



Purpose

is a key driver of workplace
wellbeing

Purpose can be a powerful motivator in the workplace that allows people to feel a sense of meaning in their working lives. This promotes engagement, productivity, and satisfaction. Leaders will improve employees' sense of purpose if they help them to understand both their strengths and how their work contributes to the broader organisational mission.



Purpose Interventions

Highlight the prosocial elements of work

Employees experience greater meaningfulness in their work when they believe that they are helping others.¹ Emphasising to employees how their work benefits the wellbeing of others (i.e. prosocial task framing) can ignite motivation, encourage teamwork, and improve performance.²

Three field experiments examining the impact of prosocial task framing on employee performance revealed positive effects:²

- Call center workers increased their productivity by 51%
- Lifeguards were more willing to give volunteer hours
- Fundraisers' productivity increased by 400%



Sources:

1. Allan et al. (2018)
2. Grant (2008)

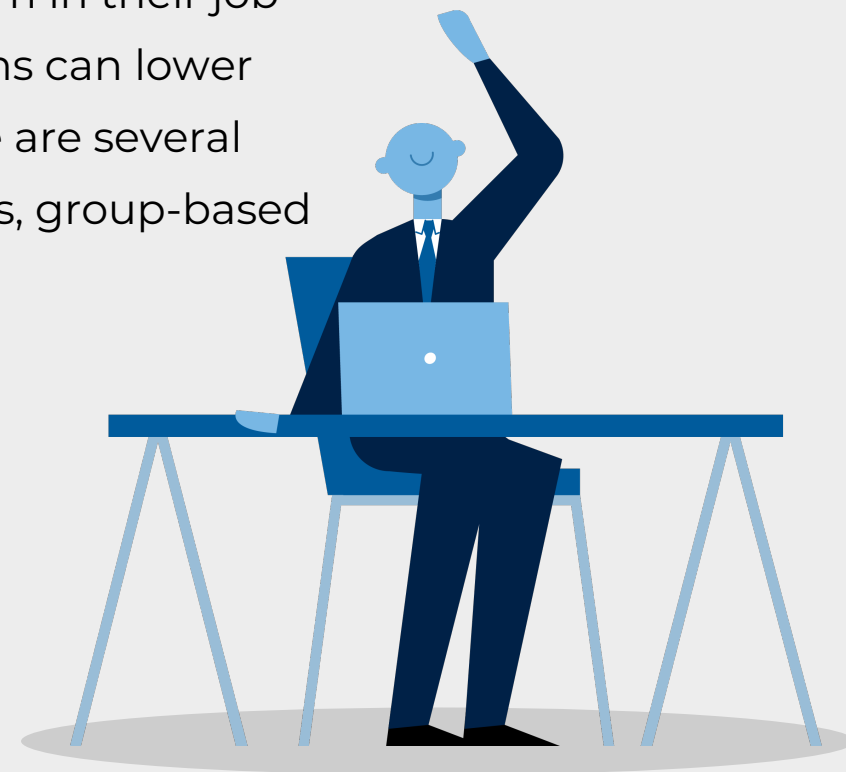


Purpose Interventions

Promote a strengths-based approach

Give employees the opportunity to reflect on their strengths and utilise them in their job to improve their sense of purpose and satisfaction.¹ Applying one's strengths can lower stress, improve self-esteem, and sustain positive emotions over time.² There are several ways to help employees unlock their strengths ranging from questionnaires, group-based reflection, and performance management techniques.

A randomised control trial of a series of small-group sessions designed to promote and develop employees' strengths in an Australian government organisation showed improvements in self awareness, job meaningfulness, and subjective and psychological wellbeing.³



Sources:

1. Harzer and Ruch (2016)
2. Wood et al. (2011)
3. Page and Vella-Brodrick (2013)



Purpose Interventions

Support employees through job crafting

Job crafting empowers employees to customise their jobs in a way that better aligns with their strengths, passions, interests, and values.^{1,2}

There are three main forms of job crafting:

Task crafting: altering the type, scope, sequence, and number of tasks

Relationship crafting: altering work-related social interactions

Perspective crafting: altering perceptions of work

A study in the Netherlands showed that employees who engaged in job crafting behaviour reported higher levels of meaningfulness in their job.³ Encourage your employees to identify opportunities in their job where they can derive greater meaning, and support them through job crafting to capitalise on these opportunities.



Sources

1. Berg et al. (2010)
2. [Harvard Business Review \(2020\)](#)
3. Tims et al. (2016)



Purpose Interventions

Build reflection into your workflow

Encourage your employees to reflect on their purpose by empowering them through conversations, coaching, and workshops.¹ Keeping purpose top of mind helps employees set goals, generates energy in the workplace, and reduces stress.^{1,2}

A randomised control trial of a 2.5 day immersive workshop designed to help employees align with their sense of purpose, increase their daily energy levels, and improve their overall quality of life led to significant improvements in participants self-reported general health, mental health, and social functioning in the short and long-term.³



Sources

1. Voegtlin et al. (2015)
2. Grant et al. (2009)
3. Das et al. (2019)



Purpose Interventions

Connect employees' work to the organisational mission

Employees who derive a deep sense of meaning from their work are more resilient than those who do not. Leaders can elicit meaningful work for their employees by not only communicating a clear organisational mission, but helping them understand how their daily work contributes to that mission.¹

An in-depth historical analysis of President John F. Kennedy's leadership of NASA in the 1960's when they put the first man on the moon revealed four practical insights:¹

1. Have **one** organisational mission
2. Translate the organisational mission into a **concrete objective**
3. **Connect** employees' daily work to the concrete objective
4. **Inspire** employees using rhetorical language



Sources

1. Carton (2018)



Purpose References

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Berg, Justin M., Grant, Adam M., & Johnson, Victoria. (2010). When Callings Are Calling: Crafting Work and Leisure in Pursuit of Unanswered Occupational Callings. *Organization Science (Providence, R.I.)*, 21(5), 973-994.

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Tims, Maria, Derks, Daantje, & Bakker, Arnold B. (2016). Job crafting and its relationships with person-job fit and meaningfulness: A three-wave study. *Journal of Vocational Behavior*, 92, 44-53.

Voegtlin, Christian, Boehm, Stephan A, & Bruch, Heike. (2015). How to empower employees: Using training to enhance work units' collective empowerment. *International Journal of Manpower*, 36(3), 354-373.

Wood, Alex M., Linley, P. Alex, Maltby, John, Kashdan, Todd B., & Hurling, Robert. (2011). Using personal and psychological strengths leads to increases in well-being over time: A longitudinal study and the development of the strengths use questionnaire. *Personality and Individual Differences*, 50(1), 15-19.



Making the most of this resource



The Work Wellbeing Playbook is a concise guide derived from a systematic literature review of workplace wellbeing interventions. It offers a high-level summary of evidence-based interventions categorised by 12 key drivers of workplace wellbeing, distilled from over 3,000 academic studies.

Aimed at busy professionals, it provides accessible insights to improve employee wellbeing.

This playbook builds upon the World Wellbeing Movement's science-based recommendations for how to measure both [how employees are feeling at work](#), and [why they are feeling that way](#). You can then use the Work Wellbeing Playbook to address the areas for improvement within your organisation.

Business leaders are recommended to keep diversity top of mind when leveraging the playbook to craft a **holistic** employee wellbeing strategy for their organisation. While no single intervention guarantees success, combining multiple interventions across various levels and drivers of wellbeing can yield positive results for organisations.