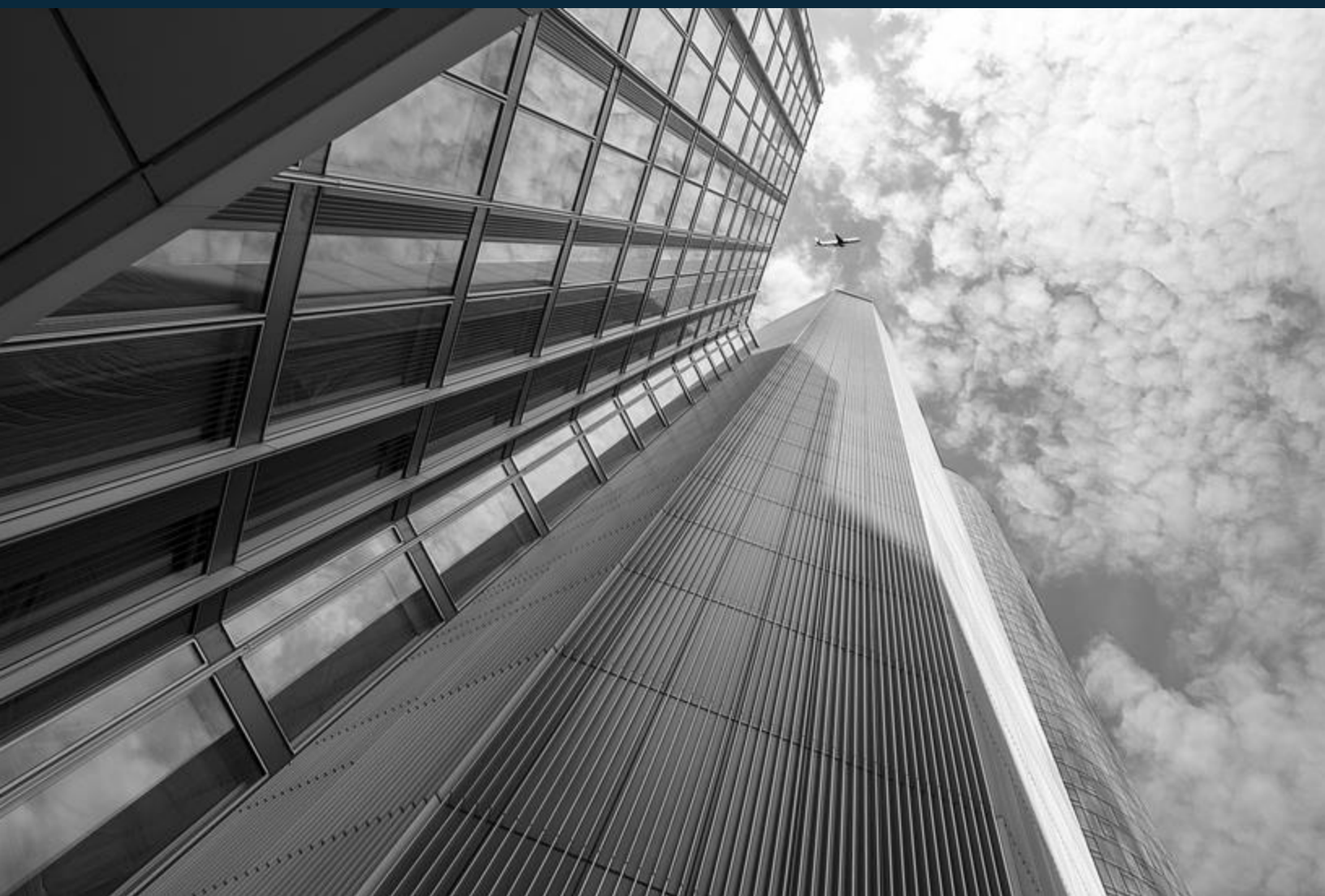


# PURPOSE TRENDS REPORT

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



**November 2024**

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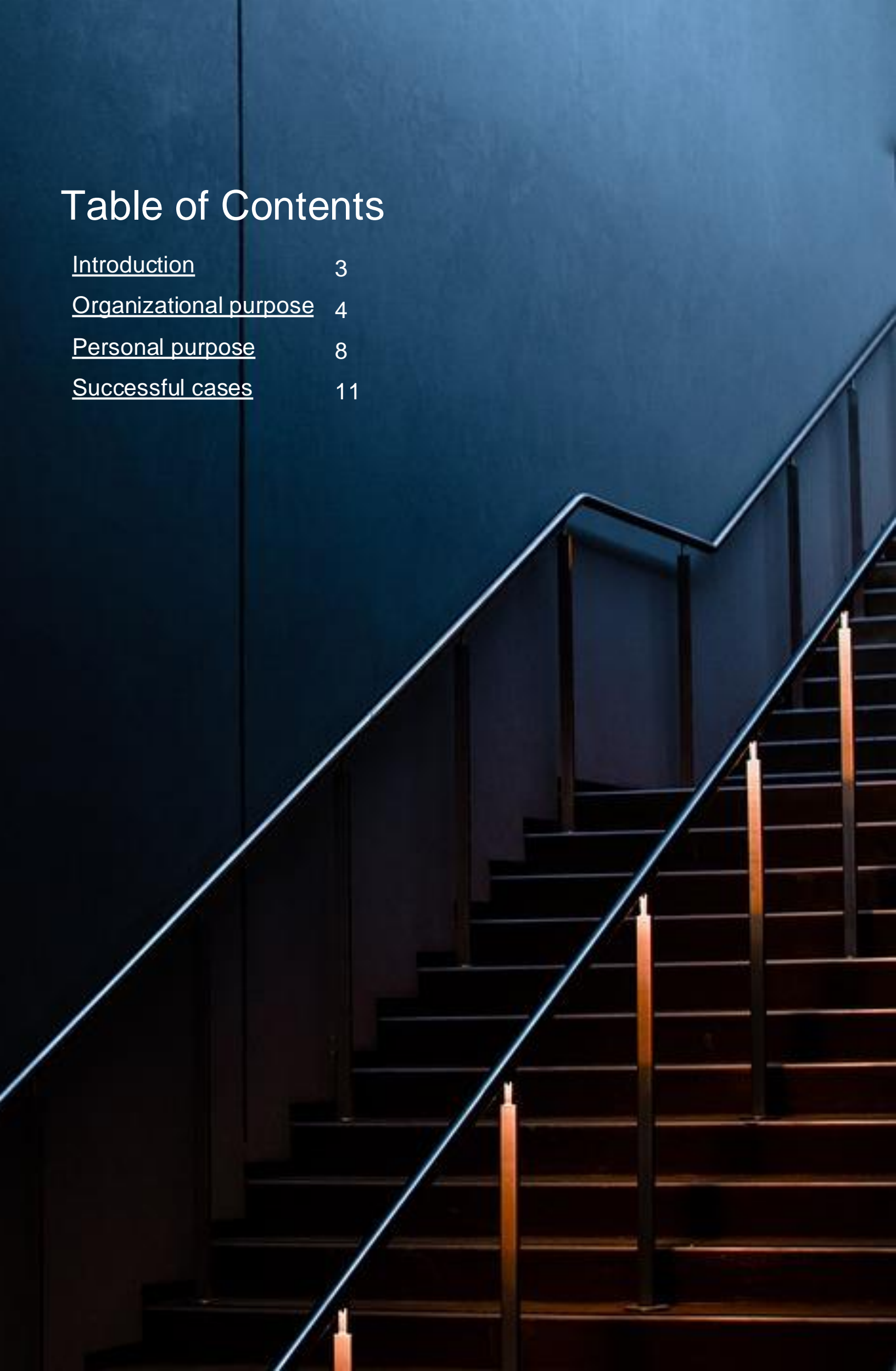
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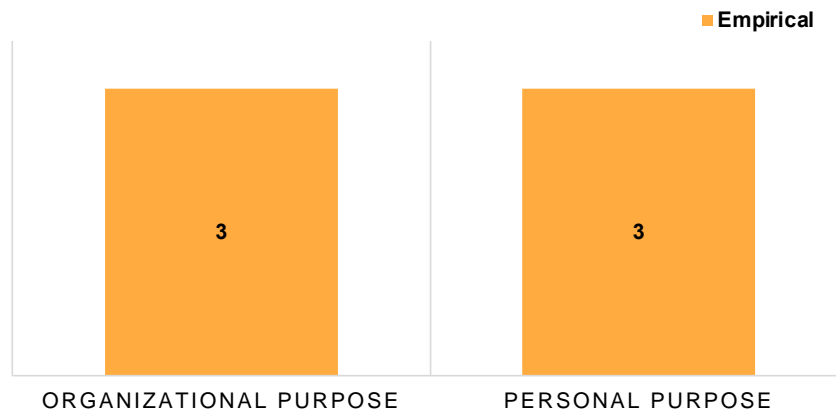
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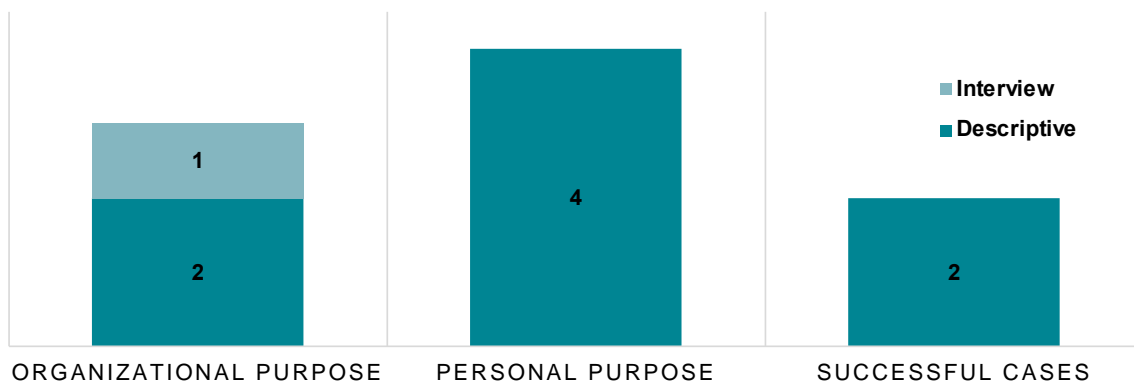
# INTRODUCTION

In this report, we want to synthesize the most relevant about corporate purpose published in November 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 - NOVEMBER 2024



## ARTICLES AND REPORTS - NOVEMBER 2024



Academics highlight the importance of organizational purpose in shaping identity and behavior. Studies show that sustainable organizational identity evolves through phases, with leadership playing a key role in driving change. In the hotel sector, green initiatives strengthen employee engagement by enhancing company reputation. Articles complement these findings, addressing the gap between stated values and operational reality. Purpose-driven companies like Patagonia align purpose with operations, fostering loyalty and engagement, especially with Gen Z consumers.

Further, research on personal purpose in the workplace emphasizes how external contexts, like family recognition, enhance meaningful work. Studies show that even low-skilled workers can find meaning through autonomy and recognition. Articles support this, highlighting that employees seek alignment between personal values and company goals. Strategies like job rotations and continuous learning can foster personal purpose, driving engagement and productivity. Purpose-driven leadership also plays a crucial role in creating motivated, loyal teams.

Finally, purpose-driven companies like Patagonia and Google lead by example, integrating values into their business models. Patagonia promotes sustainability through initiatives like repair events, while Google supports diversity through partnerships. These efforts align with academic research, demonstrating how purpose-driven strategies contribute to long-term success. NationSwell also showcases the power of collaboration, addressing societal challenges while driving organizational growth. These case studies show that purpose can lead to both social impact and business success.

## *Academic publications (3)*

### **The formation of a sustainable organizational identity: Insights from Brazilian coffee producers**

Business Strategy and the Environment, JCR Q1 [see online](#)

**Abstract:** Organizations craft their identities to define their character and effectively communicate their values to stakeholders. In the contemporary quest for sustainability, building an identity that genuinely reflects their awareness and attention to these issues is increasingly salient. Over the years, research on organizational identity exhibited constant growth, witnessing the power of organizational identities exerted over organizational behavior. Prior research has emphasized the importance of organizational identity for an array of positive organizational outcomes. Still, much less is known about the levers behind the identity formation process. Against this backdrop, the present study explores the pathways to the formation of a sustainable organizational identity. By drawing on organizational identity and sensemaking literature, we build up a narrative inquiry, analyzing the experiences and perspectives of executives from 25 Brazilian coffee producers through in-depth interviews. The findings underline that the process of formation involves three phases, namely, orienting toward sustainability, acting sustainably, and forging a sustainable identity, which are also shaped by contextual factors. We emphasize the key role of leadership in building a sustainable identity, as their motivations and sustainability-oriented commitments could serve as catalysts for triggering organizational change.

“ Founders and leaders are individuals who express the core values and mission of the organization and, as a result, enable the forging of an organizational identity. ”



## How do green CSR initiatives influence green employee engagement among tourism and hospitality employees?

Corporate Social Responsibility and Environmental Management, JCR Q1 [see online](#)

**Abstract:** Drawing support from social identity theory (SIT), the present study examines green corporate social responsibility (GCSR) initiatives, green organizational identity (GOI), and green service-oriented behavior (GSOB) as antecedents of green employee engagement in the hotel sector. In addition to the direct association between the study constructs, the study assessed the mediating effects of GOI and GSOB on GCSR and green engagement association. Data collected from hotel employees in India utilizing a three-wave time lag was analyzed through PROCESS macro. The finding confirmed the direct as well as the serial mediating effects of GOI and GSOB for the relationship between green CSR and green engagement. The study is insightful in understanding how GCSR activities can build a green reputation for a company that in turn will enhance the identification of the employees. The uniqueness of this study is evident in studying the constructs that have a strong alignment with the nature of the tourism and hospitality sectors. Conceptualizing the serial mediating effects of GOI and GSOB for the relationship between GCSR and green engagement in the tourism and hospitality sector is also a novel addition to the existing literature.

“

An organization with a positive organizational identity will succeed in raising the self-esteem of its employees due to the high value and emotional significance attached to its membership thereby attaining high service-oriented behavior by its employees.

”

## Identity-based effect of internal branding on brand performance: the contingent role of co-worker support

Asia-Pacific Journal of Business Administration, JCR Q2 [see online](#)

**Abstract:** Purpose: Drawing on the social identity theory (SIT), this study investigates the relationship between internal branding (IB), organizational identity (OI) and brand performance while considering OI as the linking apparatus of internal branding and brand performance. It also explores the moderating role of co-worker support in the relationship between OI and brand performance. Design/methodology/approach: A sample of 919 frontline employees working in private banks in India was collected by using multi-stage sampling. Structural equation modeling (SEM) was utilized to examine the hypothesized relations. PROCESS macro for SPSS was used to test mediation and moderation effects. Findings: The results reveal that all IB dimensions (internal brand communication, brand-oriented transformational leadership and brand-oriented HR activities) directly affect OI and indirectly affect brand performance. Additionally, no moderating effect of co-worker support is found. Research limitations/implications: The current study contributes to the existing literature by portraying IB as identity strengthening phenomenon and brand performance as identity-congruent behavior. It also reveals how social context influences brand performance and assists them in socially categorizing themselves. Originality/value: The present study portrays a complete understanding of the dynamics between internal branding, organizational identity, and brand performance. The study also emphasizes the empirical examination of the potential mediation effect of organizational identity and the moderation effect of co-worker support.

## Articles (3)

### Bridging the Purpose Gap in Financial Services

Becky Willan, Given [see online](#)

The article explains the "purpose gap" in financial services, where stated values often fail to align with operations, resulting in significant employee dissatisfaction. It states that 67% of employees consider leaving due to this misalignment, which affects retention, morale, and brand reputation. It argues that barriers like cost concerns, limited leadership commitment, and a lack of understanding hinder purpose integration. The article defends addressing these challenges as essential for sustainable growth and resilience, suggesting strategies such as purpose education, leadership advocacy, and linking purpose to performance metrics to foster engagement, retain talent, and align operations with societal expectations.

“ Aligning purpose with operations is more than an ethical move—it’s a management strategy that will help ensure sustainable growth and resilience in an increasingly purpose-oriented world. ”



## Why Purpose Matters: A Gen Z's Take on Purpose-Driven Brands

Dorothy Teo, Finn Partners [see online](#)

The article explains how Gen Z's exposure to social issues like climate change and #MeToo influences their values and purchasing decisions. It argues that this generation seeks brands with clear, purpose-driven missions that align with their beliefs, prioritizing authenticity and societal impact over transactional relationships. It states that successful brands integrate purpose into operations, offering emotional, social, cultural, or functional value. The article defends the importance of aligning purpose with business strategies, showcasing examples like Patagonia and Youthline to illustrate how brands can create meaningful, sustainable connections with consumers and drive growth.

“

Brands are perceived not just as providers of products or services but are expected to embody meaningful causes or missions that resonate with our values.

”

## The Purpose Driven Future of Business

Ranjay Gulati & Brian Almeida, The Wise Marketer [see online](#)

In the interview, Professor Ranjay Gulati and Brian Almeida discuss the evolving landscape of customer loyalty. They emphasize the importance of brands integrating meaningful causes to strengthen relationships with customers. Professor Gulati, author of *Deep Purpose*, shares insights from his discussions with global CEOs on what constitutes "The Heart and Soul of High-Performance Companies." Almeida introduces initiatives like Points for Good and World Loyalty Giving Day, aiming to unify the customer loyalty industry around charitable efforts.



## *Academic publications (3)*

### **Family recognition of work as a source of meaningful work: Examining the roles of self-esteem and parental status**

Journal of Vocational Behavior, JCR Q1 [see online](#)

**Abstract:** Research on meaningful work has highlighted social context as an important source of meaningful work but has primarily focused on the social context at work. This is surprising, given that much of the work-family research showed that family can enrich work experiences. To address this noticeable gap, this paper introduces the concept of ‘family recognition of work’ – a perception of family recognizing and appreciating one’s work – as a critical, non-work-related social context contributing to meaningful work. Drawing on interpersonal sense-making theory, we argue that family recognition of work positively enhances meaningful work via increased self-esteem. Acknowledging shifts in life priorities and values when entering parenthood, we also argue that the indirect effect of family recognition of work on meaningful work via self-esteem is moderated by parental status. To test these hypotheses, we conducted two studies. In Study 1, a five-item scale for family recognition of work was developed and validated, utilizing two UK-based samples (N = 196 and N = 210). In Study 2, a cross-lagged panel analysis was conducted with the three-wave survey data from the UK (N = 466) to test the hypothesized model. The results of Study 2 confirmed a positive relationship between family recognition of work and work meaningfulness, and that this relationship was mediated by self-esteem. Additionally, parents, compared to non-parents, exhibited a stronger indirect effect of family recognition of work on work meaningfulness via self-esteem. The paper extends the literature on social context as a source of meaningful work by demonstrating the importance of family recognition of work.

“ From a practical perspective, employers could benefit from allowing employees sufficient quality family time, during which family members could contemplate and express the importance of each other’s work. ”

### **Meaningful Work Through Craft: How workers in low-skilled roles engage in anomalous craft to gain autonomy and receive recognition**

Organization Studies, JCR Q1 [see online](#)

**Abstract:** Meaningful work is work that offers a degree of autonomy and the opportunity to receive recognition from others. It is traditionally associated with highly skilled jobs whereas low-skilled jobs are often equated with meaningless work. Previous research assumes that workers in low-skilled roles have little access to the autonomy or recognition characteristic of highly skilled labour. Rather it suggests that in their efforts to make their working lives more tolerable, such workers are limited to either discursively reframing the significance of their roles or engaging in acts of resistance against the organization. In this paper, based on an eight-month ethnographic study of a mould-producing company in France, we identify three processes through which workers in low-skilled roles find temporal opportunities to engage in anomalous craft where latent or underused craft skills and attitudes are utilized to enable them to work more autonomously and earn recognition from peers and supervisors, rendering their work more meaningful. Our work offers insights into how workers can use craft to activate or re-establish meaning in contexts where work has been stripped of significance.



## **Different shades of narcissism at work: The relationships of narcissism dimensions with work-related outcomes**

Personality and Individual Differences, JCR Q1 [see online](#)

**Abstract:** Although narcissism is regarded as a multidimensional construct, there is little organizational research considering its heterogeneity. The present study (N = 500; age: M = 41.78, SD = 11.29; 42.5 % female) examined whether different aspects of narcissism (narcissistic admiration, narcissistic rivalry, collective narcissism, and vulnerable narcissism) were related to a broad spectrum of organizational outcomes, reflecting the individual's heavy work investments. Narcissistic admiration constituted the strongest positive predictor of global and personal meaning of work, harmonious passion at work, and work engagement. Narcissistic rivalry emerged as the strongest positive predictor of work addiction, work-family, and family-work conflicts, and the only negative predictor of personal meaning of work and harmonious passion. Communal narcissism positively predicted personal and global meaning of work, work addiction, and work-family and family-work conflicts. Vulnerable narcissism displayed negative relationships with job engagement and positive ones – with harmonious and obsessive passions, job addiction, and work-family conflict. The findings demonstrated divergent relationship patterns of each narcissistic variant with organizational variables, which vary in potential adaptability. The results suggested that narcissistic admiration and communal narcissism might bring both maladaptive and some potentially adaptive organizational outcomes. Narcissistic rivalry and vulnerable narcissism seem to manifest themselves only unfavorably in the workplace.

## *Articles (4)*

### **Global Talent Barometer 2024 Report and Key Findings**

ManpowerGroup [see online](#)

The Global Talent Barometer 2024 Report offers insights into global workforce sentiment by examining well-being, job satisfaction, and confidence. It explains that workers increasingly seek meaning, purpose, and alignment with company values. Notably, 80% of employees feel their work has purpose, but stress remains high, with 49% reporting daily stress. It states that younger workers are more likely to switch jobs, reflecting a need for growth opportunities. The report argues for strategic investment in training and mentorship to retain talent, highlighting that such measures enhance satisfaction, engagement, and organizational growth.

### **5 Ways To Help Employees Find Purpose: Why It Matters More Than Perks**

Diane Hamilton, Forbes [see online](#)

The article explains the importance of aligning employees' roles with purpose to foster engagement and reduce turnover. It states that perks alone, such as company cars, cannot replace meaningful work. The author argues for strategies like regular conversations to uncover employee interests, job rotations to explore passions, and aligning company values with personal ones. It defends fostering curiosity and offering continuous learning as ways to help employees grow and find purpose. Ultimately, it emphasizes that purpose-driven workplaces create motivated, loyal, and productive teams built for long-term success.

## 5 Strategies For Becoming A Purpose-Driven Leader

Brent Gleeson, Forbes [see online](#)

The article explains the rise of purpose-driven leadership, emphasizing its transformative impact on organizations and society. It argues that such leadership focuses on core values and meaningful impact beyond profits. It states that defining and aligning personal and organizational values, fostering empathy, and communicating a clear vision are key strategies. It defends modeling desired behaviors and integrating purpose into business strategies to build trust and drive innovation. Purpose-driven leadership, it argues, creates financial success while inspiring teams and leaving a lasting, positive impact on society.

“ Leaders come in many forms... but a new kind of leader is emerging—one whose compass is purpose ”

## The Case for Taking a Gap Year Before College

DJ DiDonna, HBR [see online](#)

For many, heading straight to college and then into the working world is seen as the best way forward. But what if a break during this time — in particular, a gap year before college — can help reduce stress and burnout, improve your academics and leadership down the road, and help you find your true purpose? Research and interviews with people who have taken gap years demonstrate its promise, and practical advice about the logistics of taking a gap year can help you decide if it's the right path for you.



## Articles (2)

### Is Black Friday a Test for Purpose-Led Business?

Yasmin Spencer, Given [see online](#)

The article examines how purpose-driven businesses are navigating Black Friday, balancing profit with values. It explains that brands like Patagonia and Freitag reject traditional Black Friday models, highlighting sustainability through repair events or alternative initiatives like bag swaps. It states that Vestiaire Collective challenged fast fashion by removing certain brands and raising awareness about waste, boosting sales. It defends Google's partnership with the US Black Chambers, promoting Black-owned businesses, and argues that initiatives like Giving Tuesday showcase values through generosity. It concludes by emphasizing systemic changes to combat overconsumption and extend product lifespans.



### How NationSwell Is Catalyzing Impact Through Collaboration And Purpose-Driven Leadership

Afdhel Aziz, Forbes [see online](#)

The article highlights NationSwell as a purpose-driven organization fostering systemic change through collaboration. It explains that NationSwell supports a diverse network of leaders across sectors, providing resources like insights, best practices, and strategic consulting. It states that their Collaboratives unite funders, experts, and practitioners to tackle challenges such as childcare, climate issues, and wealth disparities, earning accolades like Anthem Awards. It defends the importance of partnerships, citing initiatives with JP Morgan Chase on workforce development and Johnson & Johnson on health equity. It concludes with advice emphasizing core values, curiosity, and impactful leadership.



