

PURPOSE TRENDS REPORT

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



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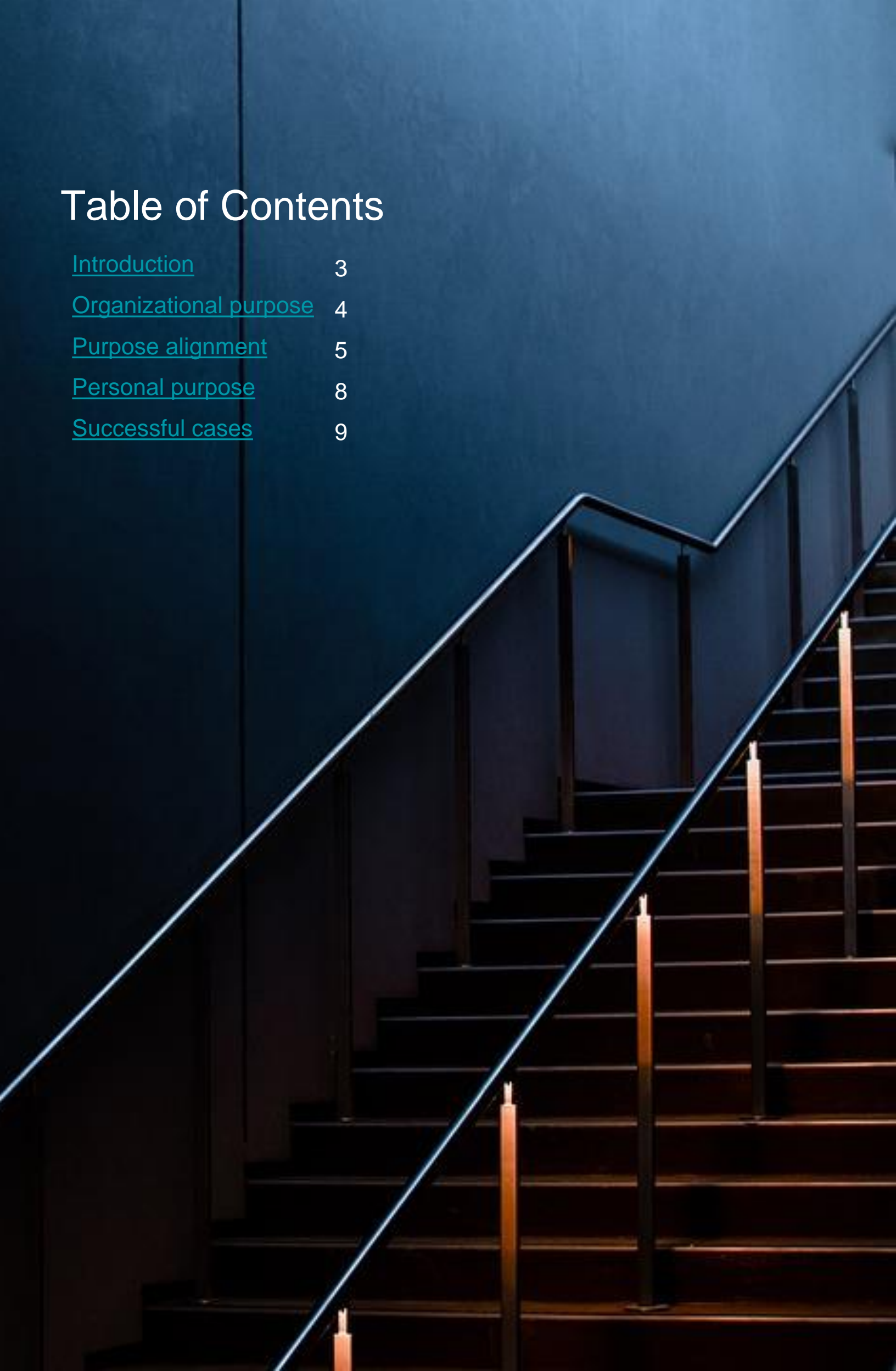
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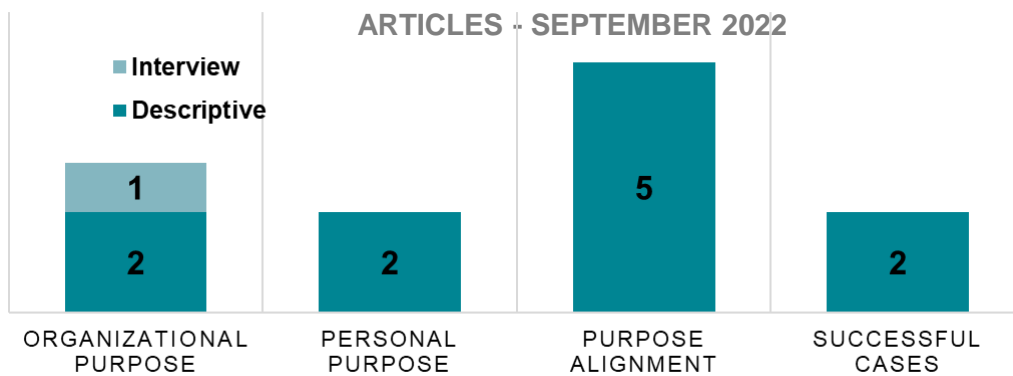
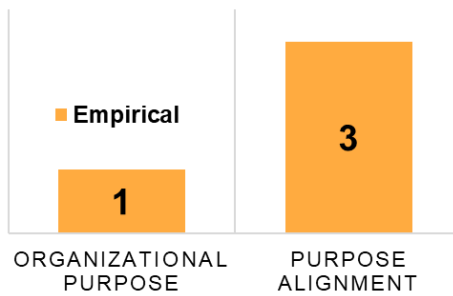
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INTRODUCTION

In this report, we want to synthesize the most relevant about corporate purpose published in September 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.

ACADEMIC PUBLICATIONS - SEPTEMBER 2022



Some articles support that organizations have been forced to change since the pandemic to ensure they are adaptable, resilient, and purpose-driven. Some academic publications argue that pressure from consumers, suppliers, competitors, and employees impacts the need to be purpose-driven and different. Some articles define an organization's purpose as the reason for its existence; they say they go beyond financial gains, expressing the business's more significant impact on society and the communities in which it does business.

Some articles sustain that companies can better navigate change when aligned to a purpose because they clearly know how they should make decisions and why they are doing so. Other articles propose that an organization with a strong sense of purpose helps team members find value and meaning in what they do and can help individual employees connect what they do with the overarching purpose.

Articles propose purpose as a predecessor to increasing profitability in the early stages. It sustains that intangible elements like employee well-being and strong alignment with purpose are crucial prerequisites for building a purpose-driven culture. Additionally, they present that feeling purpose is an antecedent of joy, and creating more purpose-driven initiatives helps reduce turnover. Academic publications show that employees with higher workplace spirituality will find more meaning and purpose in what they do in their everyday work lives and establish a more heightened sense of community with co-workers and, thus, well-being.

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

ORGANIZATIONAL PURPOSE

Academic publications (1)

Strategic B2B brand activism: Building conscientious purpose for social impact

Industrial Marketing Management, JCR Q1 [see online](#)

Abstract: In the business-to-business (B2B) domain, brand activism is growing as a tool for attending to social problems and achieving brand differentiation. In this paper, we introduce B2B brand activism and conceive it as an emerging strategy that is enacted by firms within their supply chains and involves taking actions in relation to channel partners (e.g., firing professional services agencies, ceasing advertising spending with media outlets) based on the firm's avowed social and political purpose and values. We explore the 'accelerators' and 'decelerators' of B2B brand activism via in-depth interviews with B2B marketers. We find evidence for three main accelerators that expedite adoption of B2B brand activism, including (1) a need to maintain relevance via stakeholder communications, (2) an increased ability to track and use customer data, and (3) a need to respond to the power of end-consumers, B2B partners, competitors, and regulators. These accelerators exist alongside decelerators that restrain participation in purpose-driven practice— from (1) the need to ensure activism aligns with B2B purpose, to (2) the way marketers question their ability to enable long-term strategic change, and (3) a constant pressure to justify spending. We contribute to theory building by defining the conceptual framework for B2B brand activism.

Articles (3)

Culture: The Engine of Transformation

Akhilesh Tiwari and Bryson Koehler, MIT Sloan Management Review

[see online](#)

It supports that organizations have been forced to change since the pandemic to ensure they are adaptable, resilient, and purpose-driven. It argues that people are motivated to change when a higher purpose inspires them. Additionally, it sustains that when people see a purpose beyond making money, they stay with the organization.

Five Mistakes Boards Make When Thinking About Purpose

Afdhel Aziz, Forbes [see online](#)

It proposes purpose as a predecessor to increasing profitability in the early stages. It highlights the need to track the robust metrics that purpose aligns with, such as increasing belonging. It sustains that intangible elements like employee well-being and strong alignment with purpose are crucial prerequisites for building a purpose-driven culture.

Why Are Women Rising To The Top In Purpose-Driven Sectors?

Barbara Kurshan, Forbes [see online](#)

It presents some gaps between women and men in purpose-driven leaders. It sustains that regarding empathy in a purpose-driven leader, women score an average higher than men in this skill. It also supports that more women staff are in entry and mid-level roles in purpose-driven sectors and prefer leadership positions in purpose-driven organizations rather than profit-driven ones.

Academic publications (3)

Relationship between Different Dimensions of Workplace Spirituality and Psychological Well-Being: Measuring Mediation Analysis through Conditional Process Modeling

International Journal of Environmental Research and Public Health, JCR Q2, [see online](#)

Abstract: The present study aims to identify the relationship between workplace spirituality, compassion, relationship with others at work, spiritual orientation, organizational value and alignment of personal values, and psychological well-being among universities' teachers. Further, the mediating effect of job stress was also identified between workplace spirituality and psychological well-being. Similarly, the mediation of environmental mastery between organizational values and alignment of personal values and psychological well-being was examined. Finally, we examined the mediation of personal growth between spiritual orientation and psychological well-being. The data were collected through a structured and adapted five-point Likert scale using a purposive sampling technique, with a total sample of 873 male and female university teachers working in the private and government universities. We employed structural equation modeling to check the relationship among the considered variables for analysis purposes. The results show a strong positive relationship between the independent and dependent variables. The findings further demonstrated that the mediation analysis confirms that job stress mediates the relationship between workplace spirituality and psychological well-being, and environmental mastery mediates between organizational values and alignment of personal values and psychological well-being. Finally, personal growth mediates between spiritual orientation and psychological well-being. To maintain the excellent quality of education, educational institutes need to identify and imply the practice of workplace spirituality that will help to reduce job stress and improve the psychological well-being of universities' teachers, thus resulting in better educational output.

Workplace spirituality and innovative work behavior: the role of employee flourishing and workplace satisfaction

Employee Relations, JCR Q2, [see online](#)

Abstract: Purpose: The purpose of this study is to explore the role of employee flourishing as a mechanism to explain the relationship between workplace spirituality and employees' innovative work behavior (IWB). Furthermore, this study investigates how the relationship between workplace spirituality and innovative behavior is moderated by employees' perceived workplace satisfaction. Design/methodology/approach: Based on structural equation modeling and hierarchical regression analysis, we conducted a cross-sectional survey of 236 millennial workers in China's service and manufacturing industries. Findings: The research findings confirmed that workplace spirituality positively predicted the innovative behavior of employees; furthermore, employee flourishing and workplace satisfaction mediated and moderated the relationship between workplace spirituality and employee innovation, respectively. Practical implications: This study's findings suggest that workplace spirituality unlocks employees' innovative behavior through a heightened sense of flourishing and enhanced sense of workplace satisfaction. Organizations are advised to foster a climate conducive of workplace spirituality by developing mutually aligned values. Moreover, organizations are advised to train leaders on workplace spirituality dimensions and foster workplace practices that facilitate self-reflection, job crafting and team building, as a means of broadening employees' emotional states and workplace satisfaction. Originality/value: Few studies have examined the mechanisms that shape employees' innovative behavior through workplace spirituality. This study fills several research gaps by extending the theoretical implications of workplace spirituality and employee flourishing, as demonstrated by the multi-faceted role these variables play in motivating employees' innovative behavior among Chinese millennials. Additionally, this study demonstrates that higher levels of workplace satisfaction contribute to higher levels of innovative behavior.

Workplace Spirituality and Employee Wellbeing in the Hospitality Sector: Examining the Influence of Fear of COVID-19

Psychological Studies, JCR Q4, [see online](#)

Abstract: Drawing from the job demands-resources theory and the protection motivation theory, this study attempts to examine how the experience of workplace spirituality impacts employee wellbeing during times of remote work. This study also examines how fear of COVID-19 moderates the aforementioned relationship. Using a self-administered questionnaire, data were collected from 566 employees working in the hospitality sector in India. Results revealed that the experience of three dimensions of workplace spirituality (meaningful work, sense of community, and alignment with organisational values) had a significant positive influence on employee wellbeing, even during remote work. Fear of COVID-19 had an interesting significant moderating effect, and it was revealed that the higher the fear, the stronger the relationship between the workplace spirituality (in terms of meaningful work, sense of community, and alignment with organisational values) and employee wellbeing. The insights gained from this study will assist both the employees and the managers in devising personalised approaches towards individual wellbeing and the organisation at large during times of pandemics.

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When they experience higher fear, employees with higher workplace spirituality will find more meaning and purpose in what they do in their everyday work lives, establish a more heightened sense of community with co-workers and above all, when they experience congruence with their values and the values of the organisation, they will experience more positive emotions and wellbeing.

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Four Practical Ways To Align An Organization's Purpose And Values

Carsten Thiel, Forbes [see online](#)

It defines an organization's purpose as the reason for its existence; it goes beyond financial gains, expressing the business's more significant impact on society and the communities in which it does business. It sustains that companies can better navigate change when aligned to a purpose because they clearly know how they should make decisions and why they are doing so..

“ When aligned to a purpose, companies are better able to navigate change because they have a clear idea of not only how they should be making decisions but why they are doing so. ”

How Leaders Can Help Make Work More Purposeful

April Sabral, Forbes [see online](#)

It proposes that leaders should ask themselves how to infuse meaning into the workspace and make work more purposeful. It presents that feeling purpose is an antecedent of joy and creating more purpose-driven initiatives helps reduce turnover.

How To Ensure Employees Can Find Meaning In The Work They Do

Expert Panel, Forbes [see online](#)

It highlights the importance of managers understanding, communicating, and making employees reflect on corporate purpose to give every individual an opportunity to fulfill their purpose in life through work. It sustains that the above is priority, even more so now that organizations are working in remote and hybrid workplaces.

Leadership In The Current VUCA Environment: Perspective, Empowerment And Purpose

Doug Pardo, Forbes [see online](#)

It sustains that leaders can find success and empower the team, unifying them with a sense of common purpose. It highlights that alignment on purpose is more potent than alignment on decisions; sharing the reasoning for decisions will help individuals understand decisions and move on.

Torn Between Keeping People Happy And Delivering Company Results? Do Both

Ron Carucci, Forbes [see online](#)

It sustains that an organization with a strong sense of purpose helps team members find value and meaning in what they do and can help individual employees connect what they do with the overarching purpose. It argues that it can help them connect their work with their personal beliefs and goals.

Articles (2)

Revisiting Your Company's Purpose And Defining Its 'Secret Sauce'

Joanna Swash, Forbes, [see online](#)

It proposes the importance of revisiting the purpose, i.e., the reason someone exists and the foundation upon which someone has built the business. It argues that the above is essential to provide context for your strategy and decision-making and to connect people. It also highlights that if people believe in purpose and value, they will believe in the organization and invest in it and themselves.

The Questions You Need To Ask About Your Purpose

Tania Tome, Forbes, [see online](#)

It sustains that the purpose of one's existence is a starting point for everything. It argues that to achieve success, one must define one's purpose because knowing where one wants to get is necessary to get there. Additionally, it proposes that a clear purpose permits a balanced life, i.e., balance work, family, and hobbies.

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The purpose—and, for that matter, the awareness—of one's existence is just a starting point for everything, the start of an entire journey. Indeed, because everything is difficult at the start, getting started is indispensable to getting going and, ultimately, achieving good results.

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Articles (2)

TOUS presenta su nuevo propósito corporativo bajo el lema "We craft a world of joy"

marketingdirecto.com, [see online](#)

"We craft a world of joy"

TOUS' new logo and brand purpose are "We craft a world of joy." The company says it creates, designs, and forges a world made with hands and hearts. It wants to inspire joy and has excitement and passion for helping people feel better. It seeks to anticipate societal changes, considering customer orientation, sustainability, and efficiency improvement in procedures.

TOUS

10 pasos para proyectar tu propósito al estilo Bimbo

SoyEmprendedor.com, [see online](#)

"Alimentamos un mundo mejor"

Bimbo was for its founders much more than a "business" to get rich: it was a mission and vision of life with a purpose beyond its immediate objectives. Bimbo's purpose is: we feed a better world. The company holds this purpose at the core of its ethos and puts it into practice daily. It materializes in a commitment to nutrition, social growth, and ecological sustainability; wealth in the communities and their people: transparency, health, and transcendent ecology.



