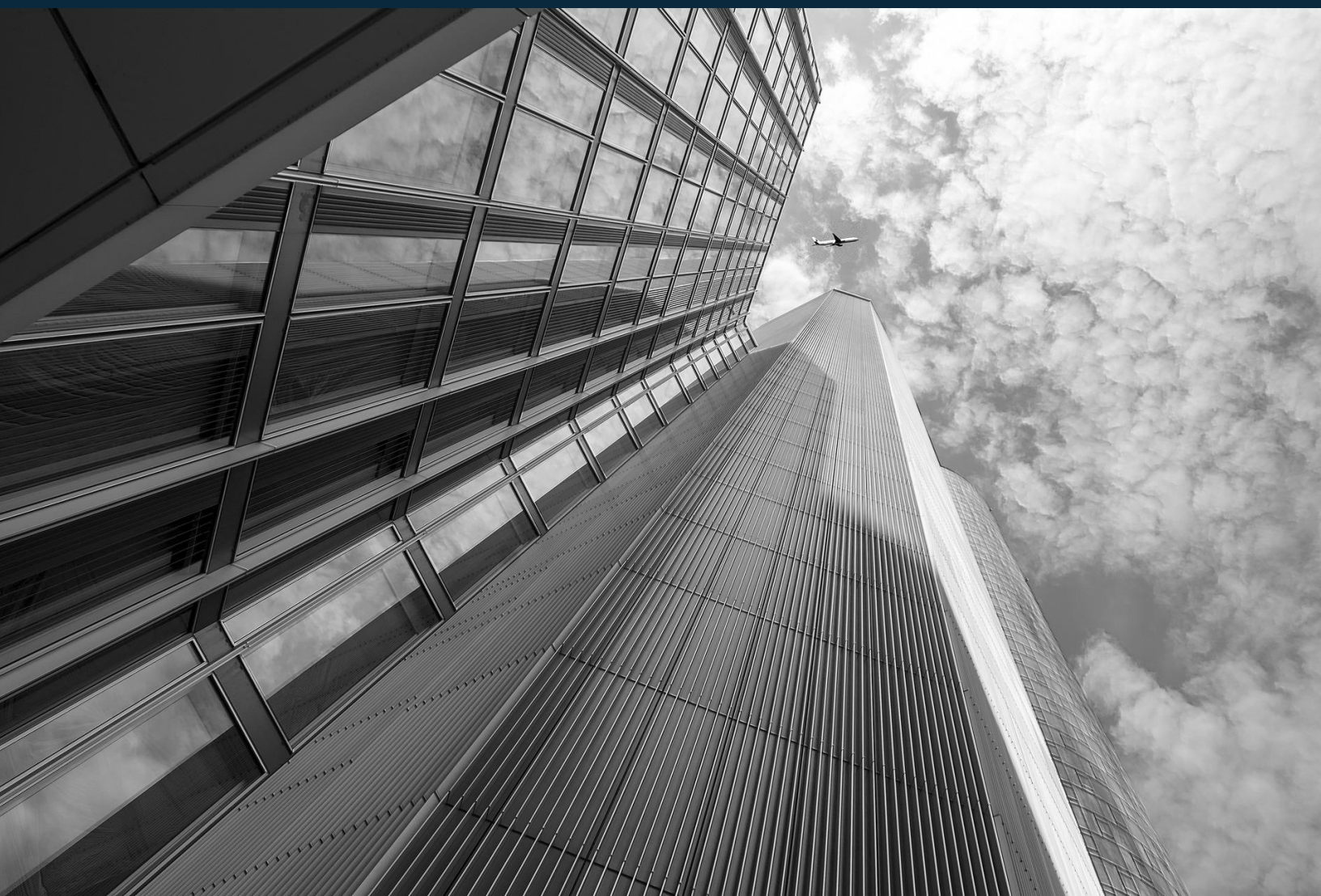


PURPOSE TRENDS REPORT

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



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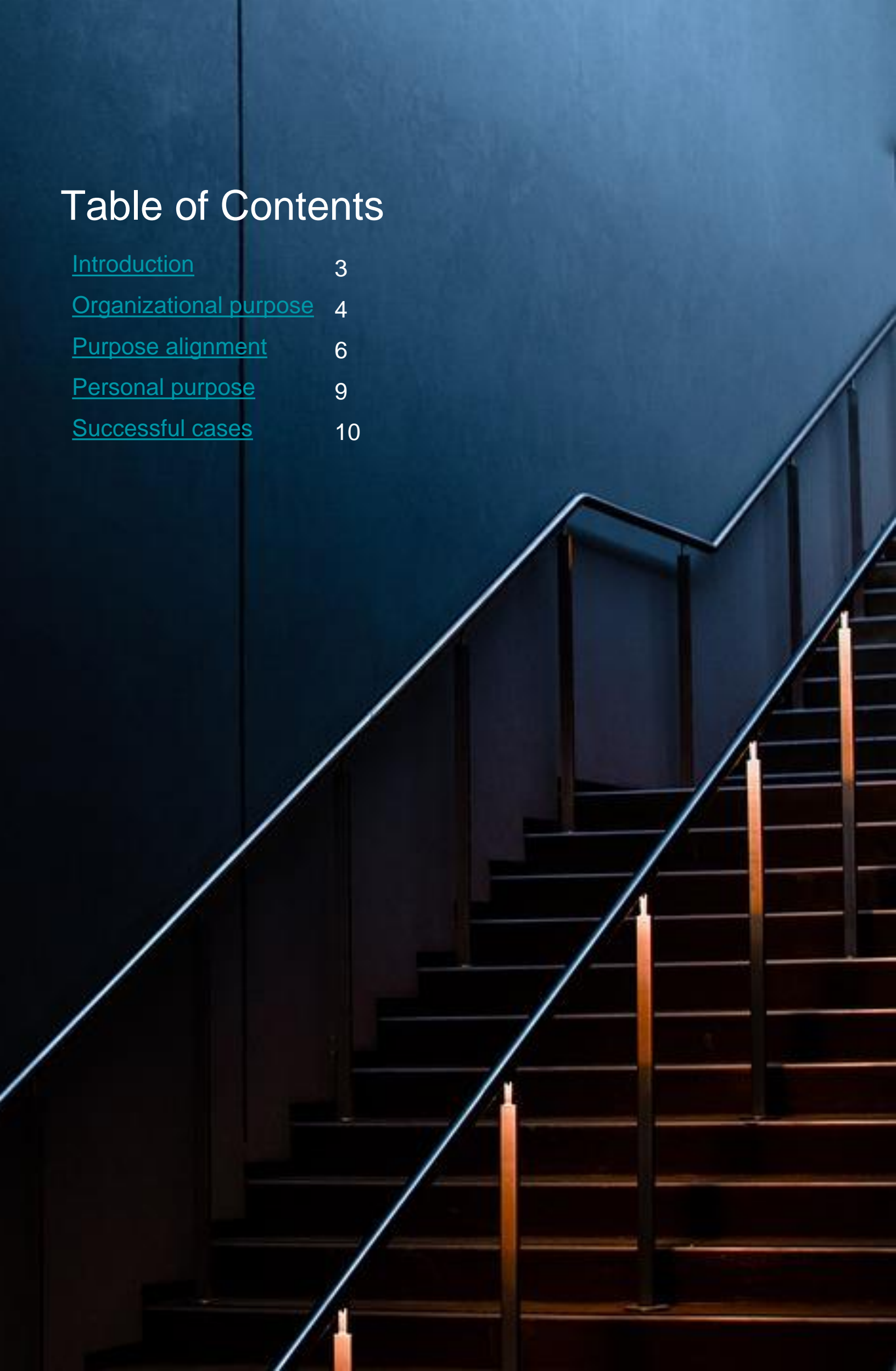
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INTRODUCTION

In this report, we want to synthesize the most relevant about corporate purpose published in August 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 some successful cases that show how corporate purpose has been implemented. Bellow, we present statistics about the selected literature.



Some academic publications explain that "Purpose-Led Companies" orient their decisions and actions towards a "higher" purpose. They define purpose as a goal for the firm that reaches beyond profit maximization. They sustain that this purpose should be reflected in the mission statement. Some articles propose that a company's purpose should consider something for all stakeholders and should be measurable. In this way, companies should recognize all their key stakeholders and have metrics to measure their contribution. They sustain that service to others is one way to create meaning and purpose.

Some articles sustain that many investors are looking for companies that commit resources to align profit with purpose. They also argue that organizations with an explicit purpose aligned with customers' priorities have the most resilience in the current volatile environment. They sustain that employees now seek to align their values with organizational values and beliefs and not only want fair pay. The above will increase the employees' perceived significance, engagement, sense of connection to their work on a personal level, ownership, pride, and safe feeling to take risks, and turnover decreases. Academic publications show other benefits for employees. They say that employees who see their job as meaningful perform better and identify more strongly with their company. Additionally, evidence shows that a sense of purpose promotes better physical health. Further, a sense of purpose helps individuals select proximal goals consistent with long-term strivings and promotes coping strategies that help buffer against stress.

For the above, some academic publications and articles argue that leaders should ask themselves if the organization's purpose is aligned with customers' and employees' priorities. Leaders need to rethink their purpose and the impact their organizations and actions have on the world.

Finally, this report presents the cases of Resilia and CaixaBank, two organizations that have implemented corporate purposes.

ORGANIZATIONAL PURPOSE

Academic publications (3)

Dynamic capabilities in social purpose organisation during critical event: Case study analysis

International Journal of Disaster Risk Reduction, JCR Q1 [see online](#)

Abstract: This study aims to investigate the linkage between Dynamic Capabilities (DC) and the social impact of Social Purpose Organisation (SPO) under the critical conditions during the COVID-19 quarantine period. We argue that DC is important in SPO to create value and have a social impact, they are well manifested under the critical events. Exploratory approach and a qualitative single case study methodology were utilised. Data was collected based on interviews and documents analysis in non-profit non-governmental organisations in Lithuania. The findings highlight that the DC in the SPO was evidenced through the sensing, seizing, and transforming capabilities and the linkage has been revealed in making a social impact. The study elaborates the theory of DC and the findings help practitioners to focus on the development and application of DC in SPO.

Examining the digital organizational identity through content analysis of missions and vision statements of Malaysian and Singaporean SME company websites

Bottom Line, JCR Q2 [see online](#)

Abstract: Purpose: This study aims to examine the current state of mission and vision statements on the company websites of fast-growing Malaysian and Singaporean small- and medium-sized enterprises (SMEs) and analyze how these attributes are functionally used to build a distinct digital organizational identity. Design/methodology/approach: The content analysis method was used to examine the similarities and differences among 170 Malaysian and Singaporean-selected SMEs based on Aaker's five brand personality scales. Findings: The findings demonstrated that there were explicit discrepancies between Malaysian and Singaporean SMEs in the applications of brand personality attributes. The findings also identified an increase in communicating mission and vision statements on the websites of both Malaysian and Singaporean SMEs. This emphasizes the need for Malaysian and Singaporean companies to intensify their efforts to develop a notable digital organizational identity. Research limitations/implications: This study endeavors to provide novel insights into the digital communication practices of SMEs in building digital organization identity based on brand personality elements. Therefore, this study theoretically advances Aaker's brand personality framework by incorporating digital organizational identity as a concept of Aaker's brand personality from the SME perspective. This study contributes to the organizational identity literature by highlighting the need for these SMEs to integrate brand personality dimensions to compete with leading global companies. Practical implications: The findings indicate that managers of SMEs can develop a unique digital organizational identity by communicating their vision and mission statements on their websites as a strategic asset for sustaining corporate reputation. Originality/value: To date, little is known about the inevitable adaptation and application of communication that occurs when using digital means to develop a digital organizational identity. To the best of the authors' knowledge, this is the first study to establish how Asian SMEs communicate their unique brand personality through websites to build their digital organizational identity.

Opportunities and Challenges of Purpose-Led Companies: An Empirical Study Through Expert Interviews

Corporate Reputation Review, JCR Q3 [see online](#)

Abstract: Purpose-Led Companies do not exclusively pursue profit-oriented goals, but also orient their actions towards a "higher" purpose. One example of this can be found in contributing to the achievement of social objectives. So far, only a few empirical studies analyze the opportunities and challenges associated with this approach. Accordingly, the present paper examines this approach by means of expert interviews in nine companies. The interview partners evidently believe that, by means of purpose-oriented management, their companies achieve both better financial performance and improved reputation, as well as increased employee motivation. Nevertheless, problems are also identified, in particular the possible trade-offs with profit targets, as well as conflicts due to contradictory stakeholder requirements.

Articles (2)

Communities Benefit When Employee-Owned Companies Make Them Their Homes

Mary Josephs, Forbes [see online](#)

It sustains that nowadays is a growing awareness of Purpose-driven companies since society and people place increased focus on businesses and organizational culture that focuses on not only the bottom line. It presents some benefits of purpose-led companies like they grow three times faster than their competitors.

“

Today in particular, when so many challenges persist, purpose isn't another business buzzword. To me, it is a predominant ingredient in helping define what an organization stands for – and why it exists.

”

Craft a Measurable Company Purpose

Graham Kenny, Harvard Business Review, [see online](#)

It sustains that today, a lot of organizations are defining their reasons for existence and impact on society and developing a statement of corporate purpose. It proposes that a company's purpose should consider something for all stakeholders and should be measurable. So companies should recognize all their key stakeholders and have metrics to measure their contribution.



Academic publications (3)

Does workplace spirituality enhance motivation of hospitals social workers? The scrutiny in Iran

International Journal of Social Psychiatry, JCR Q1, [see online](#)

Abstract: Background: In today's world as the globe of organizations, employees tend to show endeavor and more involvement in organizational goals and mission by creating workplace spirituality. Aim: The present study aimed to investigate the role of workplace spirituality in improving hospital social worker's motivation. Methods: The study employed a cross-sectional design and was conducted in 19 private and governmental hospitals in Karaj city, Alborz province, north Iran in 2019. The statistical population included all 302 hospital social workers who were selected as the sample population according to Cochran's formula. Using two standard questionnaires of workplace spirituality and employee motivation, we assessed the role of workplace spirituality in improving the hospital' social workers' motivation. Results: According to research findings, there were significant relationships between workplace spirituality, meaningful working, sense of community, forgiveness, and honesty with hospital social workers motivation $p \leq .05$. There was a significant difference between age group, gender, level of education and workplace spirituality, and motivation of hospital social workers $p \leq .05$. Conclusion: Findings suggest that health planners and authorities may need to examine factors that contribute to the promotion of workplace spirituality to increase the motivation of hospital social workers for improved performance of health organizations.

Authentic leadership in a pandemic world: an exploratory study in the Indian context

Journal of Management Development, JCR Q3, [see online](#)

Abstract: Purpose: The purpose of this paper is to explore the strategies that helps leaders be authentic in order to be able to respond proactively and become effective in helping their organisations they lead in the context of the COVID-19 pandemic. Design/methodology/approach: Using a qualitative approach, 25 business leaders from diverse sectors were interviewed to understand what sustained them in an adverse context. Findings: Results reveal various dimensions of authentic leadership in a disruptive environment. Authentic leaders have to exhibit distinct behaviours that stems from re-examining oneself to reaffirming organisational purpose. Reimagining the work is emerged as the newer dimension to the authentic leadership considering the context of COVID-19. Practical implications: The results of the study provides insights for anyone leading organisations in today's disruptive business environment. The findings of this study can be used further to undertake quantitative studies to test professional relationships and understand the leadership strategies at different time frames. Originality/value: This paper addresses the strategies that leaders successfully follow to withstand the COVID crisis and highlights the different roles and behaviours that helped leaders to address the crisis confidently.

Spiritual leadership and employee innovation

Current Psychology, JCR Q3, [see online](#)

Abstract: This study examines the effects of spiritual leadership on employees' innovative work behavior (IWB) and how employees' spiritual well-being intervenes this relationship. The research was based on a self-reported survey of 264 workers in China and was analyzed through multiple regression in structural equation modeling to test the hypothesized relationships. The results of the study concluded that employees' IWB is positively influenced by the effects of spiritual leadership. Furthermore, the effects of spiritual well-being intervened in explaining how spiritual leadership influences employee innovation. This study suggests that the innovative behavior of employees can be enhanced through initiating spiritual leadership practices that enable a spiritual workplace, which, in turn, can help organizations to more effectively cope with competitive market pressures to continuously innovate. Moreover, the study expands our current understanding of the role employee well-being can play in enriching individual creativity and innovation.

6 Ways To Know If Your Company 'Walks The Talk' With Values

Tony Gambill, Forbes, [see online](#)

It sustains that a company's shared values are one of the essential tools for creating a culture of meaning and community for its employees. It lists some benefits that establishing, communicating, and practicing an organization's shared values gives employees and their companies. Additionally, it proposes 6 Ways to know if a company 'Walks The Talk' With Values.

Align Company Purpose With ESG For A Profitable Competitive Advantage

Naveen Bhateja, Forbes, [see online](#)

It sustains that many investors are looking for companies that commit resources to align profit with purpose. It sightlines that organizations risk devaluing their corporate brand and integrity, as well as gains realized through other ESG efforts, when they fail to align governance practices with purpose-driven values.

How Purpose And Employee Empowerment Can Stop Burnout

Ira Bedzow, Forbes, [see online](#)

It highlights that leaders need to consider the factors that lead to employee burnout and the motivation factors that keep employees engaged and interested. In this way, it proposes some recommendations to help leaders structure their teams to align with the company's purpose.

How To Infuse Work With Meaning

Adrian Gostick, Forbes, [see online](#)

It sustains that good managers help interconnect an employee's and the team's goals, infusing work with more meaning and purpose. They help to understand the purpose of the team and where individuals could provide value as an individual to benefit their career. The above will increase the employees' perceived significance, engagement, sense of connection to their work on a personal level, ownership, and safe feeling to take risks.

Meeting the Imperative for an Organizational Sense of Purpose

Anupam Singhal and Ariel Gorelik, MIT Sloan Management Review, [see online](#)

It sustains that the pandemic has created an atmosphere in which purpose has prioritized profit; aligning stakeholders is a strong driver of profit today. Today's focus is on more purpose-driven organizations and building deeper connections with customers. The above permits companies with explicit purposes to have the most resilience in the current volatile environment.

“

Having a higher purpose doesn't mean profits aren't important; indeed, profits are a core tenet of our society. But now there is a clear understanding that aligning with customers, employees, partners, and community — the whole ecosystem — is a strong driver of profit today.

”

Navigating The Complex Dynamic Of Cofounder Relationships

Cesar Herrera, Forbes, [see online](#)

It explains that to reduce conflict in an organization of multiple cofounders, it is essential to shared passion and purpose. Having a shared purpose permits members to have a shared vision for where the company will go and what it will become, thus contributing to a more collaborative group.

The Magic Of Purpose-Fit At Work And 3 Shared Responsibilities

Tony Gambill, Forbes, [see online](#)

It defines purpose-fit as the alignment of individual and organizational purpose, and presents key findings on the importance of Purpose-fit. It also explains why purpose-fit is a shared responsibility between an employee and the organization.

“ Organizations that create a shared sense of belonging and purpose create a culture that helps employees be more resilient and stay committed when navigating high levels of uncertainty and change. ”

The Powerful Role Of Trust, Values And Relationships In The C-Suite

Stuart R. Levine, Forbes, [see online](#)

It argues that employees now seek to align their values with organizational values and beliefs, not only want fair pay. It sustains that the above forces leaders to rethink their purpose and the impact their organizations and actions have on the world.

Windfalls For Purpose: How Companies Can Use Buybacks For Charitable Goals

Sarah Keohane Williamson, Forbes, [see online](#)

It argues that by serving a higher purpose, employee pride and engagement go up, and turnover decreases. It also sustains that a corporate purpose and a company's charitable efforts are intertwined, and these initiatives permit delivering measurable impact and engaging relevant stakeholders.



Academic publications (2)

Sense of purpose in life and motivation, barriers, and engagement in physical activity and sedentary behavior: Test of a mediational model

Journal of Health Psychology, JCR Q2, [see online](#)

Abstract: Purpose in life is associated with greater engagement in physical activity. The present research (N = 3473) addresses whether motivations and barriers to physical activity mediate this relation concurrently and prospectively early in the coronavirus pandemic. Higher purpose was associated with greater intrinsic, identified, and external motivation for physical activity and fewer barriers. Intrinsic motivation was a robust mediator of the relation between purpose and more physical activity and less sedentary behavior reported concurrently and prospectively; identified motivation mediated the relation with physical activity. Purpose in life is associated with being more physically active through both greater enjoyment and valuing its benefits.

Workplace spirituality as a means of enhancing service employee well-being through emotional labor strategy choice

Current Psychology, JCR Q3, [see online](#)

Abstract: This study examines whether workplace spirituality can influence the emotional labor strategy choices and the subjective well-being of service employees. We integrate conservation of resources theory and social role theory to examine the joint effects of workplace spirituality and gender differences on deep acting and surface acting. Our findings suggest that deep acting and surface acting differentially mediate the relationship between workplace spirituality and subjective well-being. Through a moderated mediation analysis, we demonstrate a stronger connection for females between subjective well-being and workplace spirituality through deep acting than for males. The results of this study shed light on how and why workplace spirituality and individual differences influence the emotional labor and subjective well-being of service employees. These results also expand our knowledge of how to help service employees gain and invest resources during their work processes and also provide a new practical way the service organization can decrease the potential negative effects of emotional labor on service employees.

Articles (1)

Feeling Demotivated? Consider How Your Job Helps Others.

John Coleman, Harvard Business Review, [see online](#)

It sustains that service to others is one way to create meaning and purpose. Serving others contributes to happiness, motivation, and engagement. It argues that there is an opportunity to reconceive our work as service and proposes six key groups any organizational member can consider serving each day.

Articles (2)

Looking for a Sustainable Model at Brazilian Edtech Start-up Resilia

Harvard Business Review, [see online](#) & [see online](#)

“With the purpose of training and providing placement for full stack support developers and data analysis among low-income students.”

Resilia is a Brazilian educational technology start-up. The organization started with the business model of promoting the democratization of tech education. The company train low-income students and provides qualified junior developers and data analysts. The organization's impact is settled on allowing any low-income student to pay for the course after gaining employment as a programmer.

The logo for Resilia, featuring the word "RESILIA" in a bold, yellow, sans-serif font.

CaixaBank, primer banco español en adherirse a los Principios de Poseidón

Compromiso RSE, [see online](#) & [see online](#)

“Contribuir al bienestar financiero de nuestros clientes y al progreso de toda la sociedad.”

CaixaBank is a Spanish bank that has "sustainability" as one of the three pillars of its new Strategic Plan. The organization seeks to help people achieve financial well-being, promote the economy's green transformation, and continue reinforcing an ethical and responsible management model. CaixaBank has signed up to the Poseidon Principles, committing to enhance the role of maritime finance in addressing global climate goals.



