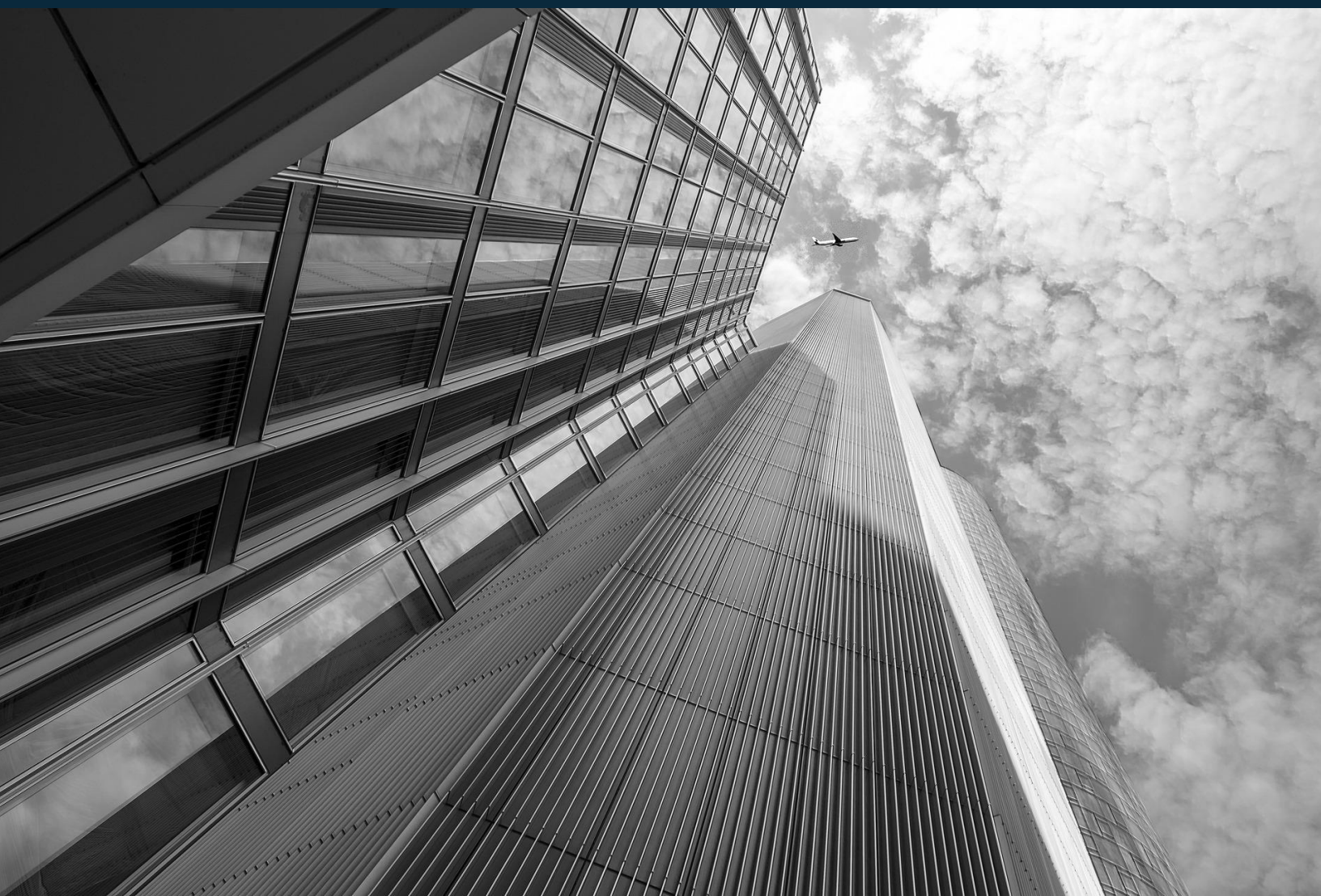


# PURPOSE TRENDS REPORT

A selection of what has been published about Purpose in January 2023



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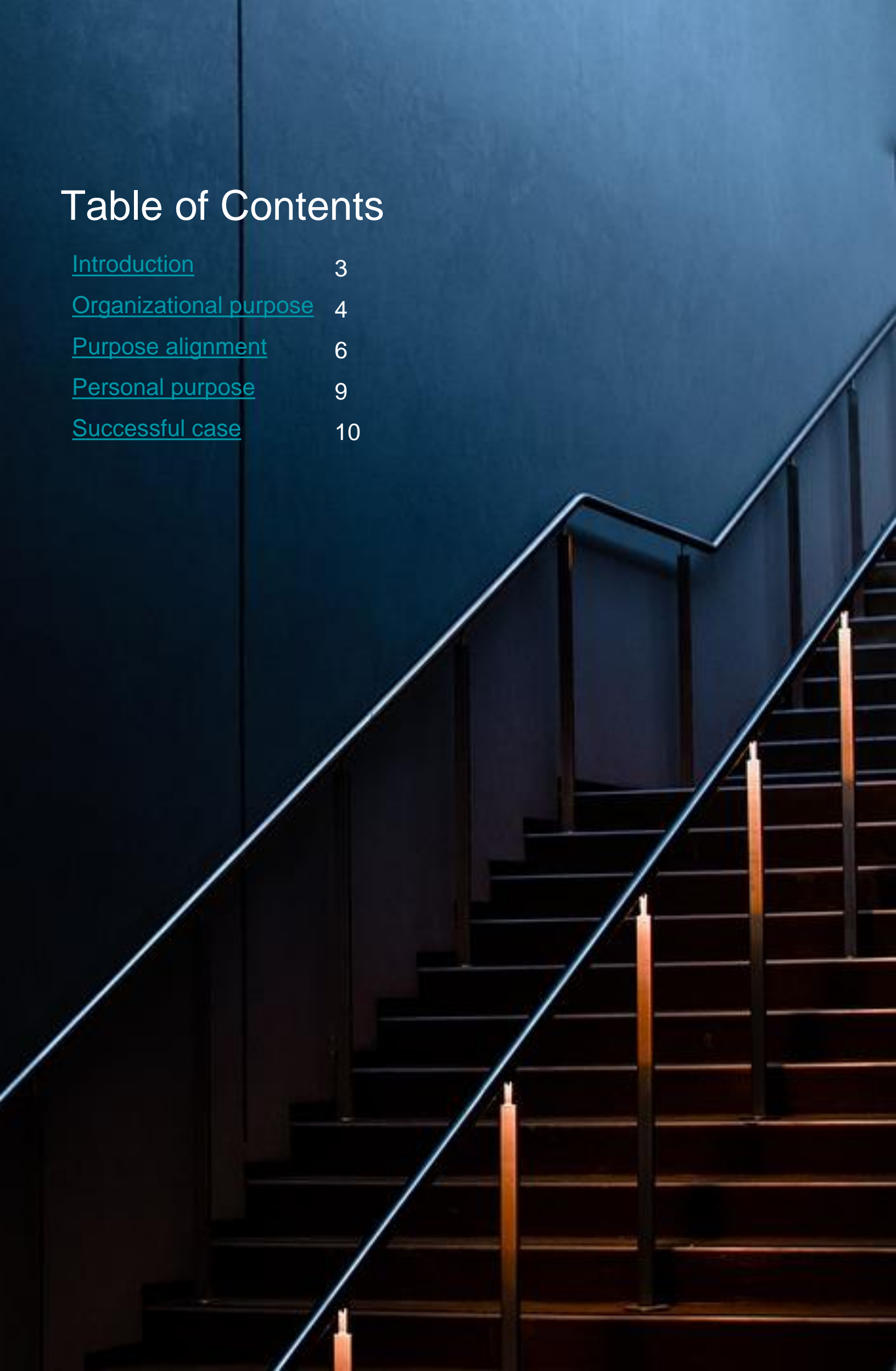
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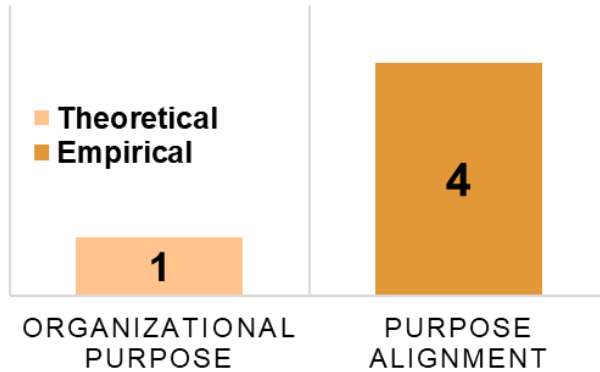
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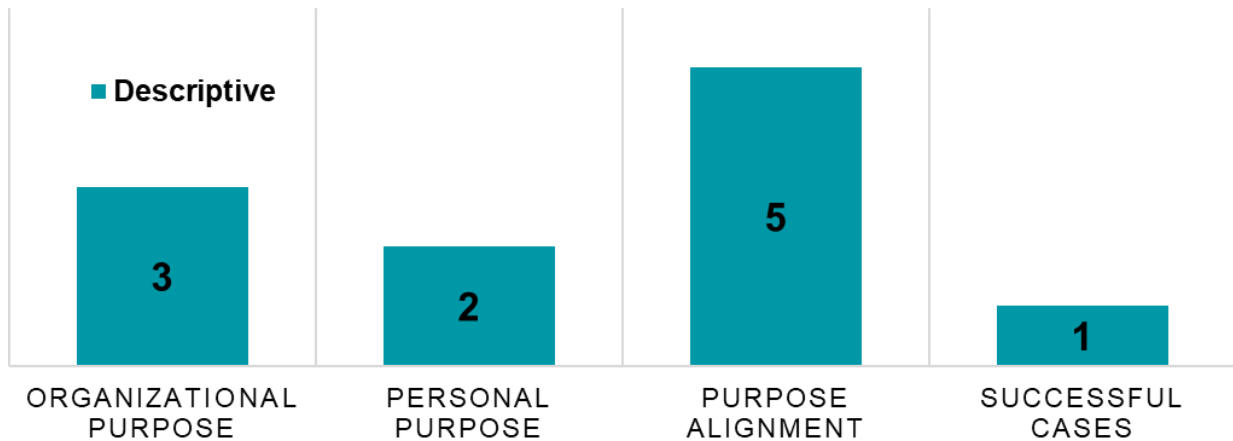
# INTRODUCTION

*In this report, we want to synthesize the most relevant about corporate purpose published in January 2023. 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 - JANUARY 2023



ARTICLES - JANUARY 2023



*Some articles support that moving business beyond personal interest is a growing trend. Other articles sustain that many organizations are working to improve stakeholders' well-being by redefining their purpose. Successful brands place their "why" at the center of everything they do and build relationships based on their core identity and purpose.*

*Some academic publications define corporate purpose as an organization's reason for being in terms of an objective beyond profit maximization to create value by contributing to the welfare of society and the planet.*

*Some academic publications and articles sustain that organizations should establish noble values and missions and ensure that employees experience a higher sense of significance and consistency with organizational values in their work. Some articles propose that leaders should connect with their core sense of purpose and help their teams connect with theirs. Consequently, employees will be eager to contribute to others and society, leading to higher self-efficacy.*

*Some articles sustain that in organizational contexts, a sense of purpose inspires trust, and those organizations with solid and effective purpose strategies often see great returns.*

*Finally, this report presents the case of Kellogg's, an organization that have implemented corporate purpose.*



## *Academic publications (1)*

### **Corporate purpose: from a 'Tower of Babel' phenomenon towards construct clarity**

Journal of Business Economics, JCR Q2 [see online](#)

**Abstract:** In recent years, interest in corporate purpose has gained momentum among both practitioners and academic researchers. Despite this, the construct of corporate purpose is still under-conceptualized and suffers from multiple – and partly divergent – understandings. Given that a field's development is shaped by the clarity of its constructs, this paper strives to evolve the construct of corporate purpose from a 'tower of babel' phenomenon towards construct clarity. To this end, it reviews and synthesizes the literature on corporate purpose and proposes a definition that integrates different approaches. In addition, this paper underpins the definition with seven core characteristics of corporate purpose, delineates scope conditions and elaborates on the relationship of corporate purpose with related concepts including mission, vision, corporate social responsibility and sustainability. By enhancing construct clarity, the paper paves the avenue for further research on corporate purpose and the further development of the field.

“ Corporate purpose as an organization's reason for being in terms of an objective beyond profit maximization to create value by contributing to the welfare of society and planet. ”



## Articles (3)

### How To Make Your Next Purpose-Driven Campaign Resonate With Gen Z

Emily Ketchen, Forbes [see online](#)

It sustains that the right way to go about purpose-driven marketing is aligning it with the organization's authentic purpose. It highlights that the company's mission can't neglect its value for your employees, who serve as critical advocates that can push your business and marketing forward.

“ No groundbreaking purpose-driven campaign should begin without the following: insight, authenticity and repeatability. ”

### Purpose-Driven Business Models Propel Faith-Based Efforts

Rod Berger, Forbes [see online](#)

It sustains that moving business beyond personal interest is a growing trend. In organizational contexts, a sense of purpose often stands out as an essential attribute to success; firms with a strong sense of purpose inspire trust, and those with solid and effective purpose strategies often see great returns.

### The Global Rise of Unhappiness: What leaders can do

Jon Clifton, Harvard Business Review [see online](#)

It sustains that many organizations are working to improve well-being by redefining their purpose. It proposes that it is crucial to building statistics around the purpose after having a clear purpose to understand better if they are achieving their company's purpose.



## *Academic publications (4)*

### **“I'm energized to” & “I'm able to”: A dual-path model of the influence of workplace spirituality on high-speed railway drivers' safety performance**

Safety Science, JCR Q1, [see online](#)

**Abstract:** Workplace safety has always been at the core of the sustainable development of high-speed railways in China, where drivers are a significant factor in railway systems in terms of ensuring safe operation. As a spiritual resource perceived by individuals in the workplace, workplace spirituality can improve the safety performance of individuals by internally stimulating their self-efficacy and passion for work. Under the influence of workplace spirituality, drivers are not only likely to be more “energized to” take part in safety work, but also more “able to”. Based on the model of proactive motivation and conservation of resources theory, a dual-path model was constructed in the present study to explore the influence of workplace spirituality on the safety performance of high-speed railway drivers as well as the mediating effects of self-efficacy and passion for work. Through the analysis of the data from high-speed drivers in 10 railway bureaus of China (N = 325), workplace spirituality was found to be positively related to safety performance. At the same time, the dual-path model was supported, that is, the mediating effects of self-efficacy and passion for work were successfully confirmed, respectively. The present study provides new insights into the management and cultivation of high-speed railway drivers as well as the safety development of organizations both theoretically and practically.

### **Should business have ‘a sense of morality’?: Company director views on corporate engagement with socio-political issues**

Public Relations Review, JCR Q1, [see online](#)

**Abstract:** Increasingly, companies are expected to engage with, or be responsive to, their publics to achieve social acceptance or to be perceived as legitimate. The expectation manifests, in part, through beliefs that companies should engage with socio-political issues. This important component of public relations practice is examined through a qualitative analysis of interviews undertaken with 23 experienced Australian company directors. The empirical research identifies and explores a tension between the contemporary corporation as an amoral agent while also increasingly responsive to pressures introduced by external expectations, reflected in growing attention to the concept of social licence to operate. When resolving to engage with socio-political issues, directors were predominantly motivated by the company's best interests and ‘good business’. This necessitated identifying issues relevant to key stakeholders and issues that tied to corporate purpose, identity or knowledge. However, some evidence is apparent of director willingness to engage with issues not directly related to core business or corporate purpose. This may reflect support for an enhanced social licence to operate or even in pursuit of wider societal legitimacy-building, pointing the way to potential future increases in corporate social engagement.

## Evaluating the Model of Causal Relations between Organizational Identity and Organizational Commitment in Hospital Nursing Staff through the Mediation of Organizational Culture

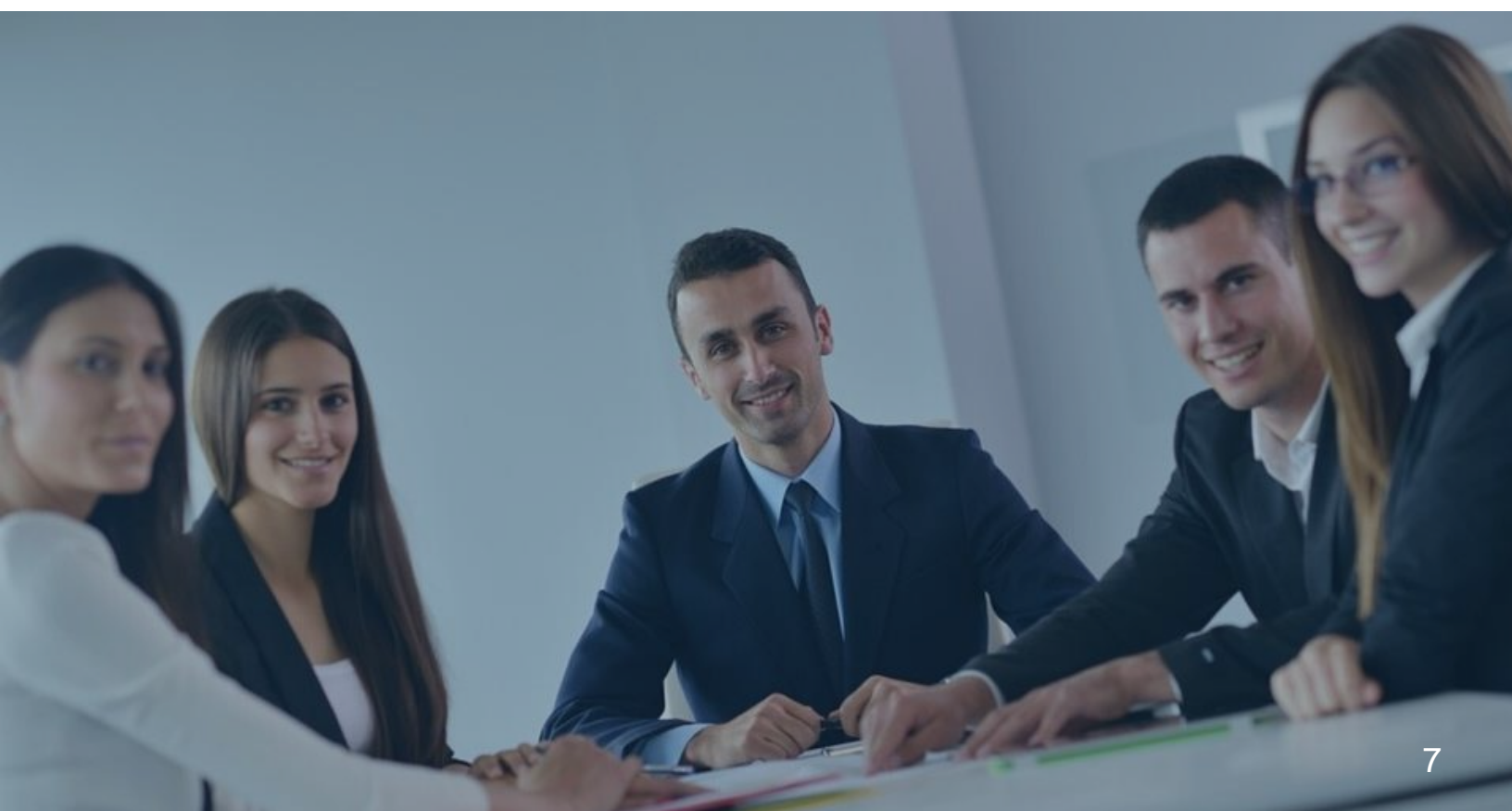
Employee Responsibilities and Rights Journal, JCR Q3, [see online](#)

**Abstract:** In the healthcare sector, organizational identity (OI) and commitment (OCO) are essential in ensuring quality nursing care. Therefore, the relationship between them has been empirically supported in several studies. However, little attention has been paid to how organizational culture (OCU) mediates the relationship between these two constructs. To fill this gap, this research was conducted. Data collected from nurses and paramedics working in Milad hospital, Iran, were examined first to determine the relationship between OI and OCO. Then, we investigated the role that OCU plays in mediating these relationships. The data was collected from 347 nurses and paramedics of Milad Hospital using a single-stage cluster sampling method. The collected data were then analyzed using a causal model. Based on the results of the data analysis, this study's model fits the data well. As a result of the path analysis, it was only membership that had a direct and significant relationship with OI among the three dimensions of OI, including membership, similarity, and loyalty. Additionally, the model determined that OCU mediates the influence of OI on OCO. The study's insights may be helpful for nursing executives and healthcare managers to create specific policies aimed at strengthening feelings of OI and creating a positive hospital OCU so that nurses and paramedics will have a greater sense of commitment in the long run.

## Workplace Spirituality And Its Influence On Organizational Commitment And Employee Performance Of The Employees Of The Southeast Sulawesi Provincial Government With Emotional Intelligence As The Moderating Variable

Quality - Access to Success, JCR Q4, [see online](#)

**Abstract:** This study aimed to determine the effect of workplace spirituality on organizational commitment and employee performance of the Southeast Sulawesi Provincial Government with emotional intelligence as a moderating variable. Two hundred forty-five (245) employees of the Southeast Sulawesi Provincial Government participated as respondents. Structural Equation Modeling (SEM) was used for path analysis and hypothesis testing. The results showed that workplace spirituality had a positive and significant effect on organizational commitment, emotional intelligence had a positive and significant effect on moderating the influence of workplace spirituality on organizational commitment, emotional intelligence had a negative and insignificant effect on official performance, workplace spirituality had a positive and significant effect on official performance, and organizational commitment had a positive and significant effect on official performance.





### **Authenticity In Marketing: Why Brands Must Lead With 'Why'**

Aimee Meester, Forbes [see online](#)

It sustains that successful brands place their "why" at the center of everything they do and build relationships based on their core identity and purpose. It maintains that identifying the core reason for existence can be a challenge. It proposes some suggestions to help organizations to achieve this goal.

### **Businesses Gain When Purpose And Profit Go Hand In Hand**

Mahindra Group, Forbes [see online](#)

It sustains that organizations with a purpose have a better chance of success in the modern world. Apart from being financially viable, such businesses can also be socially relevant for a long time. It argues that only companies that exist for a higher purpose can make decisions that benefit everyone, so customers are four times more likely to trust it.

“...Purpose and profit are not mutually exclusive coordinates. They are symbiotic to the point where one cannot exist without the other.”

### **Flexibility Is Key to Integrating Meaning and Work**

Lynda Gratton, MIT Sloan Management Review [see online](#)

It proposes the importance of incentivizing organizations' employees to have supportive and engaging encounters so they can share similar ideas about what gives their lives a sense of purpose. It argues that it is more valuable when employees can engage with what is important to them using their willingness to make new connections and their capacity to shape their jobs.

### **Leading with Heart: How to Unlock Creativity, Purpose and Results**

John Baird and Edward Sullivan, Harvard Business Review [see online](#)

It proposes that leaders should connect with their core sense of purpose and help their teams connect with theirs. It sustains that it is a mistake for leaders to assume that their team just cares about money or prestige. Leaders should work to unlock purpose, make people feel seen, inspire creative thinking, and after this, drive bottom-line results.

### **Rethink Your Employee Value Proposition**

Mark Mortesen and Amy C. Edmondson, Harvard Business Review [see online](#)

It sustains that meaning and purpose are the organization's aspirational reasons for existing. It argues that renewing the purpose energizes the culture because it helps to give meaning and answers to the core question of why employees do the work they do. A noble purpose aligns with employees' desire to improve local and global society and delight customers.



## Articles (2)

### 5 Non-Negotiables For Gen Z Workers In 2023—And Why They Matter

Mark C. Perna, Forbes, [see online](#)

It sustains that fostering a purpose beyond the paycheck is becoming imperative for the up-and-coming generation of workers. It explains that millennials and Gen Z are sometimes called “the Why Generation” since they want to have an answer to this question for everything they do.

### The Role Of Board Service In A Meaningful Post-Career

Keith Dorsey, Forbes, [see online](#)

It sustains that identifying a purpose is not easy. It proposes that to do so; it is critical to focus on the impact that each one can have and share meaningful knowledge with the world. The above can help to create an own powerful and self-regenerating legacy.

“

The importance of purpose is reflected in the ancient proverb: “Without vision, people perish.”

”



## Articles (1)

### ESG Case Study: How corporate purpose strengthens Kellogg's ESG communications with stakeholders

[see online](#) & [see online](#)

**Purpose:** *“Creating better days and a place at the table for everyone through our trusted food brands.”*

The company links its purpose to its sustainability agenda and ensures its purpose is centered on the well-being of its employees and other stakeholders. Kellogg's seeks to collaborate with stakeholders to integrate the organization's corporate purpose and social impact into its ESG strategy.



“ Through integrity, accountability, passion, humility, simplicity and a focus on success, we have created a vibrant company culture where ideas can blossom, people can thrive and success can flourish. ”

