UNIVERSITY OF VALE DO RIO DOS SINOS - UNISINOS
ACADEMIC RESEARCH AND GRADUATION UNIT
PROFESSIONAL MASTER DEGREE IN MANAGEMENT AND BUSINESS

KELLY CRISTINE BERTOL BITENCOURT

CONVERGENCE OF INDIVIDUAL AND ORGANIZATIONAL PURPOSES:
HOW LEADERS CAN LEVERAGE THIS PROCESS

Porto Alegre

2018

Kelly Cristine Bertol Bitencourt

CONVERGENCE OF INDIVIDUAL AND ORGANIZATIONAL PURPOSES:

HOW LEADERS CAN LEVERAGE THIS PROCESS

Thesis presented as a partial requirement to obtain the title of Master in Management and Business by the Postgraduate Program in Management and Business of the University of Vale dos Rio dos Sinos - UNISINOS

Advisor: Dr. Cláudio Senna Venzke

Porto Alegre

2018

This work is dedicated to my clients, leaders who want
to become better by making a difference in people´s lives every day.
May the entirety of your lives be filled with meaning and purpose!

ACKNOWLEDGEMENTS

This research wouldn't be possible to happen without inspiration and support from many people. First, I want to thank Ruy Shiozawa, the CEO of Great Place to Work Brazil, who inspired me every time he said: "people are not searching for jobs; they are searching for a meaning to their lives". This sentence always made me curious about how to approach this subject in companies and help them to become even better.

I thank my advisor, Claudio Senna Venzke who believed in my potential and was truly beside me throughout this whole journey, supporting me with academic advice, emotional support, and good sense of humor when I most needed it.

I also thank my colleagues from MPGN 2016/2; it was an honor to learnfrom every one of you. I could learn withthe special gifts you have, as your personalities, knowledge, partnership, friendship and support. Thank you, Bibiana Warth for coming to my house during many weekends, writing your thesis next to me, while I was writing mine. The long hours were certainly more fun and productive. Thank you, Fabiano Gomes (MPGN 2016/1) for the advices and for inspiring me to take this course.

To the Professors Judi Neal and Soraia Schutel, who privileged me with many ideas to make this a better and useful research for the society.

To the interviewees, for dedicating their time willing to help and the HR people from the seven companies researched who allow me to connect to inspirational leaders and employees.

To my working team at Great Place to Work RS, André Bersano, Brenda Carvalho and Bruna Lucchese, for taking care of the office, handling work, so I could be able to write this study.

To my family and close friends, for the support and for understanding when I was not present, working on the dream of becoming a Master.

ABSTRACT

People and organizational development have brought significant changes to the work dynamic nowadays. People are realizing that daily dedication goes beyond financial income; they search for meaningful work and purpose, which connect people's individual essence to the organization. Finding this connection means more engagement at work, prosperous businesses and happier people. To achieve these results, this study is a proposition of a plan to help leaders to act as facilitators, helping employees to connect to their individual and organizational purposes. This is a journey that involves the identification of the main work motivators, the understanding of how leaders are going to address this purpose and the awareness on how leaders can use the identification of drivers and barriers to convergence of purposes and the description of elements to facilitate their interventions. The results come from a select group of companies considered excellent places to work and certified by Great Place to Work®. This research presents the findings that demonstrate the management practices related to the purpose and meaningful work and how the organizations can use this piece of information and how they can inspire other companies. However, leaders lack orientation and structure, so their actions won´t be only intuitive, causing losses in the possibilities of helping employees to create connections between their individual and organizational purposes.

Keywords: Purpose, management, work, engagement, meaning

RESUMO

O desenvolvimento das pessoas e das organizações vem trazendo mudanças significativas para o mundo do trabalho. Cada vez mais as pessoas enxergam que a moeda de troca pela dedicação diária vai além do ganho financeiro. Há uma busca por significado no trabalho, por um propósito que conecte as pessoas com sua essência individual. Encontrar essa conexão significa mais engajamento no trabalho, empresas mais prósperas e pessoas mais felizes. Para isso, este estudo propõe um plano para auxiliar líderes a atuar como facilitadores, a fim de que colaboradores possam conectar seus propósitos individuais aos organizacionais. Essa jornada de descoberta passa pela identificação de principais motivadores para o trabalho, pela compreensão de como o propósito vem sendo abordado por líderes, pela identificação de impulsionadores e barreiras para a convergência de propósitos e pela descrição de elementos que possam ser utilizados por líderes para facilitar suas intervenções. Os resultados obtidos são provenientes de um grupo seleto de empresas consideradas excelentes lugares para trabalhar e certificadas pelo Great Place to Work®. Os achados demonstram que práticas de gestão relacionadas ao propósito e significado do trabalho já vem sendo utilizadas pelas organizações, contudo líderes carecem de orientação e estrutura, para que suas ações não sejam feitas apenas de forma intuitiva, ocasionando perdas nas possibilidades de auxiliar os colaboradores a criar conexões entre seus propósitos individuais e organizacionais.

Palavras chave: Propósito, gestão, trabalho, engajamento, significado

FIGURES´ LIST

SUMMARY

1.1 INTRODUCTION

People and organizations development have brought significant changes in the dynamic between employees and companies. The speed of information and internet facilities have modified space and time notions, increasing mobility and consequently a range of work options. Change in today's world is abrupt, nonlinear and unpredictable. The marketplace is global and diversity has put social norms in flux. So, uncertainty is predictable (DIK, BYRNE & STEGER, 2013) while the competitiveness grows exponentially and companies keep looking for development.

Working for the same company until retirement is no longer a common feature, especially if the company does not meet employees' expectations. People are less afraid of change, and do not want to feel like machines or fragmented beings, who severely separate personal and professional life. They want to bring their sense of meaning, purpose, and spirituality to work. According to Neal (2013), the organization that can tap into the whole person will be the one that will have creative, flexible, highly committed, and talented people. "*They give an organization its competitive edge in the twenty-first century.*" (NEAL, 2013)

The need for meaningful work is not new, it has only intensified in recent years, moving in parallel with changes in business models, exponential organizations and market globalization. The process of technological change is forcing companies to restructure, and the main transformation is not technological, it is a mindset change. According to Ismail et al (2015) from 2000 to 2017, 50% of Fortune 500 biggest companies have disappeared, and the main causes for that is lack of a strengthened organizational culture, limited vision and linear market thinking. For the authors, every exponential organization needs a massive transforming purpose because the first characteristic of an exponential organization is the concern to form a community, attracting the right audience.

The desire of having competitive advantages makes companies increase the search for improving their work environment, transforming and reinforcing their culture. Great Place to Work®, an international consultant company that helps other companies to transform their workplaces in 59 countries, has registered a growing number of organizations that want to improve their work environment, seeking for being unique and recognized every year (www.greatplacetowork.com).

Trust between managers and employees is the key for having a great workplace (LEVERING; MOSKOWITZ, 1993). Achieving high levels of trust brings business' results; this fact could be testified throughout 12 years of working as a consultant for Great Place to Work. Companies leaders, which decided to create a great work environment, started to develop the project of improving work and it was by looking into survey results, supporting them to create better organizational practices and behaviors´ change that this research began to happen. The transformation requires from leaders a lot of dedication on practices that enable employees' engagement, which means affective and emotional attachment to work and the organization (BASTOS, 1994). Work engagement presents as a serious challenge to individuals as it does to organizations. In competitive global markets, companies that cannot make effective use of their employees, have a dim future. In addition, the complexity of organizations cannot predict or dictate everything the employees need to perform well. People are expected to be proactive and exceed employer expectations. Engagement provides the support for this extra performance and allows people to go beyond their formal obligations. (SCHAUFELI & BAKKER, 2010).

Employees also want to be work engaged. It is not enough for professionals to respond to work initiatives or corporate values. People want to feel energized, dedicated to the purpose of their work, and highly absorbed (maybe even in flow). This might be the case for individuals in a long-term job where they feel the real sense of purpose and involvement, as well as experiencing a high level of competence and efficacy.(SPREITZER, LAM & FRITZ, 2010)

In practice, having a work that is meaningful and with clear purpose, that matches individual's skills with task difficulty, that provides positive feedback and a sense of progression (BANDURA, 1997), allows the experience a sense of volition and autonomy, and that involves high-quality connections (DUTTON & HEAPHY, 2003). And they are all mechanisms for enhancing energy in the doing of work. (SPREITZER, LAM & FRITZ, 2010).

Pontefract (2016) called 'purpose effect', the alignment between organizational, role and individual purposes. This effect is a powerful resource to engagement and managers and employees could make the most of it. The convergence of purposes is not the unilateral responsibility of leaders, nor should employees be solely accountable themselves. In fact, regardless the position of

leading people, employees at any level in the organization are both leaders and followers. Thus, whatever the scenario is, all employees are in fact leaders fulfilling personal, role-based and organizational objectives.

The discovery of purpose and meaning may not happen quickly. Subjectivity and complexity are involved in these concepts, which may lead the leaders, the main agents of transformation in the work environment, not to approach this issue with employees. Additionally, it is precisely at this point that this study intends to contribute, helping leaders approach purpose and meaning, aiming at raising the level of consciousness and the convergence of individual and organizational purposes.

> While purpose in the workplace is imperative, leaders are potentially overlooking its significance to the overarching health of our civilization. Purpose ought to be the objective, but it is the misalignment of the personal role and organizational categories of purpose that ensures the journey toward purpose never begins. (PONTEFRACT, 2016. pp. 621-623)

1.2. RESEARCH QUESTION

How leaders can leverage the convergence of individual and organizational purposes?

1.3. OBJECTIVES

1.3.1 Main Objective

To propose a plan for leaders to leverage the convergence of individual and organizational purposes.

1.3.2 Specific Objectives

a) To find out people's main motivators to work for the researched companies;
b) To understand how purpose convergence is being addressed by Great Place to Work companies' leaders;
c) To identify possible barriers and drivers for individual and organizational purposes convergence;

    d) To point out elements which leaders can use to enhance convergence purposes.

4. SIGNIFICANCE OF THE STUDY

Many people want their work to be more than only about money or a way of spending time. They want their work to mean something. When people feel a sense of meaning and purpose in their work, when they are inspired and feel they can live their values in the workplace, they will use energy to be creative and to go above and beyond the call of duty when needed. (NEAL, 2013)

Companies aware of the power of purpose are working to make a better use of the organizational purpose as a way of inspiring professionals, showing them a sense in what is done. Some companies are doing so only as a marketing cause, which in practice may not be sustainable. However, smart companies have actually achieved excellent results by assertively exploring their organizational purposes, including strengthening them with company history or customers' stories, giving meaning and making alive the mission stamped on the wall.

The Greek philosopher Aristotle (FIESER & DOWDEN, 2011) believed and taught that human beings were driven by purpose, autonomy and the natural desire to seek out and understand the truth. People's ideals manifest when people are pursuing and then attaining a life of purpose (PONTEFRACT, 2016). The more people can find and connect with purpose, the lower is the risk of finding frustrated workers who find out too late that they have spent a lifetime on something that did not bring them satisfaction because there was no purpose.

The convergence between individual and organizational purposes is a powerful resource for affective engagement and well-being. The professional practice of the researcher shows that this alignment could be more explored within the organizations, which explains the desire to discover how this process occurs and how it can be potentialized to create a positive impact in social well-being and companies' development.

It may require hard work, but it most certainly will not materialize if leaders do not use effective practices. It is expected to leverage the work impact by helping leaders to put purpose and work meaning into daily practices, helping employees to find better connections with companies, having out their essence and high potential.

Besides helping the researcher practice, this study intends to increase academy knowledge, by showing how to support managers to leverage their management abilities by exploring purpose.

5. THEORETICAL BASIS

The theoretical logic of this study aims to identify firstly the macro concepts of purpose and meaning, highlighting their intersections and differences. In the following, the study will explain individual, role and organizational purposes, spheres that need to be understood, since the goal of the research is to propose plan for leaders to enhance purpose convergence. It will be also part of the theoretical basis, demonstrating how convergence of purposes and work meaning may influence employee´s engagement and business results. In addition, to clarify what kind of leadership theory the study will be based on, the description of transformational leadership will take place.

5.1 Purpose and Meaning of Work

Purpose has been mentioned a lot lately. The word is being used in many contexts and situations, which is actually causing a confusion about its meaning. According to Dik & Steger (2013), purpose refers to "*people's identification of, and intention to pursue, particular highly valued, overarching life goals*." As it shows, the definition is related to life, and scholars have found that purpose is one of the ways in which work activity can deliver benefits outside of work, particularly if one feels that the purpose of her or his work is to serve some greater good or provide benefits to others. (GRANT, 2007)

Meaningful work (MW) is ultimately the degree or amount of meaning people perceive in their work. This meaningfulness is thought to arise from work that people find worthwhile, as well as from work that gives people a sense of purpose. So, if people consider their work to be meaningful, they feel their work matters and that supports their purpose in life or helps them to contribute to the world around them in a way they believe is important. (DIK & STEGER 2013). By this definition, purpose is an important part of the meaning that people perceive in their work. Despite these conceptual differences between measures of meaning and purpose in psychological

literatures, often the two constructs are considered as one (STEGER et al., 2006). Yet, by falling to distinguish between them, it is difficult to examine the ways in which they may serve unique functions. Synonyms for meaning include significance, importance, and value; those for purpose include intention and goals (LENT, 2013).

MW consists of (at least) task identity, task significance to other people, pride, engagement, a sense of calling, challenge, work role identity, work values, intrinsic work orientation, spirituality, good pay and reputation (STEGER; DIK; DUFFY, 2012). Adding to this complex picture, MW is proposed as a dimension of psychological empowerment in the workplace (SPREITZER, 1995) and workplace spirituality (ASHMOS; DUCHON, 2000). As a consequence, meaningful work is a key characteristic that triggers motivation, resulting in job satisfaction and productivity (HACKMAN & OLDHAM, 1982).

This study will focus on the phenomenological view of work meaning, interpreting meaning not as an inherent quality of one's work but rather as a function of the individual's view on it. Lent (2013) mentioned "*much like beauty, work meaning lies in the eye of the beholder. Individuals may derive meaning from many aspects, as opportunity for personal growth, self-expression, service to others*".

Although extrinsic purposes of work are important (MORSE & WEISS, 1955), research finding have indicated that this may not be the most salient meaning of work for many individuals (ARNOLD et al., 2007). Individuals' perceptions of their jobs do not depend entirely on the objective characteristics of the job (PICCOLO & COLQUITT, 2006; WRZESNIEWSKI & DUTTON, 2001; SALANCIK & PFEFFER, 1978). HACKMAN AND OLDHAM'S (1982) job characteristics' model describes meaningful work as it is related to jobs with characteristics such as task variety, identity and significance, feedback, and autonomy. These features are highly influenced by leadership behavior which emphasizes the importance of leaders' role in the work meaning process. According to this view, meaningful work results from personal intentions and goals, altruistic work or ostensibly directed at a common good, impacted by management and job characteristics.

Although the prosocial aspects of meaningful work will be emphasized, (activities that help society), it is important to acknowledge that there can also be an amoral side to meaning and purpose. Negative and limited purposes require some attention but will not be part of the research. *"Heroes and villains may have opposite objectives, but neither lack purpose".* (LENT, 2013).

5.1.1 Individual Purpose

George Lois, famed mogul advertiser, once said:

> Most people work at keeping their job, rather than doing a good job. If you're the former, you're leading a meaningless life. If you're the latter, keep up the good work. (PONTEFRACT, 2016, l.691)

Fairlie (2011) understands that work can be designed not only to enable the acquisition of job-specific knowledge, skills and abilities, but also to satisfy the fundamental development needs of employees. Common dimensions of meaning include having a purpose or goals, living according to one's values and goals, autonomy, control, challenge, achievement, competence, mastery, commitment, engagement, generativity or service to others, self-realization, growth, and fulfillment. One theme that emerges from the dimensions of meaning is the concept of self-transcendence. In other words, human beings appear to have a need to transform themselves and the world around them while making progress towards important end states.

There are moments, however, when either the job or the career mindset might crop up as part of a role. It is to be expected and no one will ever demonstrate purpose in their role a hundred percent of the time. There will always be parts of a role - or actions one must take - that are disliked. (PONTEFRACT, 2016)

According to Dik et al (2013) there is a convergence of four high-level themes related to purpose and meaning at work. Particularly in the workplace, individual workers interact to create collective identity and culture which, in turn, is uniquely interpreted by individual workers. Purposeful and meaningful work is attainable only when people successfully align their values with their aspirations. When this alignment is accomplished in the workplace, workers' efforts area continually invested in meaningful pursuits. Also, meaningful and purposeful work requires individual action to make work tasks feed a broader purpose. This means that workers should ideally be active crafters of their work experiences, fully engaged and committed to applying themselves at work.

Some people know early in life what they are meant to do, others stumble into it. When there is a calling (something that won't let you go) people feel energized,

new ideas and creativity grows (NEAL, 2013). To be able to connect and reach a high level of consciousness, self-knowledge is necessary, so people can be focused and find something that fills them up with energy.

Finding individual purpose at work may need a spiritual career evolution which, according to Neal (2013), is composed by stages that can explain the relationship between spirituality and work. These stages might come from a segmented vision, when people tend to compartmentalize their spirituality and keep it separate from the rest of their lives. In this case, spirituality is not seen as relevant to work or to any other part of life. The next stage may appear after crises that challenge the person to think about what is really important, causing the rediscovery of spirituality's importance. Getting to the next stages means that people find the work that best utilizes their unique gifts and allows them to be of greatest service to the world. Therefore, it is an individual evolution and the high stages represent spending more time in spiritual working practices. It may be odd, courageous and new to use the word "spirituality" at work in a Brazilian context, but to be able to see something higher and deep at work, it is important to see intangible things that are behind a full connection with one's work.

"Spirit at work" is a term that describes the experience of employees who are passionate about and energized by their work, find meaning and purpose, feel they can express their complete selves at work, and be connected to those with whom they work. The term is also used to describe an organizational culture that fosters autonomy, trust, cohesiveness, support, recognition, innovation and fairness through leadership and work processes. Both individual spirit at work and organizational spirit at work are believed to result in positive outcomes for individual employees and employers. (KINJERSKI; SKRYPNEK, 2004a). There is a scale, called Spirit at Work Scale (SAWS) developed by the same authors (2004) which has been used in numerous studies, as well as providing the basis for benchmarking in organizational change. (Neal, 2013). This scale was also used to inspire the interviews road map for this study.

The individual level is an important component, and self-knowledge is fundamental so that people can effectively connect with purpose and meaning, finding spirit at work. Besides that, there are a few other components that need to be analyzed for convergence of purposes.

5.1.2 Role Purpose

By looking at individual purpose and organizational purpose, there is something in between, the chapter of the role purpose. Even if the individual and the organizational purpose are connected, the role may not attend people's expectations, taking away certain part of the meaning. In certain times, people may be absorbed on the job, interpreting work as a small part of life, or even be focused in their career, looking for advancement and growth, but not aware of "calling", and which target is the enjoyment of fulfilling, socially useful work (PONTEFRACT, 2016). If the mindset is compensation, functions may simply feel "like a job," and tends to be ephemeral.

When the mindset is the career, the focus can be in salary, title power, span of control. These individuals may climb the "career ladder", caring little about the collateral damage of this role which may be seen as a pre-requisite (whether to develop, learn or grow, an individual chooses it to advance their role or position).

When an individual's personal purpose (develop, define and decide) is aligned with an organization's purpose, the team member is likely to demonstrate reason in their role more often than not. It may not be true all the time, but it can be a predominant portion of the time. According to Pontefract (2016), someone who manifests a purpose mindset is passionate, innovative and persistently committed to working in meaningful and engaging ways to serve all stakeholders. Perhaps it results in an ethos that puts society first.

Thus, it is possible to connect with the organization, but if the role doesn't catch the whole person, work may be seen just as a step, maybe a temporary job, while the real purpose is not reached. Leaders should be aware of the employees' needs, abilities and aspirations, trying to find a better fit for the employee when only the purpose role is not matching with individual and organizational purposes.

5.1.3 Organizational Purpose

To be able to become an enlightened organization, also known as a spiritual business or conscious organization, the company has to be aware of itself and committed to the greater good (NEAL, 2013). To be able to define and enact a more purposeful mission and strategy, it must be done by the leaders. It should start from

of senior leadership and include team members' opinion. By doing that, it is possible to create a culture in which every member feel involved in the big meaningful picture.

Aaron Hurst, author of *The Purpose Economy*, captured the importance of purpose in the workplace and considers that purpose has now become a business imperative.(HURST, 2014) This intensifies the fact that sustainability of a company in today's world without an intentional emphasis on purpose for employees and customers is threatened. Profit is also very important, everybody knows it. Without it, there is no business. But it cannot be only about that. An organization without purpose is running the risk of missing out on keeping or hiring high-performing individuals.

John Mackey, co-founder and co-CEO of Whole Foods Market said during a conference held by Great Place to Work that "*business in the 21st century needs to shift focus from profit maximization to purpose maximization.*" He understands that if organizations aligned their strategies, systems and structures around a higher purpose, the results would be "*making more money than you thought possible*". It is a huge part of strategy to have and explore the company's purpose with the organizational team.

Thus, development would seem to be central to the concept of meaning and leaders could increase engagement by ensuring that meaningful work's characteristics are present in workplaces. (FAIRLIE, 2011). If leaders can define, explain a job and other workplace characteristics that facilitate the attainment or maintenance of one or more dimensions of meaning, it will be easier for employees to connect with that.

However, purpose cannot be a mouth exercise. Organizational purpose is the opportunity for a firm to define its principles, ethics, leadership and culture. It is the chance to establish who its stakeholders really are. However, it is imperative for the organization to act on this definition, too. Otherwise, the organization remains in jeopardy of becoming fixated on profit and/or power as its sole purpose. If it remains locked into such behavior, not only is society being defrauded, team members might never demonstrate a sense of purpose in their role at work.

It is easier to focus on purpose when everything goes well. In the face of adversity - when pressure mounts or crisis seems imminent - an organization's purpose is put to the ultimate test. Every organization faces one or multiple forms of stress at some point in its existence. An organization that endures any form of

financial hardship or business loss will regularly be forced to test its purpose, to test its standing in society. When the organization keeps its purpose clearly, in daily routine, a social contract is stablished. This contract is more than an employment contract. It is the team member's responsibility to carry out role-based duties in a manner that is socially acceptable to the organization's strategy (PONTEFRACT, 2016).

5.1.4 The Purpose Effect

The Purpose Effect is a concept defined by the author Dan Pontefract (2016). He understands that there is a three-way relationship between an individual's personal sense of purpose in life, the organization's purpose and a person's purpose in their role at work. When all three aspects of purpose are properly defined, are well aligned and function in partnership with one another, then the employee, the organization and society mutually benefit.

However, for a large portion of today's team members, work seems to act as a stressor, the consequence of not finding one's purpose. People are getting sick in their workplaces and the perhaps disengagement of team members stems from a lack of purpose in the organization itself.

A study reveals that for those workers who felt a very strong sense of purpose in their organization, commitment to delivering top-quality products and services was the overarching driver of confidence. For those team members and organizations that lacked purpose, the leading driver of confidence was a fixation on financial results, (PONTEFRACT, 2016). It is hard to consider that focusing on financial results will maintain people motivated, creative and full of energy. It may happen, but it is difficult to believe that it will be sustainable, especially when money and benefits are the forth item on a list of reasons to stay in a company, according to Great Place to Work® Brazil survey (2017, Unpublished manuscript).

People can use varying degrees (physically, cognitively, and emotionally) of their selves at work in the roles they perform, even as they maintain the integrity of the boundaries between who they are and the roles they occupy. Presumably, the more people draw on their selves to perform their roles within those boundaries, the more stirring are their performances and the more content they are with the fit of the organization. (KAHN, 1990)

Employees and leaders can take concrete steps to make meaningful work more likely.(BYRNE, PALMER, SMITH, & WEIDERT, 2011). Per the authors, meaningful work is likely fostered when employees are given a clear understanding of how the organization functions and when they are given all the information and resources they need to perform their jobs. Meaningful work is likely fostered when individuals understand how their personal attributes – interests, abilities, values, and personality – have uniquely equipped them to do their work well (DIK ET AL. 2009). In a similar vein, leaders should help employees see how their work aligns with and supports the organization's mission, and every effort should be made to craft organizational missions that support and organization's ability to make a positive difference in its supporting communities and the broader world, thereby engendering a genuine focus on the greater good. These suggestions may also make it easier for employees to become engaged at work, providing another route to meaning and purpose. (BYRNE, PALMER, SMITH, & WEIDERT, 2011)

5.1.5 Work Engagement

It has already been mentioned that meaningful work also has direct linkages to engagement. Kahn (1990) argued that employees are engaged when their "preferred self" is manifested in the workplace. What is identified as meaningful in many individuals' lives is often closely tied to self and identity (DEBATS, DROST, & HANSEN, 1995).

There are many definitions of work engagement. One of them is the approach of MACEY & SCHNEIDER (2008). For them, engagement is a desirable condition that has an organizational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy.

Another definition of work engagement is related to a positive, fulfilling, affective-motivational state of work-related well-being. Engagement in this case is characterized by a high level of vigor and strong identification with one's work. (SCHAUFELI & BAKKER, 2010).

Work engagement thrives in settings that demonstrate strong connections between corporate and individual values. On one hand, companies promote their values with employees, inspiring their allegiance. These companies reflect seriously on their values, articulate them clearly, and enact policies to assure that their values

direct important decisions. On the other hand, companies are responsive to the values employees bring to their work. They consider employees' professional values as assets that assure responsible dedication to work. Employees do not arrive with identical values, so companies support engagement by accommodating a variety of approaches at work. This way, a clear and responsive approach to the congruence of individual and corporate values encourages diverse perspectives from employees to converge on major objectives reflecting core corporate values. (SCHAUFELI & BAKKER, 2010).

Meaningful work characteristics would positively correlate with engagement, job satisfaction, and organizational commitment. An absence of meaningful work characteristics should be associated with more cynical views of one's job (i.e., disengagement) and more frequent thoughts of changing employers. In addition, individuals who report less meaningful work may experience higher levels of exhaustion. In some jobs, life purpose, goals, and values, as personal resources, may not be leveraged to make sense of, and/or buffer the stressful effects of challenging work. This may be suggested by the conservation of resources theory (HOBFOLL, 1989).

While there are multiple conceptualizations of engagement, three dimensions have gained the most research attention. Vigor refers to high levels of energy and mental resilience at work. Dedication involves a strong involvement in one's work and a sense of significance and pride. Absorption entails being fully concentrated and happily engrossed in one's work (SCHAUFELI ET AL., 2006).

Employees offer up different degrees and dimensions of themselves according to some internal calculus that they consciously and unconsciously compute. They make choices about how much of their real selves they would bring into and use in their role performances. They might truly express themselves, to the extent the role allows, or they might not, with varying degrees of expression in between. (KAHN, 1990).

When people engage, they move towards what matters to them. It happens not only at work, but in other instances of life, such as marriage, conversations and connection with others. Engagement can also be the steady state, punctuated by interludes of relative disengagement. Engagement at work can thus be the foreground of a worker's life, or it can be at the edges of that life, moving to the front only at moments that flicker and fade. And the difference between where

engagement resides in workers depend on the largeness of what matters to them, the meanings and the purposes they subscribe. (KAHN; FELLOWS, 2013).

However, the sense of connection between the particular (job, role, tasks) and the general (vocational calling) is not sufficient to sustain employee engagement (DIK; DUFFY, 2009). The nature of the organizational context matters. Vocations can be pursued from any number of roles and organizations, as individuals seek out settings in which they can most clearly and easily do what they are called to do in the world (BERG, GRANT, JOHNSON, 2010). The trust building environment, camaraderie between colleagues and possibly other factors play out in the context of a worker's particular role.

Usually, we know engagement mostly by what people actually do – the actions they take, if they show up for the work, if they remain focused, if they put energy into what they are doing. Yet, engagement is not simply about the vigor which people work and their high levels of involvement. According to Kahn (1990), it is about putting ourselves – our real selves – into the work. This begins, but it does not end with effort. The real selves show up when people say what they think and feel, in the service of doing the work the best way they know how. When fully engaged, people bring to the tasks their personal connections to the work.

There are no guarantees about when individual workers will fully engage. People's temperaments, life experiences, support systems, and aptitudes are important determinants of their level of engagement at a particular point in time (MACEY & SCHNEIDER, 2008). Besides that, people's shifting needs and desires, related to phases in adult development and career progression, also shape the weights they place on the variables that determine the nature and extent of their engagement (HALL & SCHNEIDER, 1972).

Even if there are many variables involved, Kahn (1990) says that in truth, most workers are waiting for leaders to create conditions so they will more likely choose to engage and feel as if they have made the right choice. The conditions may involve meaningfulness (the internal drive, the desire to engage), safety (people feel safe to say what they think and feel), and availability (psychological availability to engage).

5.1.6 Leadership Concept

Over the past five years, there's been an explosion of interest in purpose-driven leadership. Academics argue persuasively that an executive's most important role is to be a steward of the organization's purpose. Business experts make the case that purpose is the key to exceptional performance, while psychologists describe it as the pathway to greater well-being (CRAIG & SNOOK, 2014). Leaders who thoughtfully design their work culture to support meaningful work can harvest the benefits of a dedicated, impassioned, and invested workforce. (DIK, BYRNE & STEGER, 2013)

Pioneering leaders, organizations, and researchers propose that enlightened organizations are those companies where people are encouraged to bring their whole selves to work and to utilize all four human energies: physical, emotional, mental, and spiritual (GILLETT & BARDACH, 2008). There is growing evidence that the leaders who integrate spirituality and work are likely to be the most effective and successful leaders of the future. (NEAL, 2013)

Among leadership theories, transformational leadership perhaps provide the most intuitive link to meaningful work. (WALUMBWA, CHRISTENSEN & MUCHIRI, 2013). Recent research has demonstrated a positive link between transformational leadership and employee's perceptions of meaning in terms of these job characteristics (PICCOLO & COLQUITT, 2006).

Transformational leadership theory is founded on the assertion that leaders can arouse followers to high levels of performance by appealing to their values, emotions, attitudes, and beliefs (BASS, 1985). It refers to the leader's behavior that focuses on broadening follower's aspirations, goals, and on providing followers with confidence to perform beyond the expectations (DVIR et al., 2012). This theory emphasizes follower's sense of self-worth and a transformational leader has been described as a leader who motivates their associates, colleagues, followers, and clients to move beyond their individual self-interest for the good of the group, organization, or society (BASS, 1985). According to the author, there are four dimensions that characterized a transformational leader: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Idealized influence occurs when the leader does the "right thing" and thereby engenders trust and respect of his or her followers. Inspirationally motivating leaders

hold high expectations and encourage followers to achieve more than they thought possible. Intellectual stimulation involves encouraging followers to challenge the status quo and to answer their own questions. Finally, an individual considered a leader treats each employee as a person, spends time coaching employees, and demonstrates appreciation for their achievements (ARNOLD et al., 2007).

It is necessary to go deeper to understand empirically how these characteristics happen in a daily routine at work, but it is clear that the leader has to be inspirational and very focused in the follower to be able to awake or intensify meaningfulness in the employees' perspective. Creating a successful organization through the "purpose economy" also requires authentic leaders who are able to model purpose and vulnerability and have the courage to look beyond short-term results (PONTEFRACT, 2016).

Meaningful work is related to finding a purpose that may be greater than the extrinsic outcomes of the work (ARNOLD ET AL., 2007). It is expected with this study to comprehend how the purpose is being approached and what kind of plan those transformational leaders need to have in mind if they want to leverage the convergences between individual and organizational purposes.

6. METHOD

6.1 METHOD DESCRIPTION

How leaders leverage the convergence of individual and organizational purposes is a subjective theme. The method that based this research question was interpretative. It assumes that the reality knowledge, including the human action domain, is a social construction, which applies to the researcher as well, since there was no objective in the discovery reality. Theories about reality are ways of giving meaning to the world, and shared meanings are a form of intersubjectivity (SACCOL, 2009).

According to the interpretative paradigm, there are pre-conceived categories for the study of phenomena. It derived analysis from the work field, aiming at capturing what is more significant, according to the perspective of the people in the researched context.

The researcher carried out a qualitative exploratory research to be able to know how leadership practices occur, whenever they occur, exploring the essence of the direct firsthand work purpose in leadership practices. The qualitative study was oriented towards discovery and understanding, and this approach allowed people to discourse freely about questions related to this study road map (semi-structured interview).

The logic prevailing in this study is inductive; the researcher tried not to impose previous understanding on the situation. The comprehension of social processes assumed a "dip" in the world they were created. It involves knowing how meanings are formed and informed by language and tacit norms shared in a given social context.

The qualitative interviews were fundamental to design practices, beliefs, values and classificatory systems. They allowed the collection of a reliable data and an understanding on what logics governs relationships – the most difficult data to obtain. (DUARTE, 2004).

Open-ended questions and space/moment to share topics related to the subject characterized the interviews. The data technique included semi-structured interviews to better understand and deepen the subject. The road map of the interviews was elaborated by the researcher, two of the questions were inspired, as mentioned, by scale of Kinjerski (2004) and validated by four experts, specialists in at least in one of the following aspects: leadership, spirituality at work and work engagement and purpose.

In order to understand the companies' main purposes, another research, a documental analysis about management practices of the organizations, was developed. The document calls Culture Audit, written by the Human Resources department of each company, as part of the requirements to take part in the Great Place to Work rankings. Companies that have been granted those awards have authorized sharing their practices and, because of that, it was possible to use them in this study. The researcher also asked Great Place to Work CEO to authorize to use the companies' practices for this master project. By analyzing such documents, it was possible to understand better what these companies are doing in terms of corporate practices to inspire employees to feel that their work is more meaningful than just a simple task execution.

The companies' practices were considered as a whole and categorized by meaningful work orientations. It was not the aim of this study to check if the leaders interviewed knew about organizational practices or not. The organizational practices were brought to this study as drivers to leaders' work on the topics.

6.2 Participants and Procedure

The data was gathered from 21 interviews of managers and employees who work at companies awarded by Great Place to Work® (GPTW) Rio Grande do Sul in 2017. This award is handed to recognize companies that have reached high levels of trust between managers and employees, pride and camaraderie. These companies also have its organizational management practices evaluated by GPTW. Great Place to Work is a consultant company focused on building a better society transforming companies in great places to work for all. The company was created in USA in 1997 and began to operate in Brazil in the same year. Every year, GPTW recognizes 150 companies in Brazil, and 50 in the regional (Rio Grande do Sul) award. The companies that participate of the certification program have its employees invited to answer a survey. The questionnaire is composed by 58 statements that measure trust and engagement (14 of these statements).

The researcher has been working for GPTW for 12 years and chose these companies to this study for two reasons. The companies that took part of the research have reached high levels of trust between managers and employees, which also means that they must have ascended some levels of consciousness, doing a parallel with Barret Model (2014). This model starts from the perspective that every human being sees the world from the filters of their values, beliefs and fears, and whatever they are, determine the levels of consciousness that work in everyday life.

Consciousness, according to Barrett (2014, pg. 228) can be defined as "conscience with a purpose." The purpose associated with consciousness, whether of the individual human being or as part of a group structure, is always a pattern repetition: to achieve, maintain or increase internal stability and external balance.

To maintain inner stability and external balance, people need to learn to meet their needs by being: (1) physical - having income to meet needs, creating a safe environment for living; (2) emotional - build strong relationships with friends and family, developing a sense of pride for who they are; (3) mental - present courage to

express and explore your true self; (4) spiritual - find meaning in life, making a difference in the world. Similarly, organizations maintain internal stability and external equilibrium by learning to satisfy their needs: (1) physical - have sufficient income to account for costs and invest in company growth; (2) emotional - create strong relationships with your employees and clients, strengthening excellence and quality, so that a sense of pride is awakened; (3) mental - empowering employees, giving voice to them and encouraging creativity and innovation; (4) spiritual - develop a sense of inner cohesion, making a difference in the world, using collaboration and serving society. (BARRET, 2014).

FIGURE 1: SEVEN LEVELS OF CONSCIOUSNESS
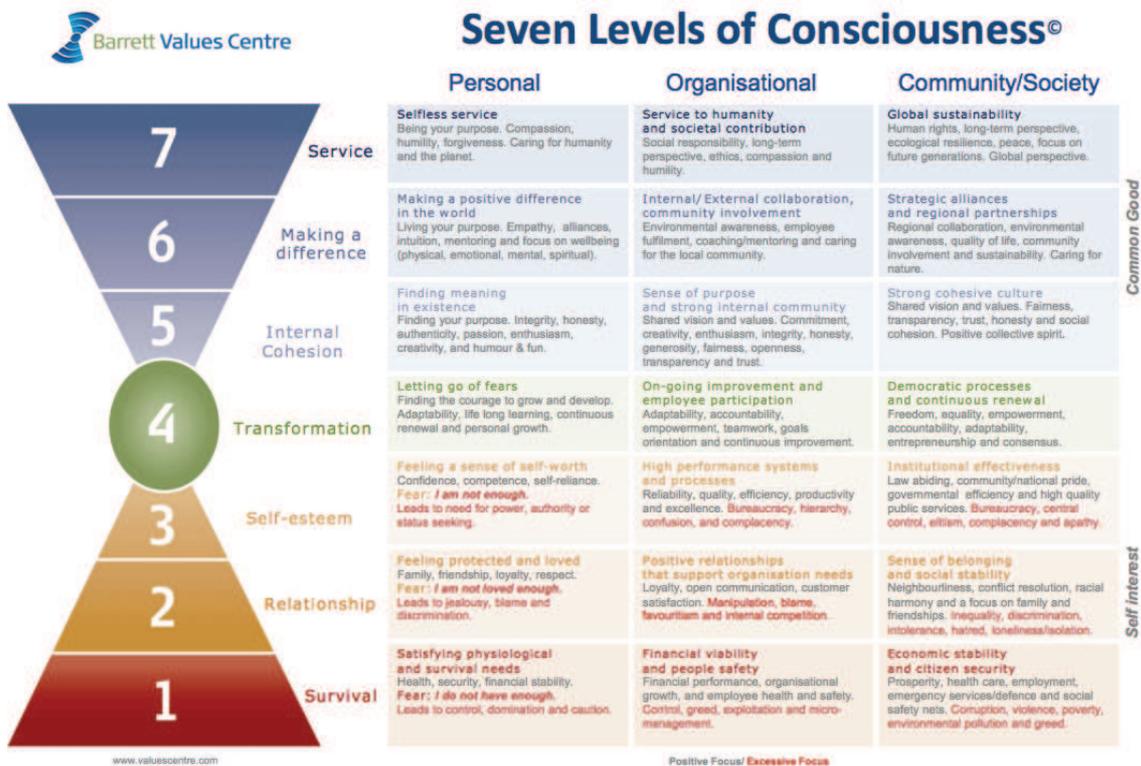
Source: Barret, R. 1997

By doing a parallel with the diagram proposed by Barrett, R. (1994), these companies should be at least around level 4 (transformation). This model is taken as a reference, because trust and some steps of consciousness taken should increase the probability of finding leaders aware of the importance of purpose. On the other hand, leastwise, they may be more prepared to think about purpose in comparison to lower levels companies. That was one of the reasons why the researcher chose to study these companies. In addition, the second reason was convenience, since the

researcher has easy access to these organizations. As a way to improve the chance of finding leaders with high level of consciousness, the researcher asked Human Resources manager to choose inspiring leaders for the interviews. The researcher gave them a brief summary of the topic and asked to talk to leaders that would like to contribute, preferably managers considered inspiring by them. The "snow ball" model made the employee´s selection, so leaders indicated their followers to be interviewed.

At first, this project contemplated interviews with only 1 leader and 1 employee of the same company. However, to be able to find more elements of the effect of management practices, the researcher ended up interviewing one leader and two employees of each company. Seven companies were selected by different sizes and industries. Three of them are considered by GPTW as large (more than 1000 employees), three are medium (between 100 and 999 employees) and one company is small. Besides, varying sizes, the companies also represent different industries: four are from technology, one is a health company, one from mechanical industry and one is a non-governmental organization. Having more technology companies represents the proportion of these companies in GPTW RS list, since 40% of them are from this industry. The research stopped at a number of seven companies because the theme began to repeat itself.

The second part of the research was a documental analysis of a specific part of Culture Audit report called 'Inspiring'. This document is a pre-requisite, filled out usually by Human Resources, which allows companies to participate of the rankings process. The section of the document used for this study was based on two questions:

- ✓ Description of practices that help reinforce mission, vision and values;
- ✓ Practices that show employees the value of their work to customers and / or society;

From the descriptions, the researcher chose to describe practices related to purpose and meaning integrating them into categories supported by the literature.

In the first stage of this project, three specific objectives were included. However, by seeing the material from interviews, another specific objective, "to understand people's work motivators" was added.

FIGURE 2: METHOD

Objectives	Main Theory/Authors	Procedure	Data Analysis
To find out people´s main motivators to work for the researched companies	Levels of Consciousness (BARRETT, R. 1996)	Data: semi-structured interviews	Key Elements of the interviews: Participants' understanding of the reasons for choosing and staying in those companies. Participants understanding of organizational purpose.
To understand how purpose convergence is being addressed by Great Place to Work companies' leaders;	Work meaning orientations (PRATT; PRADIES; LEPISTO, 2013)	Data: semi-structured interviews	Key Elements of the interviews: Leaders' practices to approach purpose and meaning.
To identify possible barriers and drivers for individual and organizational purposes convergence;	Work meaning orientations (PRATT; PRADIES; LEPISTO, 2013) Managing by values (NEAL, 2013)	Primary data: semi-structured interviews Secondary data: documentary research	Key Elements of the interviews: People´s perception of the organization: does it foment an environment that stimulates meaning and purposes? Documental analysis of: How corporative practices reinforces mission, vision and values. Practices that show the value of employees' work.
To point out elements that can be used by leaders to enhance the purposes convergence.	Theories of fundamental sources of meaning (KAHN; FELLOWS, 2013) Transformational leadership (WALUMBWA; CHRISTENSEN; MUCHIRI, 2013)	Primary data: semi-structured interviews Secondary data: Documentary research	The analysis of interviews findings, companies' drivers and literature support.

Source: Created by the author

6.3 Data Analysis

All the interviews were conducted face-to-face, mostly during the month of May/2018. The researcher visited people at their companies and talked individually with each person. The goal of the interviews is to produce in-depth information and establish concepts relations, regardless of the number of informants.

The interviews analysis was based on the transcription of the recorded data, using passages from collected data to classify sentences into categories. The participants initials do not correspond to real names. For this the pre-analysis phase, the researcher did a floated reading proposed by Bardin (1977). Afterwards, a categorization using the software NVIVO was made aiming to provide, by condensation, a simplified representation of the raw data. In this case, the category system was not provided at first, an analogous and progressive classification of the elements was made, called the "mile" procedure. The final categories to each question came from the progressive regrouping them with a weaker generality, and the conceptual title of each category was only defined at the end of the operation.

After generating categories, the goal was not to describe the list of them but consider all to explain this study objective. The researcher counted on literature support to analyze the interviews. As any qualitative study, it has to be considered that the analyst is an interpreter, who also reads influenced by affection, beliefs, experiences; therefore, interpretation will never be absolute, because it will also produce its meaning (CAREGNATO & MUTTI, 2006).

7. FINDINGS

> People want to use all of their energies to use their whole self in their work.
> Ken Wilber (apud Neal, J. 2013)

This chapter will present the results collected from 21 interviews conducted with leaders and employees of Great Place to Work companies. The data was gathered through a semi-structured road map and will be explained according to the order of the specific objectives proposed in this study.

7.1 SPECIFIC OBJETIVE 1: TO FIND OUT PEOPLE´S MAIN MOTIVATORS TO WORK FOR THESE COMPANIES

This objective was designed to find out if purpose was present as an individual work motivator or/and as an organizational booster. There would be no chance of working in a possible convergence of purposes without knowing these both sides of the subject. It is complex talking about purpose and the researcher chose carefully not using word purpose during the interviews to prevent people going to the concept without been truly conscious of it.

The following content will show the collected data about people's motivators when job seeking and their motivators when they have decided to keep working for the company. Apart from finding their own motivators, leaders were asked about their perception of the employees' motivators and vice versa. Firstly, the idea of this cross perception was to look if purpose and meaning were present in the stories. Additionally, the second goal was to find out if leaders appeared to employees according to what they stand for and if leaders were aware of people's motivators.

After focusing on individual motivators, this specific objective will look to the organizational side, focusing on people explanations about the reason for company's existence. The aim was the same, to find out if purpose and meaning were there.

7.1.1. PEOPLE MOTIVATORS WHEN THEY WERE JOB SEEKING

Individuals may seek for jobs for a bunch of different reasons and likely internalize impressions and understandings about work from a variety of sources such as family, media, and society in general. These impressions, in turn, form the standards by which they make the judgements. (Lepisto, Pradies, & Pratt, 2012). As a result, what is important for one person could be a result of a unique blend of reasons completely different from others.

Considering that demographics of the workforce are changing, highlighted by the exit of the baby boomer generation and the entrance of generation Y and Z workers, it is already known that the evolving needs and values of today's workers make employee recruitment more challenging. One stream of research suggests that job seekers prefer organizations with whom they perceive congruence between their and the organization's primary values (Cable & Judge, 1994). This congruence could be interesting and searched for some people decades ago, but the subject was not that much in vogue at that time. Nowadays, during job search process, individuals tend to be more attracted to organizations with which they perceive a match (Judge & Bretz, 1992).

Backhaus *et al.* (2002) referred that potential job seekers consider corporate social performance (CSP) important to the overall assessment of a company, especially when determining whether to take a job offer. In addition, job seekers find some aspects of CSP more relevant than others, namely environment, community relations, employee relations, diversity, and product issues. These aspects are intrinsically related to purpose and meaning, since the "reason of the company" and how things are done are mainly inside of them.

Contradicting the authors and the expectation of the researcher, this study shows that people did not initially look for the company´s purpose, neither corporate social performance when they were job seeking. Actually, interviews showed that some people in the first moment were just looked for a job, not actually for a company. Some interviewers´ statements considered values indirectly, but there were no mentions about purpose or meaning as important reasons.

Four relevant elements emerged from the categories created by answers patterns: the job itself (activity and development), referred companies, leadership, and working environment, as its shows:

Job: people chose the company looking to the job activity, also focusing on perspectives of individual development and personal grow.

> Here I see Controlling and Accounting as a whole. The possibility of development was greater than the other company I was working for. That is what made me initially look for something out. L. C (employee)

Referred Company: people looked for companies considered benchmark in the industry, solid and big companies that could provide job security and growth.

> I was looking for a company that I could grow and build a career; I had experience of a few smaller companies. M.S. (employee)

> I knew the company was growing year after year, in results and market share. I saw a sturdy structure behind; I saw that the people I talked to in the selection process were very passionate about working here. J.G. (employee)

Leadership: leaders already known by employees made a difference for people, when they chose the company.

> One of my previous leader in another company brought me here. She is a person who taught me a lot for a long time and is a leader that I admire. She is a person that caused me discomfort at times, but I know these discomforts made me grow. C.G (employee)

Work Environment: many aspects could be part a title called "work environment", including leadership, but this item is about good relationship between people, openness to ideas and to diversity.

> A company that respects people has a good environment and good compensation. I kept looking after it and when the vacancy appeared, I signed up. A.S (employee)

> I did not search for the company. When the opportunity came, I went after it. I already knew the company from the college projects, because it opened up for us to study. A company that does that for students, it is a different company. It has shown an openness from the beginning. J.K. (leader)

The interviews' material lead to the idea that people may not see or were not aware of the importance of purpose when looking for a company. The lack of interest may have something to do with context.

Looking into a Brazilian scenario, with high level of unemployment, finding a job or a company could be meaningful to the degree that it can provide security, development and the resources necessary to pursue activities outside of work (family

or hobbies, for example). If there is no job and a greater need for survival, people may not think about organizational purpose.

Barrett´ model (BARRETT, R.1996) mentioned before endorses this idea. In 1996, with some minor changes, Barrett transposed Maslow hierarchy of needs into a framework of consciousness. The following diagram shows the correspondence between the Seven Levels of Consciousness and the Seven Stages of Psychological Development.

FIGURE 3: LEVELS OF CONSCIOUSNESS VS STAGES OF DEVELOPMENT

Levels of Consciousness		Stages of Development
SERVICE	7	SERVING
MAKING A DIFFERENCE	6	INTEGRATING
INTERNAL COHESION	5	SELF-ACTUALISING
TRANSFORMATION	4	INDIVIDUATING
SELF-ESTEEM	3	DIFFERENTIATING
RELATIONSHIP	2	CONFORMING
SURVIVAL	1	SURVIVING
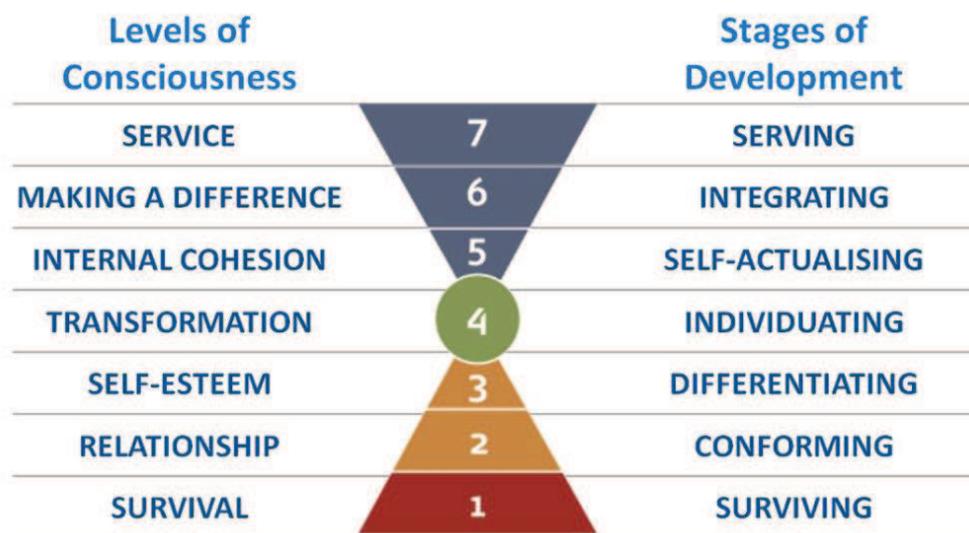
Source: Barret, R. 1997

The model shows that under normal circumstances, the level of consciousness people operate from is the same as the stage of psychological development they have reached. However, no matter what stage of psychological development people are at, when faced with what is considered to be a potentially negative change in circumstances or a situation that could threaten internal stability or external equilibrium—anything that brings up fear— people may temporarily shift to one of the three lower levels of consciousness. Therefore, when there is a huge demand for jobs and few opportunities, organizational purpose may come as the last level of priority.

Another possibility to explain the lack of purpose interest in a Brazilian context may have to do with recruiting processes. The companies do not usually explore purpose during recruiting process, so it can be cultural not to think about it. The

analogy can be made with Backhaus *et al.* (2002), who pointed out that firms may find effective to incorporate corporate social responsibility (CSR) information into their recruitment efforts. Their study supports the growing movement that recognizes the importance of corporate social responsibility to the stakeholder group that includes prospective employees. Hiltrop (1999) defends that companies should create a "Winning Employee Value Proposition", and test organizations, asking the question: 'Why would a talented person want to work here?' Purpose and meaning might make a difference in the proposition.

7.1.2. PEOPLE MOTIVATORS FOR STAYING IN THE COMPANIES

After talking about reasons for choosing a company, people were asked why they remain in the organizations. Leaders also had the opportunity to mention hypotheses about main motivators of their employees and likewise the employees did so in relation to the leaders' motivators. The idea of asking that, as mentioned before, was to check if the main motivators were well perceived either by managers or their employees and if purpose was present or not in their arguments.

The analysis of these results shows that managers remain in the companies especially by: opportunity to develop people, culture and values of the company, autonomy, proposed challenges, the work itself, recognition, good relationship with the team, top management´s conduct. Employees, in turn, validated several motivators mentioned by leaders about themselves, such as alignment with values, importance of leading people, freedom to propose changes, as well as opportunity for development.

The news here are related to values, because people did not mention them before when job seeking, but values were remarked a lot when they were asked about remaining working for the companies, as the sentence below shows:

In addition, as long as this company has a very strong human bond, with people not being treated as raw material, I will be here. There was a time when companies tried to treat humans as machines, and today we understand that the machine serves to empower the human, it is a tool. This company has the principle of "developing technology for the best human connections". While this is the principle, it also ends up being my principle, because it is something personal in my life. I value these human connections; I value this kind of relationship. And, as long as I find this essence here, I will still be connected to the company. Of course, I know that each department has its particularity and some of them work differently. Still, if the company keeps the human essence that attracts me and matches with my values, I´d like to stay here. J.K. (leader)

According to (KINJERSKI; SKRYPNEK, 2004) "spirit at work" is a term that describes the experience of employees who are passionate about and energized by their work, searching for meaning and purpose in their work, feel that they can express their complete selves at work, and feel connected to those with whom they work. The term is also used to describe an organizational culture that fosters autonomy, trust, cohesiveness, support, recognition, innovation and fairness through leadership and work processes. Some of these characteristics were identify by the interviewees as important for make them stay in the company. Autonomy and trust were the big features identified. Autonomy was linked to company's openness to new ideas, as it´s shown at these sentences:

> The board is opened to new ideas, to make changes and implement things that I suggest as important to the company. Have the opportunity to build it together with them motivates me a lot. I am free to speak what I do not like and I did not need to hold anything, it helps me a lot. L.C (employee)

> You can see that the company is so open because when you bring an idea of something that has value to the business, they always want to hear it. E.E (leader)

> The daily challenge, personal and professional growth and the company´s culture, the openness, the relationship between people, the dynamism of work, make me stay here. E.E (leader)

Leaders´ satisfaction for leading people brings meaning. This leader sentence evidences that developing people is more important than visibility and other possibilities of earning financially more.

> I feel that my impact to the organization is greater by managing my team. There are people, other leaders who will focus on what will give them visibility and person grow, but I am satisfied with what I am doing today. Of course, I want to earn more, I want to grow, but I think it is not there that I have to put my energy now. I think it will happen naturally and my goal today is working with people. Today I naturally do this job helping to develop employees. My next step would be managing managers. M.S (leader)

In addition, the impact on peoples' lives by leading people is a way to get recognition from a meaningful work. It is a way to measure purpose impact.

> How much people remain loyal to work because I value their work counts for me much more than a reward at the end of the year. Maybe because many people did not leave the company because they felt valued. I read somewhere that people sometimes accept jobs but leave their managers. Therefore, the recognition that comes from the people, not necessarily from the company is the way I measure my purpose. M.S. (leader)

> I have the return of these people, like man, you are a boss who can help. You are together with us, you understand us, and you support us. Whichever side it is. And if somebody says, "I don´t want to work here anymore" I´ll do whatever I can to help the person to get what wanted, even if there is nothing to do about keep working here. I have a very good return. I am a boss, and at the same time someone who connects with people.

> Moreover, they feel cared by it. In addition, I have this return from them that makes me feel good. J.K. (leader)

The value of ethics was also mentioned.

> I am in this area doing exactly what I like, so work is easier. Just as any company, there are spikes and oscillations of workload and emotional vibes, and if you were not doing something that you really enjoy, with the ethical level we have here, it would be very difficult to work in hard moments. F.C. (leader)

Leaders also found value in the connection with their leaders. Authentic leadership, focusing on people's needs, acting with ethic and simplicity were taken as reasons to remain in the company.

> It is not like that in the whole company, but what makes the difference for me is my leader. He really makes a lot of difference, he is agile, simple, ethical, growth stimulating, challenging, and the only time he said, "I'm mad at you," it was just like that, with transparency. I had bosses who threw a printer at a trainee. Therefore, having his leadership is cool, for me it is exhilarating. Moreover, seeing that he cares about what I care about make us growth in a sustainable way. T.G. (leader)

The employee's main factors of permanence were: relationship with people, leadership inspiring and concerned about people, openness to ideas, culture of transparency and autonomy, organizational values, company concerned about the world, purpose of the organization, diversity respect, continuous learning, possibility to make a difference and propose changes, perspective of company's growth, pay and benefits. The first two items were the most cited by the collaborators.

There were found few highlights heading to the convergence of purposes, although there is a tendency of linking this convergence of purposes in a value level.

> I think that we (the company and I) have similar guidelines, similar essence. The company is focused on promoting welfare and I am identified with it. It is not because I earn very well, which is not true. A.S. (leader)

> I get more motivated to work because I see that I am making it happen. I am being a part of this whole, the delivery of the health apparatus, I see that I have influence on it, and that motivates me a lot. L. C (employee)

Leaders mentioned employees' main motivators as: opportunity to make changes and have autonomy, connection with leader, alignment with company's culture, company's growth, career growth, balance between personal and professional life, and meaning at work.

> Because people come and stay because the way we work matches a lot with people; they see meaning at work, they understand they are valuable here,

> they see their contributions, the potential they have, regardless of whether the company "pays well or not." J.K. (leader)

Reinforcing the previews conclusion, purpose was not perceived when people were seeking for a company to work for, but its bases as values, culture and the spirit of the organization were the main causes for people staying in those companies.

7.1.3. REASON FOR COMPANY EXISTENCE

Without saying the word purpose, the researcher asked people about the reason for company's existence. The idea was, once again, to check what kind of "why" people see in the companies they work in. The interviewees' answers showed that they see and considered the benefits of the organization to society, either facilitating people's lives, improving relationships, leading to a humane treatment, or offering wellbeing.

Even when the company's purpose could not be seen by other people as good for society, people did mention some good to society as cause behind of company´s work.

> I think the mission of the company is to facilitate client´s daily lives. Sometimes we hear "oh, the company stimulates cutting down a tree and that is ugly", but it is not quite like that, the great mission is to produce with quality products to help people's daily lives, as a farmer, for example, my father wants to cut grass safely. (...) This is our mission within the company; facilitate the lives of people with quality and safety guaranteed. G. S. (employee)

Transforming people relationships is one company reason:

> We exist to be able to help transform relationships between people, even without knowing the future, because this is sometimes intangible. However, I think we have a very strong essence to contribute to the world. Moreover, the world is Brazil, and the society as a whole. J.K. (leader)

Helping to make other companies run easier is another reason:

> As far as we know, the company was born from a real difficulty of the founder and he was able to see in it a great business opportunity to help other people to run their business better. So, the memory of how a difficult problem can turn into an opportunity we cannot forget, it is part of the company identity. C.G. (employee)

Making people happy was also mentioned as a reason:

> The company exists to promote well-being. I see it as a tool to bring good things to people. It is what our purpose and mission said: "to make people happy". I think the organization brings this, whether in the dentistry service or in nutrition service - bringing quality of food for a good price. A. S. (leader)

The interviews show that only after hired, people have to know the company's importance to society. Most of them knew how to explain its relevance. The research evidences that sometimes people just noticed the organizational impact by themselves. It was not nurture or shown by leaders.

> I did not know much about the company´s work. We do not hear much about selling these devices, it happens only when the person needs. Then I started to watch videos of people who use them and that moved me a lot. Making someone able to listen is incredible! It ends up making us to come back and rethink many things. L. C. (employee)

Profit was one of the reasons highlighted for company's existence.

> It does not matter how good the company is, it aims at profit. At the same time, it promotes your well-being, to ensure that you will be well enough to develop your work, and bring profit faster. R. E. (employee).

7.1.4. PERSONAL WORK IMPACT

To be able to tie individual motivators with the organizational perception, the researcher asked people how they see their personal work impact. The idea was to check if their own impact was related or not with the company´s purpose. People answered it from three perspectives: impact to the company, to the team, and to the society.

People mentioned their contribution to the company in terms of helping the organization to reach results, provide customer loyalty, and make a difference to keep the company competitive and healthy. About impact to the team, especially leaders considered their contributions to people's development, being inspirational and direction driver. Both (managers and employees) saw their contributions to team alignment and well-being. However, people rarely referred the impact of their work on society, not matching their work impact with the purpose of the company. Alternatively, people connect their work impact to an intermediate level, the impact to a department and not to the whole company, as the following sentence shows.

> Some people correlate what they do with the overall purpose of the company, but overall, not as much as I think they should. I do much the analogy with the case of the hospital when a cleaner said "I help saving lives

from infection", so this is a case that she is much aligned with the company. Here we are very sectorized people that are in a lower level of consciousness. For example, our industry is technology support. Therefore, our job is to keep the customer satisfied and have the renewal maintenance contract. So, people do not link their work with the big picture, they link it to the people responsible for making sure the company keeps renewing the maintenance of contacts. So, they have a vision, but let us say, they have a small or intermediate vision, connected which a department and not with the company´s impact. M. S. (leader)

As an initial conclusion, the results evidenced that people did not choose companies taking purpose as an important factor when job seeking. This discovery rebutted what some authors believed, or it shows that more work needs to be done so people might start thinking about it before making their choices. By not seeing the organization purpose when job seeking, as this research shows, it doesn´t mean that people do not have purpose finding a work. Nevertheless, the findings show that leaders may be losing a great opportunity to disseminate organizational purpose since the very beginning, in recruiting processes, for example, helping employees or candidates to think and possibly link their willingness to work for the company to individual and organizational purposes.

However, when questioned about staying in their companies, people named values as main reasons, which shows that purpose in a value level is very important for them. The interviews pointed out that the convergence of purposes in a value level happens and make employees to remain working for the companies, confirming Cable & Judge (1994) studies that people prefer companies where they find congruence with the company´s primary values.

The collected results also show a lack of connectiveness between organizational purpose and people´s work impact while they are doing their activities. Interviewed people do recognized the power of the organizational purpose, regardless of the company´s type, but the connection of it with their own work was weak and sometimes it didn´t even exist.

7.2. SPECIFIC OBJETIVE 2: HOW PURPOSE CONVERGENCE IS BEING ADDRESSED BY GPTW COMPANIES LEADERS

As a trend, this research evidenced that leaders are aware of the importance of encouraging people to connect with meaning and purpose in their work. Practical

actions could be identified providing connection to the theme, either through conversations, feedback moments (informal or formal) and the use of other creative ways such as acting in plays, approaching purpose through a comic book story created by employees, and providing experiences inside customer's companies.

This specific objective will demonstrate how leaders have been approaching purpose and meaning. The findings show that managers mostly board meaningful work, and seldom have deep conversations about purpose. Pratt & Ashforth (2003) assumed that individuals construct meaningfulness and it seems, unlikely that, different individuals will react to organizational attempts to influence meaningfulness in the same way. Pratt *et al* (2013) described three types of work meaning orientation: craftsmanship orientation (doing well), serving orientation (doing good) and kinship orientation that can help to categorize the elements found during the interviews. Probably leaders have been doing daily practice, without knowing the type of orientation they've been stimulating more frequently, and by being conscious of these three ways and aware of the employee's profile, it should be easier to see what is missing to the team or being assertive on managing this matter individually with every employee.

The work orientation model is not about any specific job or the characteristics of tasks such as skill variety or autonomy. It focuses on what makes work worthy or good, just as one might assess what makes marriage or education worthy or good. Davis-Blake & Pfeffer (1989) argue that people work orientations can be changed, but they are fairly stable over time.

7.2.1 PURPOSE AND MEANING IN A "DOING" LEVEL / CRAFTSMANSHIP ORIENTATION

This orientation invokes notions of competence. Individuals who take this approach conduct their work with skill and expertise, developing pride in work, not as a means to an end, but as an end in itself. They would likely find meaningfulness from doing the work well rather than simply performing better than others would or working solely for financial compensation. Therefore, someone with a craftsmanship orientation evaluates work as worth doing when it is done well for its own sake. (PRATT; PRADIES; LEPISTO, 2013).

The type of meaning presented in the sentences below relates to craftsmanship orientation, showing focus on the work itself, clearing expectations, competence, quality and results.

This first highlighted part from the interviews represents leader's practice of making it clear to the employee the work goals, the activities and the results:

> I think my main role is to make it clear where we need to go. This will serve two things. Some people will identify, as "that is so cool, I want to do it". And others will say, "well, I do not believe it, and I need to get out". Therefore, I think my role as a leader is to build together with the person, making it clear what we have to deliver to the company. I am very result oriented. A.S (leader)

Looking to craftsmanship orientation through the eyes of J.G employee shows that having a conversation about alignment of work expectations is important and enough:

> My leader talked to me about expectations, what she expects from me. Nevertheless, about meaningful work in the deepest philosophical sense, no. However, it is not something I miss either. It is very clear to me what she expects, and what the company expects. In addition, what I do well she says and as well as what I need to improve. So, this alignment for me is fine, it is enough. J.G (employee)

The next sentences will show the connection with the company or department as a "beneficiary" of the work, but the focus of the leader's practice was still on the work as an end.

> My leader always speaks about of the importance of each job. In addition, the importance that you have in here. When I went on vacation, a colleague was fired; they could not do my things because there were very few people. When I came back, it was a mess. My things, the areas were complaining, and he said, "Oh, how we miss you." I do not know how to explain to you, but people talk about the importance of work. P. C. (employee)

When leaders stimulate people to think about what they can do better, focusing in the quality of work and people's competence to do it well, they are also doing it throughout craftsmanship orientation.

> I don´t want people to live by scripts, by "squares and formats." Moreover, I think my team is getting stronger by not doing things in a box. To stimulate that I ask things like "if you think that this solution is better, then we will value your solution", or "let's treat this specific situation differently. In addition, gradually they are coming to the game. I really trust the people I work with. And I try to show them that I trust them a lot. J.K. (leader)

The results showed that people have a chance to reinforce work meaning throughout craftsmanship orientation when leaders make their expectations clear in

terms of activities and when they talk about the importance and impact of the employees' work to the department / company.

7.2.2. WORK MEANING RELATED TO THE CLIENT, TO THE SOCIETY: SERVING ORIENTATION

According to Pratt *et al* (2013), this orientation draws the focus outward to show how meaningfulness comes from the perceived effect on the beneficiaries of work. Thus, someone with a serving orientation evaluates work as worth doing when it improves the lives of others or advances a cause. Serving often refers to other people, but more broadly, it can refer to animals, plants, nature, an ideology, or a religion. A service orientation is elucidated by research that has focused less on why one serves (e.g. calling from God or one´s true self) and more on who benefits from one's work.

Adopting practices that promote corporate social responsibility or citizenship is uniquely suited to foster meaningfulness for those with a serving orientation. These practices go beyond the traditional definition of profit-making to enhance the quality of community life through active, participative and organized involvement (PRATT; PRADIES; LEPISTO, 2013). It could be practices focused on direct employee participation or on promoting corporate-level initiatives.

The serving orientation presented in the following sentences shows meaning throughout the effect on the beneficiaries of work. The first sentence below shows that a M.S. leader perceived the improving meaning for one of his employees after he changed part of the employee work, focusing it in a community project.

> He was very discouraged because he had been doing the same thing for a long time, and he is very focused in entrepreneurship, he has ideas and I said, let's try to find a fellowship, we have a pillar that is Corporate Social Responsibility. It is social work in general; there are several pillars. He began to get involved, created a program called full income, which is to help needy families. He told me: "I found myself! I never thought I was going to work on something that motivates me so much, along with our company", so that completely changed his motivation to work, he doesn't do it for the whole time, but he added value working here related to his purpose. M. S. (leader)

Connections referring work impact as a way to help solving society problems, such as corruption, which is noticed in the next example, is another example of serving orientation in practice.

> My manager said something very cool, that our business ends up fostering a decrease in corruption by decreasing cash in people's hands. I hadn't even thought of it when he said it for the first time. So, we need to stimulate this kind of analysis. T. G. (leader)

The target is an impact on the customer, serving society. It is not related to one or two activities, but the final result of the company's work.

> Since joining the company, during meetings, feedbacks, the meaning of our work is very clear. We have received many videos from the internal channels. We do not celebrate because we sold the device, we celebrate that the person is able to listen now, got it? L.C. (employee)

7.2.3. MEANINGFULNESS THROUGH "DOING WITH" / KINSHIP ORIENTATION ("DOING WITH"):

This work orientation is focused on others and not on work itself. However, the focus here is on the quality of the relationships one creates through his or her work, through linking a worker "to the larger community". Someone with a kinship orientation evaluates work as worth doing when it creates close (familial) bonds. Interpersonal connections are primary means for deriving purpose and significance from work. To illustrate it, surveys have shown that soldiers are more motivated to fight to protect their friends that they are to protect their country or some other ideal. (PRATT; PRADIES; LEPISTO, 2013)

The work environment should affect even more for people with this kind of orientation, because it relates to creating close bonds. The managers' set of practices involves the formation and management of positive family-like dynamics. The sentences below show how the feeling of team contributes to give meaning to daily basis work.

> Sincerely? The best environment I have ever worked. It is a kind of environment that makes you feel like you are part of another family, as well. It is fun, the technical challenge is also interesting, in general, the environment is fantastic, and I do not see myself working elsewhere. A. E. (employee)

> I like being able get the value of working together, this is important for me. In this sense, I feel much identified with the company. M.S. (employee)

The example shows how leader foster the proximity by reducing the feeling of hierarchy, being in the same room, having relaxed moments together.

> To enable deep conversations on a daily basis, I sit among them; I do not put myself in a room, in an aquarium. I try to work on the routine with them as if I were a colleague of them. Without that barrier, I am the boss! Of course, there are times I have to say what they should do, and I tell them. Nevertheless, on a daily basis, I am a normal co-worker, and that creates a lot of closeness between us. Then I make fun, I invest my time talking to them, I get a coffee and we talk. " A.S. (leader)

Actions recognizing people who are examples of the company's values helps to connect with the culture of the organization, showing that the person belongs to that group of people, reinforcing kindship orientation.

> In addition, due to the values' book, at the end of the year, there is an award for the employee that represents each value. Moreover, the people vote among themselves, in their colleagues. And, it is amazing how we can identify people who represent the value, isn't it? F. S. (employee)

As a conclusion, the work orientations (PRATT; PRADIES; LEPISTO, 2013) are about why someone works. A person with service orientation and a person with craftsmanship orientation may therefore value money for different reasons (e.g. to help others *vs* to allow one to continue doing the work one loves). Research should also attempt to determine how work orientations might be combined. If there is a belief that individuals may have more than one work orientation, it should be explored whether certain combinations of work are more likely (e.g. serving-kinship or craftsman-serving). It might be, as some scholars say, that "callings" may actually involve a blending of serving, kinship and craftsmanship orientations. In disagreement with Davis-Blake & Pfeffer (1989) who argue that people work orientation is stable over time, the maturity, personal crises, development as society, cultural development and company level of consciousness should be considered to modify these orientations in time. Therefore, depending on the team, leaders should visualize opportunities to move from these three kinds of possibilities, the employees individually and the level of consciousness observed in the company.

7.2.4. WAYS OF EXPLORING PURPOSE AND MEANING

There are actions related to leader´s behavior, rather than specific moments of conversation that could help leader and employees to talk about individual and

organizational purposes. Some aspects that were referred during the interviews were: it could be through leader's coaching behavior, helping people to discover what they like to do; leaders openness and attention; trust in people's potential, encouragement and inducement to reflection.

Leaders pointed out that people must have some self-knowledge and maturity to think about purpose, even if the leader exercises empathy with the team and knows how to show the value of the work.

> Leaders should not hope that people would automatically make that connection between work and purpose. Again, it is not a blame to the generation, because I am technically of the Y generation too, but some people do not really care, *the Pope can come here, the person does not see the meaning of it.* Therefore, I think this is some of our failure as leaders. Most of leaders here are still old generation, and I hope people will end up seeing the same value that we see. In addition, we are going through a big transition. M. S. (leader)

Not only conversations were identified as a way to connect meaningful work and purpose, but also the use of various tools could facilitate this process. Videos of clients experiencing benefits of the products could be a powerful way to show impact, as seen in the employee following sentence:

> We have videos, but we have more messages. Videos of some people putting on handset and having that first reaction to listening! That hit me too much! I think each one has something that touches more. For me that is what make my work valuable. I think the company works more with this purpose to meet quality, to improve people's lives than even to the financial result. It ends up coming consequently. Moreover, when the financial result is good is because we are doing work well done L.C. (employee).

Videos recorded by employees and sent to the team:

> Now we use something like *WhatsApp* to show the impact on customers, showing that the person came here, was attended, and is feeling well. In the headquarter, even if we are behind the client´s front line, we end up participating. We see the people closing the sale and taking care of that patiently, so the client come back. L.C. (employee)

Use of ludic resources, as a team play made with the group of employees should be a very creative resource:

> Recently we had this attitude's meeting in the theater and we brought idea of doing a play putting us like actors of this spectacle. We also showed the cast names at the end. The colleagues brought testimonials heard from gym customers, the restaurant show the testimonials too, the colleague who goes straight into dentist, so people must know we are making the difference. I think this is what I do, is to take care more and more of my team, so people have the sensitivity of welcoming the client, taking care of enchanting this client so that it comes naturally from him these testimonials. R. S. (leader)

Alternatively, even showing stories using comic book made by the team might work well, as this manager says:

> We changed our purpose, which was once a quality policy, we changed to "caring, enchanting and making people happy". Then the way we found to share, it was through a comic book. I have a fantastic employee who made this book, he made the superheroes, and everyone received in a playful way. As I explained to you, it has to be real to move the group, we made the captain mission, the captain vision, the purpose mother, is the way we find how to work it out, people wanted to know and connect with the purpose and mission of the organization. R.S. (leader).

Visiting customers could be another way to show meaning and work impact. Seeing clients, their problems, and the solutions offered by the company may transform the perception of the work.

> I think the conversation is important, but there are other things besides the conversation. For example, from time to time, our staff spend a day in one of the customers' company. I participated once with the technical support team. Moreover, it is cool, it is good to understand how their daily basis in the company is and when we receive a request from them we will remember what is going on there, because we went there, the people saw the company. The relationship with the client gets closer. F. S (employee)

Tools are being used, but when the leader reinforce the subject in meetings, the impact could be stronger.

> In our meetings, everyone received the purpose comic book and we talked about it. Every department has a systematic meeting, everyone has one meeting per month, so, every sector talked about the book. R. S. (leader). R. S. (Leader)

Proximity and frequent conversations between managers and employees enable approach how one notices his/her work, its meaning and other personal aspects.

> There are many scheduled talks. For example, with my manager, we have scheduled at least one conversation per month. Other than that, any day, anytime I want to talk to him, he has his door open. F.S. (employee)

However, having these conversations does not mean that meaningful work and purpose will be worked out in depth.

> We have frequent conversations, at least once every 3 months we have a coffee to talk about my career, about the improvement program, about what course I'm thinking about to take. It is very informal. We stayed one hour, an hour and a half talking. Therefore, he offers me his time for this kind of talk. Moreover, in those moments, we talked about the impact of my work. He

> makes it clear that it is important to always think at the end of the day, "what I added to the company today" I think that's cool, because I leave the room thinking, and sometimes I didn´t do something that well, so I always wonder what I can improve. G.S. (employee)

This section demonstrates that leaders are being creative on finding ways and tools to approach meaningful work and purpose. The work orientations of Pratt *el al* (2013) facilitate leaders' lives bringing clarity to what they need to pay attention. For those with craftmanship orientation, having the opportunity to complete one's job as a whole rather than just doing parts should be especially beneficial. For those with serving orientation, conducting relational job design interventions may provide opportunities that are more valuable for experiencing purposeful and significant work. Therefore, interconnection of tasks increases motivational value of jobs. For those with kinship orientation, to feel a sense of cohesion, camaraderie, membership, and ultimately meaningfulness.

If workers have more than one work orientation, the organizational practices might involve the creation of practices or simply the combination of practices that appeal to distinct orientations. It is important to have integrity and honesty in developing practices that foster meaningfulness. When work members do not have wellness in mind, they might adopt some practices to appeal to external stakeholders and lead to disillusionment (PRATT; PRADIES; LEPISTO, 2013).

Another relevant aspect to allow awakening purpose and meaning in people's lives is self-awareness and willingness to grow in spiritual intelligence. People with developed SQ (spiritual quotient) have a very strong sense of purpose, asking frequently questions like that 'what am I doing here?' (ZOHAR; MARSHALL, 2000), which will facilitate leaders' work, possibly leading to a purpose convergence. As a conclusion, not only the leader should stimulate this reflection, but also employees need the willingness or at least the openness to develop self-awareness, which will be explored later on in this study.

As just shown, leaders present different levels and formats of practices when managing work meaning and purpose. In the following, instead of looking into leader's practices, this study will focus on corporate practices that could be drivers to meaningful work.

7.3. SPECIFIC OBJECTIVE 3: DIVERS AND BARRIERS TO MEANINGFUL WORK

According to Chatman (1989), another aspect of creating meaning and purpose lies in the degree of belonging or fit individual's feel related to their organizations. Fit involves congruence between aspects of two entities, such as a person and an organization. Cable and Judge (1997) specifically described the congruence in terms of person-organization fit or alignment between values of individual personnel and the overall organization. With evidence that congruence between different organizational components can lead to improved outcomes, (STOBER *et al.*, 2013) propped that values congruence in the workplace can help foster meaningful work.

This specific objective aims to find out about the convergence of individual and organizational values, functioning either as drivers or as barriers to meaningful and purposeful work. So far, this study had shown that, as a trend, people verbalize they stay in the company because of values, so it will be helpful to instrument leaders checking out what people have to say about them in these researched awarded companies. Moreover, organizational practices may be another opportunity for leaders to get inspired. Following, the organizational practices of these companies will be described with the intention of being also drivers for meaningful and purposeful work. The congruence of values predicts several individual-level results including personal success, intentions to stay working for the organization (as seen in the interviews), and an understanding of organizational values. (POSNER; KOUZES; SCHMIDT, 1985). Individual organizational values alignment begins with opportunities for individual members to understand and proactive support the purpose and values of the organization (BRANSON, 2008).

Organizational values help answer the question "What is the reason for our actions?" also they are the true test of whether individuals can see how their actions are living proof of the broader values. This goes beyond fitting the person to the organization, rather demonstrating that the organization lives within the person.

> When organizational values are given dynamic form by members accepting and acting in line with those values, we speak of organizational virtue. (ARGANDOÑA, 2003).

However, to be able to live organizational values and virtues, there must be a connection between being and doing (PRATT & ASHFORTH, 2003). These virtues or the doing aspect of meaning are the moral characteristics of the organization as a

whole rather than the composites of characteristics of individual members. For example, an organization might employ people who value sustainability, but if the organization does not have procedures in place for those employees to practice or influence sustainability, there is no organizational-level of virtue or moral characteristic regarding sustainability.

Therefore, the alignment between personal and organizational values (virtues) can be considered drivers that facilitate the convergence of purpose and meaning. During the interviews of this study, people were asked about the values they considered aligned or not with the organization. The points quoted by them were: honesty, transparency, alignment between speech and practice, freedom to act with authenticity, autonomy, openness to new ideas, simplicity, concern for people, balance between personal and professional life, access of leadership, appreciation of working as a group, real concern with customers. All of them will be described through the interviewees' sentences, with the purpose of seeing, if so, how people perceive the convergence of values and how important they see them.

Honesty

> Honesty with all stakeholders regardless of the situation is a company standard. I think   basis of any relationship is to be frank. And the company brings a lot of that, it does not matter who it is. F.C (leader)

> The values make me be here and they that make me to be in love with the company. I think it is a very ethic company, it seeks to always do the right thing. It catches me and shows me a great deal of confidence. G. S. (employee)

Transparency

> There is transparency here. When we notice something we did wrong, it is possible give a suggestion of modification. This makes us realign ourselves at all times. E.E. (leader)

Access to leadership

> I do not know why we develop a great affection for this company. I think it is because we feel like being part of a family. The President calls you by name. In addition, you have accessibility to the board that I do not know if you would have in another company. I can stop the VP on the street and talk to him. He remembers my name; people do not feel a number within this company. You feel part of a community. This company is a family. M.S. (employee)

Simplicity

> The best alignment for me is simplicity. Here everyone is very simple, humble. This simplicity makes us deal with any kind of theme, for any kind of situation. T.K (employee)

Working Together

> Here the goal is a group goal. Either the group does it or no one has reached it. And I prefer it. Because here we do not have that thing "ah, I have to do better than others, I have to be better." People help each other. T.K. (employee)

Concern for people

> People come first here. I know that well-being is important in this company and people have the chance to develop themselves and not simply do what they have to do. So, this is very much aligned with me. This is what I want, and I do for my team. I also see the top management like that. M.S. (leader)

Balance of personal and professional life

> The company lets me work in peace, and I do not have problem in balancing my private and professional life, which is an important issue for me as well. G.S. (employee)

Autonomy

> The company gives me the opportunity to change, gives me the opportunity to challenge myself. It gives me the opportunity to follow my own path. This way matches with who I am. M. S. (employee)

Authenticity

> People do not have to be afraid of who they are, they don´t have to be afraid to speak out and I think that is what most connects with me. J.K (leader)

> If the company did not have these values for real, we would not be able to deliver this service to customers, the company would not be like it is. R.S. (leader)

These values have to do with leader's behaviors and they can be considered inspirational drivers to the connection of individual and organizational purposes. People have generally talked quite energetically about them; it seemed that they really matter.

However, people also found what they saw as lack of values or behavior problems, which could be considered barriers to the convergence of purpose and meaning. Mostly, the sentences showed opposite values to the ones already mentioned or related to misalignment between words and actions. Here are some examples:

Departmental objectives *vs* Company's purpose

> I think we work a lot in unnecessary clusters. We maximize or minimize things according to the degree of interest of people and it is difficult to find the best solution for problems, because we put aside important things because of the cluster interest and give more importance irrelevant things. C.G (employee)

Well-being *vs* profit

> Well-being for me today is far more important than profit. This for me. I do not know if for the company is the same. I do not think so, because it ends up aiming at profit, right. This is not a philanthropic enterprise. R.E. (employee)

Quality *vs* velocity

> What do I look for? Deliver contracts with safety quality to the company. What does the company look for? Too much speed, not always safety. J.G. (employee)

Not working together

> One of the reasons that made me leave the other company was some values I found there. Those values were passing over me. It did not have the thing of working together, so it made me leave. E.E (leader)

Lack of Respect

> This issue of respect between colleagues. Because I do not think, you need to disrespect anyone in a discussion. You do not have to raise your voice. You have to let the other person talk. Moreover, there are people who raise their voices, hit the table; I do not think it is cool. T. G. (leader)

A leader, who intends to be transformational, see values through leadership implicit or explicit behaviors. This leader has a huge opportunity to cause an impact to the team; McCall (1986) understands the concept transformational leadership referring to a leader behavior that focuses on broadening follower aspirations, goals, and values and on providing followers with confidence to perform beyond the expectations specified in the work agreement.

The interviews showed that people get inspired by valuable behaviors and feel they can be themselves when their values are shared with the ones of their leaders. When followers see the opposite, no values matching, they will probably not engage (or leave the company as an interviewee said) in a way willing to sacrifice their selfish interests for a higher cause. Moreover, presumably they may not see the higher cause immersed in misalignment of words and actions.

7.3.1. ORGANIZATIONAL PRACTICES

Corporate practices that recognize values and purpose can also be drivers to inspire leaders to step forward helping people to connect with the work meaning and purpose. So, following, practices that these companies have been using will be

described to illustrate what they have been doing to create this connection. The narratives were written by the seven companies chosen for this study, as a part of the GPTW ranking process. They answered the ensuing question: "How does your organization inspire your employees to feel that their work has more meaning than just simple task execution?" Companies were free to describe whatever they have in the organization, but to explain the practices here, it will be used once more the three kind of work meaning orientations already mentioned. There will be another category called purpose.

7.3.1.1. CRAFSTMANSHIP ORIENTATION PRACTICES (FOCUSED ON THE WORK ITSELF)

This kind of organizational practices focuses on the work itself, helping the employee to have a frame of what is expected, being able to notice alignment between the practical work and the organization. It can be one of the drives to create convergence of purposes in a concrete way. Of course, the way the leaders will use conduct the practices will make them work or not for employees.

IDP (INDIVIDUAL DEVELOPMENT PLAN)
Every year, there are two evaluations of each employee. The managers evaluate them, offering feedback on how the work is aligned with the company's strategy.

7.3.1.2. SERVING ORIENTATION PRACTICES (FOCUSED ON TASK SIGNIFICANCE TO OTHER PEOPLE)

Organizational practices focused on serving orientation can inspire people to think about something bigger than themselves, showing that the company do think about contributing to clients and society. They may affect in pride for the company and stimulate people to think that work is more than the activities, and impact society.

Some of the practices that will be described help employees to feel empathy for the beneficiaries of their work, what can facilitate the link to individual work and its impact to people.

CLIPPING - NEWS SHOWING IMPACT ON SOCIETY

Aiming to inspire, showing enthusiasm, belonging and pride, an email with the selection of press materials evidencing the impact of the company in the state community is send to all employees. The experiences lived by the clients and especially the lives transformed are communicate, as sources of inspiration.

CLIENT´S DAY

Special action, promoting the interaction between employees and customers, which are the basis and reason for the company to exist. The objectives of the action, in addition to celebrating the day, were to provide customers with an understanding of the offline side of the company, who is responsible for everything that happens and inspire employees to see the impact of their work on customers' lives. After all, the company does more than provide infrastructure: it connects people and makes dreams possible. It says its purpose: "We provide digital infrastructure to develop better human connections." The invitation sent to employees said: "We know the company's customers through our people, we understand their satisfaction quarterly by the NPS, but have you thought of meeting them in person? Invitation for the client: On X-Day, we will bring you live and color to know our company and share your success stories with us! Moreover, of course, you will be able to meet the people that help you to achieve your goals. The afternoon with the client is full of activities: presentation of the company, tour, coffee break with managers, and chat with collaborators. Chatting is a great opportunity to learn more about customer needs, ask questions, and learn more about the entire infrastructure that makes the business take off.

CUSTOMER PRAISE

The Ombudsman team is responsible for sharing the compliments received with the entire company. The emails were spiked with gifs and pictures.

PURPOSE CAMPAIN

The company has launched an external and internal campaign demonstrating how its products and services make a difference in people's lives. From content distributed across materials of various formats - videos, photos, books, social media,

and special websites - the purpose campaign showed employees examples of the impact of their work on the company for the economy, society, and the environment.

CLIENTS TESTIMONIALS

The company collects testimonials of its clients about the service of the teams and divulges the sentences, internally and in their social networks, as another way of valuing the work of its people. Through voice, the company's internal digital communication magazine, it seeks to highlight employees who receive recognition from customers.

CAMPAIGN OUR PEOPLE STORIES TRANSFORM PEOPLE

To celebrate the company's anniversary, employees are asked to share stories that are striking in their trajectory, demonstrating their pride for working in the company.

INSPIRATION FOR A BETTER WORLD

The company has committed itself to the 17 Sustainable Development Goals of the United Nations. In order to improve billions of lives around the world, these global goals aim at sustainable prosperity for all, in emerging and developed regions. Together with the organization's vision, this initiative was widely communicated among employees, engaging the team in addressing the most important issues in the economic, environmental and social spheres.

7.3.1.3. WORK VALUES – KINSHIP PRACTICES (FOCUSED IN WHO PEOPLE WORK WITH)

The following kindship practices aim to inspire people to feel belonged to a team, value their company's team and reflect about values. By doing that is a way to help people to connect their individual values with the one of the organization.

GRATITUDE DAY

Gratitude is one of the values of the company, so they created a celebration for this moment. The action consisted in encouraging employees to mark their

colleagues in comments with words of gratitude in a social network through a post. They e-mailed the invitation to participate and it said: Did you know that Saturday was World Gratitude Day? Here in the Company, we believe that all day is a day to be grateful for something. Click the gif below, comment there in the post by marking someone by telling him or her what you are grateful.

FRIENDS DAY

In reference to the Friend's Day, employees vote in their colleagues, according to the organizational values. The moment of the prize delivery happened at a strategic meeting, to which all employees were invited, conducted by the Company's CEO. Already the awards took place before a Barbecue provided by the company, the finalists won a massage ticket and the winners won a trophy with their respective values. In addition, all finalists won a letter signed by the CEO, "You have been recognized by your colleagues as the Best Friend Company that best represents the *commitment value*. It is with great satisfaction that I congratulate you on this achievement. Values are considered their authentic way of acting daily to fulfill their purpose. Being aligned in values, it makes synergy in to go further. I am proud to have you on our team and gratitude for counting on you to spread our culture! Keep on inspiring commitment to the Company. A strong hug, CEO. "After delivery, all employees were invited to celebrate Friend's Day with food, talk and music.

PHILOSOPHICAL COFFEE

A moment, up to two hours for the company to reinforce its active and influential role in society and in the lives of employees, bringing to subjects that inform, inspire, provoke reflection, propose inclusion and stimulate citizenship. The company understands that when these spaces are opened for dialogues, the company's critical thinking, diversity and values are fostered. The team could suggest the guests. Topics covered homoafetive marriage, anxiety, September Yellow, October Pink / Blue November, International AIDS Day and affirmative actions in the organizational context.

EDGE CERTIFICATE

This certification was launched at the World Economic Forum and it is the main standard methodology that assesses business commitment to gender equality.

It is recognized for its rigor and business impact. The company has been recognized for its commitment and actions to achieve and maintain diversity and gender equality in the workplace. Getting this certificate is a way to inspire employees, showing that the company cares about gender equality.

INSPIRATION TO THE VALUES OF THE COMPANY

The company announcesa set of behaviors that translate and describe the corporate culture and what makes it unique and special. This initiative is called *How We Run* and is a guide for professionals to make decisions on a daily basis.

The guidelines of *How We Run* were created with the help of employees who sent ideas and feedbacks. The team responsible for its creation identified the main guidelines and created a first model. All employees of the company had the opportunity to give their opinion and participate in the creation process. Based on the feedback collected, the final version of *How We Run* was created. To ensure greater engagement of the teams with the values of the company the practice *How We Run Postcards* was created. Employees have the opportunity to deliver cards to their colleagues as a way of thanking them for some activity in which they have excelled at following the guidelines of *How We Run*. It is an internal campaign aimed to engage employees to identify and recognize good attitudes in the company environment.

PROGRAM "WORKING TOGETHER":

The program aims to reinforce corporate values and commitment of all with high quality company standards as well as a partnership approach focused on results. Five guidelines were defined, based on company values, expressed in Corporate Culture. These guidelines are intended to provide clear guidance for working with each other within the company for all the employees. They encourage employees to reflect on their attitudes and behaviors to achieve team success.

7.3.1.4. INTRINSIC WORK ORIENTATION PRACTICES (FOCUSED ON PURPOSE)

The next practices can tap purpose more directly. They intend to clear company's purpose and the purpose of every single position, so people have the opportunity to connect (or not) right away with their jobs. One of the practices aim to

let employees to be free to get cross feedback from anyone in the company, which gives them the possibility to share what is important for them (purpose) and also get other's opinions to be on track with it. Once again, the practices success will occur depending on how the leaders and the employees received this briefing.

PURPOSE IN A JOB DESCRIPTION:

HR has proposed an update of Job Descriptions in content and format; include meaning and purpose for the positions, connecting the professionals to the final impact of their work and the purpose of the Company. The organization believes that, through clear communication, it is possible to build relationships in trust and transparency with employees. By providing everyone with full access to what is expected it contributes to the achievement of organizational goals. The project was based on alignment with organizational values, using the following guidelines: Work relations based on transparency; Commitment between HR - Manager - Professional; Integrity - print reality; Innovation - questioning the conventional; Simple and effective language; Focus on developing, not limiting. In this process, the managers made the outline of the documents, which were aligned with the professionals in each position and reviewed by HR. After the project was developed, the documents were publicly posted in HR website and are available to all employees.

Go COMPANY:

Program of development and career management that happens every semester and aims to provide moments of reflection and dialogue about career, to plan and expose deliveries, to promote self-knowledge and to contribute to the development of colleagues. Through this program, the employees ask for feedback to whomever they want in the company. This step is called *Crossfeed*. The instrument used contains a simple script for conducting and sustaining the dialogue, based on the SKS Feedback (Stop, Keep doing, Start) model. Each person chooses from 1 to 5 co-workers regardless of hierarchy or industry to receive feedback on their performance. There is no censorship or control over these feedbacks. The person can choose whom to ask for feedback. The greater goal is the individual development and commitment to the development of the neighbor; people define their career goals (where they want to get into the business and how they will get there) with the *Next Destinations* tool. Such goals are cascaded in steps, actions,

indicators and deadlines; people can define business goals (how they can contribute with the team and the company) also with the *Next Destinations* worksheet; they chat with their manager about all this and count on his support - a moment known as *Co-Pilots*. In this process, the manager has the role of listening, transmitting relevant information about the business and the career possibilities in the company, to create with the team a development process.

CULTURE CODE

It is a manifest of the company culture. The document outlines the impact that the company wants to cause in the world and the values that are going to guide its attitudes and decisions. In addition to documenting, the culture exists to inspire employees by principles and strengthens the sense of sense and belonging to a larger purpose.

LIVING THE COMPANY STRATEGY EXPERIENCE

This interactive virtual game was created based on feedback received in the organizational environment survey and aims to demonstrate to employees how the company's vision and strategy can be applied to each day's actions. The experience was built in game format, making the employee answer questions about the company's strategy. Meanwhile, they have to solve challenges to go through different levels. The idea is a playful tool of connection with the company's goals.

This specific objective shows that values drive people daily at work. The alignment between organizational and individual values allows people to connect and feel if they fit with the organization or not. They are the basis for people convergence of purposes. The described organizational practices evidenced that companies are aware of the importance of purpose and meaning. Actions have been taken with the goal of inspiring and connecting people. It was not the object of this study to measure the impact of these practices (it could be an interesting theme to be analyzed in some other studies) but they should work as a wire connecting people, making the company unique, clearing to employees and leaders what the company wants to foster among them. Besides that, they allow people of developing high levels of consciousness according to Barrett's model.

7.4. SPECIFIC OBJECTIVE 4: TO POINT OUT ELEMENTS WHICH CAN BE USED BY LEADERS TO ENHANCE PURPOSES CONVERGENCE

After considering the concept of purpose and meaning, taking a look at the reason why people look for jobs and why they stay, how they think is the impact of their companies, how the values influence the fit with the company and what corporate practices have been used by companies, it is possible to point out some elements to enhance purpose convergence and create meanings. The complementary literature helps to see these elements and the lenses of transformational leadership behaviors will probably clarify what kind of actions leaders that want to change their way of leading, focusing in meaning and purpose could take.

According to Walumbwa *et al* (2013), it's important to considered four transformational leadership behaviors, which will be explained below and illustrated by sentences from the interviews. These behaviors show leaders what they need to pay attention to and what behaviors may run for them easily or need harder work. Some sentences extracted from the interviews explain and demonstrate these behaviors.

- "Idealized Influence" is called the behavior that represents leaders being role models of ethical and moral, being counted on to do the right thing, leaders who put the followers' needs above their own personal needs, share risks with followers, and act consistently rather than arbitrarily. These leaders avoid using their power expect when needed.

A.S. leader:

> On a daily basis I try to work on the routine with them without that barrier, "I am your boss". Of course, there are hours I intervene telling them what to do. I say, if you cannot reach consensus I will always help you, but you have to think and tried to find it first. A.S. (leader)

How one employee perceives A.S. leader:

> What makes me stay here is the people with whom I am working directly. I will talk a bit about A.S (leader). I have worked with him for almost a year. He is the leadership "that you want to be". That person who inspires you. The one that motivates you, that challenges you. Moreover, on my way in this company I always wanted to get this mirror. In addition, the A.S. gives me much of that. He makes you inspired energized, with 30 minutes of meeting, you say to yourself that you will want to spend another 20 years in this company, to make it grow. M. S. (employee)

How another employee perceives A.S. leader:

> I think the A.S (leader) has a very cool feature that he trusts a lot our work. Of course, he measures us by the result, but he trusts us to move. G.S (employee)

"Inspirationally motivating" leaders behave in ways that motivate and inspire those around them by providing meaning and challenge to their followers' work. They do this arousing team spirit, displaying enthusiasm and optimism, and involving followers in envisioning attractive future states. This leader clearly communicates expectations that followers want to meet and demonstrates commitment to goals and to a shared vision. They hold high expectations and encourage followers to achieve more than what they thought was possible (WALUMBWA; CHRISTENSEN; MUCHIRI, 2013).

Leader J.K says:

> I try to maximize "you can", or so "what idea do you have?", "what do you think?" "This is nice," "do you have another idea?", but not just with one person, with the whole team. I ask them: "people, this is not working well, what do you think?", "what can we do better", "is it okay"? It is a very provocative job; I try to do a lot of it. However, sometimes, I do not need to tease they come alone and bring: "Look, I thought of it." Therefore, they start to see it. J.K (leader)

> Sometimes they have some resistance; it seems they have pain, "can I do it? And, I answer, I said that you had potential, you can, you are smart for that; you are capable. Then I try to reaffirm in the person the power he/she has. So, I think over time they begin to understand what they can. From there we start building trust. J.K (leader)

An employee says about the leader J.K:

> Sometimes if I am doing a report there, something very monstrous and difficult, I say, where did you people think I had the intelligence to do this because I am killing myself here? Moreover, J.K says, "you have capacity, we believe in you, it will work, it will work". Therefore, I see that he encourages me a lot, it really has influenced overall. So he gives me a lot of freedom. T.K (employee)

- "Intellectually stimulating" leaders encourage their followers to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways. When followers fall short or make mistakes, such leaders do not criticize them publicly; instead, they solicit their views to understand what caused the problem and work with them to find solutions from the followers' perspective.

> Moreover, I always say before: "would this be the best for the client, for the company?" "Can you explain what it's like?" "Oh, okay, let's talk then." "You

gave a good solution". Therefore, by valuing the small micro ideas; the small and micro-solutions, people participate more and create things. J.K (leader)

What M.S leader says:

And, I'm trying to work a lot like this, the person I told you who complained about things. "I understand you have a problem and want to complain, but instead of complaining, or just complaining, what could we do differently? So, by just complaining it will not solve the problem, how would it work better? M.S. (leader)

What an employee says about M.S leader:

Sometimes we come out of nowhere to talk really about the things that are happening inside the company, M. S. (leader) asks, what do you think of such a thing? Sometimes I say that I get irritated with people's behavior. If a person has a childish behavior, I get irritated. In addition, sometimes he (leader) comes here in this room and tells me "I'm noticing that you're annoyed by his behavior. Why are you doing this?" Moreover, I say, "I do not know". Hence, he asked: Have you thought of …? Therefore, he talked to me, he tells me books to read, he suggested me what I had to do, that I should not care about some things, that they are going to happen a lot. Thus, there was a great twist in my life here, and he is always together. In addition, you know, it doesn't matter if it is more personal, if it is work development, he always tries to be with me. S.S (employee)

"Individually considerate" leaders pay special attention to each individual's need for achievement and growth by acting as coach or mentor. They do this by personalizing their interactions with followers, listening effectively, and adding delegations´ tasks as a means of helping followers to develop. They also recognize individual's differences in terms of needs and desires and behave in ways that demonstrate an acceptance of individual differences (e.g., some employees receive more encouragement, some more autonomy, and others receive more task structure.

I ask, in 5 years what will you be doing? And I keep quiet. I know that sometimes they were not so clear. In addition , I said, you do not have to answer now, because this answer is not for me, it is for you, but it is important that you know what you want. Because maybe I can contribute in something, and for you it is better, right? Therefore, I do it repeatedly with them. In addition, today I clearly know what they would like. Then, I go back to the subject to see what we can do. So, for example G.S is not 30 years old and wants to be a supervisor. Therefore, I told him, "G.S, to be a supervisor, you need to speak English, you have to talk". I know you are taking a course. Furthermore, I will tell him, "man, instead of you taking your vacation I don´t know where, get that money and be stuck 45 days at school in Canada, for example. Then you take that barrier out, because you are almost talking. After that just wait for the opportunity. You have the profile, I tell him, you are the person for this. Another employee, B.S. also wants to be a specialist. Moreover, I told him, "To be an expert, you must know more. Imagine I tell the board that B.S wants to be an expert. What do you think they would say? Are they going to approve or not? I think so. Nevertheless, why do you think this? And he said, "oh because I do a good job. However, they will say, there must be some 2100 employees who do a good job. Not everyone can become a specialist. Dude, you have to be noticed more, have to do more. Have you heard chicken stories that sometimes they lay eggs

and do not cackle? Therefore, this is all an investment in your career. I am not saying that you have a marketing man, but you have to be seen more. There are full of good people here. So, I try to make it clear; it is not a question of fair or unfair. You have to know that if your name hit the board, they have to be a unanimous about you. Then you have to make it clear to them. "A.S (leader)

He (leader) is very attentive; he knows my weaknesses and strengths. Sometimes something happened and he didn´t talk about it. In addition, I didn´t bring the subject to him before your meeting, so he arrives at the meeting and was ready to ask me. S.S (employee)

The types of behaviors just described should help leaders to know what they need to develop internally to facilitate their employees' connection of individual and organizational purposes. However, it should not be enough for employees to inner connect with purpose and meaning. Employees also have to do their own work. Following, the foundational and relational sources of meaning will be described. If leaders are aware of them, they may be more assertive on daily practices, helping their employees to do their own work and connect with their aspirations.

7.4.1. SOURCES OF MEANING

During the interviews, when people answer the question about what they are looking for out of a job, they mentioned collective factors (relational) were: letting a legacy, helping people find their place in the world, developing and teaching people, promoting well-being, treating people in a humanized way, bringing value to people's lives, helping people see meaning in what they do, to make a difference. In addition, the answers about individual factors (foundational) were: gaining recognition, doing what a person likes, being a better person, seeking for challenges, learning and earning.

Kahn and Fellows (2013) pointed to various sources of meaning that are likely to influence people's choices to engage at work. These sources can be foundational (focuses on the nature of the work role) and relational (focused on the relationships that workers build with others and the implications for their work experiences). These sources will be addressed below according to worker's perception and illustrated by content from the interviews.

7.4.1.2. FOUNDATIONAL SOURCES OF MEANING

Attractive Identities

The authors considered that people create identities that matter to them. They are those that fit how people wish to think about themselves and be in other people's thoughts. The match of identity allows people to act in accordance with their values and beliefs. Therefore, employees may think, "Do I match with this kind of organization?" Leaders show to be clear about the identity of the company and what has to be reinforced, because it is just when there is a match between employee and company's identity, it enables people to see their lives having meaning through work.

> I have received proposals from other companies, but I preferred to stay loyal to this company because I believe in values and I like the values of the company. J.K. (leader)

Challenging Work

> The work that challenges us is neither thoroughly boring nor impossible.
> (HACKMAN, 2002)

The actual tasks that workers perform can challenge them, forcing them to develop skills, deepen knowledge, and learn new behaviors. (KAHN; FELLOWS, 2013). It will be difficult to have meaning in a boring work (of course, it cannot be boring for the person who is doing) or dealing with unreachable goals. Leaders should be able to evaluate often it with employees, to calibrate challenges and help people to calibrate their own challenges.

> The synergy we have, the challenges that we join, having a singularity of ideas making people closer. A.E (employee)
>
> I like challenges. The company is very challenging in every way. T. G. (leader)

Clear Roles

People are more likely to find meaning in roles that are clear rather than ambiguous. The lack of clarity takes away the meaning of work. When people are not sure of what they are supposed to do, the steps that they need to take, or whether they have the authority to make decisions, they are less likely to bring themselves into their work (RIZZO; HOUSE; LIRTZMAN, 1970). The authors' analysis could be

very risky especially nowadays, because jobs are being created daily, without following regular scripts. Companies and employees value even more the openness to create things and work with autonomy. However, without knowing what is expected, it will probably reflect on people just doing tasks, losing the opportunity to find meaningful work.

> I think my main role is to make it clear where we need to go. This will show two things. Some people will identify as, "that is so cool, and I want to do it". In addition, others will say, "well, I do not believe it, and I need to get out". Therefore, I think my role as a leader is to build together with the person, making it clear what we have to deliver to the company. I am very result oriented. A.S (leader)

Meaningful Rewards

To Kahn and Fellows (2013), unavoidably, the meaning that people ascribe to their work is shaped by the rewards they get from that work. The workers need to feel that there are clear and fair relations between the work that they do and the resulting extrinsic rewards, such as money, promotions, status, and visibility. They also need a sense of intrinsic reward from the work that they do – that the work feels good to do and complete, that they have recognized and valued by other, and that what they do makes a difference. They need to feel that the measurement systems by which they are evaluated provide clear, sensible, and justifiable feedback and lead to fair outcomes (Hackman 2002)

As mentioned in the beginning of this study, according to Great Place to Work® Brazil survey (2017, Unpublished manuscript) money and benefits are the forth reason to stay in a company. Depending on the situation, people may stay in the company especially because of money. However, looking to rewards in a large spectrum, it includes aspects as development, visibility, letting a legacy. These rewards people efforts, as this leader said:

> How much people remain loyal to work because I value their work counts for me much more than a reward at the end of the year. Maybe because many people did not leave the company because they felt valued. I read somewhere that people sometimes accept jobs, but leave their managers. Therefore, the recognition that comes from the people, not necessarily from the company is the way I measure my purpose. M.S. (leader)

7.4.1.3. RELATIONAL SOURCES OF MEANING

Besides the foundational sources of meaning, Kahn and Fellows (2013), describe the relational sources of meaning, particularly considering voices that are heard, important work relations, and competent supervision. As done before, the categories will be related to the interviews´ sentences.

Voices that are heard   People at work derive meaning from knowing that their voices matter (their opinions, ideas, warnings, agreement and support). When people speak and they can be heard, they feel as if they matter, they feel meaningful. (AXELROD, 2011). Of course, the "listening" must be genuine, otherwise it may lead to the opposite feeling. Listening to people's ideas also allows innovation thrives within the company.

The employee's sentence below shows that the possibility to make suggestions is a key for staying in the company and gives meaning to the work.

> I remain and I like to be here because I have the possibility to make these changes. I am able to suggest and intervene for real in shaping the company. Do things "four hands". I participate significantly of the change. Therefore, today, I do not know if I would adapt to another company where it is given tasks and you deliver. D.K. (employee)

Important Work Relations

According to Dotton & Heaphy (2003) *apud* Kahn & Fellows (2013), our work lives matter to us more when we feel connected to others at work and less when we feel isolated and alone. Those relationships offer the space and the support in which an employee could do his/her job and are an important source of meaning.

> I think what makes me stay here are the people with whom I'm working directly." M.S. (employee)

Emotional connections give life meaning and make people feel powerful together. It is noticed through family and friends' relations, and they are not different from work relations, especially if there is a common purpose and a high level of trust involved. In addition, if there is a high level of trust, people cooperate better, just because people view each other as more than nearly coworkers do when they trust

each other. People also use the term "team" or "family" to describe the feeling of belonging to something bigger than themselves. (LEVERING; MOSKOWITZ, 1993)

Competent Supervision

Competent supervisors are trustworthy, supportive, evenhanded and thoughtful. They give employees the space to pursue their own ideas, they are likely to feel challenged in their work, experience their voices as valued, and have their identities affirmed (HACKMAN, 2002). Besides of all the aspects already mentioned, managers who remain too close (micromanaging, untrusting, suffocating) and those who remain too distant (ignoring, unavailable, abandoning) to their employees too often sap the meaning of the work from employees (SELTZER; NUMEROF, 1988). Therefore, by giving people autonomy, as the next sentence point out, and being accessible to hear and give feedback is another practice that leaders may take to let people improve their work meaning.

> Here we have an autonomy for business. The president, the director have a culture giving you a mission and let you solve it. Moreover, with that we end up learning more, becoming the owner of the process. That is very motivating for me. L.C (employee)

> We presented our project and the strategy and the people (directors) found it super coherent. It is gratifying to see that my work is making sense. A.S. (leader))

7.4.2. INTERVIEWESS´SUGGESTIONS

Besides these sources of meaning, the interviewees gave ideas about helping people to connect with purpose and meaning. One is empathy, by bringing the client situations to the daily basis, naming these clients, counting their stories, so the employees can exercise empathy, as shown below:

> I think there must have a way to get the person who is entering the company, and take him/her to a store, to see how the day in a store is. Moreover, see how much the work is influencing that store. We support them. L.C (employee)

The other suggestion is the use of tools to help self-awareness evaluation, which makes sense, considering that finding purpose and meaning is related self-

awareness. Using self-awareness tools in feedback conversations between leaders and employees should enhances the possibility that employees find out purpose and meaning of their work, supported by the leader.

> In fact, each person is able to see the meaning differently. Thus, I would say that the leader could stimulate a conversation, so that each person could understand the meaning of own work. In addition, of course, this conversation would be for the leader to get the idea of what the person thinks as well. F.S. (employee)

> You know, to talk about meaning and purpose has to come also from the employee. There are tools, reading and everything, but then again it depends a lot on the person. We have several tools, there is one that is for you to discover, let us say your brand in relation to others, and you have other tools. M.S. (leader)

Another interviewee's idea is strengthening the common purpose of the organization, stimulating unity and collaboration between departments. Of course, that should be in words and in practice, stimulating intra group decision, and putting up goals that do not require the teams' opposite actions, or even weigh them up.

> The company is much departmentalized; it has always been like this. I think there are better ways to work. We have many individual missions. Sector x has one mission and the quality has another. Ah, but it is a problem of each area that generates a diversity of missions and it ends up influencing the collaboration between the areas. So, I think when we think about the impact of our work on the company there must be actions to facilitate collaboration. G.S. (employee)

7.5. MAIN OBJECTIVE: TO PROPOSE A PLAN FOR LEADERS TO LEVERAGE THE CONVERGENCE OF INDIVIDUAL AND ORGANIZATIONAL PURPOSES

In order to respond to the overall objective of this study, this chapter presents a conceptual plan constructed to assist leaders to leverage the convergence of individual and organizational purposes. The plan is based on a set of stages, composed by dimensions and encircled by a macro element.

Two epistemological assumptions must be considered to put the following ideas into practice. One is complexity, because internal, external, individual and collective aspects of organizations are interconnected, resulting in a large number of possibilities and interferences. The second is ordering, because the elements may happen in parallel, combined or in many different orders, depending on leaders and employee's self-awareness and willingness to work on this theme.

The five dimensions of leader's practice towards convergence of purposes are self-awareness, managing by values, meaningful work orientations, sources of meaning and transformational leaders' behaviors. These dimensions are surrounded by organizational practices, which may speed up the possible results of individual leadership practices.

The diagram proposed below works as a cycle. The five dimensions impact on the perception of purpose and meaning, allowing the convergence of individual and organizational spheres. The dimensions will be briefly described (they were described in detail in the previews chapter). As stated before, they may occur in parallel. However, to propose a plan for leaders to work purposefully on these dimensions, this study will present a plan with a start and order represented by stages. Each stage is characterized through dimensions. By doing that, it is expected to make it easier for leaders to start working as facilitators, enhancing the convergence of individual and organizational purposes.

FIGURE 4: ELEMENTS´ INTEGRATION

Source: Created by the author

7.5.1. STAGE 1: AWARENESS – THE PURPOSE'S BASIS

This stage is characterized by promoting awareness of individual and organizational purposes. Self-awareness is a dimension involved, pointing out the beginning of the cycle, the start. Depending on the individual and organizational level of consciousness, the results from this stage may be shallow or deep, and especially in an individual way, may change during moments of life. Therefore, to be able to reinforce and step up on awareness, the reflection of this stage may need to be repeated and that is the reason for calling it a cycle. The steps for this stage are represented by reflection of individual's purpose and sharing of organizational purpose.

SELF-AWARENESS

First say to yourself what you would be; and then do what you have to do.
Epitetus

According to Neal (2013) "knowing thyself" is the first principle of leadership. The leader must know who he/she is, the purpose in life, individual values, and strengths and weaknesses to be able to utilize fully leader's capabilities. These are also the tasks of spiritual development, and they take a lifetime. It may be common that people do not know them all, but it is a start if people know what they want from work, their fundamental values, which represents the sense of who people are and what's important for them.

Maybe self-awareness is the only element that should be in the first place to foster leaders' analysis of themselves in order to prepare them to stimulate the same process with their employees. The questions about self-awareness also should be part of recruiting processes to leverage the possibility of hiring right people connected with the company.

Self-awareness process includes self-assessment tools, sharing goals, legacy dreams, and the person would like to influence other people. The employee, inspired by the leader, must do a big part of this work. At the end of this first process, a personal statement mission can be created, "that could be short, easy to memorize, and evokes energy and inspiration" (Neal, 2013).

Personal purpose is the perpetual journey to continually develop, define and decide "what, who and how". To be able to develop, people should be able to answer the question "What am I doing to evolve myself?" to define, the question could be "Who am I in life and at work? And to decide, "Who am I in life and at work?" everyone should be constantly viewing and reviewing both work and life through acts of inspection and introspection. It is an individual's understanding and demonstration of what, who and how that helps determine an individual's purpose of self. This is the importance of knowing oneself. (PONTEFRACT, 2016). For the beginning, this conversation does not need to be so philosophical, just by answering these three mentioned questions and getting to know what people want from work, could it be a fair start.

The awareness of the company's purpose should also occur during this stage. Even if organizational practices exist to share the company's purpose, leaders need to talk to employees about it, making an effort to ask them how they see their individual purpose connecting with company's purpose. The first employee's

perception may appear in a level of values (which is presented in the interviews). Moreover, that is how complexity is present in these stages, one aspect may interfere the other. The connection of values will be explained in the next stage.

7.5.2. STAGE 2: THE CONNECTION OF VALUES

This stage is featured by the dimension 'Managing by Values' and intends to audit and share values of the three components: company, leader and employee. To be able to handle a conversation with employees about it, leaders should define their values first. Therefore, they will be able to listen and share their values to everyone in the team. By knowing what is important for people in terms of values, leaders and employees may get along faster and it can accelerate the process of building trust between them, which is also a key to create a great place to work.

MANAGING BY VALUES

> I prefer to be true to myself, even at the hazard of incurring the ridicule of others, rather than to be false, and to incur my own abhorrence.
> Frederick Douglass

Specially after doing self-assessment, leaders have the opportunity to share values with employees and encourage them to be conscious of their non-negotiable values. By doing that, the leader could build with the team a values code created with behaviors that every employee could compromise and reinforce them during daily routine. According to Lee (2017) leaders who want to manage by values and build trust should be a role model for the employees, being fair on decisions, not giving exceptions or blaming other people, being honest and consistent, making sure everyone in the team works with the highest behavior ethical standards. Expanding the leader's behavior to the organization, Neal (2013) reinforces the importance of taking values as daily guides, followed by a three-phase process that help to create a values-driven organization: clarifying your mission/purpose and values, communicating your mission/purpose and values, aligning your daily practices with your mission and values. A value audit process should help an organization to assess the value mapping of managers, employees, executives, different departments and locations. If there is a lack of alignment, some organizational

development approaches can be used to help the organization identify the value mapping that would like to have and to develop plans on how to get there. Barrett's (1997) basic premise is that an organization that is aligned at the higher levels of consciousness will be a more successful, sustainable, and fulfilling organization. Once the values and the personal mission statement are created, it is possible to look at how well or poorly they are integrated into life. (Neal, 2013).

7.5.3. STAGE 3: FOSTERING MEANING

After working on self-awareness and values, this study suggests leaders to focus on ways to nurture people to deepen their work meaning. Based on that, the third stage is composed by three dimensions: work meaning orientations, sources of meaning and transformational behaviors. The first dimension, work meaning orientations (PRATT; PRADIES; LEPISTO, 2013), is a way to diagnose the employees' profile and the type of practices leaders have been doing. It can be considered the lenses to check how meaning is being approached in the relation between managers and employees. Organizational practices can follow these orientations too, but it will be explained furtherly.

The two other dimensions, sources of meaning (KAHN *et al*, 2013) and transformational behaviors (WALUMBWA *et al*, 2013) are characterized by what the leader needs to pay attention in daily basis and who the leader needs to be to become transformational. By saying that, this study will not say what the leader needs to do, but help the leader to reflect about the components of these two dimensions. As much the leader can check on each source of meaning or exhibit the four types of transformational leader behaviors, it means that leader is enhancing this role on providing deepen meaning to their employees.

WORK MEANING ORIENTATIONS

> Continuous effort—not strength or intelligence—is the key
> to unlocking our potential.
> Liane Cordes

To explore meaning and purpose taking into account the employees individually, a leader can rely on work meaning orientations proposed by Pratt *el al* (2013) using them as a way to cover possibilities of empowering work meaning. By

analyzing the employees' behaviors and conversations, the leader has the opportunity to prioritize the orientation focus according to employee's profile, checking what is missing and what kind of orientation has more meaning to the person. In addition, even if every person might have a blend of work orientations it is possible to focus on three possibilities: inspiring meaning through the work itself and its quality (craftsmanship orientation), exploring the work impact in other's lives (serving orientation) and potentializing the team environment (kindship orientation). It provides stimulating meaning assertively, getting its results faster. Organizational practices focused on these three work-meaning orientations are powerful to make sure the possibilities of influence and are covered to inspire any kind of employee, reinforcing organizational purpose in a society level, team level and individual work level.

SOURCES OF MEANING

> What man actually needs is not a tensionless state but rather the striving
> and struggling for some goal worthy of him.
> What he needs is not the discharge of tension at any cost, but the call
> of a potential meaning waiting to be fulfilled by him.
> Viktor Frankl

'Attractive identities', 'challenging work', 'clear roles' and 'meaningful rewards' (previously described in detail on objective 4) are part of the foundational sources that should be combined to enable work meaning. Besides that, the relational sources 'voices that are heard', 'important relationships', 'trustworthy supervision', must be considered. By considering them, as demonstrated by examples on objective 4, people should improve the sense of efficacy, feeling important for making the difference, allowed to work freely, being responsible for results in a right balance; so, people won't feel abandoned, neither micromanaged.

TRANSFORMATIONAL LEADERSHIP BEHAVIORS

> To improve is to change, so to be perfect is to have changed often.
> Winston Churchill

This dimension serves leaders providing a profile of someone who inspires people, linking meaningful and purposeful work by broadening followers' aspirations, goals and values (WALUMBWA *et al*, 2013). The first behavior is related to be a role model (idealized influence), considering doing the right thing, taking into account the followers personal needs, acting consistently rather than arbitrarily. The second

behavior is motivating inspirationally, by challenging followers' work, displaying enthusiasm and optimism, involving and envisioning attractive future states. The third is "intellectually stimulating", that is, encouraging followers to be innovative and creative by, reframing problems, asking employees' views to find solutions which enhance meaningful impacts. Moreover, finally, "individually considerate", showing genuine interest for employees need for achievement, by acting as coach, demonstrating acceptance of individual differences.

These behaviors should make leaders personally meaningful. They do not intend be as a following acting recipe, but they should be understood as a conscious framework to help managers to enhance their understanding of themselves and their employees. From that, it is possible to put the behaviors into daily practices.

Inevitably, theories transposed in certain ways, which should not be a problem, as it brings consistency. The 'challenging work', explained by Kahn *et al* (2013) as a 'source of meaning' is related to the concept of 'motivating inspirationally', a transformational behavior described by Walumbwa *et al* (2013). The same transposition can be noticed between 'kindship work meaning orientation' (PRATT *et al*, 2013) and 'important work relationships', a source of meaning Kahn *et al* (2013).

7.6. ORGANIZATIONAL PRACTICES

> If you want to succeed, you should strike out on new paths,
> rather than travel the worn paths of accepted success.
> John D. Rockefeller

Organizational practices could not be considered as a dimension in this study. They function as a macro element that surrounds all the stages. The role of the practices is to inspire leaders and give the tone to everyone about the company's culture. This study focused on finding organizational practices, specifically related to purpose and meaning, to help leaders with ideas about how to create them and take advantage of them to make reinforcement purpose, values and behaviors expected from employees.

The organizations research has shown creativity on building up practices that are not only sustained in conversations. Different tools are being used to help people

to connect with the company, internalizing values, purpose, and finding work meaning. Companies also have created experiences, involving proximity and empathy with clients and society to reinforce purpose and meaning.

As mentioned before, for managing a culture, the organizational practices could get inspired by the three work-meaning orientations, so the company have a chance to covered different people's profile. For the craftsmanship orientation, for example, talking about standards to excellence, acting for continuous improvement of products and process will be particularly important. Therefore, setting rite and rituals that recognize and celebrate the various beneficiaries of work will be attractive to those with a serving orientation, so they can develop meaningfulness through their connection to, and impact on, the beneficiaries of their work. By instituting practices emphasizing teamwork, camaraderie, and community, companies provide opportunities for employees to support one another, being especially important for individuals with more kinship orientation.

The objective of this plan was to present a logic guide to inspire leaders. The findings of this study show that the convergence of purposes is not something that can be done by just by connecting dots it is a complex process. Nevertheless, the main goal of the researcher was to provide a plan with a start and steps to be taken to orient, improve and speed up this process. By knowing what is important, with examples that are happening now, in terms of individual leadership practices and organizational practices, managers could be more assertive in their actions. The convergence of purposes, in a bottom line, is something that every single employee will do. However, if the hospital cleaner did not have a leader that helped him/her to see meaning and purpose in her job, she would never say she works on saving lives.

8. CONCLUSION

This research was written to inspire, encourage and prepare leaders to act as facilitators, helping employees to connect individual and organizational purposes. This journey was surrounded by the power of meaning, importance of values, diving into many theories to understand and explain findings from interviews and documental analysis.

The results showed that leaders from a very select group of companies are tapping purpose and meaning in their practices and these companies have organizational practices about this subject. Some of them are structured, creative and others perhaps are occurring in an intuitive way, lacking depth. Even if purpose and meaning are being approached, the results show that leaders treat individual purpose mostly in terms of values and, in many cases, lightly in terms of meaning. As an effect, the convergence of individual and organizational purposes can be partially attended, especially because of the lacking reflection on the individual side. The analysis shows that even companies very well placed in terms of levels of trust between managers and employees need improvement.

This study evidences that employees interviewed did not choose their companies because of purpose or values. This important finding opens the possibility of companies to explore purpose since the recruiting /selection process, by advertising jobs and interviewing differently than usual. It may not be possible to create a meaningful value proposition during the recruiting process, to inspire the right people when purpose doesn´t appear in jobs at any phase of the recruitment process. It should make no sense, for example, having a recruiting company selecting candidates without telling them at first the company´s name, its purpose and values, which happens a lot in Brazil. To be able to search for convergence since the beginning, the recruiting processes must be different. Other than that, people and companies may be wasting money and time.

By providing opportunities for leaders to influence on building organizational structures, policies, and procedures that strengthen the virtues and purpose of the organization, they can align personal values and experience greater meaning in their own work, and help others to experience more meaningful work (STOBER *et al.,* 2013). According to Neal (2013), these organizational practices should to be part of a

program of spirituality at work, providing a good environment for reflection. If the decision is to do a large-scale cultural change in an organization, aligning spiritual values and practices, it is helpful to draw upon the field of organizational development for guidance and managing this kind of large-scale change. A process of diagnosis is a common way to begin.

Considering that every structural and operational leaders choice sends a message to organizational members about what is valued, leaders have specific contributions to make in providing a meaningful forum for individual members to actively discuss their values and engage them with those of the organization. (ARGANDOÑA, 2003). The plan proposed in this study orients leaders with steps to go deeper into purpose and meaning, preparing the path for employees to make connections. People may discover that there is no convergence of purposes, which will be important as well, so people have the opportunity to make other choices about their work and life. The plan, as explained before, is a cycle and its development may not have an end. Nevertheless, it is possible to make transformations by just starting it.

> With the convergence of purposes, it is possible to go much further. It is a strong relationship of trust and respect with workers. Control costs too much, so we need to create convergence of purposes.
>
> Márcio Fernandes, president of Elektro, company elected the best company to work in Brazil for 4 consecutive years.

9. LIMITATIONS OF THIS STUDY

Although this scientific production respected the qualitative method proposed, there are study limitations regarding to the people that were interviewed. The interviews were handled in Porto Alegre and nearby and may have suffered influence of this specific geographic region. In addition, the fact that people knew that the researcher works for Great Place to Work®, a company that certifies organizations, they may have somehow biased answers, turning them into more positive, aiming not to let companies down or share something critical about their leaders, since they were invited by them to contribute to the study.

As a suggestion for future studies, this proposed plan should be useful for developing organizational programs focused on spirituality at work concepts. These programs need to be customized according to the needs of each institution, aiming to increase the level of management activities. It is also suggested that future studies keep on investigating these issues in other kind of companies to verify if they are tapping the subjects' purpose and meaning. It would be important to find out if companies with lower levels of consciousness and trust should take some other steps before starting this proposed plan.

10. REFERENCES

ARGANDOÑA, Antonio. Fostering Values in Organizations. **Journal of Business Ethics**, [s. l.], v. 45, n. 1–2, p. 15–28, 2003.

ARNOLD, Kara a et al. Transformational leadership and psychological well-being: the mediating role of meaningful work. **Journal of occupational health psychology**, [s. l.], v. 12, n. 3, p. 193–203, 2007.

ASHMOS, Donde P.; DUCHON, Dennis. Spirituality At Work.pdf. **Journal of Management Inquiry**, [s. l.], v. 9, p. 134–145, 2000.

AXELROD, Richard H. **Terms of engagement: new ways of leading and changing organizations.** [s.l.] : Readhowyouwant.com Ltd, 2011.

BASTOS, Antonio. O conceito de comprometimento - sua natureza e papel nas explicações do comportamento humano no trabalho. **Organizações e Sociedade**, [s. l.], p. 77–106, 1994.

BERG, J. M.; GRANT, Adam M.; JOHNSON, Victoria. When callings are calling: Crafting work and leisure in pursuit of unanswered occupational callings. **Organization Science**, [s. l.], v. 21, n. 5, p. 973–994, 2010.

BRANSON, Christopher M. Achieving organisational change through values alignment. **Journal of Educational Administration**, [s. l.], v. 46, n. 3, p. 376–395, 2008.

BYRNE, Z., PALMER, C. SMITH, C. & WEIDERT, J. The engaged employee face of organization. In: **In Sarlak, M. The new faces of organizations in the 21st century**. Toronto, CA: NAISIT Publishers, 2011. p. 233.

CAREGNATO, Rita Catalina Aquino; MUTTI, Regina. Pesquisa qualitativa: análise de discurso versus análise de conteúdo . **Texto & Contexto Enfermagem**, [s. l.], v. 15, n. 4, p. 679–84, 2006. Disponível em: <http://www.scielo.br/pdf/tce/v15n4/v15n4a17>

CHATMAN, Jennifer A. Improving Interactional Organizational Research: A Model of Person-Organization Fit. **Academy of Management Review**, [s. l.], v. 14, n. 3, p. 333–349, 1989. Disponível em: <http://journals.aom.org/doi/10.5465/amr.1989.4279063>. Acesso em: 5 jul. 2018.

CRAIG, Nick; SNOOK, Scott. From Purpose to Impact. **Harvard Business Review**, [s. l.], 2014. Disponível em: <http://www.motusmentis.it/admin/files/blog/From_Purpose_to_Impact.pdf>. Acesso

em: 4 jun. 2017.

DIK, B., BYRNE, Z., STEGER, M. Toward and Integrative Science and Practice of Meaningful Work. In: **Purpose and Meaning in the Workplace.** Washington, DC: American Psychological Association, 2013. p. 3–11.

DIK, Bryan J.; DUFFY, Ryan D. Calling and Vocation at Work: Definitions and Prospects for Research and Practice. **The Counseling Psychologist**, [s. l.], v. 37, n. 3, p. 424–450, 2009.

DVIR, Taly et al. Experiment impact of transformational leadership on follower development and performance : a field experiment. **Academy of Management Journal**, [s. l.], v. 45, n. 4, p. 735–744, 2012.

FIESER, James.; DOWDEN, Bradley Harris. **The internet encyclopedia of philosophy**. [s.l.] : Internet Encyclopedia of Philosophy Pub, 2011. Disponível em: <http://www.iep.utm.edu/aristotl/>. Acesso em: 9 set. 2017.

GRANT, Adam M. Relational job design and the motivation to make a prosocial difference. **Academy of Management Review**, [s. l.], v. 32, n. 2, p. 393–417, 2007.

HACKMAN, J., OLDHAM, G. WORK REDESIGN. **Group & Organization Management**, [s. l.], v. 7, n. 1, p. 121–124, 1982. Disponível em: <http://gom.sagepub.com/cgi/doi/10.1177/105960118200700110>

HACKMAN, J. Richard. **Leading teams : setting the stage for great performances**. [s.l.] : Harvard Business School Press, 2002.

HALL, D. T.; SCHNEIDER, B. Correlates of Organizational Identification As a Function of Career Pattern and Organizational Type. **Academy of Management Proceedings**, [s. l.], v. 1972, n. 1, p. 159–161, 1972. Disponível em: <http://proceedings.aom.org/cgi/doi/10.5465/AMBPP.1972.4981421>

HURST, Aaron. **The Purpose Economy : How Your Desire for Impact, Personal Growth and Community Is Changing the World**. [s.l.] : Elevate, 2014.

KAHN, William A. Psychological Conditions of Personal Engagement and Disengagement at Work. **Academy of Management Journal; Dec Academy of Management Journal**, [s. l.], v. 33, n. 334, p. 692–724, 1990.

KAHN, William A.; FELLOWS, Steven. Employee engagement and meaningful work. In: **Purpose and meaning in the workplace.** Washington: American Psychological Association, 2013. p. 105–126.

KINJERSKI, Val M.; SKRYPNEK, Berna J. Defining spirit at work: finding

common ground. **Journal of Organizational Change Management**, [s. l.], v. 17, n. 1, p. 26–42, 2004. a.

KINJERSKI, Val M.; SKRYPNEK, Berna J. Defining spirit at work: finding common ground. **Journal of Organizational Change Management**, [s. l.], v. 17, n. 1, p. 26–42, 2004. b. Disponível em: <http://www.emeraldinsight.com/doi/10.1108/09534810410511288>. Acesso em: 27 ago. 2017.

LEE, Bob. **Trust rules : how the world's best managers create great places to work**. [s.l: s.n.].

LEVERING, Robert; MOSKOWITZ, Milton. **The 100 best companies to work for in America**. [s.l.] : Currency/Doubleday, 1993.

MACEY, William H.; SCHNEIDER, Benjamin. The Meaning of Employee Engagement. **Industrial and Organizational Psychology**, [s. l.], v. 1, n. 01, p. 3–30, 2008. Disponível em: <https://www.cambridge.org/core/product/identifier/S175494260000002X/type/journal _article>. Acesso em: 29 jul. 2017.

NEAL, Judi. **Creating enlightened organizations : four gateways to spirit at work**. [s.l.] : Palgrave Macmillan US, 2013.

PONTEFRACT, Dan. **The purpose effect : building meaning in youself, your role, and your organization**. Boyse, Idaho: Elevate Publishing, 2016. Disponível em: <https://www.goodreads.com/book/show/25762717-the-purpose-effect>. Acesso em: 29 ago. 2017.

POSNER, Barry Z.; KOUZES, James M.; SCHMIDT, Warren H. Shared Values Make a Difference: **Human Resource Management**, [s. l.], v. 24, n. 3, p. 293–309, 1985.

PRATT, Michael G.; PRADIES, Camille; LEPISTO, Douglas A. Doing well, doing good, and doing with: Organizational practices for effectively cultivating meaningful work | Request PDF. In: **Purpose and Meaning in the Workplace**.American Psychological Association, 2013.

RIZZO, John R.; HOUSE, Robert J.; LIRTZMAN, Sidney I. Role Conflict and Ambiguity in Complex Organizations. **Administrative Science Quarterly**, [s. l.], v. 15, n. 2, p. 150, 1970. Disponível em: <https://www.jstor.org/stable/2391486?origin=crossref>. Acesso em: 6 jul. 2018.

SACCOL, Az. Um retorno ao básico: compreendendo os paradigmas de

pesquisa e sua aplicação na pesquisa em administração. **Revista de Administração da UFSM**, [s. l.], v. 2, n. 2, p. 250–269, 2009.

SCHAUFELI, WB & BAKKER, AB. Work engagement: A handbook of essential theory and research. **Work engagement: A handbook of essential theory and research.**, [s. l.], 2010.

SELTZER, J.; NUMEROF, R. E. SUPERVISORY LEADERSHIP AND SUBORDINATE BURNOUT. **Academy of Management Journal**, [s. l.], v. 31, n. 2, p. 439–446, 1988. Disponível em: <http://amj.aom.org/cgi/doi/10.2307/256559>. Acesso em: 8 jul. 2018.

SPREITZER, G.M, LAM C.F., & FRITZ, C. **Engagement and human thriving: Complementary perspectives on energy and connections to work – Center for Positive Organizations**. 2010. Disponível em: <http://positiveorgs.bus.umich.edu/articles/engagement-and-human-thriving-complementary-perspectives-on-energy-and-connections-to-work/>. Acesso em: 1 ago. 2017.

SPREITZER, Gretchen. Psychologial Empowerment in the workplace: dimentions, measurement and validation. **Academy Management Journal**, [s. l.], v. 38, p. 1442–1456, 1995.

STEGER, M. F. et al. The meaning in life questionnaire: Assessing the presence of and search for meaning in life. **Journal of Counseling Psychology**, [s. l.], v. 53, n. 1, p. 80–93, 2006.

STEGER, Michael F.; DIK, Bryan J.; DUFFY, Ryan D. Measuring Meaningful Work: The Work and Meaning Inventory (WAMI). **Journal of Career Assessment**, [s. l.], p. 1–16, 2012. Disponível em: <http://www.michaelfsteger.com/wp-content/uploads/2012/08/Steger-Dik-Duffy-JCA-in-press.pdf>. Acesso em: 26 ago. 2017.

STOBER, DR et al. Connecting the dots: Coaching leaders to turn values into meaningful work. **American Psychological Association …**, [s. l.], 2013. Disponível em: <https://scholar.google.com.br/scholar?hl=pt-BR&as_sdt=0%2C5&q=garrison+putter+stober++connecting+the+dots&btnG=>. Acesso em: 5 jul. 2018.

WALUMBWA, Fred O.; CHRISTENSEN, Amanda L.; MUCHIRI, Michael K. Transformational leadership and meaningful work. In: **Purpose and meaning in the workplace.** Washington: American Psychological Association, 2013. p. 197–215.

ZOHAR, Danah; MARSHALL, I. N. **SQ : spiritual intelligence : the ultimate intelligence**. [s.l.] : Bloomsbury, 2000.

11. APPENDIX

11.1 SEMI STRUCTURE INTERVIEW

Research Question: How leaders can leverage the convergence of individual and organizational purposes?

Main Objective: To propose a plan for leaders to leverage the convergence of individual and organizational purposes

Subjects for this study: middle management and employees who work at companies awarded by GPTW RS in 2017.

Briefing with HR (people I already know)

I am studying the perception people have about work for a master´s project. This study is not for GPTW (Great Place to Work), although my goal with the research is to discover elements to help companies to become better, because as you know, this is my mission at work. I would like you to indicate to me a leader whom you consider inspiring in people management. The interview will take about 15 to 30 minutes.

Rapport with leaders

I am studying the perception people have about work for a master´s project. I asked HR to nominate some leaders to contribute. You were one of the nominees. Later I´ll need to talk to one employee, if you could tell me one. The questions I will ask are open, there is no right or wrong, there will be no individual identification and I will not share any of this individual interview with HR. This study is not for GPTW, although my goal is to discover elements to help companies get better and better. For the analysis, I will need to record the interviews, but if at any point you feel like you want to say something that is not registered, I will stop, okay?

Rapport with employees:

I am studying the perception people have about work for a master´s project. I asked your manager to point out some people who could contribute and he pointed me out to you. Is it ok if we talk for 15 to 30 min? I will not share anything of your interview with him, nor with HR. The questions I will ask are open, there is no right or wrong, there will be no identification. This survey is not for GPTW, although my goal with this research is finding things to help companies to be better. To do the analysis of so many interviews I will need to record them, but if at any moment you feel that you want to say something that is not registered let me know that I stop recording, okay?

11.2. INTERVIEWS ROAD MAP

PERSON / OBJECTIVE	LEADER	OBJECTIVES	EMPLOYEE	OBJECTIVES
INDIVIDUAL	1) What is your job here? How long have you been working here? 2) Why did you choose this company? 3) What keeps you working here? 5) How do you think your work impacts people? 6) How do you think your work impacts the organization?	To get a context to investigate the leader's perception of the work.	1) What is your job here? How long have you been working here? 2) Why did you choose this company? 3) What keeps you working here? 5) How do you think your work impacts people? 6) How do you think your work impacts the organization? Have you and your leader talked about the impact of your work to the company?	To get a context to investigate the employee's perception of the contribution of the leader.
ORGANIZA-TIONAL	Why do you think this company exists?	To get to know the perception of the purpose of the company	Why do you think this company exists?	To get to know the perception of the purpose of the company
LEADER´S APPROACH TO THE SUBJECT	Why do you think your employees work here? What are their motivators? What makes you realize this?	To understand how purpose convergence is being addressed by GPTW companies´ leaders	Why do you think your leader chose to work here? What makes you realize this	
BARRIERS AND DRIVERS	Do you think you experience a match between the requirements of your work and your values? In your opinion, what factors make it harder to align your personal and organizational goals?	To identify possible barriers and drivers for individual and organizational purpose convergence.	Do you think you experience a match between the requirements of your work and your values? In your opinion, what factors make it harder to align your personal and organizational goals?	
NEW ELEMENTS	Is there anything you think you could do to help your employees see meaning and purpose in their work?	To point out elements which can be used by leaders to enhance purposes convergence.	Is there anything you think leaders could do to help your employees see meaning and purpose in their work?	

Source: Created by the author

11.3. AUTHORIZATION FOR USING GPTW AWARDED COMPANIES´ PRACTICES.

UNISINOS

UNIVERSIDADE DO VALE DO RIO DOS SINOS
Programa de Pós-Graduação em Gestão e Negócios
Mestrado Profissional em Gestão e Negócios

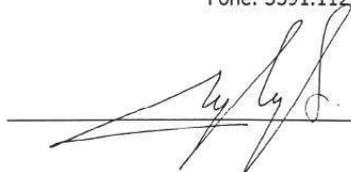Ao Great Place to Work Brasil (SAD Consultoria)
A/C Sr. Ruy Shiozawa

Prezado Ruy,

A coordenação do programa de Pós-Graduação em Gestão e Negócios da Unisinos, vem através desta carta pedir a autorização para que a aluna **Kelly Cristine Bertol Bitencourt** mestranda em Gestão e Negócios, possa desenvolver um estudo a partir das práticas culturais descritas pelas empresas premiadas no Ranking GPTW RS 2017. Seu trabalho consistirá em análise documental, além de entrevistas a líderes e profissionais dessas empresas. Os dados serão usados em sua pesquisa e apresentados em sua dissertação de mestrado. A aluna deseja desenvolver seus estudos no período de setembro/2017 a abril de 2018.

Atenciosamente.

Porto Alegre, 5 de setembro de 2017.

Prof. Dr. Guilherme Trez
Coordenador do Programa de Pós-Graduação em Gestão e Negócios (MPGN)
Fone: 3591.1122 ramal:3716

Ruy Shiozawa
CEO Great Place to Work Brasil
Fone: 11 3093.7777

Avenida Dr. Nilo Peçanha, 1640 Bairro: Boa Vista CEP 91.330-002 Porto Alegre   Rio Grande do Sul   Brasil   1
Fone: (51) 3591-1122 R:3716   http://www.unisinos.br/mpgn