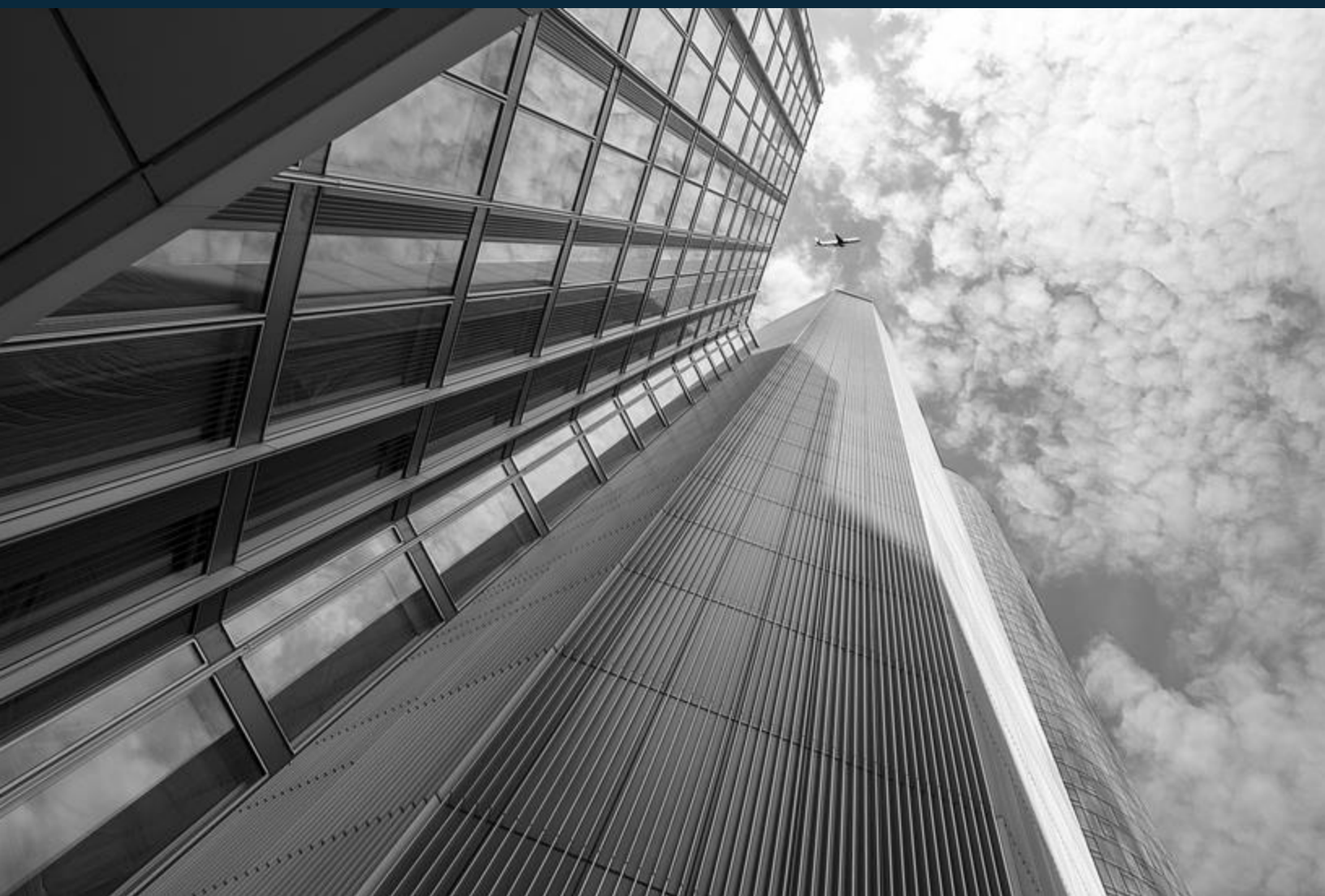


# PURPOSE TRENDS REPORT

A selection of what has been published about Purpose in June 2024



June 2024

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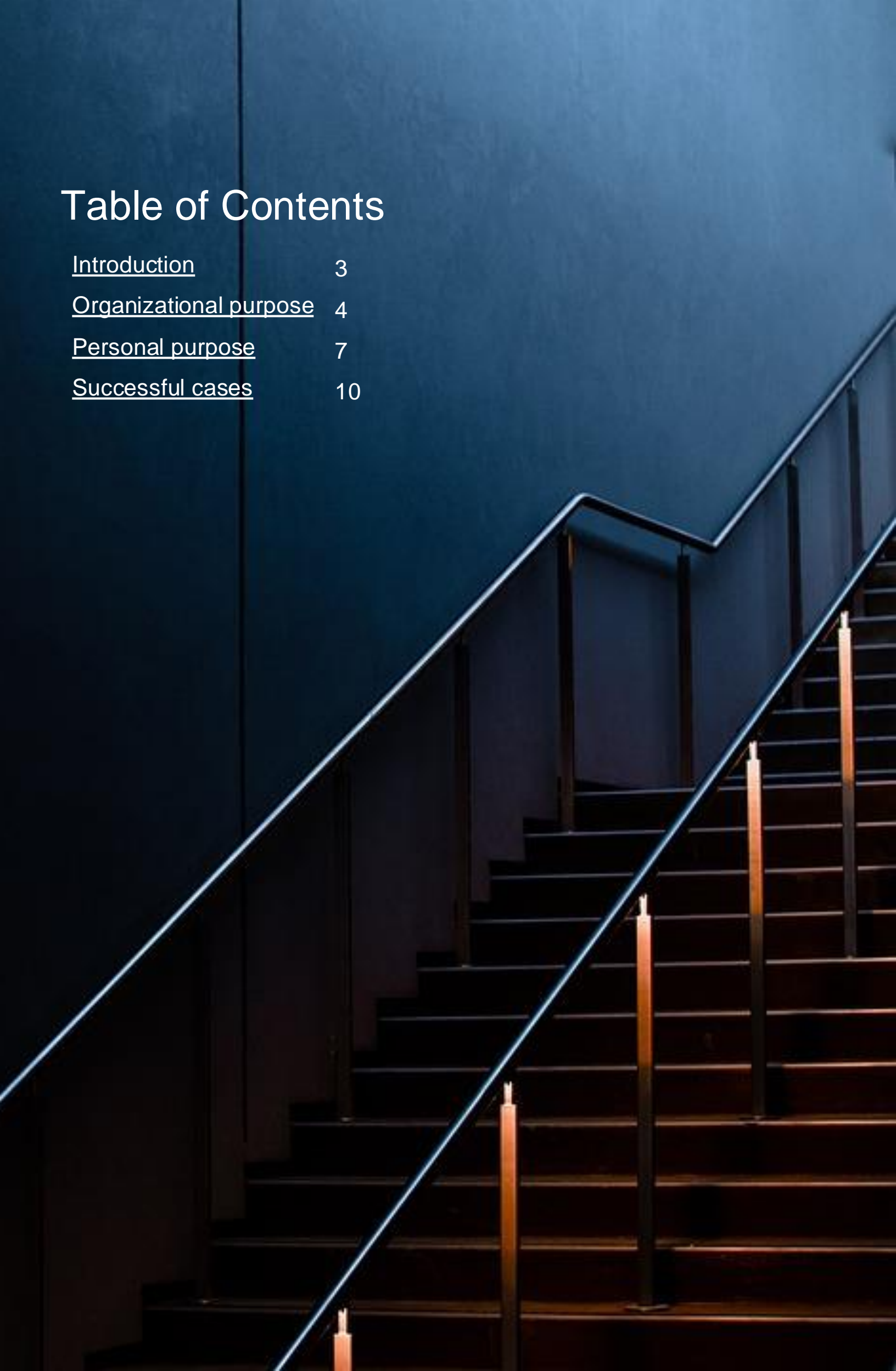
Purpose Trends Report ISSN 2952-1157  
<https://doi.org/10.15581/025.2024.006>



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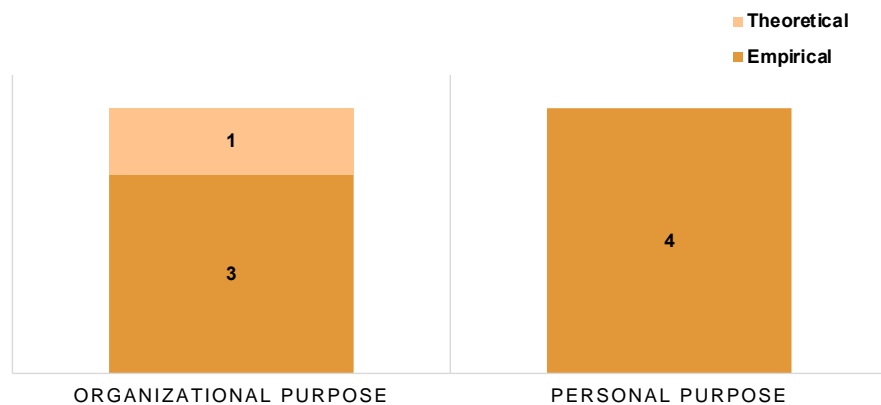
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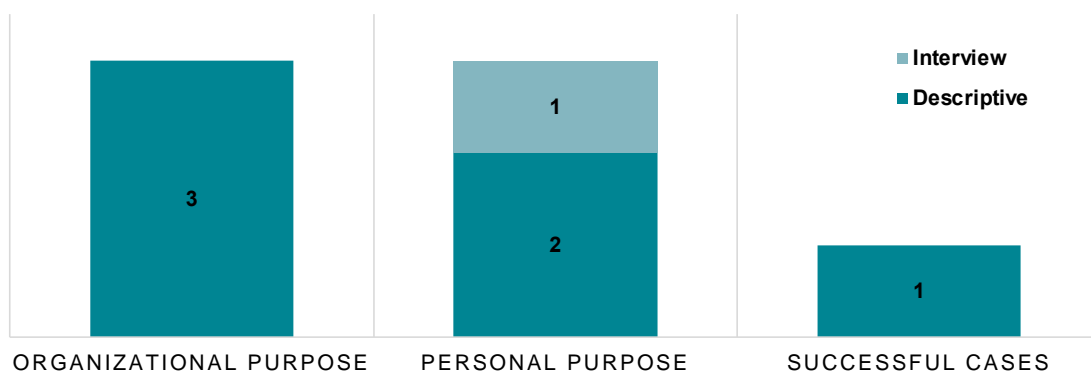
# INTRODUCTION

*In this report, we want to synthesize the most relevant about corporate purpose published in June 2024. 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 and reports. We selected relevant publications about organizational purpose and personal purpose. Also, we include successful cases that show how corporate purpose has been implemented. Below, we present statistics about the selected literature.*

## ACADEMIC PUBLICATIONS - JUNE 2024



## ARTICLES AND REPORTS - JUNE 2024



*Academic studies on organizational purpose highlight the importance of aligning it with societal values for brand success. Research shows that authenticity and cause-brand congruence drive consumer engagement, especially among younger generations. Organizations like forest cooperatives are incorporating sustainable practices. New organizational structures, such as "circular" models, promote employee empowerment and sustainability. Articles reinforce this by stressing the need for authentic purpose integration, warning against superficial "purpose washing." They emphasize that leaders and boards must embed purpose into operations and governance for true purpose-driven success.*

*Further, research shows that personal well-being is closely tied to purpose, especially in challenging contexts like conflict zones. Entrepreneurs and workers find fulfillment through religious or spiritual purpose. Studies highlight how workplace spirituality enriches work-family balance and contributes to meaningful social impact, such as in alternative food initiatives. Articles reflect this by discussing the benefits of living with purpose, noting how it boosts well-being, team performance, and societal change. The pandemic has also accelerated the search for meaningful work and purpose-driven leadership.*

*Finally, Microsoft exemplifies purpose-driven success by using the OKR framework to align employee efforts with the company's mission. This approach boosts engagement, clarity, and productivity, especially in hybrid work settings. The case shows how connecting individual goals to organizational purpose fosters a culture of achievement and retention. This aligns with broader trends in purpose-driven leadership, where clear objectives and values play a critical role in sustaining long-term success and employee satisfaction.*

## *Academic publications (4)*

### **Purpose is the new branding: understanding conscientious purpose-driven marketing and its impact on brand outcomes**

Journal of Product and Brand Management, JCR Q1 [see online](#)

**Abstract:** Purpose: Consumers increasingly expect brands to have a social purpose. Yet, guidelines on how to effectively engage in conscientious purpose-driven branding are lacking. This study aims to better understand what the key drivers of a successful conscientious purpose-driven branding strategy are and what is its impact on key brand outcomes. Design/methodology/approach: Data was gathered using a self-administered survey, answered by 670 young adults belonging to generations Y and Z. The study integrates in a single moderated-mediation model, tested using partial least squares structural equation modelling, the joint effects of cause-brand-consumer congruences, cause-brand authenticity and brand image, on consumers' intention to purchase and recommend the brand. Findings: Consumer-brand congruence mediates the path from cause-brand congruence and authenticity to brand image, which in turn impacts purchase and recommendation intentions, with authenticity playing a dominant role. Moreover, for consumers highly congruent with the cause/purpose, the direct effect of cause-brand congruence on brand image becomes non-significant and only works through consumer-brand congruence. Originality/value: Theoretically, this study contributes to a better understanding of how and when conscientious purpose-driven branding can be effective. Its findings further advance prior research, by providing an alternative path anchored on cause-brand authenticity to explain positive effects of conscientious purpose-driven marketing on brand outcomes. Moreover, it challenges prior assumptions regarding the impact of consumer-cause congruence on the effectiveness of these strategies. Finally, it highlights that cause-consumer and brand-consumer congruencies also play a role, offering an integrated, triadic view of conscientious purpose-driven branding strategies. Managerially, it provides insights to brand managers wishing to successfully implement these strategies and better understand the role of brands as "purpose-driven entities".

### **Co-operative forest owner associations - harmonized values for sustainable development?**

Forest Policy and Economics, JCR Q1 [see online](#)

**Abstract:** Sustainable development is an important concept for competitive advantage for all types of organisations and is often implemented by a top-down strategic approach. Forest owner associations are based on the co-operative idea and are therefore expected to include key stakeholders such as members in strategic decisions. A challenge is to incorporate strategic sustainability management in an organisation. It refers to considering organisational objectives, maintaining relations with key stakeholders and keeping the organisational identity. This study aimed to explore how forest owner associations position themselves for sustainable development. A qualitative case study based on semi-structured interviews, (including five employees and eleven members) and sustainability reports suggests that sustainable development is integrated to different extents in forest owner associations in Sweden. A strategic approach is deemed necessary for a dynamic incorporation of sustainable development that is structured and leads to the improvement of responsible practice in the organisation. This study highlights the importance of considering sustainability strategies and co-operative identity in the process of implementing sustainability management in forest co-operatives. Further research could focus on corporate strategies for sustainable development with an extended longitudinal perspective.

## Organiblò: Engaging People in “Circular” Organizations and Enabling Social Sustainability

Sustainability (Switzerland), JCR Q3 [see online](#)

**Abstract:** The present analysis related to social sustainability aims at evaluating and understanding how a “circular” or “round” organization such as the so-called Organiblò (i.e., a fusion of the terms “organigram” and the Italian word for “porthole”) functions. More precisely, the present article wants to raise awareness among companies that a profound cultural change seems necessary to push the search for sustainable objectives further. In this specific regard, independent interviews with the CEOs of 11 medium-sized enterprises and 46 young middle managers were conducted. Based on their responses, our analysis highlights the advantages of a “circular” organization, which range from better corporate sustainability to greater freedom of staff and cross-functional activities as well as the valorization of individuals and enhanced flexibility and collaborative spirit. However, time is needed to effect such a profound cultural change. The main difficulties consist in the approach to decision-making processes, because top management is often not yet prone to strongly encourage transparency, a culture of feedback and inclusiveness in the workforce. Consequently, a new, additional manager (i.e., a “wheeler manager”) might disseminate a new managing culture and involve employees in contributing to the company’s sustainability.

“ Focusing on the corporate’s mission, a new complementary managerial figure has to be created to induce the corporate’s units to consistently orbit around the same mission. ”

## Work engagement and identification with organizational purpose: A study at the Federal Senate

Work engagement and identification with organizational purpose: A study at the Federal Senate, [see online](#)

**Abstract:** Background: Public administration has undergone numerous transformations over the past decades. Work engagement has emerged as a central phenomenon to understand the outcomes of public servants and mechanisms for better delivery of public services to citizens. Purpose: The present research tested the impact of identification with the organizational purpose on the work engagement of Federal Senate employees in Brazil. Method: A sample of 282 participants responded to the questionnaire composed of closed-ended items. Confirmatory factor analysis and structural equation modeling were conducted. Results: It was found that identification with the organizational purpose strongly and positively influenced employee engagement. Organizational purpose proved to be an important antecedent, constituting, therefore, a central phenomenon for understanding and discussing work engagement in the public sector. Conclusions: The present study advances by stimulating the debate on the topic in the Brazilian public service, filling theoretical and empirical gaps in the field, and opening up possibilities for future investigations.

## Articles (3)

### **What companies still get wrong about being “purpose-driven”**

Rajeev Peshawaria, TLNT [see online](#)

The article argues that while the term "purpose-driven" is widely used in the corporate world, it is often misunderstood and superficially applied. It explains that true purpose-driven organizations must integrate societal and environmental values into their core mission, beyond profit maximization. The article defends the importance of steward leadership, which emphasizes ethical, sustainable practices benefiting both business and society. It states that purpose must be rooted in stewardship values and warns against relying solely on purpose statements. Ultimately, it argues that genuine purpose-driven transformation requires deep commitment and consistent action.

### **How Purpose Must Be Shared To Enhance A Company’s Performance**

HEC Paris Insights, Forbes [see online](#)

The article states that company leaders must authentically embody and communicate corporate purpose at all levels. It explains that while most top leaders understand their firm's purpose, this understanding diminishes lower down the hierarchy. It argues that for purpose-driven organizations to succeed, leaders must align purpose with strategy and operations, making it tangible through actions and training. It defends the need for a culture of feedback and recognition, emphasizing that purpose-based leadership not only enhances engagement but also indirectly boosts financial performance.

### **The Purpose of Governance: Bridging the Say-Do Gap**

Christina Morillo, Sustainable Brands [see online](#)

The article explains that corporate governance is evolving to include "Purpose Governance," where Boards oversee a company's purpose to ensure sustainability. It states that many companies face a governance gap, risking "purpose washing" if they fail to authentically integrate purpose. The article defends the need for Boards to embed purpose into strategy, performance management, and reporting. It argues that purpose education and expertise on Boards are crucial to overcoming challenges in monitoring and disclosing purpose impact, ultimately guiding companies towards genuine purpose-driven success.



## *Academic publications (4)*

### **Does religiosity matter for entrepreneurs' psychological well-being in conflict areas? Insights from Palestine and Libya**

International Journal of Entrepreneurial Behaviour and Research,  
JCR Q1 [see online](#)

**Abstract:** Purpose: Informed by the concept of well-being in Islam and the eudaimonic view of psychological well-being (PWB), and drawing on resilience theory, this study aims to understand (1) the implications of residing in conflict areas for entrepreneurs' PWB, (2) the barriers facing entrepreneurs in these areas and (3) the implications of their religiosity for their PWB. Design/methodology/approach: Utilizing an interpretative qualitative method, this study employed 22 entrepreneurs residing in conflict areas (Palestine and Libya). Thematic analysis was used to explore the participants' experiences and insights. Findings: The findings show that living in conflict areas enhances certain components of entrepreneurs' PWB, such as self-acceptance and having a purpose in life and diminishes other components of their PWB, including environmental mastery, personal growth, the presence of autonomy and positive relations with others. Additionally, the findings suggest that religiosity, viewed through an Islamic lens, positively contributes to entrepreneurs' PWB and identify societal (macro level) barriers faced by entrepreneurs in these areas. Originality/value: The study is theoretically and contextually relevant and offers novel insights into the interplay between religion and well-being in conflict areas. It presents a reinvigorated awareness, opens specific research directions and permits the contextual applicability and possible extension of resilience theory.

### **“Win-win”: Dual-path influence of workplace spirituality on work-family enrichment**

Journal of Occupational and Organizational Psychology,  
JCR Q1 [see online](#)

**Abstract:** In the era of rapid development in the mobile internet economy, mobile intelligent office equipment has exhibited an unprecedented level of “vitality.” The boundaries between work and family are becoming increasingly blurred, fostering the exchange of resources between employees' work role and family role. Workplace spirituality refers to meaningful work, sense of community, and alignment with the organization that individuals develop in their work, which has been demonstrated to have positive impact on work output. It is a question whether workplace spirituality can be spilled over from employees' work role to their family role to improve the performance of the latter and to realize the win-win results for both roles. Based on work-home resources model and work-family enrichment dual-path model, this research uses multi-country data to examine how workplace spirituality influence work-family enrichment through affective rumination (affective path) and problem-solving pondering (instrumental path). Additionally, work-family segmentation preference is introduced as a moderating variable to identify the boundary conditions between workplace spirituality and work-related rumination. Research findings show that workplace spirituality can positively predict work-family enrichment; affective rumination and problem-solving pondering play a partially mediating role in the correlation between workplace spirituality and work-family enrichment. A strong work-family segmentation preference could diminish the positive impact of workplace spirituality on problem-solving pondering and could also weaken the mediating role of problem-solving pondering between workplace spirituality and work-family enrichment at the same time. This study reveals the strategies to enhance work-family enrichment from a spiritual perspective, thereby promoting a win-win situation for both work and family.

## **‘Good Work’ and Alternative Food Initiatives: A Workplace Spirituality Perspective**

British Journal of Management, JCR Q2 [see online](#)

**Abstract:** This paper explores ‘good work’ as purpose-driven organizing for positive social impact in the case of alternative food initiatives (AFIs). AFIs accommodate alternative ways of food production and consumption that tackle the world’s pressing sustainability challenges. Considering the centrality of workers’ motives, beliefs for generating/sustaining alternative and spiritual work/organizational contexts, this study bridges the knowledge on AFIs and workplace spirituality (WS) through the individual-level perspective. The paper explores AFI members’ workplace motives and experiences to understand how these individuals make sense of their work, and to draw insights on what ‘good work’ entails in this organizational realm. Data were collected via a two-phase study from a total of 28 members of organizations based in Glasgow, Scotland. The results show that AFI members’ work drivers include spiritual (as other-regarding) motives and that the perceived value of their work is in contributing to the welfare of others through a workspace of belonging, freedom and care. The findings suggest that a WS perspective can help in understanding how AFI members approach their work to create (greater) good. Drawing on the lessons from the case analysis within the AFI context, this paper highlights the relevance of WS for repurposing work and organizing.

## **The Development of a New Model of Educational Leadership: Leadership for Teacher Flourishing**

Humanistic Management Journal, SJR Q3 [see online](#)

**Abstract:** This paper contributes to a broader movement in which the telos of leadership is flourishing, and the primary role of a leader is to promote the flourishing of their team members through creating a loving environment. In support of this, we propose a new perspective on, and associated model, of educational leadership: ‘leadership for teacher flourishing’ (LFTF). This model was developed through a literature review and a mixed methods research project across 78 British schools with collaborative and participatory elements which asked how school leaders could improve the flourishing of teachers. The quantitative and qualitative findings suggested that key factors in enabling teachers to flourish, and therefore incorporated into the model ‘LFTF’, were positive relationships; opportunities for growth; positive impact on subjective wellbeing; and increasing teachers’ sense of meaning at work. The ways leaders could impact these factors were reported as: being supportive and compassionate; being trustworthy; giving teachers autonomy; enabling teachers to grow; being appreciative and focusing on strengths; and enabling teachers to do meaningful work. It was also found that not only leaders could influence flourishing; teachers with no formal leadership role could also positively impact teacher flourishing. It is suggested that virtuous dispositions in leaders are required to ensure they are consistent in acting in ways that promote flourishing. We argue that this integration of virtue and a desire to promote flourishing is properly understood as love. The participatory and collaborative phase of the research showed that teachers wanted autonomy in deciding what would help them to flourish. The conclusion sets out the implications of this research for policy on the training and selection of school leaders, to improve not only the flourishing of teachers, but also pupils and communities.

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Only once you know your people and have shown them love can you inspire them through enabling them to connect to and be active in areas that are meaningful to them.

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## Articles (3)

### **Three Dimensions Of Purpose: Me, We, & World**

Nell Derick Debevoise, Forbes [see online](#)

The article explains how living and leading with purpose can positively impact three dimensions: oneself, one's teams, and the broader world. It states that personal well-being improves when individuals align with their purpose, leading to better health and happiness. It argues that purpose-driven employees enhance team performance, contributing to organizational success and profitability. Finally, it defends the idea that businesses focused on purpose can drive societal change by addressing global issues and promoting sustainability, thus benefiting both people and the planet..

### **What Kind Of Mark Will Your Work Leave On The World?**

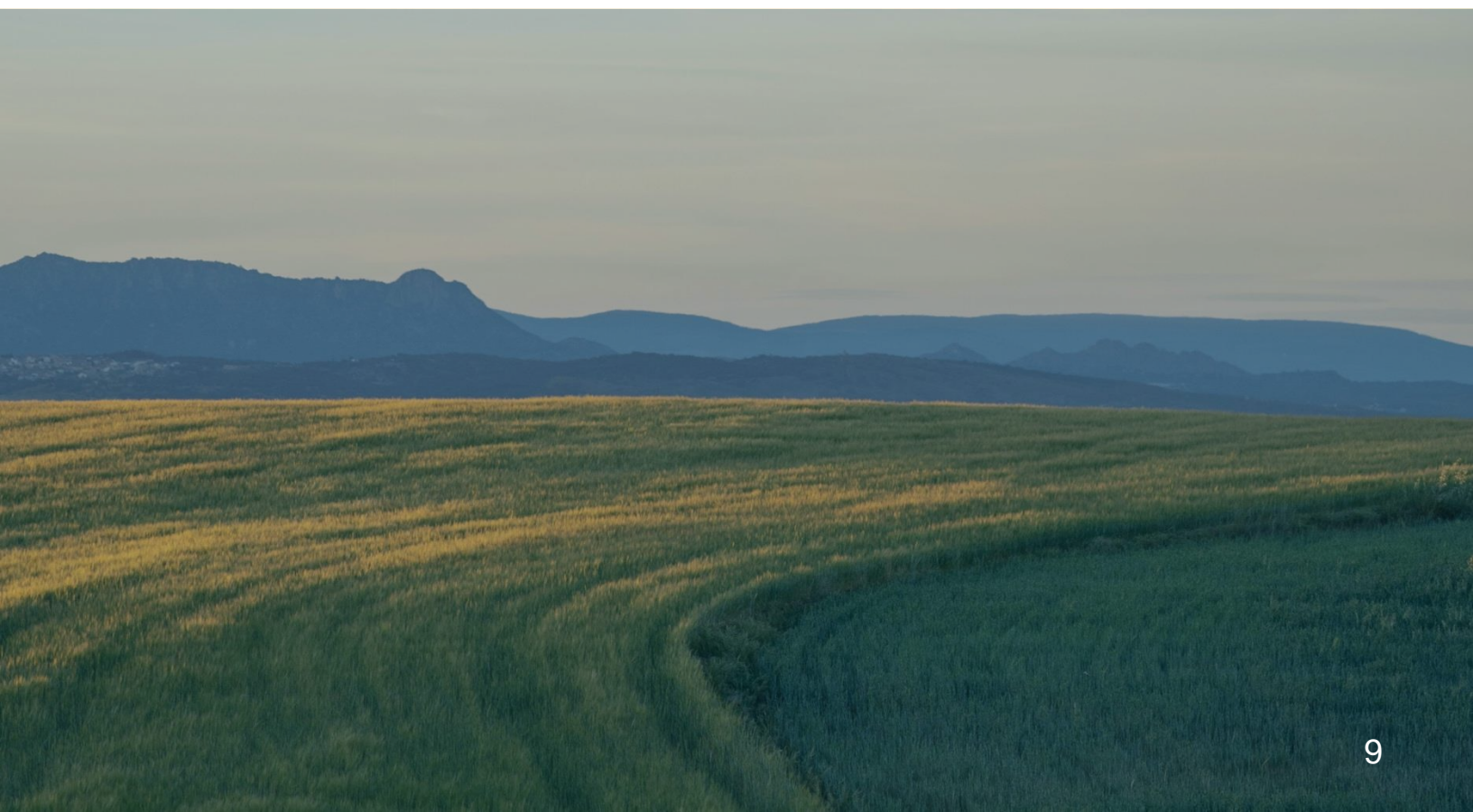
Rodger Dean Duncan, Forbes [see online](#)

The article explores the dissatisfaction many workers feel, with studies revealing low engagement and happiness levels. It argues that the pandemic prompted a reevaluation of work's meaning, driving the "Great Resignation." The authors examine concepts like "essential work," highlighting societal value disparities. They also discuss the distinction between "résumé" and "eulogy" virtues, urging a focus on meaningful work. The article warns of AI's mixed impact on job fulfillment and advocates for redefining retirement as an opportunity for meaningful pursuits.

### **Be real: Authentic leadership in future-ready businesses**

Rashimah Binte Rajah & Tanja Schindler, World Eco Forum [see online](#)

The article explains that organizations are increasingly adopting new technologies in their business models as they seek to ensure they are future-ready. It also states that with artificial intelligence increasingly being integrated into business operations, it is time to update new leadership capabilities. Finally, it encourage leaders to be authentic and embrace soft skills for effective leadership, with a particular emphasis on empathy and creativity.



## Articles (1)



### **Powering purpose-driven employee engagement and driving efficiency internally at Microsoft with OKRs and Microsoft Viva Goals**

Jason Kellington, Microsoft [see online](#)

The article explains how the evolving workplace demands a shift in how companies connect employees' work with organizational goals. It argues that purpose and clarity are crucial for employee engagement and retention, especially in a hybrid work environment. Microsoft exemplifies this by implementing the OKR framework and Microsoft Viva Goals, which align individual and team efforts with the company's broader mission. This approach not only increases focus and transparency but also fosters a culture of achievement, making Microsoft a successful case of a purpose-driven firm. By ensuring that employees understand their impact and contributions, Microsoft demonstrates how clear objectives and key results (OKRs) can enhance overall employee satisfaction, alignment, and productivity across the organization.

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As the hybrid workplace becomes the norm for many companies, employees are embracing flexible work, seeking work-life balance, and increasingly pursuing purpose and fulfillment in their work.

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