



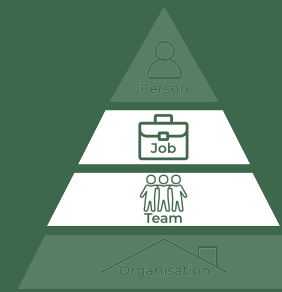
Purpose

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

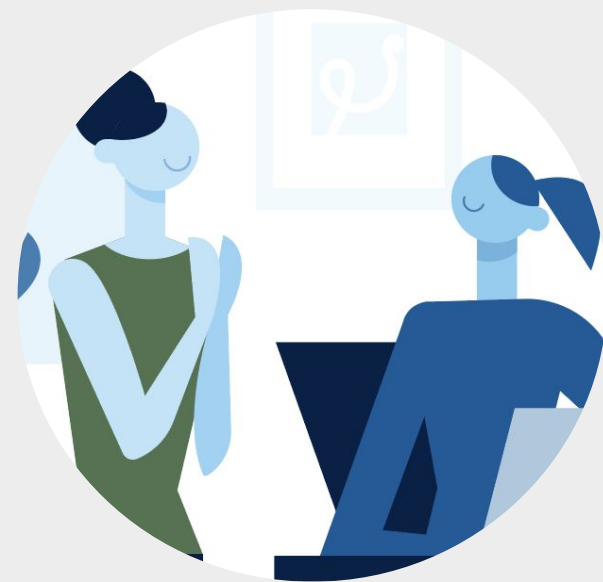


Highlight the prosocial elements of work

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%





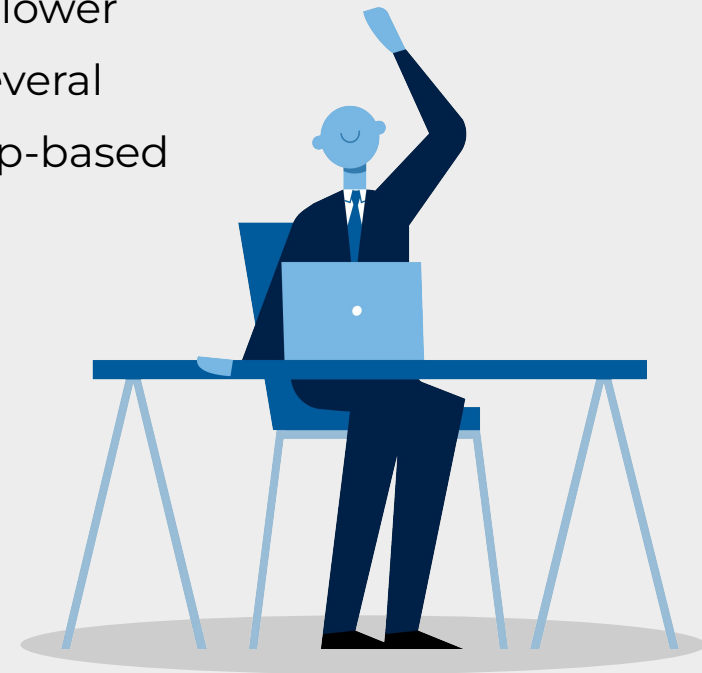
Purpose Interventions



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.³ Applying one's strengths can lower stress, improve self-esteem, and sustain positive emotions over time.⁴ 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.⁵





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.^{6,7}

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.⁸ 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.



Refer also to other drivers:

- **Stress**
- **Operational Design**
- **Energy**



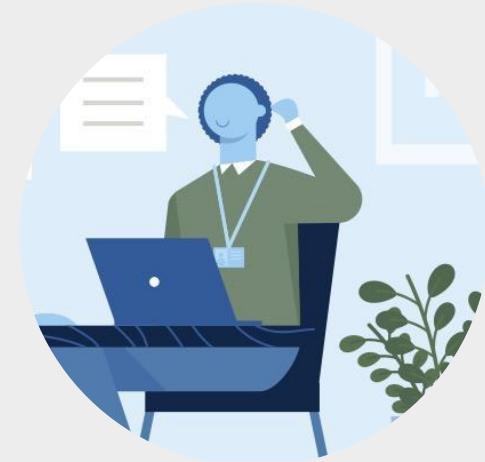
Purpose Interventions



Build reflection into your workflow

Encourage your employees to reflect on their purpose by empowering them through conversations, coaching, and workshops.⁹ Keeping purpose top of mind helps employees set goals, generates energy in the workplace, and reduces stress.^{9,10}

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.¹¹





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:¹²



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





Purpose

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Purpose

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Making the most of this resource

1 Measure

Conduct an employee survey to assess four core dimensions of employee wellbeing: **job satisfaction, happiness, stress, and sense of purpose.**

Collectively, these provide a scientifically validated, multidimensional view of how employees experience work.

Equally important, organisations should measure **the drivers of workplace wellbeing** - the underlying working conditions, relationships, and organisational factors that shape those experiences.

2 Understand

Once you've got the data, the next step is to **identify which drivers most strongly predict wellbeing outcomes within your organisation.**

Workplace wellbeing is multidimensional, shaped by a range of drivers, but not all drivers exert equal influence in every context.

By applying **data analysis at scale**, organisations can uncover which factors most powerfully explain wellbeing within their organisation.

3 Act

Once you have identified your priority drivers, the next task is to **select and implement interventions** that address them effectively.

The Playbook provides a curated selection of **evidence-based interventions** to help you act with confidence to choose interventions that are both empirically grounded and contextually feasible.

Don't forget to build **evaluation** plans into your intervention design.



Read [our guidance](#) document before getting started, to ensure you get the most out of the resources.

Sharing this resource



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Purpose

is just one key driver of
workplace wellbeing

These are just some of many evidence-based interventions recommended in the Work Wellbeing Playbook.



All recommendations and academic citations, organised by driver, are available for free on our website:

www.worldwellbeingmovement.org/playbook