compelling reason for the organization to exist.

The End Of CSR (As We Know It) And The Rise Of Businesses With A Conscience

Esade Business & Law School, Forbes see online

It sustains that many companies have a purpose, but that purpose alone is not enough; organizations should demonstrate integrity. Consumers, citizens, employees, and investors demand businesses be purposeful and use their resources, knowledge, and strategies to make effective contributions to society.

The Purpose And Profitability Connection

Gina Mastantuono, Forbes see online

It sustains that people, particularly young people, are intent on expressing their purpose by working for, buying from, investing in, and partnering with environmentally and socially responsible organizations. It also supports that purpose-driven companies witness higher market share gains, grow faster than their competitors, seeing higher levels of innovation and higher levels of workforce retention than their competitors.

Academic publications (3)

Workplace spirituality, well-being at work and employee loyalty in a gig economy: multi-group analysis across temporary vs permanent employment status

Personnel Review, JCR Q2, see online

Abstract: Purpose: This study aims to examine the influence of workplace spirituality on employee loyalty toward the organization, mediated through well-being at work. Furthermore, the study endeavors to test the difference in conceptual model estimates, across two groups of employees: those who work on contract/temporary and permanent basis. The study gains relevance particularly in the context of the emerging sharing economy, where jobs are primarily characterized by short-term contracts and freelancing. Design/methodology/approach: This descriptive study was conducted among a sample of 523 educators working in private educational institutions in India. Self-reporting questionnaires were administered among the respondents, who were selected through the purposive sampling method. Structural equation modeling and multi-group analysis were done to test the proposed hypotheses. Findings: The analysis revealed that workplace spirituality enriched employee well-being and loyalty toward the organization and evidence were found for indirect effects too. Variances were observed in the relationships, with respect to the different employment statuses of the personnel. Significant differences in the relationships were not found across temporary and permanent employment statuses. Interestingly, temporary employees experienced stronger influences between meaningful work, well-being and word-of-mouth. Results suggest the relevance of understanding employees' differential work experiences and attitudes and thus facilitate human resource strategies accordingly. Originality/value: This study is pioneering in conceptualizing and testing a theoretical model linking workplace spirituality, well-being at work and employee loyalty, particularly in the context of employees who differ in their employment status, which is a critical aspect of modern-day organizations. Unlike traditional workplaces, in recent times, people come together and work along for shorter terms, as the case of a sharing economy and the thus emergent interpersonal dynamics between each other and with the workplace has significant repercussions on the organization. Theoretical and managerial implications with regard to the experience of workplace spirituality and job outcomes are elaborated, thus striving to fill a gap in the existing literature.

Does workplace spirituality lead to raising employee performance? The role of citizenship behavior and emotional intelligence

International Journal of Organizational Analysis, JCR Q3, see online

Abstract: Purpose: For businesses today, employee performance is most important. Therefore, this paper aims to the greater purpose of 'ideal workplace'; focusing on determining the effect of workplace spirituality on employee performance because organizations tend to neglect employees' spiritual and/or mental wellness but well-maintain the output. This paper also shines light on the mediating role of organizational citizenship behavior and the moderating nature of employee's emotional intelligence. Design/methodology/approach: The study was conducted with a cross-sectional descriptive and analytical approach. Data were collected in two rounds. In total, 761 responses (416 offline and 345 online) were analyzed for all four hypotheses using statistical data package for social sciences and analysis of moments structure; imploring correlation, regression and mediation and moderation analysis. Findings: The study found that workplace spirituality is indeed positively linked with employees' performance. Organizational citizenship behavior is positively associated with workplace spirituality and employee performance. Mediation analysis indicated that organizational citizenship behavior significantly enhances the relationship of workplace spirituality and employee performance. Moderation analysis suggested that employee's emotional intelligence significantly boosts employee performance. Originality/value: This research offers deep and critical insights for curating future research and managerial practices, strengthening the concept of workplace spirituality as a promising area in the fields of human resource management and organizational psychology. The study uses a unique approach and provides exclusive findings regarding Indian service and manufacturing professionals.

Exploring the meaning of work through a transcendental frame

International Journal of Organizational Analysis, JCR Q3, see online

Abstract: Purpose: Despite the advancement, it appears that much has to be done to clarify the understanding of the effects of the meaning of work (MOW) in the lives. Thus, the purpose of this paper is to explore such a theoretical stream by means of the Spiritism Doctrine (SD) tenets. In fact, the spiritual knowledge derived from this religion alludes to aspects worthy of investigation. Design/methodology/approach: Religious lens serves as a robust frame to approach the MOW, given that people's beliefs likely shape their view about work. Toward that end, it examines pivotal aspects of MOW literature and the SD revelations thereof. Findings: The wise revelations and teachings from the spirits examined throughout this paper suggest that work embraces one of God's laws. In this regard, the SD tenets deepen this by providing sound explanations, reflections and arguments about the MOW, as well as highlighting that we all must do the best in the work regardless of the profession or activity. In doing so, this paper is serving the neighbors by fulfilling or at least mitigating their needs and consequently engaging in something indefinitely greater than the own desires, that is, the celestial Father's wish. Practical implications: There is no denying that the knowledge brought by the SD, as a source of transcendental epistemology, has deep implications for workers and organizations likewise. Overall, such knowledge enriches the understanding of a very important theme to human beings through an understudied but also insightful lens. Originality/value: Therefore, this essay contributes to the MOW through transcendental epistemology (Maslow, 1993). Rather, it focuses on a very sensitive issue (work) and its corresponding implications to mankind through the knowledge of a spiritual and religious framework. In addition, such endeavor also adds to the field of management, spirituality and religion Interest Group of Academy of Management.

> **❝** It is undeniable that leaders can contribute to the cultivation of meaningful work by assuring that everyone should be aware of the higher purpose and meaning of the organization. **❞**

2023 Will Test Companies' Commitment to Social Responsibility

Carolyn Berkowitz, Kari Niedfeldt-Thomas, and Diane Quest, Harvard Business Review see online

It talks about the importance of strengthening stakeholders' commitment to corporate purpose to help address the most challenging societal issues, drive meaningful and lasting change, and facilitate an organization's long-term success.

Fostering Happiness And Purpose In Business From The Top To The Front Line

Ildeme Mahinay Koch, Forbes see online

It sustains the key to a company's success is having passionate and engaged employees, a positive work environment, and a clear and attainable purpose. It highlights that giving employees a purpose helps them know they are doing meaningful work that aligns with their values. It also proposes approaches to finding purpose in business without sacrificing profit.

Purpose-Driven Work: Why Leaders Need To Think Of Their Employees As Their Customers

Ted Levine, Forbes see online

It proposes that providing a common set of outcome-based goals for employees to align with is a powerful way to drive purpose and allow employees to notice how their daily actions are making a difference toward the goals and outcomes of the organization.

Three Key Components Of A Winning Team

James Reid, Forbes see online

It proposes that organizations need the right mix of purpose, people, and culture to outperform and build winning teams. It highlights that organizations must have absolute clarity about where they are going and find people who share their values and a sense of purpose.

Want A More Purpose-Driven Team? Follow These 15 Steps

Expert Panel, Forbes see online

It presents fifteen pieces of advice on how a team can be more purpose-driven. It highlights some suggestions, such as doing weekly performance reviews to remind employees of their purpose and put them back on track. Additionally, it suggests starting every meeting with the organization's mission, so every team member gets reminded of why they show up for work every day and get engaged.

Why Empowering Employees To Give Back At Work Improves Retention

Mark C. Perna, Forbes see online

It sustains that nowadays more companies recognize the need to connect and engage with their employees' personal purpose. It argues that employees want to work for companies that support their passions and purpose while providing them the opportunity to impact positively.

Academic publications (2)

Moments of Meaningfulness and Meaninglessness: A Qualitative Inquiry Into Affective Eudaimonia at Work

Group and Organization Management, JCR Q1, see online

Meaningful work (MW) is an important topic in psychological and organizational research with theoretical and practical implications. Many prior studies have focused on operationalizing MW and distinguish between the attributes of a job that make it meaningful, such as task variety or significance, and the affective experience of meaning during work, such as the feeling that what one does at work is meaningful. However, most empirical research focuses on the former definition and utilizes quantitative scales with deductive questions that omit what people find important in their experiences. To address this, we conduct a qualitative investigation of psychological narratives focusing in-depth on the quality and content of feelings of meaningfulness and meaninglessness during experiences at work—crucially, without any framing around task attributes. We introduce the term affective eudaimonia to describe these experiences. Overall, our results corroborate many existing thematic findings in the MW literature, such as the importance of connecting and contributing to others and avoiding confinement. We also offer new findings: Although the way that people give language to meaningless narratives is more descriptive, vivid, and experiential in tone than meaningful narratives, meaningless narratives are also more structurally static and constrained. We use these results to inform practical suggestions to promote day-to-day experiences of meaning at work and provide a basis for further academic discussion.

Sense of purpose as a potential buffer between mental health and subjective cognitive decline

International Psychogeriatrics, JCR Q1, see online

Objectives: Purposeful adults may experience greater cognitive resilience because sense of purpose may help buffer against the effects of depressive symptoms and loneliness. We also evaluated whether these associations differed by race. Design: This study uses a wave of self-report data from the SPAN study of psychosocial aging. Setting: Participants come from a representative sample of older adults in St. Louis. Participants: Participants (N = 595) ages range from 65 to 78 (M age = 71.46), with 18.3% of participants identifying as Black/African-American. Measures: Sense of purpose was assessed with the Life Engagement Test, depressive symptoms with the Beck Depression Inventory-II, loneliness with the UCLA Loneliness Scale, and subjective cognitive decline with the AD-8. Results: Correlational analyses supported predictions that sense of purpose was negatively related to subjective cognitive decline, whereas depressive symptoms and loneliness were positively related ($|r|$s >.30, ps <.001). For loneliness, but not depression, this association was moderated by sense of purpose (b = -0.43, p <.001). A relatively high sense of purpose attenuated associations between loneliness and subjective cognitive decline. A three-way race × purpose × loneliness interaction (b = -0.25, p =.021) revealed that the buffering effects of sense of purpose on subjective cognitive decline were stronger for Black adults. Discussion: This study provided partial support for the buffering hypothesis, showing that sense of purpose may help mitigate the cognitive decrements associated with loneliness. Future research needs to consider how purpose-promoting programs may support healthy cognitive aging, particularly among Black older adults and those who experience greater social isolation.

For Entrepreneurs, Or Perhaps Everyone, Answer These Six Questions To Potentially Find Your Purpose In Life

Bernhard Schroeder, Forbes, see online

It proposes that for some people, the purpose is connected to a vocation or meaningful work; for others, it's about the impact on others' life. It sustains that discovering a purpose in life is hard and presents some questions that might help people find their life purpose.

" Your life purpose consists of the central motivating aims of your life—the reasons you get up in the morning. Purpose can guide life decisions, influence behavior, shape goals, offer a sense of direction, and create meaning. **"**

Articles (1)

AGCO Named One of America's Most Responsible Companies 2023

see online & see online

"To deliver farmer-focused solutions to sustainably feed our world."

AGCO is a global leader in the design, manufacture, and distribution of agricultural machinery and precision of technology. The principal company's values are accountability, integrity, respect, team spirit, and transparency. These values guide their employees in how they conduct themselves (personally and professionally), interact with each other, and employ strategies to fulfill their mission.