Leadership as purpose in social enterprises

How is purpose used in leadership within social enterprises?

by

T. J. Sanderink

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Student number: 415966
Thesis committee: Dr. Mariëtte Kaandorp   Supervisor
                    Krijn Turkenburg   Co-reader

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"Ethical issues are of course part of this, because should someone from the Philippines earn as much as someone from the Western countries? What is going to happen? But that is what I am very engaged in. That part of the purpose."

Executive summary

Companies feel increasing pressure from society to create a positive societal and environmental impact instead of solely operating for profit. To respond to this, many companies have formulated a purpose and emphasize its importance. However, it is noteworthy that a uniform understanding is lacking within the literature, and it is unclear how leaders use purpose. It is essential to know more about this to determine what can be expected from companies that indicate that they focus on purpose. In this respect, social enterprises are forerunners in which a social purpose is embedded, making it an ideal context for researching the use of purpose. Therefore, this research aims to answer the following research question: *How is purpose used in leadership within social enterprises*?

A total of thirteen interviews were conducted with the founders of social enterprises. Each leader had a different interpretation of the concept of purpose. The ambiguity about purpose should not be considered as a limitation, but rather as an encouragement to discuss the theoretical definition of purpose. By having an unambiguous definition of purpose, expectations from society can be expressed to companies facilitating organizations to indicate what they are genuinely striving for.

The data analysis resulted in six dimensions relevant to the use of purpose. First, *Changing the status quo* illustrates the leaders' strong will to change a specific phenomenon and that the origin of their purpose can be traced back to a specific event. *Purpose as guidance* shows that the leaders use purpose as a benchmark against which their choices are weighed. *Leading the purpose* includes the interaction between the leader and the employee and shows that the use of purpose is mainly implicit. *Purpose-business balance* addresses the interplay between living up to the purpose and the organization's financial health. External factors, such as the Covid-19 pandemic, can affect this balance leading financial decisions to take precedence over social and causing a diabolical dilemma. The *company characteristics* also influence the use of purpose, wherein organizational growth requires more formalized methods. The final dimension is *anticipating the future,* representing the use of purpose to keep on track with the long-term social goals.

The findings show that leaders use purpose in their decision-making process in how they set up the organization, how they lead the employees, and how they anticipate future developments. Furthermore, they use purpose to balance social and commercial objectives to fulfill their ultimate goal. Concerning the interaction with the employees, the use of purpose is mainly implicit, which requires leaders to explicitly show their actions and communicate their choices for an adequate conveyance of purpose.

Returning to the research question, based on this research, it can be concluded that the use of purpose is mainly implicit, and it is therefore not used but lived. It is a leader's internal moral compass that guides the intention to accomplish something meaningful to oneself and others.

Keywords: Purpose, leadership, leadership as purpose, social entrepreneurship

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1. Introduction

In 2013, Gill Hickman and Georgia Sorensen released their book: *The power of invisible leadership*: *How a compelling common purpose inspires exceptional leadership*. They argue that "*the common purpose is the invisible leader*" (Hickman & Sorenson, 2013, p. 13). This book got me interested in the combination of leadership and purpose. Kempster, Jackson, and Conroy (2011) state that purpose is central to leadership and that the axiom of leadership is bringing people together toward a common purpose. However, this part of leadership is underemphasized in leadership theories (Hiller et al., 2011; Lawton & Páez, 2015) and scholars call for a (re)discovery of purpose (Hollensbe et al., 2014). Purpose is also considered increasingly important in practice, especially after the credit crunch. Society and prominent politicians put pressure on companies to balance the attention of working for the interest of the owners and being committed to social issues ("What It Takes to Be a CEO in the 2020s," 2020). In August 2019, CEOs of 181 leading companies in America signed the *Business Roundtable Statement on the Purpose of a Corporation* (Joly, 2020). Herewith, they declare that statements regarding shareholder value are a thing of the past and are superseded by purpose (Business Roundtable, 2019). It is a step towards purpose-driven organizations. However, it raises the question concerning the meaning of purpose and how this change will be deployed and lived up to.

Looking at what purpose is, opinions are divided. Some express it as making a social impact (Damon et al., 2003; Kempster et al., 2011), and others describe it as the reason why (Basu, 2017; Hollensbe et al., 2014). Furthermore, there is limited knowledge of the use of purpose in leadership (Case et al., 2015). In 2011, Kempster et al. (2011) introduced the concept leadership as purpose as the addition of Grint's (2005) framework of leadership: leadership as person, leadership as results, leadership as process, and leadership as position (Grint, 2005). They argue that, besides answering the who-, what-, where- and how-questions, leaders should also answer the why-question. This why-question should address the individual, organizational, and societal perspectives. So far, the conclusions about leadership as purpose are made theoretically and practical use requires research (Kempster et al., 2011; Lawton & Páez, 2015; S. Wilson, 2016). Young social enterprises provide an ideal context to research the use of purpose by the leader. In the first place, because the purpose of the owner dominates the organization (Miller & Friessen, 1984). Secondly, social enterprises originally have an embedded social purpose (Austin et al., 2006). Perhaps it helps us understand how to centralize purpose within an organization and how to integrate leadership as purpose in daily business.

Hence, leadership as purpose needs more research. Both the concept as the practical perspective have been overlooked (Kempster et al., 2011; Lawton & Páez, 2015; S. Wilson, 2016) while the pressure from society is rising ("What It Takes to Be a CEO in the 2020s," 2020). Moreover, research on the entrepreneur's sense of purpose is lacking (Cohen & Muñoz, 2015). Therefore, the phenomenon of leadership as purpose is studied in a social entrepreneurial context. The aim is to get a better understanding of how leaders of social enterprises perceive purpose and how they give meaning to it. In this study, I will combine the

research gap of the understanding of an entrepreneurs' sense of purpose and how the leaders convey the purpose to achieve their social goals. This requires a thorough understanding of leadership, purpose, and social entrepreneurship. Through interviewing leaders and distributing questionnaires among their followers, the goal is to answer the following research question:

How is purpose used in leadership within social enterprises?

From this study, several aspects come to the fore. First, it is striking that there is disagreement both in literature and in practice about what purpose actually means. Different expectations are set due to different interpretations. Continuing the debate to create an overall understanding of the concept facilitates expectations towards the companies that want to be purpose driven. In addition, it appears that for the founders of social enterprises, purpose is used as guidance for their choices. The purpose is an implicit benchmark, of which the origin can often be traced back to a specific tipping point in the past. Moreover, the findings show that external factors can put pressure on adherence to the purpose.

This study starts by providing a theoretical background in which leadership, purpose, and social entrepreneurship are addressed. The methodology chapter highlights the research approach and philosophy, describes the process of data collection and explains how the data analysis was performed. Hereafter, the findings from the interviews are presented, categorized by dimensions. The following chapter discusses how these findings can be interpreted and the implications of the study. Finally, the last two chapters conclude this research and provide suggestions for future research.

2. Theoretical background

This chapter elaborates on the three theoretical constructs included in the research question. The concept of leadership has been researched intensively over the years, whereas the attention for purpose in an organizational context and social entrepreneurship are relatively novel in literature. Comprehensive knowledge of all three concepts is needed to answer the research question. Leadership and purpose literature is examined first, and after that, social enterprises are discussed.

2.1. Leadership

Leadership is an ancient concept of which the Greek philosophers already wrote about (Bass & Stogdill, 1990). The first academic literature about leadership mainly concerned theoretical issues, and interaction between situational and individual aspects was neglected (Bass & Stogdill, 1990). From 1920 onwards, the focus shifted from theoretical to empirical. Three main views are identifiable from between 1920 and the 1990s. First, the trait approach states that leadership depends on personal traits (Judge et al., 2009). Secondly, the behavioral approach assumed that leadership could be learned, and it is something that people create by how they act (Lord et al., 2017). Thirdly, the contingency approach, which opposes universally effective traits and behaviors and emphasizes situational influences (Zeithaml et al., 1988)

Since the 1990s, leadership literature concentrated on the relationships between the leader and its followers. Bass (1985) developed a full range model of leadership concerning transactional and transformational leadership. Where transactional leadership is a more passive and less effective method, transformational leadership requires active leadership. It beholds the following four dimensions: individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence (Avolio et al., 1991). Inspirational motivation and idealized influence are the two most effective dimensions of transformational leadership (Avolio et al., 1991). It contains providing a vision and mission which is shared among followers. A leader is responsible for building the employee's trust in the mission (Bass & Avolio, 1990; Avolio et al., 1991). Through idealized influence and inspirational motivation, a leader provides "*followers with a clear sense of purpose that is energizing, is a role model for ethical conduct and builds identification with the leader and his or her articulated vision*" (Avolio et al., 1999, p. 444).

Leadership is a broad concept, and scholars have defined leadership in many different ways (Winston & Patterson, 2006). For this study, I will use the following overarching definition of leadership: *leadership is the process to influence a group toward the achievement of a goal* (Fischer et al., 2017).

Scholars have discussed vision and mission as intertwined aspects of leadership, but purpose within leadership literature lagged (Kempster et al., 2011). This is remarkable since it is part of the most effective dimensions of transformational leadership. This study focuses on this specific part of leadership and research how purpose is initiated, the meaning of purpose for leaders, and how leaders use purpose.

2.2. Purpose

The concept of purpose needs to be reviewed to study how leaders use purpose. Purpose is a relatively novel concept within leadership research (Hollensbe et al., 2014). It "*embodies deeply meaningful shared experiences, beliefs, values, or goals*" (Hickman & Sorenson, 2013, p. 4). This means that purpose differs between groups and individuals. It is a combination of what people think, what they value, how they experience, and what they want to perceive. Where Hickman and Sorensen (2013) described purpose in a more static form, other scholars defined purpose in a more actional sense as "*an aim that guides action in a broader societal realm*" (Kempster et al., 2011, pp. 320–321).

With regard to an organizational purpose, the definition of purpose becomes more precise. It centralizes to the core of the business, the reason for existence, the ultimate priority, and the meaning and direction of the business (Basu, 2017; Hollensbe et al., 2014). The organization's purpose describes the end and not the means through which it is accomplished (Basu, 2017). There has been much criticism on the corporate purpose since the fall of Enron and the credit crunch. Companies would be solely focused on maximizing profit and shareholder value (Stout, 2012).

Purpose, in general, consists of three components, the individual, the organizational, and the societal component. Wilson (2004) argues that the societal part of purpose is overlooked in business. This is surprising since companies and business in general, are undeniably part of society (Hollensbe et al., 2014; Kempster et al., 2011). Taking purpose in a societal manner means that purpose is more than achieving a firm's objective. Moran (2009) argues that a purpose is an internal moral compass that guides the intention to accomplish something meaningful to oneself and others (Damon et al., 2003; Moran, 2009). This creation of something meaningful can be called the *common good.* Organizations can strengthen common goods through services and products (Hollensbe et al., 2014).

This study takes a holistic view of the three elements of purpose in an organizational context. The focus will be on how a leader of a social enterprise promotes and conveys the purpose.

2.3. Leadership as purpose

The discussion on the relationship between purpose and leadership is marginal within the literature, and the societal component of purpose has been ignored (Case, 2013; Grint et al., 2016; Kempster et al., 2011; Lawton & Páez, 2015). Kempster et al. (2011) introduce the idea of leadership as purpose as an addition to the framework of how leadership is interpreted. The framework entails leadership as person, leadership as results, leadership as process, and leadership as position (Grint, 2005). Kempster et al. (2011) argue that leadership as purpose can be derived from leadership as results which concerns the tangible and intangible results achieved by leaders. Tangible results are measurable results such as profit, shareholder value, and return on investment. Intangible results are challenging to measure, such as ethics and morality (Grint, 2005). In their response to the article of Kempster (2011), Grint, Jones, and Holt (2016) acknowledge that the perspective of purpose as a feature of leadership is marginal within literature which is at least ironic as it is the frame of the discussion regarding transactional and transformational leadership (Grint et al., 2016). Nevertheless, they stick to

their original model and argue that "the purpose is what differentiates leadership from any other activity" (Grint et al., 2016, p. 13). However, purpose is not inherent to leadership because it solely arises in situations where the leader sets ethical or moral goals and facilitates ethical and moral debates (Kempster et al., 2011). Leadership as purpose is about answering the why-questions; why an organization does what it does (Case et al., 2015). Moreover, leadership as purpose differs from leadership as results as it includes the societal perspective. The stance of the societal perspective of leadership as purpose is pursuing the common good as more important than the individual or the organizational good (Case et al., 2015).

Thus, few scholars gave attention to purpose in relation to leadership (Case et al., 2015; Grint et al., 2016; Hollensbe et al., 2014; Kempster et al., 2011; Lawton & Páez, 2015) and it is not universally agreed whether leadership as purpose is a new perspective to the leadership model (Grint et al., 2016; Kempster et al., 2011). In this study, leadership as purpose is seen as an independent perspective to leadership. This perspective supports the research on how leaders include the societal aspect of purpose, which is expected from them (Joly, 2020). Besides a good understanding of leadership as purpose as such, "*a detailed qualitative understanding of managers' perceptions of purpose (…) of the lived experience of leadership as purpose*" (Kempster et al., 2011, p. 330) is absent within the current empirical literature. This study takes a slightly different approach, and instead of researching the lived experience of purpose, it focuses on the use of purpose from a leader's point of view to examine the interactional process between leader and follower.

2.4. Social entrepreneurship

To explore how purpose is used in leadership, it is ideal to study leaders of organizations in which the purpose is central. This applies to social entrepreneurship. Social entrepreneurship is an "*entrepreneurial activity with an embedded social purpose*" (Austin et al., 2006, p. 1). Social entrepreneurship is differently interpreted and defined (Mair & Marti, 2006; Weerawardena & Mort, 2006; Zahra et al., 2009). In this study, social entrepreneurship is a for-profit organization with a social purpose. Both social entrepreneurship and commercial entrepreneurship can create social value, but what differentiates the two is that the former focuses primarily on social value creation, and the latter's primary focus is economic value creation wherein social wealth is a by-product (Venkataraman, 1997).

Within social entrepreneurship literature, two main streams can be identified: structuration theory and institutional theory. First, structuration theory looks at how social entrepreneurs interact with their context. It discusses how the context restrains and facilitates social entrepreneurship (Mair & Marti, 2006). Secondly, institutional theory, which is the largest trend, focuses on the ambiguity of institutional logics within social entrepreneurship (Dacin et al., 2011). Social entrepreneurship combines two institutional logics that were considered separate, namely, commercial logic and social welfare logic (Battilana & Dorado, 2010; Dacin et al., 2011).

The ambivalence between commercial logics and social welfare logics makes social entrepreneurship a relevant field for this study. The use of purpose comes to the fore because the founder determines the balance of profits and purpose (Besley & Ghatak, 2017). Balancing the two logics is called the mission integrity problem, "*the problem of achieving the right trade-*

off between the dual objectives of profit and purpose" (Besley & Ghatak, 2017, p. 20). Appropriate use of purpose may prevent mission drift (Battilana & Dorado, 2010). Despite this vital role of the leader, purpose is barely discussed in this field (Cohen & Muñoz, 2015).

In this study, I combined these themes with a focus on leadership as purpose within social enterprises. Many definitions of social enterprise are available (Galera & Borzaga, 2009). For this study, I use the following: a "*social enterprise is an independent organization with social and economic objectives that aims to fulfill a social purpose as well as achieving financial sustainability through trading*"(Haugh, 2005, p. 3). This definition shows that social enterprises focus both on purpose as on financial stability and operates independently. The word *trading* applies to any commercial activities such as sales of products or other services.

The literature shows that the social aspect of purpose in organizations and leadership is underexposed. Social enterprises are relevant to research this phenomenon because they are already pursuing social objectives. Researching these organizations enables one to clarify the concept of purpose because these extreme cases try to incorporate a social purpose that is beyond the scope of the company into their organization. Therefore, the ideal context to find answers to questions related to the use of purpose.

3. Methodology

This chapter describes the research approach and the associated philosophy. Next, it is explained how data is collected and which methods of analysis have been used.

3.1. Research approach

To find an answer to the research question, I conducted a qualitative multiple case study of thirteen social enterprises. The qualitative research method facilitates understanding and is an adequate method for interpreting social phenomena (Eriksson & Kovalainen, 2016). The perspective from which this research was conducted involves the social constructionist philosophy. This means that all participants make meaning of the construct of purpose in their own way, and there is no unified definition (Eriksson & Kovalainen, 2016). Hence, how the respondents define purpose is also included in the study.

A multiple case study is most appropriate because purpose is subject to the leader's personal experience and the context wherein the organization operates. It enables the elaboration of sensemaking processes in specific contexts, which is essential for this study (Eriksson & Kovalainen, 2016). Hence, to examine whether there are processes that are universal and not so much bound to a person or context, it is wise to put several cases side by side (Yin, 2018). The inductive strategy enables one to find the personal and subjective uses of purpose and to identify these universal processes (Corbin & Strauss, 2014).

3.2. Data collection

The collected data includes leaders and followers. The leaders' perspective was collected by conducting semi-structured interviews with the organizations' founders. The interviews were held virtually and recorded via Zoom. The discussed topics were their interpretation of the concept purpose as well as their personal purpose, how they convey purpose, and how they translate purpose into their business (Kempster et al., 2011; Lawton & Páez, 2015; Muñoz et al., 2018). Examples of questions that were asked are the following: Why did you establish the organization? How do you disseminate the purpose? How do you interact with your employees? How did the purpose originate? Did you define the purpose?

During the interviews, I conscientiously formulated the questions using similar terms as the respondents, which facilitates to understand better their lived experience (Gioia et al., 2012). An interview guide (Appendix F and Appendix G) was used to prevent going native and supported to keep a higher-level perspective. The interview guide was diligently drafted according to the research question and without leading questions. Some minor adjustments were made throughout the interviews as some questions turned out to be less or more relevant and supportive of the research question. This meant that the interpretation of purpose gained a more central role in the interviews. In total, thirteen interviews of 30 minutes to one hour were conducted.

The respondents were notified that their input would be used anonymously to ensure that the respondents spoke freely. Therefore, I make use of pseudonyms instead of their real names. The pseudonyms are randomly picked from the most used names in the United States (*Top Names Over the Last 100 Years*, n.d.).

3.2.1. Employees' perspective

Without followers, there are no leaders (Grint et al., 2016); thus, to understand how a leader conveys purpose, the employees' perspective was also studied. Interviewing all followers of all leaders or even a part of it was rather ambitious. Therefore, I digitally distributed a short questionnaire containing ten open-ended questions (Appendix H and Appendix J). I used open-ended questions to prevent that the respondents were bound to the predetermined words of the questionnaire. The questions were customized to the organization and the leader to facilitate capturing the employees' imagination for this rather complex subject matter. Unfortunately, the employee's perspective has been less thorough than was initially intended. Only five employees from two organizations completed the questionnaire. Because of this limited data, the employee's perspective is purely informative and complementary to the data from the interviews.

3.2.2. Research context

A convenience sample of social enterprises was identified via several social enterprise incubators and accelerators and via my network. The interviewed leaders and their organizations have several aspects in common. First, they have all established their organization after 2011, which means they are in the birth phase of the company life cycle (Miller & Friessen, 1984). Secondly, all organizations are social enterprises, and several are recognized as Certified B Corporations (*Certified B Corporation*, n.d.) or Code Sociale Ondernemingen (*Code Sociale Ondernemingen*, n.d.). Finally, each company has at least three employees varying from three to one hundred employees. There is one exception: one organization has just one employee. The leaders differed in age varying from 23 to 67 years old. Four leaders were female and nine leaders were male, and six leaders founded the organization individually and seven leaders co-founded the organization with another person (Appendix A).

So, all social enterprises are in the birth phase of the company life cycle. Characteristic for organizations in this phase is that they are less than ten years old, they have informal structures, and the owner is dominant within the organization (Miller & Friessen, 1984). Consequently, this context influences the purpose as follows. The purpose, shared values, and shared goals are in the begin-phase of development. This means that the purpose must be defined and negotiated (Eden & Huxham, 2001). Secondly, due to informal structures, followers are closer to the leader and witness how the leader conveys the organizational purpose, which is not blurred by communication through organizational layers, as seen in large organizations (Miller & Friessen, 1984). These characteristics are excellent for studying the leaders' use of purpose.

3.3. Data analysis

The conducted interviews are transcribed and analyzed via the Gioia methodology (Gioia et al., 2012). This methodology uses a systematic inductive approach that suits concept development and is chosen because of the novelty of this topic. Two ground assumptions are fundamental to the Gioia methodology. First, "*the organizational world is socially constructed*" (Gioia et al., 2012, p. 17), and second, "*the people constructing their realities are knowledgeable agents*"(Gioia et al., 2012, p. 17). These ground assumptions align with the

philosophy of this research wherein the purpose is socially constructed, and the leader and the employees are knowledgeable agents of their purpose. Through open coding in Atlas.ti, first-order concepts are developed. Open coding allows one to keep the words, the contexts of these words, and the respondents' interpretation of these contexts original to the most considerable extent and to accurately retrieve how the respondents make sense of the use of purpose. These codes vary in size from a single phrase to several sentences concerning purpose and leadership. This resulted in many first-order concepts, 823 in total.

Relationships between first-order concepts were identified and abstracted into the second-order themes and dimensions by applying axial coding (Corbin & Strauss, 2014). The first-order concepts were categorized into 71 second-order themes. The size of these themes varies from containing three first-order concepts to 40 first-order concepts. Each theme consists of codes from at least three interviews. The 71 second-order themes are classified into six dimensions. These dimensions indicate the different aspects with which the research question can be answered. These six dimensions are shown in Table I. The size ranges from 190 to 25 first-order codes, respectively. The meaning and content of these dimensions are discussed in the findings chapter.

Table I. Dimensions and the number of underlying themes and codes

Dimensions	Second-order themes	First-order codes
Purpose as guidance	14	191
Changing the status quo	13	190
Leading the purpose	13	148
Purpose-business balance	13	136
Company characteristics	6	73
Anticipating the future	3	25

A coding scheme (Appendix E) is made as an audit trail to enhance rigor and consistency of how the data was interpreted. The data analysis and data collection were done simultaneously and not conforming to a linear model, which means that the categorization of the first-order concepts started after the second interview already. By working through a circular process of data collection and data analysis, knowledge from the first interviews was questioned, checked, and assessed in subsequent interviews (Eriksson & Kovalainen, 2016).

As mentioned earlier, one organization is dissimilar to the other studied organizations. The leader of this organization is interviewed because this organization supports and advises companies concerning purpose. This point of view is disparate from the perspective of the other leaders because it looks at multiple organizations from a third-party point of view. However, this contribution is valuable because this respondent has extensive knowledge of how purpose is and should be used in organizations. The data retrieved from this interview is considered as input from an expert and is used in addition to the findings.

The interviews and the questionnaires were conducted in Dutch because this was the native language of both the interviewer and the interviewees. The data was translated in the earliest stage of the analysis to ensure that data loss was minimized. I intentionally mention 'minimized' because the translation could have impaired the retrieved qualitative data's nuance.

However, through translating at the first step of the coding, I made sure this possible loss was lessened. With regards to the quotations used as examples in this study, these are one on one translated. The original Dutch quotes are available upon request.

3.3.1. Definitions of purpose

The literature review has shown that purpose is a broad concept which scholars defined differently. Some focus more on purpose from a personal perspective (Hickman & Sorenson, 2013), others define purpose from an organizational perspective (Basu, 2017; Hollensbe et al., 2014), some from a societal perspective (Case et al., 2015; Kempster et al., 2011), and others combine perspectives (Damon et al., 2003). After two interviews, it became clear that the respondents also interpreted purpose differently. Therefore, the interviewees were asked to define the concept purpose prior to describing the purpose of their organization to understand what purpose means to them. A second analysis was conducted wherein the definitions of the leaders were compared with the definitions of the scholars discussed in Chapter 2 to check whether purpose is interpreted in the same way or whether other elements are considered more important in practice. The respondents' descriptions of purpose were compared with the following definitions:

1. "[Purpose] *embodies deeply meaningful shared experiences, beliefs, values, or goals*." (Hickman & Sorenson, 2013, p. 4)
2. "[Corporate purpose is] *the ultimate priority of the organization, its reason for existence or raison d'être*." (Basu, 2017, p. 8)
3. "[Purpose is] *the reason for which business is created or exists, its meaning and direction.*" (Hollensbe et al., 2014, p. 1228)
4. "*Purpose is a stable and generalized intention to accomplish something that is at once meaningful to the self and of consequence to the world beyond the self*."(Damon et al., 2003, p. 121)
5. "[Purpose is] *an aim that guides action in a broader societal realm*" (Kempster et al., 2011, pp. 320–321)
6. "*Greater good*" (Case et al., 2015, p. 411)

Even though Basu (2017) defined corporate purpose instead of purpose as such, it is still included in the comparison because he describes the corporate purpose as the organization's reason for existence, which is mentioned several times by the respondents.

4. Findings

This chapter discusses the findings of the study. First of all, the respondents' definitions for purpose are discussed and compared with each other and the organizational purpose. An overview is included in Appendix B and Appendix C. Next, the different dimensions and their underlying themes and concepts are discussed. These dimensions are extracted from the interviews and will be discussed individually. The chapter ends the findings of the questionnaires completed by the employees.

4.1. Definitions of purpose

The definition of George, Noah, and Arthur corresponds with each other as they include values and beliefs in their definitions. George describes purpose as "*knowing what we do and for what we do it*". He talks about believes and why someone takes certain actions. Noah goes a step further as he defines purpose as "*it is not only about what you do as a company, but much more about what you stand for, both internal as external.* On top of the action-oriented aspect, he adds the shared beliefs and values within the company and how they are expressed within the organization and the outside. Both respondents describe purpose from their personal view. Arthur, however, defines purpose as "*meaning*; *what the company means to others*", and therefore includes, besides what the company means to the employees, the external view of what the company means to other stakeholders.

Two respondents' definitions of purpose contain the organization's reason for existence or. Olivia defines purpose as: "your *biggest raison d'être, your why*" and William as: "*For what we are on earth*", which he later elaborates as: "*Purpose is your raison d'être in French. You know, it is really the reason for your existence*". Remarkably, several other respondents also mention that raison d'être and purpose are aligned. For example, Sophia says: "*It is true that our raison d'être is social impact*" and Noah mentions: "*I think that it [purpose] will be one of the most important distinguishing factors for organizations in coming future, also in favor of their raison d'être*". Both emphasize the importance of the raison d'être. Nevertheless, they do not consider purpose and raison d'être as equal.

Six other respondents give another point of view. These definitions enclose a direction. Emma's definition of purpose is "*an objective*", but the kind of direction is unclear. Others also include a directional aspect but also add the societal aspect of improving something: "*Everything you do, which is not solely for yourself. It is for yourself, but not only for yourself. Thus, everything that is of value to you but not in monetarily*" (Ethan), "*The difference you want to make in the world; what you want to change or improve*" (Lisa), "*Doing the necessary, from the capacities and possibilities that have been given you*" (Daniel), and "*Having a goal which contributes to a better world, socially and or sustainably*" (Sophia). James' definition is also about improving the world, but he formulates it in the broadest sense: "*Making the world a little better*".

Ethan mentioned in his definition that purpose is not monetarily. With this, he differs from Michael, who does include money: "*Corporate social responsibility which is credibly entangled with making money*". Besides including that money is entangled, he defines purpose as corporate social responsibility, which no other respondent mentioned.

This data clearly shows discrepancies between the respondents. By asking the respondents about the definitions of purpose, I know from which perspective the respondents look at purpose. The three main perspectives are individual, organizational, and societal. This knowledge is beneficial for further analysis. It shows that everyone has their own definition of purpose. This also influences how the respondents talk about purpose. In the discussion chapter, I will further discuss these discrepancies, and I will shine a light on how we could interpret this.

The organizational purposes are also analyzed (Appendix D). When looking at the organizational purposes, it can be seen that they mainly contain social objectives. The respondents are unanimous in actively expressing these. How specific the purposes are and which elements they contain differ. The overarching elements are, first, what the organization wants to achieve, which is included mentioned in all the organizational purpose; secondly, how the organizations want to achieve this, which is included in five; thirdly, two organizations include where they want to achieve this; fourthly, ten organizations describe for whom they want to do this which is specified by five of the ten. Finally, three purposes contain what the result will be. The following example shows two distinct purposes:

1. Accelerating social entrepreneurship in the Netherlands
2. Making the world a little better by giving people who did not have opportunities a new opportunity and thus a little life satisfaction

Both include what they want to achieve. For example 1, it is *accelerating social entrepreneurship*. For example 2, it is *making the world a little better.* Example 1 adds the Netherlands as the location where it wants to accelerate social entrepreneurship. Example 2 does not include a location but includes how they want to make the world a little better *by giving people a new opportunity,* and whom they are referring to, *people who do not have opportunities.* Furthermore, this purpose does include the result of their purpose for these people: *a little life satisfaction.* There is no right or wrong in how these purposes differ. It solely shows the variety of purposes, which is also shown in Appendix D.

4.1.1. Employees' perspective

In this section, I will delve deeper into how the employees look at their leader. The questionnaire is added in Appendix H and Appendix J. The employees who completed the questionnaire are the employees of Lisa and William. For confidentiality reasons, company X refers to William's organization and company Y refers to Lisa's company.

A difference in the description of purpose also comes to the fore here at company X. William described it as *'For what we are on earth'*, where his employees define the concept as: "*That's the 'why' for me. Why you do the things you do*" and "*Literally it is objective. In this context, it is an objective with a strong social character that gives a lot of satisfaction if you can contribute to it*". Where the first corresponds reasonably well with William's description, the latter is different, because this definition focuses on the 'social character' instead of the 'why'. With regard to the company's purpose, the descriptions of the employees largely correspond to William's answer: "*We are here to guide people with autism with interest in ICT to a job in a sustainable way*". Some other words are used, and it is presented in more detail, but the basis is the same.

The definition of purpose is also different between the employees of company Y and Lisa. Lisa described purpose as "*The difference you want to make in the world; what you want to change or improve*". One employee described it as: "*Very broad; involving residents and society in the value creation of your company*". This employee clearly looks at it from the perspective of the company in which value creation is paramount in which society must be involved. Moreover, the employee indicates that it is a broad concept. The other two employees look more from their perspective, in which it concerns a higher and ultimate goal: "*Looking at myself in the mirror at night and knowing that I sweated, laughed and cried that day for a higher goal. I get my meaning from committing myself to my all leading life mission*" and "*That your work/your actions are part of, and in line with, a bigger story. You do something with a certain 'ultimate' goal*". These two descriptions are more in line with Lisa's definition. The employees do describe a similar purpose of company Y as Lisa described: "*Accelerating social entrepreneurship in the Netherlands*". All three employees indicate that company Y wants to make the Netherlands and the world more social in a sustainable way.

These findings show that the definitions of purpose differ between employees too. Moreover, various descriptions are given of the organizational purpose even when these are formulated. Finally, the interpretation of the extent to which the leader conveys the purpose can differ among employees as well.

4.2. Dimensions

In this section, the retrieved data from the interviews will be discussed on the basis of the aggregate dimensions. Six dimensions where formed, some more extensive than others and will be discussed in order of size, from large to smaller. Each paragraph discusses and displays the dimension and underlying second-order themes. Although it sometimes may seem that something is not directly related to purpose, reckon that everything that has been discussed during the interviews was with purpose in mind, and thus, it is assumed that it is associated with purpose for the respondents.

4.2.1. Purpose as guidance

Purpose as guidance is the largest dimension resulting from the data analysis. Purpose as guidance means that the purpose is a viewpoint from which many decisions are made. It guides decisions such as how the leader lives the purpose and which employees are hired. The dimension contains fourteen second-order themes and a total of 191 first-order concepts. Due to a large number of underlying codes, not all the themes are discussed individually but are discussed in clusters.

All the respondents made one thing clear during the interviews; purpose is leading in the choices they make. These choices entail, for instance, the establishment of the company, how it is organized, which employees are hired, and which assignments are accepted, and which are denied. For example, Olivia mentions: "*Well, we only take on assignments of which we see lead to our ultimate goal, which is to make food climate-friendly*". With regards to the hiring process, Arthur emphasizes the employees fit with the organization and with its values: "*I would like to point out that what I find important, [is] not only something I stand for, but that the employees who work here can identify themselves with that. That they also think: 'I can also identify with that. If that is true, then I would like to work there.'*" Michael, the expert,

confirms that specifying the purpose helps in the hiring process and committing employees to the organization: "*And making that very clear helps them to hire the right people. And that, in turn, helps to connect employees*".

These are examples of how the business is run corresponding with the purpose, but purpose seems to be leading from the early stages where founders by themselves or together with a co-founder start with the purpose as William describes: "*In the beginning, it's just the two of you and then that purpose and mission and whatever you want to call it, you know, it's inside you. That is why we succeeded in what we wanted. It was very much in my fibers and even if you don't have anything yet, because if you are a startup, you actually don't have anything yet, then you have a thought, a philosophy, a belief. And then you stand on a soapbox. And then you are going to shout that's what you want to do.*"

Even though the respondents state that the purpose is leading in their choices, that does not imply that the purpose is solid. As three respondents mention that the purpose has grown 'organically', resulting in the purpose being implicitly clear for the leaders, but not explicitly. For that reason, some of the respondents have formulated it over time, as William describes: "*You can imagine; you start with much enthusiasm and everything is clear. Since then, we have formulated our mission, vision, strategy, and everything over the course of time. In which our purpose has really been captured in a vision.*". Michael also emphasizes the importance of formalizing the purpose. Formalizing makes it easier to use the purpose as a benchmark in the choices that are made: "*To make that which is generally invisible, to make it explicit (...) is a kind of handle to keep direction, always, let's say review the right things. This decision, is there a detriment to what we are really meant for, or not? And for hiring new people, it's also an important pillar*" (Michael). Each respondent described the purpose of their organization (Table IV, Appendix B). Some have already captured it in their statutes or displayed on their websites, while others are still defining it.

Besides choices being directed by the purpose, seven leaders mentioned that they live the purpose both during the working hours as outside their work. Primarily William and Michael, the expert, discussed this extensively. Living the purpose contains two parts. First of all, it is the embodied experience of the purpose, or as William puts it: "*So that purpose is me, so to speak*". The other part is about continuously conveying the purpose. For example, Daniel indicates that he also conveys the purpose outside of work: "*I try to say it on stages and the like. By the way, otherwise, because I also have all kinds of other hats. As you already understood. I have quite a broad network and I also talk to politicians and influentials in other areas. And then I always try to bring that up*". Sophia says that by setting up the company in the right way, this also shapes the employees so that they also start to propagate the purpose: "*But because it's purpose-driven, this is what really drives me, that social piece. Then people still meet each other. Also, because in my experience, the things you learn on the work floor, you take home with you. It also shapes you as a human being.*" Still, conveying the purpose remains challenging, something William clearly states: "*So you can have a purpose, and you can write a purpose down in your statutes, but it is something else then bringing a purpose across on stage. And the latter, that's the hardest thing of all.*"

So, one part of how purpose is used is as a guidance for the choices a leader has to make. The purpose is the benchmark against which choices are weighed. The changeability of this purpose is considered low but certainly present. In addition, several leaders feel that it goes beyond guidance and that they live the purpose and are therefore able to impersonate it.

4.2.2. Changing the status quo

The dimension changing the status quo speaks for itself. It is about the urge of the leaders to improve the current situation in the world. This is person-specific, but the will to change something applies to all of them. This dimension includes identifying deficiencies or malfunctions locally, nationally, and globally, establishing the organization as a subsequent action, and changing the current situation. The dimension consists of thirteen second-order themes and 190 first-order concepts. The themes are discussed in clusters as for the previous dimension.

What is striking is that almost all respondents had a moment when they realized that the world as it is now could and should be improved, the so-called 'tipping point' or as it is called by William an "'*it can't be true'-moment*". For some respondents, this was due to something in their personal environment: "*A personal story, someone who, as a highly educated refugee, did not get connected and could not participate, makes that I started it with what this organization is now*" (Sophia). For others, this was caused by the news they read or saw, such as a documentary: "*Well, it started with a documentary. And at first, I thought: Well, it's not true, it's exaggeratedly presented, but at some point, some kind of radar goes on and you pick up signals here and there and then I started reading more and more about it and that's how that ball started rolling*" (Olivia). This tipping point results in questioning the status quo and a belief that change is needed. Most of the respondents either talk about underexposure of certain phenomena which they want to point out, such as Ethan: "*You just notice that there were many things, yeah, as far as we're concerned, just didn't have enough attention yet and were too little in a forward momentum where they should be when you look at how the world is doing now*", or a sense of inequality which they want to equalize, such as James: "*Sometimes it's not fair that one person grows up in a certain litter and gets all the opportunities in the world and the other person doesn't, while they might have exactly the same skills or better*".

These personal stories and feelings underlying the will to change the current situation, makes the leaders emotionally attached to the goal of the company both positively, "*and especially when it's the case with people that things have really gone wrong and those people work for us, I think it's great to realize that. To give people a new chance*" and negatively "*you do something with the best of intentions, except, of course, it always affects you*".

Important to note is that eight respondents emphasized their desire to be an example, both for the employees and other organizations. They want to show the world that how they do it can be done in a sustainable and financially healthy way, such as Lisa and Daniel declare: "*We have another goal to be a role model for social entrepreneurs ourselves*" and "*Then why a company at all? Why not just the foundation, you would say, that is because I want to show that even in this totally fossilized and institutionalized society, one can be able to set up a decent, sustainable business*".

So, a part of purpose is the will to change something that results in acting upon it. This will to change the current situation can often be traced back to a specific point in time from where the purpose originated. For these social entrepreneurs, it is really about improving local and global problems and being an example to others.

4.2.3. Leading the purpose

The leading the purpose dimension concerns how the leader leads the purpose in relation to the employees. It refers to the interaction with the employees and includes the interpretation of the work environment, reflection on one's own leadership skills, and follow-up of one's own position. This dimension contains thirteen second-order themes and 148 first-order concepts. The themes are discussed in clusters.

The concepts of responsibility and accountability were discussed frequently as pivotal focus points in how they lead. The leaders indicate that giving employees freedom helps them perform optimally: "*But people really like to A be respected and B be given the freedom to employ quality in a way that they have the freedom to shape it*" (Daniel). By creating an environment where employees feel comfortable and are given responsibility for the tasks they perform without the leader micromanaging them, they will perform better. It is up to the leader to recognize the employee's qualities and elicit them: "*With people with disabilities, people look at the disability first rather than the people behind it. And yes, we have set ourselves the goal of primarily focusing on that. So that is why I say yes, everyone has something they are good at, but you have to bring it up*" (Emma). The leaders do see it as their task to hold employees accountable if they do not fulfill their responsibilities, as these three respondents indicate: "*And yes, my philosophy is also, I appeal to people on their own responsibility*" (Emma), "*I myself believe in responsibility and accountability*" (Noah), and "*Make sure you give people much confidence, but then say, 'I am simply counting on you for it as well'*" (Jacob).

The respondents identify three different ways to motivate employees. Some need the leader's trust, "*What I said, I think the most important thing is self-confidence. Really the most important thing*" (Emma), others need financial motivation while most are motivated by the company's purpose. It is up to the leader to sense this and apply it appropriately: "*That depends a bit on the kind of employee you have. Some are just normal employees, so they are looking for targets and additional financial objectives. So, it does help if you develop some incentives for that. But you can imagine that some people also enjoy working for us. They find the organization interesting because of the social or impact side. Then it is important that you involve them in this.*" (George).

Remarkably, the respondents who made statements about their management capabilities were all four rather critical and made somewhat harsh statements, such as: "*That can also be a trap for me, I know that. I know that from time to time I can also give too much freedom to employees*" (Noah), "*That makes you a bit of a spiritual leader, but I'm not a manager, I'm not, so I have to hand over my management tasks*" (William), "*My business partner and I aren't managers, anyway I can't manage at all, I have to tell you honestly*" (Sophia) and "*In that respect, I'm a pretty worthless CEO*" (George).

It is noteworthy that two respondents are considering their succession. Both are worried about whether the purpose will be maintained if they take a step back. This raises the issue of how best to test the successor's ability to convey the purpose and continue the business as intended by the founder. William gives Apple as an example for what he wants to prevent: "*You know, the disappearance of, I'll mention Apple again, but the disappearance of Steve Jobs, then everyone was afraid it would collapse. Well, that's not true, but Apple has simply become a company now. It is not an innovative pioneer anymore. It is not. They will keep this up for a very long time, but it could well be that a company like that will disappear in the long run. Of course, how should I put it, that is the raison d'être of that company disappearing. And with that, you see whole companies disappear. That is possible. That is not the intention*." Arthur confirms this thought: "*It would be nice, you know, with many companies the owner quits, the company also stops. I would like it if this could continue because many people find a job here, they benefit from this. So that is something I want to ensure at some point, so that would be very nice*." Both respondents indicated that to find a suitable successor, the feeling is essential. The successor should feel similar: "*What you need is someone who also feels like a social entrepreneur*" (Arthur). William emphasizes that it is not something you can learn: "*So that's one for a succession. You must be very apprehensive about that, or be thoughtful and careful, and that is something you cannot learn. You know, that's something you have.*" What makes it complicated is that the feeling and purpose are difficult to articulate: "*We also discuss a job profile with the board. And then at one point, one of the board members said: I am missing the most important thing in the job profile, and that is, yes, give it a name, connector, inspirator. You know. And try to put that in a job profile. Then that comes in a job profile like, 'We're looking for a connector.' 'We are looking for someone who inspires.' That is what it would say. How does that translate? Is that someone? You know, you do not know. That's very difficult*" (William).

So, the leaders were positive about how they conveyed the purpose but were putting their management capabilities into perspective. Furthermore, they rely on the sense of responsibility of de employees to fulfill their tasks sufficiently for which they are accountable. With regards to succession, leaders worry whether successor feels and conveys the purpose similarly.

4.2.4. Purpose-business balance

The purpose-business balance dimension concerns the interaction between the strive for profit using the business model and the pursuit of the purpose. Finding the right balance in every context is part of this, in which the purpose should never suffer from the business model, but the business model is necessary to live up to the purpose. This dimension covers thirteen second-order themes and 136 first-order codes. Due to the high number, the themes are discussed in clusters.

The relationship between adherence to the purpose and keeping the company running came up during all interviews. Seven respondents explicitly mentioned the importance of the business model for various reasons. The business model is seen as a tool to realize the purpose and ensure that it is self-sustaining. The respondents consider the business model a vital part, and six respondents commented negatively on subsidized organizations. For example, George indicates that he does not believe in subsidies as a sustainable solution: "*And we do not believe*

in the NGO approach to structurally solving problems". Ethan agrees and indicates that the dependence on subsidies hinders organizations from scaling up, and thus less impact can be made: "*You must try to make a business model out of this. Of course, there are many foundations that all do a great job, nonprofits, but it is very difficult for them because they are completely dependent on donations, philanthropy, and funds, you name it. We think that this prevents them from creating a scalable business model in which you can make an even bigger change.*"

That balancing purpose and business is a tricky issue is indicated by William, who argues that it is a "*diabolical dilemma*". Contextual changes can cause this: "*Well, that's been pretty tough in times, too. We've also suffered some financial losses. Partly because you have to reinvent yourself, actually*" (Lisa) or client demands, "*Look, we're in such a different sector that when we start talking to IT buyers about purpose, the message often doesn't get across. So, for our customers, it's not very important to make sure you have purpose*" (George). George does provide a solution for balancing purpose and business: "*We think that as soon as you have to weigh up whether you are going to make money with the business model or try to achieve impact, then it is very difficult, in our opinion, to keep that up. So, the only way to do that is for your business model to be nothing more than creating impact*".

So, to live up to the purpose, the respondents emphasize the importance of the business model, enabling the organizations to work independently. Nevertheless, some respondents witness a trade-off between purpose and the business model sometimes resulting in a diabolical dilemma.

4.2.5. Company characteristics

The company characteristics dimension contains the different aspects that are typical for the organization. These include the company name, the presence of an office, the organizational culture, and the organization's growth. Six second-order themes are covered by this dimension and a total of 73 first-order concepts.

The company culture is discussed to a lesser extent during the interviews, but four respondents highlight the freedom they give to the employees and the ensuing responsibility. This sense of responsibility by the employees is part of the organizational culture: "*Well, I actually think that this is in the whole DNA and the design, that you primarily rely on one's own ability and put the responsibility on people themselves and on their intrinsic motivation*". Noah declares that he actively creates an environment where employees have their own responsibilities: "*So it's very much an environment that we're trying to create here as well, in which everyone has their own responsibilities and really has to stand up for these*". The 'hierarchy in organization'-theme is partly similar to the previous theme as the leaders declare that the organizational structure has limited hierarchy: "*It's very flat. That means I am on the work floor, too. So, I see myself as, well, the one with final responsibility, because that is basically who I am. I take that responsibility too. But I don't see myself as the director I used to have*" (Arthur). Others even say there is no hierarchy, and employees are equal to the leader, for example: "*So it was just fun. And that in a team and everyone just all doing normal, just no hierarchy*" (Jacob) and "*We have a very young team. The oldest is 32 and younger is 26, 25,*

24, and we even have a person of 18 and 19 in our team. Where everyone is basically equal" (Noah).

While leaders were united on employee responsibility and hierarchy within the organization, there are different approaches to coming up with a company name. Four respondents stated that the name of the organization aligns with either its mission, vision, daily operations, or purpose, such as "*that we thought like: hey [company name] that actually totally describes our vision*" (Noah). One respondent wants to change the company name since it does not fit with the operations anymore: "*Yeah, haha, that was actually just a work name. I am not very good at coming up with names, and then you are stuck with it. It does not fit at all anymore, either. So, yeah, we would like a new name*" (Lisa). On the contrary, Arthur took a different approach and calculated the company name sound-based: "*But I think the real reason is that those three letters happened to be needed to get a good number or a good sound. And that might also have been possible with other letters, but those might not have been pronounceable. I do not know. So that is how the name was developed, I just had it made, had it calculated.*" Jacob even advocates that one should not get involved with coming up with a suitable company name: "*No romantic story, but just niggardly. When you start a business, you should never spend too much money on your business cards, on your name. Before you know it, you are just sparring over a name for two months. Just make sure you get your first assignment. And then go see if you can make a little money on that. Then go see how you are going to invoice, and if you are going to send an invoice, then you should start thinking about a name.*"

How the respondents look at the role of an office differs too. All the respondents have at least one office. Having multiple offices can hinder properly leading the employees as Lisa describes: "*So the tricky part of steering is that we don't have a head office where everyone is every day and everyone works at different times*". Others just mention that they just miss working at the office, since they have to work remotely due to Covid-19: "*In terms of team, everyone worked at home for certainly one day a week. We are already very busy with our developer to do everything via calls. So that is okay for us, but it just takes a long time. At a certain point, you just feel like being in the office together again*" (Olivia) and "*Yeah, and the office, I would rather be here with everyone, but that's just not wise*" (Ethan). Two respondents stated that they deliberately chose their office. Noah says they moved because they missed 'life' in the previous building. Emphasizing the influence an office has on the business: "*But at some point, you also need cross-pollination, a canteen, cafeteria, external meeting rooms. Just really have the feeling that it's alive, you know. There's ambition here, in the building, in the walls and that is what we missed in the other building. So that's why we took the step to move into a new office*". William even states that the chosen office and its location are aligned with the company's vision: "*So, it's a perfect location. It was our A- location. This is where we wanted to base ourselves (...) It fits our vision. It fits our target group.*"

All respondents are eager to grow their businesses, varying from expanding target groups, product availability, employees, offices, or even abroad. Some are confident that copying the current business model and implement it in other area's or for other target groups will keep the culture, vision, and mission unchanged: "*So basically we create a machine, and then we copy that machine elsewhere and with the culture, say a piece of corporate culture and your mission and your vision and just directing towards goals, we can safeguard that*" (James). Conversely,

others are less optimistic about preserving its purpose: "*But even then, you know, every company that is going to grow, those scaleups, they become more and more companies. And you have to be keeping an eye on your goal*". Seven respondents agree to the fact that growth in employees influences the organization: "*Yeah, I think we really had to guard the culture, you have to guard the identity, because look, your identity and culture changes with every employee that comes on board*" (Noah) and "*Anyway, what I'm telling you, that was very useful when we were so small, but now that we're getting bigger, I can see that we do need some sort of extra tool to keep it that way. Right, because then you are much further from each other, you talk a lot less. You cannot check each other as much if it is still true and if you have understood it correctly, and so on and so forth. And then everybody is falling into assumptions*" (Sophia).

So, opinions differ on how business characteristics contribute to the purpose. According to some leaders, the company name contributes to emanating the purpose and having an office to adhere to the purpose, while others believe it does not. The leaders do agree that growth in employees affects the purpose, but they are equivocal about the possibility of copying the purpose to satellite companies.

4.2.6. Anticipating the future

The anticipating the future dimension concerns the respondents' long-term view regarding their organization and society as a whole. It is the least extensive dimension resulting from the data analysis. Nevertheless, this aspect emerged in more than half of the interviews. This dimension covers three second-order themes and 25 first-order concepts.

Four respondents explicitly mention impact in the long term. It starts with developing and securing the business model, after which the decisions are made for the long term: *"We know how it works. We know how the business model works, and it is now time to develop the business maturely. So, we focus much more in the long term."* (Noah). Ethan even considers it as one of the core values of their organization: "*We're really doing everything we can to ensure the plans survive 30 years. So, it's not like: we're putting in 1000 trees now and we're seeing it, but we're really trying to make it in such a way that it has the biggest impact over the longest term.*"

Concerning the 'importance of the sustainability'-theme, some respondents argue that without considering sustainability, organizations should not even exist, as Daniel elaborates: "*I kind of hate to the word [sustainability], because I actually think it should be ordinary. Look, if you are not sustainable, then you don't have the right to exist, in my opinion*". The concept of sustainability does not solely relate to environmental sustainability. It mostly relates to the durable aspect of the concept as Jacob emphasizes that temporary migrant workers are not sustainable, he prefers locals without a job: "*So I was looking for people who would like to do repetitive work. That is very hard to find in the Netherlands. Then you very quickly end up with the Poles and people like that. Yes, and I do not think that is very sustainable. They also work here with us in the bulb fields. That's when I started talking to the social employment service.*"

Anticipating to the future also resembles the 'next generation'-theme wherein especially the younger entrepreneurs emphasize that the next generation is more conscious, "*Yeah, I think that [our generation], I'm talking about 15 to 30 years, is more aware of how things are going. Also, more conscious of the fact that the choices we make now will last longer than the easily*

foreseeable time. So that is what I mean by our generation" (Ethan), and ready to make necessary changes, "*There's also a group ready to take something really out of hands. And maybe we do not always get it right, but we are very eager, and we have our own vision and above all the will to change something*" (Noah). Two older respondents also indicated their trust in, and the task of the coming generations as Michael and Daniel respectively declare: "*The future will be with people like you, if you talk about the movement, it has to go on. It will go on in a very different dynamic way. But if you can contribute to that with some insights and perspective, then that's already very nice*" (Michael), and "*Very nice to see that very good people come from the university with a good background, and enter society later on. I'm also very confident that you [your generation] will be taking up the torch*" (Daniel).

So, these leaders are focusing on impact in the long term. For them, the impact must be sustainable, and responsibility is placed on current and future generations to ensure this sustainable impact.

5. Discussion

This chapter emphasizes on answering the research question: *How is purpose used in leadership within social enterprises?* The findings are analyzed and compared with what is known from the literature, and the three main contributions are discussed. The chapter starts with elaborating that the findings from practice confirm that purpose is defined and interpreted differently, which gives an ambiguity to how purpose is understood. After that, the dimensions are discussed individually. This includes the explanation of why this study confirms the theory of some scholars that purpose is used as a moral benchmark against which decisions are weighed up and why it adds to the literature that the onset of purpose can be traced back to a specific tipping point. After which the dimensions and their in-between relations are illustrated in a conceptual model.

5.1. Definitions of purpose

Literature has shown that there are several definitions for purpose (Basu, 2017; Case et al., 2015; Damon et al., 2003; Hickman & Sorenson, 2013; Hollensbe et al., 2014; Kempster et al., 2011). This research shows that purpose is defined differently in practice too. Consequently, respondents discuss different elements of purpose and various topics related to their definition of purpose. This means that the researcher has to determine what will and will not be included in the study in advance. This will be further elaborated after the practical definitions have been compared with the definitions of scholars. How these definitions relate to each other is displayed in Table II.

The definitions of George and Noah correspond mostly to Hickman's and Sorenson's (2013) definition concerning shared experiences, beliefs, values, and goals. These definitions perceive purpose from a personal view. The organizational aspect is represented in the definitions of Basu (2017) and Hollensbe (2014), who defined purpose as the reason for existence. Similar to these definitions, William and Olivia include the 'why' that resulted in the establishment. The other respondents argue that purpose is more than the self or the organization. For instance, Arthur and Ethan argue that purpose is about meaning to the self and others, which corresponds with Damon's (2003) perspective. Lisa, Sophia, and Jacob add a social objective to the definition, which makes it more action-oriented, like Kempster et al. (2011). Purpose, in its broadest sense, is displayed as "*greater good*" (Case et al., 2015, p. 411)*,* making it difficult to understand what it beholds. This also applies to the definitions of James and Daniel, which are neither action-oriented nor precise, but these do incorporate the thought of improving the world as it is.

One definition stands out from the others. Michael describes purpose as corporate social responsibility. Corporate social responsibility is defined "*as situations where the firm goes beyond compliance and engages in 'actions that appear to further some social good, beyond the interests of the firm and that which is required by law*"(McWilliams et al., 2006, p. 1). This contains similar elements as the definitions of Damon et al. (2003), which triggers the question of whether purpose and corporate social responsibility are similar. Based on these two definitions, it appears that the two do overlap. However, this conclusion should not be drawn too quickly.

Table II. Definitions of purpose of the respondents compared to definitions from literature

Respondent	Definitions of purpose	(Hickman & Sorenson, 2013)	(Basu, 2017)	(Hollensbe et al., 2014)	(Damon et al., 2003)	(Kempster et al., 2011)	(Case et al., 2015)
Emma	An objective						
George	Knowing what we do and for what we do it	X					
Michael	Corporate social responsibility which is credibly entangled with making money					X	X
Ethan	Everything you do which is not solely for yourself. It is for yourself, but not only for yourself. Thus, everything that is of value to you, but not in monetarily.				X		
Olivia	Your biggest raison d'être, your 'Why'		X	X			
Lisa	The difference you want to make in the world; what you want to change or improve				X		
James	Making the world a little better						X
Daniel	Doing the necessary, from the capacities and possibilities that have been given you.						X
Sophia	Having a goal which contributes to a better world, socially and/or sustainably						X
William	For what we are on earth			X			X
Jacob	A social objective, thus an objective in behalf of the society instead of the individual and an objective at the expense of profit maximalization or a commercial objective					X	
Arthur	Meaning; what this company means to others	X			X		
Noah	It is not only about what you do as a company, but much more about what you stand for, both internal as external.	X					

The other definitions show that purpose is also a constant will to do good and not seen as situational actions wherein one does good, as it seems with corporate social responsibility.

Emma's definition of purpose has not been linked to any of the definitions from the literature. She describes purpose as "*an objective*", which is "*something that you are trying to achieve*"(*Oxford Advanced American Dictionary*, n.d.). Like the various definitions of purpose, the definition of an objective contains a future aspect. In that respect, they are similar. The definitions of Hickman and Sorenson (2013) and Case et al. (2015) both contain 'goal' and 'aim', which are synonyms for 'objective'. However, these definitions contain additional elements beyond objective; the former adds 'deeply meaningful' and 'shared' and the latter 'broader societal realm'. Because something similar is lacking in the definition of 'objective', Emma's definition is not linked to a definition from literature. Noticeably, William admits that he uses the concepts of purpose, vision, and mission interchangeably. It seems that this also applies to Emma, but as this cannot be presumed with certainty, her definition is not linked.

Reviewing the definitions show that most definitions from practice and literature can be linked to each other. The definitions can be divided into three groups. The individual perspective considers the why as the fundamental reasoning from which a person acts. The organizational perspective sees the why as the raison d'être of the organization from which the company operates and the reason for its establishment. The external component is the impact that the person or organization makes. For social enterprises, this means a positive societal or environmental impact or both. Giving meaning to the actions of a person or a company is a crucial part of this. In contrast to Wilson's (2004) statement that the societal aspect of purpose is often overlooked in business, this research shows that 9 of the 12 leaders either explicitly or implicitly include the social aspect in their definition of purpose. However, this is a distorted picture because the respondents are all leaders of social enterprises that initially have a focus on society and the environment (Zahra et al., 2009). For these social entrepreneurs, the societal element is undoubtedly part of purpose; however, whether this also applies to leaders of economic value-driven organizations remains to be seen.

That there is a difference in how the respondents define purpose can be explained in two ways. First, one may be unfamiliar with the exact definition of purpose. However, the question is whether there is an exact definition as scholars also differ in their definitions. On the other hand, it may be unclear what purpose is at all. This is also unlikely because all respondents formulated a purpose, which contained distinct but overarching elements. So it can be assumed that purpose is a broad concept that everyone adheres to with their personal aspects. Perhaps the ambiguity lies in the paradox that purpose can be both individual and global, and both static and action-oriented.

As a researcher, it is essential to be aware that the meaning of purpose differs per person, which affects the research. Because the respondents gave their own interpretation of purpose, many elements were covered. However, this makes it challenging to go into depth. To prevent research from being too broad, determining the scope of the research in advance is crucial. I have experienced that if this is not done properly in the beginning, the overflow of a large amount of diverse data is almost inevitable, making it harder to make sense of it.

This study is the first study that highlights the different definitions of purpose from literature and practice. By looking at purpose from the individual, organizational, social perspective, or a combination of these three, one gives meaning to purpose in his or her own way. As a result, there is also a difference in the way in which the purpose is interpreted. That there is still ambiguity about purpose should not be considered a limitation, but rather as an encouragement to discuss the theoretical definition of purpose. Having a consensus on the definition allows us to determine what can be expected from companies that indicate that they put purpose first. Hence, organizations, such as the 181 that signed the *Business Roundtable Statement on the Purpose of a Corporation* (Business Roundtable, 2019), which indicate that they want to focus more on purpose, must formulate what they mean by that.

5.2. Dimensions

5.2.1. Changing the status quo

Changing the status quo is considered as a contextual dimension. It represents the realization concerning the contextual status that causes the inner will to change the status quo. The realization is often an identifiable tipping point from which the purpose has begun to develop. It is a personal event or experience that creates a feeling of inequality or underexposure of a particular phenomenon. The findings of this research show that the onset of purpose originates from these personal experiences.

The interpretation of changing the status quo is twofold. On the one hand, it symbolizes the reason why the founder established the organization, such as Basu (2017) describes as the corporate purpose. On the other hand, it symbolizes the desire to adjust one's context, which is well captured in the purpose definition of Damon et al.: "*Purpose is a stable and generalized intention to accomplish something that is at once meaningful to the self and of consequence to the world beyond the self*" (2003, p. 121). Even though purpose is the reason for existence (Basu, 2017; Hollensbe et al., 2014) and the why for one's actions (Damon et al., 2003), scholars have marginally addressed the origin of one's purpose, remarkably. Structuration theory discusses how context facilitates social entrepreneurship (Mair & Marti, 2006) but not the purpose, although mentioned by each respondent. Solely Moran (2009) has researched how purpose arises. She argues that purpose arises when the following elements come together: "*empathy for prosocial reasons, imagination for projections of the self and of intentions into the future, and recognition of opportunity for engagement*" (Moran, 2009, pp. 154–155). These elements are indeed part of purpose, but I would add one additional element: a specific experience that triggers the emergence of purpose.

In this case, the origination of the purpose is covered by the will to change the status quo. However, the change element is not essential; one's purpose could also be to maintain. Change is almost inherent to social entrepreneurship (Mair & Marti, 2006; Zahra et al., 2009), which explains that all the respondents emphasize it. Moreover, being concerned about social inequality is also typical for social entrepreneurs (Dacin et al., 2011). Thus, this dimension would probably be renamed to the *onset of purpose* if other types of leaders were interviewed.

5.2.2. Company characteristics

The 'company characteristics'-dimension represents the organizational context and displays how leaders set up their enterprises. It covers both the leader's influence on the

company and how internal dynamics affect leadership. The findings show that each leader ingrates the purpose in his or her own way, and it can influence the company name, the location and design of the office, and the hierarchy within the organization. However, this is subjective because some leaders do not relate this to purpose. It cannot be assumed with certainty whether this is genuinely influenced by the purpose of the leader, because it has been discussed to a lesser extent.

What is clear from the findings is that leaders are aware that change in business characteristics can influence the requirements of conveying the purpose. In particular, the influence of business growth has been widely discussed. Each new employee affects the organization and, therefore, shared values and beliefs (Hickman & Sorenson, 2013). How the leaders deal with this is a relevant topic that some are currently working on. This is partly because some companies are transitioning from the birth phase to the growth phase, where the formalization of structure, decision-making, and dissemination of information occurs (Miller & Friessen, 1984). How purpose is used during such transition is worth studying at a later stage.

5.2.3. Leading the purpose

Leading the purpose represents the interactional process between the leader and its employees. The leaders argue that the purpose contributes to steering and motivating the employees. Much responsibility is given to the employees, and the purpose gives them the needed direction. It is debatable whether high responsibility for employees is characteristic of leading the purpose because it is common for young organizations (Miller & Friessen, 1984).

Although this has been discussed at length, it is difficult to put the finger on how leaders do this. It seems to go mainly implicitly, without formal events wherein the purpose is discussed, or ethical and moral debates take place (Kempster et al., 2011). In that respect, the process of leading the purpose seems to be similar to the phenomenon of negotiating the purpose wherein this process suggests an implicit theory in use (Eden & Huxham, 2001). In practice, this would imply that leaders should explicitly show their actions and communicate their choices for an adequate conveyance of purpose. This may be easier for smaller organizations than for larger ones. According to the respondents, their employees are still in close contact with them, but it becomes more complicated when the organization expands, and communication processes become more formalized.

The employees' input confirms the idea that conveying the purpose is implicit and that being an example contributes most to this. This may also explain why one employee of company Y claims that Lisa does not convey the purpose at all because company Y has many different offices and Lisa does not frequently see her employees. However, this employee has not given any further explanation, so this cannot be concluded with certainty. Future research could look into this.

5.2.4. Anticipating the future

It was to be expected that anticipating the future as a dimension would emerge from the findings because future-orientation is typical for entrepreneurs (Bird & West III, 1998) and thus also for social entrepreneurs. This dimension represents the context which the social entrepreneurs want to improve. These leaders emphasized the importance of sustainability and long-term social impact. The difficulty lies in the fact that social impact is hard to quantify and

it is easier to gauge financial objectives (Besley & Ghatak, 2017; Dacin et al., 2011). The leaders indicate that purpose helps them to keep the long term in mind. This confirms Besley's and Ghatak's (2017) argument that managers with, what they call, prosocial motivation are able to meet financial goals while keeping the organization on track to achieve long-term social aims.

5.2.5. *Purpose-business balance*

The 'purpose-business balance'-dimension confirms the contextual inevitability of social entrepreneurs; they must deal with finding the right balance between commercial logics and social welfare logics (Battilana & Dorado, 2010; Dacin et al., 2011). The stance that the societal perspective of leadership as purpose is more important than the organizational good (Case et al., 2015) does not apply to these social entrepreneurs who emphasize that the business model is essential to achieve their social goals. This central position of the business model does influence the choices that are made. These leaders will always choose to adhere to the social goals if this is financially possible. When it becomes financially challenging, making money becomes more critical, and different choices are made to keep the business going. This diabolical dilemma can be caused by a change in context, such as the current developments regarding Covid-19.

However, most of the social entrepreneurs seem to have a remedy for this mission integrity problem (Besley & Ghatak, 2017). They used purpose to pursue the commercial objectives in order to achieve the social objectives, which makes purpose transcend the balance. One entrepreneur even emphasizes that he has set up the business model in such a way that it is only the pursuit of social goals. So, there is no trade-off between the business model and the social goals, but the purpose is the business model or, as one of the leaders said: "*So the only way to do that [living up to the purpose] is for your business model to be nothing more than creating impact*".

In retrospect, a more suitable name for this dimension would be *social-business balance*, which better reflects what is said by the respondents and in institutional theory (Dacin et al., 2011). Purpose is the reason why these institutional logics are in balance and a means to break with this balance by integrating the two logics. In practice, this means that as long as the societal goals are next to the business model without a transcending purpose, the balance will be more sensitive to pressure in times of crisis. Therefore, it remains to be seen whether the Business Roundtable agreements, in which purpose precedes shareholder value, can be fulfilled at organizations that do not originate from a purpose, but where the purpose is imposed. However, it should be noted that this study is a snapshot of the social enterprises. Therefore, the solution to the mission integrity problem is based on what the leaders said in the interviews. It is interesting to study the companies for a more extended period and observe how contextual changes influence this balance and whether an integrated purpose makes them more resilient.

5.2.6. *Purpose as guidance*

Purpose as guidance is the largest dimension and represents the personal aspect of how the leaders mainly use purpose. The findings show that the purpose gives direction to the leaders' choices. It supports the leaders in choices regarding the establishment of the organization, business operations, future directions, leading and hiring employees, etcetera. Several

respondents emphasize that they do not use the purpose, but they live the purpose. They consider their actions directly related to their purpose as a driving force, like "*an aim that guides action*" (Kempster et al., 2011, p. 320). They are emotionally attached to the purpose and use it continuously as a benchmark. For these cases, the leader's purpose is the same as the organizational purpose. In that respect, I agree with Moran's conclusion that purpose is *an internal, self-motivating, self-regulating beacon that helps the person navigate his or her contributions to the world*" (2009, p. 154). This is what makes it challenging to transfer the purpose to subordinates and successors or to verify that they possess a similar moral compass. Future research could look into this.

This study started with the argument that most leaders miss the societal aspect of purpose (Joly, 2020). After carrying out this research, I wonder if that is really part of purpose. These leaders very much emphasize the societal part, but they are leaders of social enterprises, and societal impact is inherent to social entrepreneurship (Austin et al., 2006; Mair & Marti, 2006; Zahra et al., 2009). If I conclude what purpose is based on this research, then it is quite distinct from company to company, and it is more an internal beacon that gives direction that originates from a specific moment. Coming back to the Business Roundtable Agreement, perhaps this is the tipping point of CEO's from which their purpose arises. The future will tell.

5.3. Conceptual model

From this research, a conceptual model has been made to show how the dimensions relate to each other (Figure I). As mentioned, for these cases, the purpose originates from the desire to change the status quo. The tipping point is identifiable and is caused by contextual factors. In the conceptual model, the dimension is renamed to *onset of purpose*, which makes the model less dependent on the desire to change, and it can be applied to other leaders as well.

After the origination of purpose, the purpose is used as a benchmark that guides the leaders in their choices. It influences how they set up their companies, how they lead their employees, and how they anticipate future developments. The company characteristics in itself also affects the interactional process of how the leaders lead their employees. Growth can change internal dynamics, which requires the leaders to formulize the purpose to steer all employees. The way the leader steers the employees affects how the organization anticipates the future. By emphasizing the focus on long-term impact and sustainability, the organization prepares for future developments and, more importantly, improves what the organization was founded for initially.

Company characteristics, leading the purpose, and anticipating the future are all affected by the social-business balance. When commercial objectives take precedence, this will influence the organization's design, interaction with employees, and choices for the future. This balance can be evened out or even broken by purpose as guidance.

Note that these dimensions are based on the findings of this research and are therefore not exhaustive. Furthermore, this model has not yet been tested and verified, but it serves as an image for how the dimensions relate and can serve as a basis for future research.

Figure I. Conceptual model
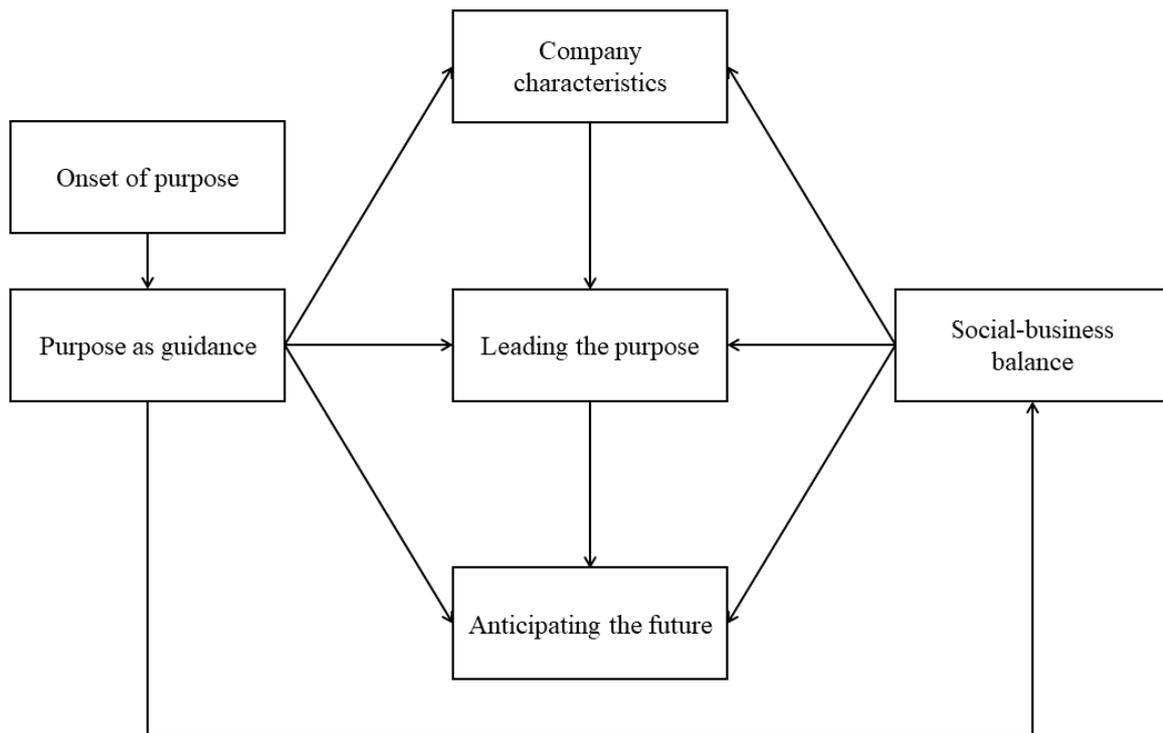
5.1. Employees' perspective

Knowledge about leadership is mainly based on the follower's perspective (Hiller et al., 2011). This research took a different approach to understand how leaders use purpose and the employee's perspective was considered as additional data to acquire a thorough understanding. Unfortunately, with five employees of two organizations, the input was limited. The leaders had initially indicated that several employees would fill in the questionnaires, but later it appeared that due to the workload caused by Covid-19 and a shift in priorities, this was no longer possible. Therefore, no firm conclusions can be made based on the data from the questionnaire. Nonetheless, the findings showed that the description of the organization's purpose differs somewhat between the employees and the leader of companies X and Y. The fact that this already applies to these cases where the purpose is central and the distance between the leader and the employees is relatively small raises the question of what this means for larger organizations where the leader's influence on employees is reduced (Grint et al., 2016). However, this part requires further research.

5.2. Covid-19

When this research started in January, the Covid-19 virus was still mostly unknown and did not influence the participating organizations. During the research and especially from mid-March onwards, strict government regulations were introduced that had an impact on the participating organizations and the conduct of this research.

All respondents indicated that government regulations had a major influence on the business operations. This created much uncertainty and some respondents indicated that their social-business balance was tilting. In such extreme circumstances, it can be concluded that if absolutely necessary, business continuity takes precedence over social objectives in order to

adhere to the purpose. Because this situation arose during the research, it is necessary to look retrospectively at how the Covid-19 virus and possibly other contextual changes affect the balance between business and social goals within social enterprises.

With regard to the implementation of the research, the data was collected virtually through interviews by phone and via the online communication program Zoom. The advantage of conducting virtual interviews is that flexibility increases, which means that both the respondents and the researcher are less limited to time and location (Janghorban et al., 2014). Four interviews were conducted by phone, so, regrettably, nonverbal signals could not be detected. These nonverbal signals could, fortunately, be observed in the eight interviews conducted via Zoom because video image was possible. However, I believe that the questions concerning something so personal and contextually dependent as purpose can be better discussed in the business environment. As an example, one interview was conducted at the company location. In this interview, I saw what the respondent was talking about. Therefore, I could better understand the answers and anticipate better with the questions. Hence, I would recommend for future research to conduct the interviews at the office of the organizations.

6. Conclusion

This study aimed to answer the research question: *How is purpose used in leadership within social enterprises?* By interviewing social enterprises' leaders, the concept of purpose was deepened, and it is determined how it is used in practice. The research shows that the personal aspect of purpose allows for different interpretations. This ambiguity about purpose is an encouragement to discuss the theoretical definition of purpose, so it can be determined what can be expected from companies that indicate that they put purpose first. Furthermore, the research shows that social entrepreneurs use purpose as an internal benchmark for their choices and to balance economic and social welfare logics in order to keep on track to their long-term social aims. The use of purpose is mainly implicit, and it is therefore not used but lived. It is a leader's internal moral compass that guides the intention to accomplish something meaningful to oneself and others.

7. Future research

This chapter considers five main areas for future research resulting from the study. These five areas are researching purpose in the organizational context, purpose in larger organizations, the employee perspective, the influence of contextual changes on purpose, and the succession of the leader.

As mentioned, the data was collected virtually. This makes it difficult for the researcher to assess how the purpose lives in the organization. Therefore, something as personal as purpose should be examined in the right context, which in this case is at the social enterprise. Moreover, this research is based on what the respondents said, while it is particularly interesting to see how they do things. Due to the implicitness of leading the purpose, applying observations in the business context may give new insights into how this interaction takes place and how the leader conveys the purpose.

This research was carried out among the founders of social enterprises. These social enterprises are established based on the purpose of their founders. What has not been researched are companies that have existed for a long time and where a shift in importance has taken place from the shareholders to the adherence to a social purpose. How is such a story proclaimed, and is the leader still seen as authentic when this change is set in motion? In addition, the question is how the purpose is transferred within larger organizations. The interviewed leaders indicated that they were close to the employees and, therefore, it was simple for them to communicate the purpose. However, as the organization grows, this becomes more difficult, and adherence to the purpose needs to be formalized. What is the effect on living up to and communicating the purpose as the distance between the employees and the leader increases? How does a leader or organization prevent the purpose of becoming obscured? How does an organization make sure that the middle-level managers communicate the same purpose as the leader? Moreover, if purpose becomes hard to convey, how does purpose differ within departments and offices of multinationals?

Unfortunately, not enough data on the employees' perspective has been collected to draw firm conclusions. Still, the employee's perspective is an essential point of view for researching purpose within organizations. The limited data already showed that the employees defined different purposes and values in comparison to the leader. How is it possible that this is already the case even in small organizations? What influence does this have on the organization? To what extent does the organization benefit from each employee pursuing the same purpose, or may these be different? In addition, one employee was very critical of how the leader conveyed the purpose. What criteria do employees set for the leader regarding conveyance of purpose? When does a leader convey the purpose well and when does he or she not?

Another suggestion for future research is related to the Covid-19 pandemic and the government measures that followed. This situation started during the research and was not anticipated in advance. However, it is clear that it has a major impact on organizations and causes pressure on the business-social balance. It is interesting to examine retrospectively how companies acted during Covid-19 or other crises. Which companies have remained true to their

purpose under considerable pressure and had to make deviant decisions to preserve the business? What consequences did that have? What was asked of the leader and how best to act?

The last suggestion for future research concerns the succession of the leader. Two leaders extensively discussed their concerns about what happens to the organization when they take a step back. Their concerns were aimed at finding a suitable successor that will similarly continue the organization as they did themselves, ensuring the purpose and preventing the organization from becoming a regular business. This study did not address these concerns in detail, but it does call for further research. Relevant questions on this subject could be: What happens to social enterprises if the founder is succeeded? How is the purpose transferred to successors? How do you test whether your successor will similarly convey the purpose?

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Appendix A: Respondents and company characteristics

Table III. Characteristics of leaders and organizations

Leader	Age	Employees	Year of establishment company	Social enterprise
Co-founder	24	12	2017	Yes
Co-founder	39	6	2014	Yes
Founder	57	20	2015	Yes
Founder	54	9	2014	Yes
Founder	30	3	2017	Yes
Founder	46	100	2016	Yes
Founder	54	60	2012	Yes
Co-founder	58	30	2013	Yes
Founder	38	25	2013	Yes
Co-founder	23	3	2019	Yes
Co-founder	49	12	2019	Yes
Co-founder	67	4	2012	Yes
Founder	55	-	2016	Yes

Appendix B: Definitions, purposes, values, and motives (English)

Table IV. Definitions, purposes, values, and motives of the organizations and leader (English)

Respondent	Definitions of purpose	Purpose of organization	Core values organization	Motives leader
Organization 1	Objective	Giving opportunities to young people between eighteen and thirty who due to a psychological or physical disability have less chances on a regular job or development.		Happy and new customers
Organization 2	Knowing what we do and for what we do it	We strive to enable local recycling of electronic waste in African countries	▪ Positive approach ▪ Practical and pragmatic ▪ Professionally thorough	
Organization 3	Corporate social responsibility which is credibly entangled with making money	We would like everyone to feel meaningful, so they can come entirely into their own and make positive impact in work.		
Organization 4	Everything you do which is not solely for yourself. It is for yourself, but not only for yourself. Thus, everything that is of value to you, but not in monetarily.	Not only storing CO2, but really building ecosystems and making sustainable land strategies with farmers and landowners.	▪ Ecological, social, and economic sustainability ▪ Transparency ▪ Long term	▪ Doing something good with the time you have and looking how to make as much impact as possible with as many people as possible ▪ Loving what you do ▪ Making a business model of this idea
Organization 5	Your biggest raison d'être, your 'Why'.	That it will be the norm in the catering sector to measure climate impact and to report this to the customers and consequently it will be the norm that the catering sector meets the requirements of the Paris Agreement.	Not formulated	▪ In the end, wanting climate-friendly food to be the norm ▪ Making people become aware that climate-friendly food is more than only eating carrots
Organization 6	The difference you want to make in the world; what you want to change or improve	Accelerating social entrepreneurship in the Netherlands	▪ Connect ▪ Innovate ▪ Learning by doing ▪ Bottom-up	

Table IV. continued

Organization 7	Making the world a little better	Making the world a little better by giving people who did not have opportunities a new opportunity and thus a little life satisfaction.		▪ Making the world a little better concerning youth problems ▪ Giving people a new opportunity
Organization 8	Doing the necessary, from the capacities and possibilities that have been given you.	The goal is to provide safe and sustainable starlight for the one billion people who do not have access to the power grid.	▪ Passion ▪ Change ▪ Sustainability ▪ Giving others the opportunities, you would also like to get yourself	An equitable society which lies ahead for future generations
Organization 9	Having a goal which contributes to a better world, socially and/or sustainably	Ensuring social inclusion by letting people join		▪ Social inclusion ▪ Sustainability ▪ The necessity of how we treat the world is not viable anymore
Organization 10	For what we are on earth	We are here to guide people with autism with an interest in ICT to a job in a sustainable way.		
Organization 11	A social objective, thus an objective in behalf of the society instead of the individual and an objective at the expense of profit maximalization or a commercial objective.	Restoring people with an advantage to the labor market to that job market sustainably	Will be formulated based on the following signals: ▪ Autonomy ▪ Thorough questioning ▪ Ambitious ▪ 'Can do' -mentality ▪ Loyal in relationships ▪ Independent from hierarchy ▪ Wanting to celebrate life	
Organization 12	Meaning; what this company means to others	Providing a reasonable regular job to people with a distance to the labor market due to physical or other disabilities		
Organization 13	It is not only about what you do as a company, but much more about what you stand for, both internal as external.	Giving the new generation a place in the current job market and enabling them to speak out.	▪ Passion ▪ Professional rebelliousness	▪ Connection ▪ Broadening the platform ▪ Charity

Appendix C: Definitions, purposes, values, and motives (Dutch)

Table V. Definitions, purposes, values, and motives of the organizations and leader (Dutch)

Respondent	Definitions of purpose	Purpose of organization	Core values organization	Motives leader
Organization 1	Doelstelling	Wat wij als doel hebben is om ervoor te zorgen dat jongeren tussen achttien en dertig, die gewoon door een beperking – het kan psychisch of lichamelijk zijn -, minder kansen hebben op een reguliere baan of om gewoon volledig zich te ontwikkelen dat wij hen die kans bieden.		Blije en nieuwe klanten
Organization 2	Het is meer gewoon wat we doen en weten waarvoor we dat doen	We streven ernaar om lokale recycling van elektronisch afval mogelijk te maken in een Afrikaans land.	▪ Positieve aanpak ▪ Praktisch en Pragmatisch ▪ Professioneel gedegen	
Organization 3	Maatschappelijk verantwoord ondernemen, dat op een geloofwaardige manier verknoopt is met geld verdienen	Wij gunnen dat ieder mens zich betekenisvol voelt, zodat hij volledig tot zijn recht kan komen en positieve impact maakt in werk.		
Organization 4	Ik denk een purpose, is alles wat je doet voor is niet alleen voor jezelf. Je doet het ook voor jezelf, maar niet alleen voor jezelf. Dus eigenlijk alles dat waarde voor je heeft, maar niet in monetaire vorm. Simpel gezegd.	De purpose is niet alleen het opslaan van CO2, maar het echt bouwen van ecosystemen. Een ecosysteem is eigenlijk heel breed genomen, want dat is niet alleen de natuur, maar dat is ook juist de interactie tussen mens en natuur.	▪ Duurzaamheid op ecologisch, sociaal en economisch gebied ▪ Transparantie ▪ Lange termijn	▪ Iets goeds te doen met de tijd die je hebt en kijken hoe je zo veel mogelijk impact kan maken met zoveel mogelijk mensen ▪ Gaaf vinden wat we doen ▪ Een business model hiervan maken

Table V. continued

Organization 5	Je grootste bestaansreden. Je 'Why'.	Het doel is dat het echt de norm wordt in de horeca om klimaatimpact te rapporteren naar je gasten en dit door te meten. En dat daardoor het ook uiteindelijk de norm wordt dat de horeca aan de norm van het Parijsakkoord gaan doen	Niet geformuleerd	▪ Ik wil dat uiteindelijk klimaatvriendelijk eten de norm wordt ▪ Dat mensen zich ervan bewust worden dat klimaatvriendelijk eten niet betekent dat je alleen nog maar wortels eet
Organization 6	Dus hoe ik dat definieer is gewoon uiteindelijk het verschil wat je in de wereld wilt maken; wat is het wat je wilt veranderen of verbeteren.	Sociaal ondernemerschap in Nederland versnellen.	▪ Verbinden ▪ Innoveren ▪ Leren door te doen ▪ Bottom-up	
Organization 7	De wereld een beetje beter maken	De wereld een stukje beter maken door mensen die de kansen niet hebben gehad, opnieuw een kans geven en zorgen dat zij een baan en toekomst vinden en daarmee een stukje levensgeluk.		▪ De wereld een beetje beter maken op het gebied van jeugdproblematiek ▪ Mensen een nieuwe kans geven.
Organization 8	Doen wat nodig is, vanuit de capaciteiten en mogelijkheden die je gegeven zijn	De 1 miljard mensen die nu geen aansluiting op het energienet hebben, om die safe en sustainable starlight te verschaffen.	▪ Passie ▪ Verandering ▪ Duurzaamheid ▪ Geef een andere de kansen die jezelf ook graag wil hebben.	Een rechtvaardigere samenleving die ook voor toekomstige generatie is weggelegd
Organization 9	Een doel hebben dat een bijdrage doet aan een betere wereld, sociaal en/of duurzaam.	Door mensen mee te laten doen voor een sociale inclusie zorgen		▪ Sociale inclusie ▪ Duurzaamheid ▪ De noodzaak van hoe we nu met de wereld omgaan niet langer meer kan
Organization 10	Waar wij voor op aard zijn	Wij zijn er om mensen met autisme met een interesse voor ICT duurzaam naar werk te leiden		

Table V. continued

Organization 11	Maatschappelijke doelstelling dus een doelstelling die ten behoeve is van de maatschappij in plaats van het individu en een doelstelling die ten koste gaat van een winstmaximalisatie of van een bedrijfsmatige doelstelling	Mensen met een voorsprong op de arbeidsmarkt duurzaam terugbrengen naar die arbeidsmarkt.	Wordt geformuleerd op basis van de onderstaande signalen: ▪ Autonomie ▪ Doorvragen ▪ Ambitieus ▪ 'Can do' -mentaliteit ▪ Trouw in relaties ▪ Losstaan van hiërarchie ▪ Het leven willen vieren	
Organization 12	Betekenis, wat dit bedrijf betekent voor anderen	Om mensen met een afstand tot de arbeidsmarkt, met een fysieke of andere beperking, toch een redelijk reguliere baan te bieden door middel van het recyclen van gebruikte ICT apparatuur.		
Organization 13	Ik denk dat het niet alleen maar gaat om wat je doet als bedrijf, maar veel meer waar je voor staat, zowel intern als extern.	En het is vooral de nieuwe generatie een plek geven in de huidige arbeidsmarkt en ook echt een stem laten horen.	▪ Passie ▪ Professionele rebelsheid	▪ Verbinding ▪ Platform breder trekken ▪ Charity

Appendix D: Analysis of organizational purposes

Giving opportunities to young people between eighteen and thirty who due to a psychological or physical disability have less chances on a regular job or development.

We strive to enable local recycling of electronic waste in African countries

We would like everyone to feel meaningful, so they can come entirely into their own and make positive impact in work.

Not only storing CO2, but really building ecosystems and making sustainable land strategies with farmers and landowners.

That it will be the norm in the catering sector to measure climate impact and to report this to the customers and consequently it will be the norm that the catering sector meets the requirements of the Paris Agreement.

Accelerating social entrepreneurship in the Netherlands

Making the world a little better by giving people who did not have opportunities a new opportunity and thus a little life satisfaction.

The goal is to provide safe and sustainable starlight for the one billion people who do not have access to the power grid.

Ensuring social inclusion by letting people join

We are here to guide people with autism with an interest in ICT to a job in a sustainable way.

Restoring people with an advantage to the labor market to that job market sustainably

Providing a reasonable regular job to people with a distance to the labor market due to physical or other disabilities

Giving the new generation a place in the current job market and enabling them to speak out.

What	Where	Target group	Restrictions	and
How	Result	Specification target group	Explanation	

Appendix E: Code Scheme

Table VI. Code scheme

Aggregate dimensions	Second-order themes	e.g. First-order concepts	Exemplary quote	Respondent
Anticipating the future (25)	Impact in the long term (5)	Long-term	We doen echt alles zodat de plannen 30 jaar kunnen overleven. Dus het is niet van. We zetten er nu 1000 bomen in en we zien het wel, maar we proberen echt het zo te maken dat dat het over de langste termijn de grootste impact heeft.	Ethan
	Importance of sustainability (10)	Sustainability should be the ordinary	Ik heb een beetje een hekel aan het woord, want ik vind je dat eigenlijk dat het normaal moet zijn. Kijk als je niet duurzaam bent, dan heb je gewoon geen bestaansrecht naar mijn idee	Daniel
	Next generation (10)	The younger generation are more conscious	Ja, ik denk dat, dan heb ik het over 15 tot 30 jaar, toch wel bewuster zijn van hoe het eraan toegaat. Ook bewuster van dat de keuzes die we nu maken langer doorwerken dan de makkelijk te beogen tijd. Dus dat bedoel ik met onze generatie.	Ethan
Changing the status quo (190)	Being an example (18)	Being a role model for other social entrepreneurs	We hebben nog een doelstelling om zelf een rolmodel te zijn voor sociale ondernemers.	Lisa
	Emotional attachment (13)	Be aware of getting to passionate	Je moet trouwens wel een beetje oppassen dat je niet te bevlogen raakt, want dan word je meegesleurd met problemen.	James
	Governmental influence (8)	5% of governmental tender profit need to be socially invested	Als bedrijven met aanbestedingen meedoen, dan hebben ze overheidsgeld als inkomsten en dan moeten ze van de overheid een deel terug van brengen in de maatschappij. Dus er moet een percentage, vaak vijf procent van jouw bedrag wat je hebt verdiend aan die overheidsopdracht, moet je terugbrengen.	Sophia
	Need for change (22)	Had to do something about the situation	En dat was iets wat mij niet meer losliet, waardoor ik op een gegeven moment zei: Nou als ik hier echt zoveel van vind, dan moet ik er maar wat mee gaan doen.	Olivia
	Past experiences (19)	Experienced a different world during reintegration after sickness	Zo'n acht jaar geleden werd ik zelf ziek en toen ben ik een tijdje uit de running geweest. En na een jaar ofzo wilde ik wel weer aan het werk, dus daar heb ik ook voor gezorgd, met hulp van de gemeente, dat ik weer in een kringloopbedrijf hier in den haag kon starten. Daar had ik geloof ik, ik had binnen een maand had ik een contract daarzo. En dan maak je een andere wereld mee.	Arthur
	Positive impact (26)	Wants to make a difference for people	Nee ik wil echt een deuk in een pak boter slaan. Ik wil echt het verschil maken voor de mensen waar wij toe op aarde zijn, zeg maar, Dus ik wil het verschil maken voor die mensen.	William

(continued)

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Table VI. continued

	Questioning status quo (30)	Opposes how government handles disabled people	Dat is wat de overheid doet. Ze gaan voordat je een uitkering krijgt, gaan ze eerst kijken, waarom krijg je een uitkering. Dus ze vragen: "Waarom krijg je een uitkering?" Ik noem maar iets. "Ik ben mank." "Oké, nou mooi, mank." Klik, klaar. Dan krijg je je uitkering. Basta. Ik weet nu helemaal niet wat je nu wel kan. Ik weet alleen maar dat je mank bent. En dan vervolgens, als ik jou zou willen benaderen, moet ik dus tussen de manke mensen gaan zoeken of zo? Het is toch te gek voor woorden.	Jacob
	Reason for establishment (10)	Founded organization out of necessity	In 2015 heb ik dit bedrijf opgericht, een beetje uit noodzaak ook, omdat ik ergens werkte waar mijn contract niet werd verlengd.	Arthur
	Sense of inequality (6)	Unfair difference in opportunities	Het is soms niet eerlijk dat de ene persoon in een bepaald nestje opgroeit en alle kansen van de wereld krijgt en de andere persoon, die krijgt dat niet, terwijl die wel misschien exact dezelfde skills of beter heeft.	James
Changing the status quo (190) *continued*	Tipping point (7)	Missed satisfaction in his former job	Het moment dat je realiseert dat je blij of gelukkig bent als je gewonnen of verloren hebt. Dat is eigenlijk niet zo best. Dus als je geld verdient ben je blij en als je geld hebt verloren, ben je niet blij. Dat strekt nogal een wissel op je gelukstoestand. Het heeft geen voldoeningseffect.	Jacob
	Underexposure of phenomena (6)	Essential that this gets attention	Je moet je voorstellen, mensen met beperking maken dit continu mee, of in een rolstoel zit, je wordt toch soort van anders bejegend alsof je een soort debiel bent. Dus ik vind het heel belangrijk dat er aandacht voor gevraagd wordt. Super belangrijk	Emma
	View on other organizations (15)	Purpose of a listed company is difficult	En een bestuursvoorzitter van Philips dat is toch een iets ander verhaal. En zeker als je bestuursvoorzitter van KLM bent, dan heb je een moeilijker verhaal weet je wel. Wat is de purpose van KLM? Ja, geld verdienen. Ze zullen ongetwijfeld een marketing filmpje hebben dat ze mensen bij elkaar brengen. Ja, na ja, maar daarmee vervuil je de maatschappij. Weet je, een moeilijk verhaal. De purpose voor een groot, een beursgenoteerd bedrijf.	William
	Wanted to improve current situation (10)	Wanted to do something about the accumulation of broken phones	En toen kwam ik in die plekken erachter dat telefoons als ze kapotgaan enorm veel ophoping veroorzaken. Dus toen dacht ik, nou daar moeten we ook iets aan doen	George
Company characteristics (73)	Company name (9)	Company name is not suitable anymore	Ja, haha, dat was eigenlijk gewoon een werknaam. Ik ben niet zo goed in namen bedenken en dan zit je eraan vast. Het past ook helemaal niet meer. Dus ja, we willen graag een nieuwe naam	Lisa
	Growth (23)	Growing companies become more regular companies	Maar dan nog, weet je, elk bedrijf als je gaat groeien, die scaleups, dat worden meer en meer bedrijven. En je moet wel je doel in de gaten houden	William

Table VI. continued

Company characteristics (73) *continued*	Growth of organization changes internal dynamics (6)	Growth results in change in contact	Maar goed, wat ik je zeg, dat was heel handig toen we zo klein waren, maar nu dat we groter worden, zie ik dat we wel degelijk een soort extra tool nodig hebben om dat te behouden. Hè, want dan zit je veel verder uit elkaar, je spreekt elkaar veel minder. Je kan minder checken bij elkaar of het nog wel klopt of je het wel goed begrepen hebt, enzovoort, enzovoort. En dan schiet iedereen in de aannames	Sophia
	Hierarchy in organization (13)	Fun and no hierarchy	Dus het was gewoon leuk. En dat in een team en iedereen gewoon allemaal lekker normaal doen, gewoon geen hiërarchie.	Jacob
	Office availability (12)	Office facilitates the purpose to live	Nou is het mooie van het [naam bedrijf] dat als, we zitten op een klooster hé, wij geven les en mensen komen uit heel Nederland naar dat klooster in Amersfoort toe. Als je daar bent en je maakt dat mee, ja, dan heb ik daar wel vertrouwen in.	William
	Sense of responsibility employees (10)	Responsibility and intrinsic motivation as part of DNA	Nou ik denk eigenlijk dat dat wel in het hele DNA en de opzet zit, dat je ook voornamelijk uitgaat van de eigen kunnen en de verantwoordelijkheid bij mensen zelf legt en vanuit intrinsieke motivatie.	Olivia
Leading the purpose (148)	Employee engagement (10)	Let others create/make it up to support	Sowieso moet je zorgen dat altijd de andere het verzint. Dan is er draagvlak. Als je het zelf verzint, dan is het veel moeilijker om draagvlak te vinden. Het kost alleen even wat ego.	Jacob
	Empowering employees (6)	Strong believe in strengths of people	Omdat ik er heilig van overtuig ben dat als jij een vermeende afstand tot de arbeidsmarkt hebt, dat betekent dat je automatisch ook een voorsprong hebt. Dus als je doof bent, kun je mij optiek beter zien.	Jacob
	Importance of communication (19)	Not everyone understands each other	Ja, je snapt zo een bedrijf richt je in met er moeten mensen heel gestructureerd zijn, er moeten mensen heel creatief zijn er moeten mensen heel sociaal zijn, en dat moet dan allemaal die ene machine vormen, maar die begrijpen elkaar natuurlijk niet altijd	Sophia
	Importance of teams (6)	Important to be able to work in teams	Maar wij geloven daarnaast dat het natuurlijk heel belangrijk is om in team verband te kunnen werken. Met ander groep te kunnen banden.	Noah
	Job satisfaction (19)	Job satisfaction is crucial	Ik voel me, dat heb ik wel eens eerder gezegd. Ik voel mezelf multimiljonair in de zin van arbeidsvoldoening. Ik bedoel, je bent veel meer met werk bezig als dat je ooit met je relatie mee bezig zijn. Hoe goed die relatie ook is, dus het is verrekte belangrijk dat je daar gewoon happy in voelt dat je echt het gevoel hebt: Ik draag ik iets bij. Ik doe iets wat ikzelf zinvol vind.	Daniel
	Leadership style adaption (9)	Adapt leadership style to employees	Mooi vraag, ja, ja, dat maakt uit. Daar kan ik heel kort over zijn. Ik heb altijd alleen maar leiding gegeven aan academici, dit zijn niet allemaal academici. Het hoogste niveau is hbo. En er zitten vmbo'ers tussen. Dat maakt enorm uit qua leiding geven.	Emma

Table VI. continued

	Motivating employees (7)	Different ways of motivating employees	Dat hangt een beetje af van het soort werknemer dat je hebt. Sommige zijn gewoon normale werknemers, dus die zijn op zoek naar targets en extra financiële doelstellingen. Dus dan helpt het wel als je daar wat incentives voor ontwikkeld. Maar je kan je voorstellen dat sommigen het ook leuk vinden om bij ons te werken. Die vinden de organisatie interessant vanwege de sociale of impact kant. Dan is het belangrijk dat je ze daarin betrekt.	George
	Putting own leadership capacities into perspective (9)	Worthless CEO	Wat dat betreft ben ik een vrij waardeloze CEO.	George
Leading the purpose (148) *continued*	Responsibilities of leader (7)	Feels responsible for the team and sends card	Nou gewoon, omdat we elkaar normaal zien en ik me toch eindverantwoordelijk voel en ook voor het team. Dus een gewoon een kaartje met granola erbij voor een extra lekker ontbijtje. Gewoon, weet je, niet super, ik weet niet, gewoon, dat vind ik niet meer dan normaal eigenlijk.	Olivia
	Social Enterprise label (3)	Registered in Code Social Entrepreneurship	Naja heel concreet, we zijn net toegetreden tot de Code Sociaal Ondernemer, dus zulke dingen	Lisa
	Steering employees (12)	This team needs more steering	En daardoor kun je ook veel meer loslaten en dat probeer ik nu ook bij customer succes. Maar ik merk je dat het team daar iets te jong voor is en sturing nodig heeft.	Lisa
	Succession (14)	Succession needs to have the right 'blood type'	En dan ga je over opvolging nadenken en zijn dat dan de juiste mensen met de juiste bloedgroep om die de purpose maar te behouden	William
	Trusted environment (27)	People must dare to make mistakes	En verder wat ook heel belangrijk is dat iemand fouten durft te maken. Er is niks ergers, dan angsthazen.	Jacob
	Anchored purpose (8)	Purpose is from where you start	Wij vinden ook dat je purpose niet erbij zoekt. We zijn begonnen, omdat we voor ogen hadden dat we echts wilde doen.	George
	Co-founder (11)	Founders inspired each other	[Medeoprichter] en ik waren al bekend met elkaar. Dus wij raakte hierover in gesprek. Frans heeft twee kinderen met dyslexie dus ook lastig in het onderwijs. Dus we inspireerden en dan ga je inderdaad beginnen. Avonturen	William
Purpose as guidance (191)	Employee's fit with the organization (12)	People work here because they find it important	Het is een team. En dat is een deel van, iedereen die er werkt vindt het een belangrijk, want anders ga je niet voor een startup werken die dat doet.	Olivia
	Fluid purpose (7)	Expansion of purpose to keeps organization going	Maar de purpose wordt eigenlijk nu dan ook weer uitgebreid, omdat we gaan kijken naar de cirkel rondom nou ja, de werkeloosheid die nu ontstaat door de mensen die als zzp'er thuis zijn komen te zitten. Dus ik ga nu een actie doen om samen met de gemeente Utrecht en het begint deze week mensen te werven die gedwongen thuis zitten, omdat ze hun werk heel erg is teruggelopen om dan vrijwilligerswerk te komen doen bij ons.	Sophia

Table VI. continued

Purpose as guidance (191) *continued*	Formalization of purpose (28)	At first everything is clear, later he formulized	Je kunt je voorstellen; je begint met veel enthousiasme en dan is het allemaal duidelijk. Wij hebben ondertussen onze missie en visie en strategie en alles hebben wij in de loop van de tijd ook vastgelegd	William
	Founder (8)	Influence of purpose founder on organization	Iedereen weet wel, dat is vaker bij snel groeiende ondernemingen, hoe de oprichter in elkaar zit. Die heeft wel een enorme stempel en DNA gedrukt op het ene bedrijf	Jacob
	Hiring process (9)	Core values serve during the hiring process	Natuurlijk als jij die kernwaardes bezit, dan straal je ook af als je mensen gaat aannemen	Jacob
	Intrinsic motivation (13)	People are the best in the things they like	Wanneer je echt iets in je hoofd hebt dat je echt graag wil doen, nou dan moet je dat gewoon doen. Want dat is datgene waar je hart ligt en waar je beste je bent.	Daniel
	Living the purpose (40)	Letting the purpose live is the hardest	Dat doorleefde, die purpose te laten leven, dat is het aller aller moeilijkste. Dat heeft te maken met heel veel facetten die lastig zijn. Dat vind ik moeilijk.	William
	Presenting purpose (4)	Employs people with a distance to the labor market which considers him as well	Ik ben oprichter en eigenaar van [naam bedrijf], een detacheringsbureau voor mensen met een afstand tot de arbeidsmarkt; lees mensen die op dit moment geen werk hebben, brengen wij naar werk. Ik zelf ook een afstand tot de arbeidsmarkt.	Jacob
	Purpose as direction (20)	Every choice is reconsidered purpose	Ik denk dat het voor ons intern is het gewoon op elke stap dat je beslissing maakt nadenken of het bij onze visie past, past het bij onze bedrijfsvoering. Gaan we hiermee weg van waar wij voor staan of brengt het ons juist dichterbij voor waar we voor staan? En als dat goed op orde hebt dan vertaalt dat denk ik vanzelf in je acties en producten.	Ethan
	Purpose is be raison d'être (13)	Purpose is raison d'être	Alleen purpose is je raison d'être in het Frans. Weet je wel, dat is de echt reden van je bestaan	William
	Shared vision (6)	Difficult to managed that everyone has the same vision	De kracht is nu om die purpose, want we hebben nu 30 mensen dus [naam bedrijf] begon met twee mensen, en dan zit het wel snor met die purpose en met onze missie en onze overtuiging. De moeilijkheid is nu dat je met 30 mensen bent, en met 30 mensen moet je diezelfde visie, en esprit bijna, over de bühne te brengen, en dat blijkt heel erg lastig te zijn.	William
	Value development (12)	Currently developing core values	Ja, ik ben daar mee bezig. Het merendeel heb ik nu gedaan, maar ik moet ze nog toetsen met mijn team.	Jacob
Purpose-business balance (136)	Balance between profit and purpose (25)	Balance between profit and society is needed	Uiteindelijk moet er wel een goede balans in zitten, want als je winstoogmerk gewoon oké zit dan kun je daar nog veel meer mee betekenen voor de maatschappij an sich.	Noah
	Commercial versus impact (12)	Making impact above making profit	Dus als je het hebt over mensen met een afstand tot de arbeidsmarkt, praat je over het sociale aspect. En dan moet het bedrijf ook meer impact hebben op de mensen, eerder dan op, weet je wel, veel geld verdienen aan een product. Dus dat is de sociale kant.	Arthur

(continued)

Table VI. continued

	Equality between social and business model (8)	Social and business model should be one	Dus in plaats van een afweging maken van ben ik sociaal of ben ik een businessmodel. Het moet echt hetzelfde zijn.	George
	From purpose to business model (20)	Started with purpose	In het begin ben je met z'n tweeën en dan is die purpose en die missie en hoe je het wil noemen, weet je, die zit in je. Daarom lukte ook wat we wilden. Dat zat heel erg met name in mijn vezels en zelfs als je nog niks hebt hé, want als je een startup bent, dan heb je eigenlijk nog niks, dan heb je een gedachte filosofie, een overtuiging	William
	Importance of business model (18)	More relevant impact if financed from the market	Als je dan financiering vanuit de markt of in ieder geval een deel uit de markt kan halen, dan kan je uiteindelijk veel meer impact en veel relevantere impact make	Lisa
	Importance of money (10)	Money is most important	In eerste instantie is de Rode lap voor de stier altijd geld. Als zij minder gaan verdienen, dan ga ze het niet doen en dat is ook een hele idee. Wat we proberen is een model te maken waarin iedereen ook wint en dus moet ook zo'n boer erop vooruitgaan	Ethan
	Increase in purpose interest (9)	Trend of people switching salary for purpose	Die heeft een top baan, maar die mist purpose in die baan, die loopt daar op leeg, omdat ie dat verlangen heeft om iets goeds doen. Die zag deze vacature voorbijkomen. Ik denk dat die financieel een stapje terug wil doen om dit te mogen doen. En zo zijn er steeds meer mensen die dat hebben, dat is echt wel een trend eigenlijk. Zie ik. Meer nog bij vrouwen dan bij mannen, maar bij mannen zie je het ook. Ja.	James
Purpose-business balance (136) *continued*	Managerial leadership (5)	Managerial expertise is required for social enterprises	Dat is echt een voorbeeld uit een boekje dat het heel groot werd en helemaal fantastisch. Wat ze alleen niet is gelukt, want zij zijn vorig jaar failliet gegaan. Zij waren niet in staat om het managerial heel goed op te zetten. Zo dat het op de lange termijn, zeg maar, weet je, het is gewoon is het runnen van een gewoon normaal bedrijf, maar het is gewoon heftiger. Dus je moet wel van goeden huize komen	Emma
	Measuring social impact (4)	Difficult to quantify social components	Kijk als je het kan kwantificeren, dan kun je er indirect een prijskaartje aan vast maken. Een ton CO_2 heeft een prijs die mensen er voor willen betalen. Maar er zijn ook sociale componenten, zoals betere scholing, gender gelijkheid. Dat zijn ook dingen die als we dat kunnen kwantificeren, dan valt er ook een monetaire, maar ook een prijs in waarde aan vast te maken en als we die gelijktrekken over alle industrie, dan wordt het bijna een goed eigenlijk.	Ethan
	Negative view on subsidized organizations (10)	A business model works better than a foundation	Kijk er zijn natuurlijk heel veel foundations die allemaal onwijs goed werk doen, non-profits, aar het is voor hen onwijs moeilijk, want die zijn ook compleet afhankelijk van giften, filantropie en fondsen en noem maar op. Wij denken dat ze dat toch heel erg weerhoudt om een schaalbaar businessmodel neer te zetten waarin je een nog veel grotere verandering mee kan maken.	Ethan

(continued)

Table VI. continued

Purpose-business balance (136) *continued*	Potential of business (6)	Business model is a gap in the market	Ik bedoel: mensen van nu die worden met de telefoon in de hand geboren. En die doen niks anders dan de hele tijd aan social media. En als je daar dan geld mee kan gaan verdienen en echt goed betaalde baan mee kan hebben, is dat gewoon hartstikke handig. En aan de andere kant is er heel veel vraag naar deze doelgroep. Naar goede mensen. Ja, het is eigenlijk een gat in de markt ja	James
	Purpose versus costs (6)	Nothing should be done at all cost	Maar dat is vaak slimmer dan gewoon te zeggen. Die kant moeten we op en dan moet het ook kosten wat kost zijn, want je hoort al, kosten wat kost, daar sneuvelen gewoon dingen voor	Sophia
	Time shortage (3)	Time shortage	En als je een onderneming runt, ja tijd is mijn probleem.	Emma

Appendix F: Interview guide (English)

Personal
1. What are your motives?

The organization
2. When was your company founded and why?
3. Can you describe the organization?
4. How many employees does the organization have?
5. How has the company developed since its foundation?
6. What is the goal of the organization?
7. Where would you like to go with the company? How do you want to achieve that?
8. Why did you call the company that?
9. What are the company's core values?
    a. How are they expressed?
    b. How do you communicate these to the employees?

Purpose
10. How would you describe the concept purpose?
    a. Others say (...), how do you look at that?
11. What is your purpose? Is it the same as the company's?
12. How do you describe the company's purpose? Is it formulated/changed over time?
13. How did the purpose originate? What was your role in it?
14. Where do you see improvements between the current organization and the purpose?
15. How is the purpose incorporated in the KPI's?
16. How do you disseminate the purpose? And outside work?
17. How does the purpose contribute to operational management?

Leadership
18. How do you manage the organization?
19. How has your leadership style changed over the years?
20. How do you use purpose in leadership? Implicit/explicit?
21. How do you interact with employees?
22. How do you motivate people to go along with your idea?
23. Have there been times when you had to make choices that were contrary to purpose?

Employees
24. How does the interaction with the employees take place?
25. What joint activities take place? Formal and informal?

Context (crisis)
26. How does the company position itself in society?
27. How does the purpose fit in with the context in which your company operates?
28. There is a change of context by Corona. In what way is the company affected by this? How do you deal with this?
29. What effect does it have on your way of running the company? And on the purpose?
30. How does your organization contribute to society?

Appendix G: Interview guide (Dutch)

Persoonlijk

1. Wat zijn uw drijfveren?

De organisatie

2. Wanneer is uw bedrijf opgericht en waarom?
3. Kunt u de organisatie omschrijven?
4. Hoeveel werknemers heeft de organisatie?
5. Hoe heeft het bedrijf sinds de oprichting ontwikkeld?
6. Wat is het doel van de organisatie?
7. Waar wilt u met het bedrijf naar toe? Hoe wilt u dat bereiken?
8. Waarom hebben jullie het bedrijf zo genoemd?
9. Wat zijn de kernwaarden van het bedrijf?
    a. Hoe komen deze tot uiting?
    b. Hoe communiceert u dit naar de werknemers?

Purpose

10. Hoe zou u het concept purpose omschrijven?
    a. Anderen zeggen (…), hoe kijk je daarnaar
11. Wat is uw purpose? Is deze gelijk aan die van het bedrijf?
12. Hoe omschrijft u de purpose van het bedrijf? Is deze geformuleerd/veranderd over tijd?
13. Hoe ontstond de purpose? Wat was uw rol daarin?
14. Waar ziet u nog verbeteringen tussen de huidige organisatie en de purpose?
15. Op welke manier is de purpose verwerkt in de KPI's?
16. Hoe draagt u de purpose uit? En buiten werk om?
17. Hoe draagt de purpose bij aan de bedrijfsvoering?

Leiderschap

18. Hoe geeft u leiding aan de organisatie?
19. Hoe is uw leiderschapsstijl veranderd in de loop der jaren?
20. Hoe gebruikt u purpose in het leidinggeven? Impliciet/expliciet?
21. Hoe verloopt de interactie met de werknemers?
22. Hoe motiveert u mensen om met uw idee mee te gaan?
23. Zijn er momenten geweest waarin uw keuzes moest maken die in strijd waren met de purpose?

Werknemers

24. Hoe verloopt de interactie met de werknemers?
25. Welke gezamenlijke activiteiten vinden er plaats? Formeel en informeel?

Context (crisis)

26. Hoe positioneert het bedrijf zich in de samenleving?
27. Hoe sluit de purpose aan op de context waarin uw bedrijf opereert?
28. Er is een verandering van context door Corona. Op welke manier wordt het bedrijf hierdoor beïnvloedt? Hoe gaat u hiermee om?
29. Welk effect heeft het op uw manier van leiding geven? En op de purpose?
30. Hoe draagt uw organisatie bij aan de maatschappij?

Appendix H: Questionnaire employees (English)

Dear participant,

Thank you for participating in this survey. This questionnaire is part of a master's thesis of Organizational Change & Consulting at the Erasmus University Rotterdam.

[NAME ORGANISATION] participates in this research. That is why you are asked to fill in this questionnaire.

It takes about 10 minutes to complete the questionnaire. Please take the time to answer the questions. The more extensive your answers, the more useful your answers will be for the survey. In case you would like to use more space than the boxes allow, then this is also possible.

Participation in this survey is completely anonymous and the data will exclusively be used for this survey.

When you have completed the questionnaire, please send it to:
tijmensanderink@hotmail.com

If you have any questions or remarks you can contact me via the contact details below.

Kind regards,

Tijmen Sanderink

M: +31 (0)6 34 61 08 71

E: tijmensanderink@hotmail.com

1. What made you want to work at [NAME ORGANISATION]?

2. What are the core values of your organization and what do they mean to you personally?

3. In what way do you believe [NAME ORGANISATION] contributes to society?

4. What is your definition of *purpose*? Please describe in your own words.

5. Has [NAME ORGANISATION] formulated the purpose? If so, what is this purpose? If not, how would you formulate the purpose in your own words?

6.
   a. In what way do you have a say in where [NAME ORGANISATION] is directed?

   b. What happens if your idea is different from [NAME LEADER]'s?

7. Does [NAME LEADER] convey the purpose? And if so, how do you perceive that?

8. Could you give a specific example that reflected this?

9. Does Covid-19 influence the way [NAME LEADER] conveys the purpose and if so, in which way?

You have completed the questionnaire.

Thank you for your time and please send the questionnaire to: tijmensanderink@hotmail.com

Appendix J: Questionnaire employees (Dutch)

Beste deelnemer,

Bedankt voor uw deelname aan dit onderzoek. Deze vragenlijst is onderdeel van een afstudeeronderzoek van de master Organisational Change & Consulting aan de Erasmus Universiteit Rotterdam.

[NAAM ORGANISATIE] neemt deel aan dit onderzoek. Vandaar dat u gevraagd wordt om deze vragenlijst in te vullen.

Het invullen van de vragenlijst duurt ongeveer 10 minuten. Neemt u alstublieft de tijd om de vragen te beantwoorden. Des te uitgebreider uw antwoorden, des te bruikbaarder zijn uw antwoorden voor het onderzoek. Mocht u meer ruimte willen gebruiken dan de vakken toe laten, dan is dat tevens mogelijk.

Deelname aan dit onderzoek is volledig anoniem en de gegevens worden alleen gebruikt voor dit onderzoek.

Wanneer u de vragenlijst heeft afgerond, dan kunt u deze versturen naar: tijmensanderink@hotmail.com

Mocht u vragen of opmerkingen hebben dat kunt u mij bereiken via onderstaande contactgegevens.

Hartelijke groet,

Tijmen Sanderink

M: +31 (0)6 34 61 08 71
E: tijmensanderink@hotmail.com

1. Wat zorgde ervoor dat u graag bij [NAAM ORGANISATIE] wilde werken?

2. Wat zijn de kernwaarden van uw organisatie en wat betekenen deze voor u persoonlijk?

3. Op welke manier draagt [NAAM ORGANISATIE] bij aan de samenleving volgens u?

4. Wat is voor u de definitie van *purpose*? Beschrijf alstublieft in uw eigen woorden.

5. Heeft [NAAM ORGANISATIE] de purpose geformuleerd? Zo ja, wat is deze purpose? Zo nee, hoe zou u de purpose in uw eigen woorden formuleren?

6.
    a. Op welke manier hebt u inspraak in waar [NAAM ORGANISATIE] naar toe gaat?

    b. Wat gebeurt er als uw idee anders is dan dat van [NAAM LEIDER]?

7. Draagt [NAAM LEIDER] de purpose uit? En zo ja, op welke manier ervaart u dat?

8. Kunt u een specifiek voorbeeld geven waarin dit tot uiting kwam?

9. Is Covid-19 van invloed op de manier waarop [NAAM LEIDER] de purpose uitdraagt en zo ja, op welke manier?

U heeft de vragenlijst afgerond.

Dank voor uw tijd en gelieve de vragenlijst te versturen naar:
tijmensanderink@hotmail.com