
The Philosophy of Ikigai in Public Relations: Communicating Purpose, Passion, and Meaning

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Abstract

Background: The Japanese concept of Ikigai, which includes something one loves, is good at, the world needs, and something one is able to get paid for, is extensively argued in research on well-being, career satisfaction, and mental health, but not so extensively in the practice of public relations or communication.

Objective: The research examined how practitioners perceive Ikigai concerning its effect on their work/personal life (job satisfaction, work-life balance, productivity) and organisational communication outcomes (genuineness, stakeholder involvement, reputation, corporate identity).

Method: A descriptive analytical study was undertaken. 121 Saudi Arabian public relations practitioners were sampled purposively and surveyed via a cross-sectional survey. Data were provided by participants using a structured questionnaire with 5-point Likert-scale items to measure the personal/practical and public relation/organisational dimensions, and then they were analysed through descriptive statistics (means, standard deviations).

Results: Both statements showed very high mean scores (well above ~4.60 on a 5-point scale) and low standard deviations, indicative of strong and uniform agreement. Top ratings were given to honesty/authenticity of communication, reinforcement of corporate identity, and facilitating improvement in work-life balance.

Conclusion: Findings suggest that Ikigai is commonly believed to be very relevant not only to individual happiness and fulfilment but also to essential public relations success like authentic communication, stakeholder trust, and organisational reputation.

Originality: The study touched on Ikigai in public relations, an aspect that is not well-tapped in Ikigai studies, which have hitherto focused on health, ageing, vocation selection, and hospitality.

Keywords: Ikigai, public relations, communication, purpose of life, work engagement.

Introduction

The term Ikigai was first introduced in Japanese literature by Kamiya (1996)(Ijeaku et al., 2025). It was derived from the word ‘iki’ meaning ‘life’ and ‘gai’ meaning ‘value’ (Oe, 2025). Ikigai does not refer to an exact translation; it means a ‘life worth living’ (Kotera et al., 2021; Weiss et al., 2005). The Japanese concept Ikigai is a holistic philosophy that interlinks the ideas of meaning, fulfilment, and happiness within the confines of day-to-day existence. It is one who is doing something beneficial for others and believes life is worth living (Fukuzawa et al., 2019). It is an overarching framework that inspires people to live a life of purpose. This idea has deep meanings in many areas, such as public relations and the mass media (Pelcová, 2025).

The ikigai philosophy originated in Okinawa, Japan, a

country known for its high concentration of centenarians. It was born from the concept of mitori, or “looking to the future,” a prevalent concept in Okinawan culture. In the early 1960s, a group of sociologists conducted a research project to study the longevity of the Okinawan people. They discovered that Okinawans have a strong sense of purpose and meaning in life, which they called ikigai (Gichuki, 2023; Operations., 2025)

“Ikigai” doesn’t only refer to reaching happiness but also discovering meaning in life (Randall et al., 2022). Every person discovers what he or she is competent at, what he or she loves to do, and what they can do for the world on a daily basis (Owen et al., 2022). Japan ranks 50th among the happiest countries in the world, according to the 2025 World Happiness Report, sponsored by the United Nations (Review, 2025). José Elias Fernández, a member

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of the Official College of Psychologists in Madrid, says that finding our role in life makes everything we do easier and more enjoyable, and motivates us to do what exceeds our capabilities with enthusiasm and passion (Mamdouh, 2025).

The traditional Japanese concept of *ikigai* is contentment with simple pleasures, living in the present, and cherishing happy memories. The classical Japanese philosophy of *ikigai* nurtures a philosophical attitude toward leading an energetic and interesting life and developing business activities. The reason for this lies in the fact that personal fulfillment is placed above business success. This definition is very close to Buddhist morality because such an approach to life emphasizes the significance of being completely present in any given moment of one's life, a state of flow and balance, experiencing and finding pleasure in routine activities (Meier, 2025)

Ikigai combines passion, talent, purpose, and fulfilment (Mahad et al., 2024). It means the intersection of what you love, what you are good at, what the world needs, and what you pay for (Gaines, 2025). From a phenomenological and experiential perspective, *Ikigai* is believed to improve the well-being of a human being and even increase life expectancy.

Ikigai is often associated with finding the right job or career. This might be an ideal choice, but really, true value should be attached with regard to how to live life best. The whole concept of *ikigai* has been about appreciating the small, yet meaningful experiences which govern everyday life. It's cultivating mindful awareness, embracing gratitude, and walking upon a path directed by your inner compass (Pilastrri, 2023).

The understanding and pursuit of *ikigai* bring self-satisfaction. It helps in aligning personal passion and talent with activities that give life meaning and a reason. *Ikigai* also provides decision-making guidance-for these are compasses that help in making choices which are consistent with values and long-term goals, states (Durango, 2024).

Ikigai is ingrained in daily habits oriented toward harmony and social connectedness in Japan, but not as a formal life-purpose tool. Scholars warn that in its Western interpretations, the four-circle diagram leads to a reduction, decontextualization, and mechanistic model of personal productivity or career choice. While Western renditions provide easier access to *ikigai*, genuinely using it requires cultural sensitivity to avoid distortion of its relational and spiritual dimensions. The concept should be viewed in the long history of cultural exchange between East and

West, which has set trends for global ideas on well-being. Modern indicators, such as the World Happiness Report, are increasingly aligned with *ikigai*-like values. Applying *ikigai* in developing countries requires consideration of cultural dynamics, since collectivist and individualist societies have quite different ways of constructing meaning and purpose.

The present study sought to define the concept of *Ikigai* accurately and investigate its application to the workplace. It also gave an exhaustive description of *Ikigai* and associated this notion with relevant psychological theory, including those that deal with motivation, well-being, and attention.

The study is focused on the following questions:

1. In what ways does the philosophy of *Ikigai* affect day-to-day practical and professional life in employees in the public relations field?
2. What is the implication of the *ikigai* philosophy in enhancing the effectiveness of organisational public relations functions?
3. How much do demographic factors (i.e., gender, educational level, and experience) affect assessments of the application of *ikigai* principles in public relations?

Literature Review

The philosophy of *Ikigai* revolves around four areas: what you are passionate about, what the world needs, what you are good at, and what you get paid for. The point where these areas overlap is known as *Ikigai*. Figure 1 shows the intersection point of the four areas.

Modern research has attempted to define *Ikigai* using psychological and motivational theories. For example, Sartore et al. (2023) investigated its application to working life, with the findings indicating *Ikigai* is linked to motivation, resilience, and job satisfaction. However, even with increasing popularity worldwide, *Ikigai* is challenging to define with exactitude since it interweaves emotional, social, and existential aspects of human experience (Sartore et al., 2023).

One significant contribution is the Integrated Cognitive-Motivational Model of *Ikigai* by Sartore et al. (2023), situating *Ikigai* within an Input-Process-Output (I-P-O) structure:

1. Inputs: dispositional traits (e.g. causality orientation) and situational/contextual factors (e.g. work environment)
2. Core processes: motivational and attentional processes (e.g. self-determination, mindfulness)

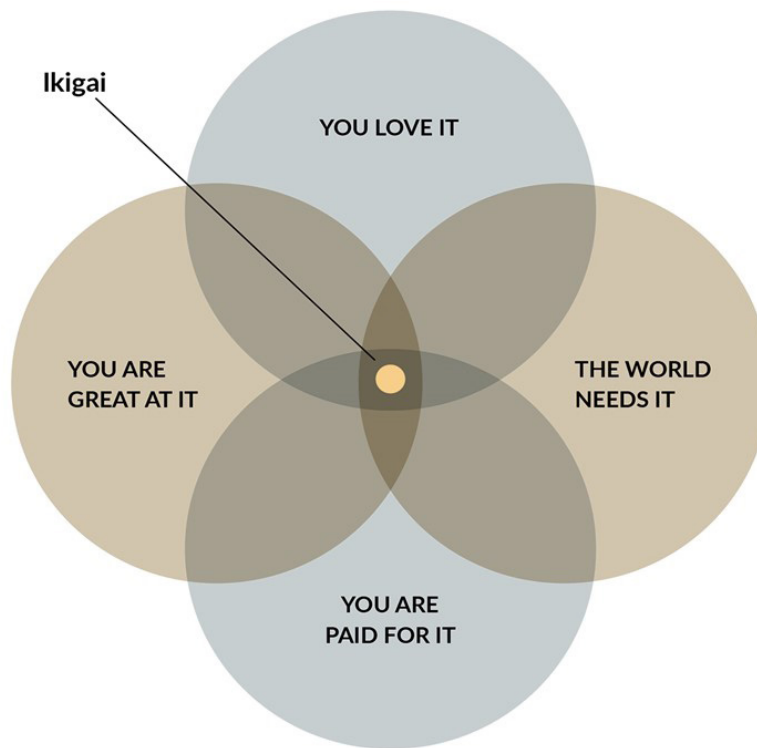


Figure 1: The Ikigai Diagram: a Philosophical Perspective (Gaines, 2025)

3. Outputs: psychological well-being, performance, long-term involvement

A feedback loop renders the system self-sustaining or flexible in the long run.

This model renders Ikigai more operationalisable, especially in organisational or work contexts, because it relates underlying psychological processes to outcomes (Sartore et al., 2023).

Ikigai operates as an objective and subjective sense; different studies have been conducted to know how Ikigai operates in working life situations.

Ikigai as a Personal Resource and Work Engagement

A study conducted by Koob & Tomic (2025) with German nursing students found that Ikigai is positively associated with work engagement and personal resources such as autonomy, self-efficacy, and optimism. The study showed a positive association of Ikigai with work engagement ($\beta = 0.24$, $p < 0.01$) (Koob & Tomic, 2025).

Moreover, a study was conducted to determine if Ikigai, as a phenomenon, leads to happiness in a workplace setting. The study focused on the four principles of Ikigai (what the world needs, how talented you are in the profession, how much you love/like your job, and the income the job

provides) and concluded that when careers align with the four categories, workers are more satisfied and happier in life (Ramcharan & Gonzalez, 2024).

More broadly, psychological and health literature indicates that Ikigai is positively correlated with healthy mental health, reduced depression ratings, enhanced life satisfaction, and even physical health status (e.g. reduced risk of functional decline) (Ijeaku et al., 2025)

Ikigai, Work Status & Health Outcomes

Large cohort studies have linked Ikigai (or having a purpose in life) to long-term health. A Japanese follow-up of ~19 years, for instance, showed that higher Ikigai was very much associated with reduced cardiovascular mortality in the unemployed group (HR ~ 0.69–0.77 for moderate to high Ikigai) (Miyazaki et al., 2022). Similar associations were weaker or not significant among the employed groups (Shirai et al., 2006).

These results suggest that Ikigai could also serve as a psychological buffer, specifically against adversity or uncertainty, i.e., unemployment.

Gender, Socioeconomic & Contextual Moderators

Population-level research (not work populations)

of Ikigai has found that both sociodemographic and situational variables predict the presence or absence of Ikigai. In Japanese ageing communities, for instance, Ikigai was related to annual income, the number of homes, satisfaction with life history, and satisfaction with life. There were gender differences: among men, physical health and socioeconomic status were more predictive; among women, family relationships and psychological satisfaction were more predictive (Shirai et al., 2006).

Although research is largely individual-level, scholars have begun conceptualising organisational Ikigai: the idea that organisations are able to embed ikigai virtues in their purpose, culture, and stakeholder relationships. A conceptual article outlines a model of organisational realisation of ikigai values, aligning guiding values, employee purpose, and societal role to generate sustainability and authenticity in an era of social distrust (e.g. post-pandemic) (Pereira et al., 2022).

Ikigai represents a valuable tool for contemporary individuals seeking a fulfilling life. Whether viewed from the perspective of personal development or organisational strategy, it encourages the thoughtful exploration of one's passions, strengths, societal contributions, and economic realities. Thus, in a time of continuous change and uncertainty, the Ikigai framework may be the stabilizing force that helps ground one on the path to balance and meaning in life for individuals and organizations. Indeed, investing time and resources in learning about and applying Ikigai can generate significant returns both personally and professionally in building a more value-driven life. (Pelcová, 2025).

Applying Ikigai to Improve Public Relations

Ikigai can be applied to improve public relations and media through practical application. It is a professional compass and can be employed in the following areas:

Passion + Mission = Self-Actualisation: If an individual loves their job and feels a desire to engage their target audience, then practising a role as a public relations mentor or coach may align with Ikigai.

Career + Attitude = Stability: Aligning skills with the needs of others (which they will pay for) ensures financial stability while adhering to values. This will make it easier to overcome the toughest days of a career because the employee will love what they do.

For example, if an employee is great at design and loves creating beauty, they may succeed as a graphic designer for nonprofits or ethical brands (Kamencu, 2025).

Ikigai is realised as an existential philosophy that makes communication deeper and more authentic. From image management to meaning creation. In the age of digital hype, organisations are no longer content to manage their image; they must also create their true meaning through:

1. Balancing passion and responsibility.
2. Combining skill and influence.
3. Connecting the self with others.

The study depicts a way in which ikigai can serve as a bridging philosophy between individual purpose and the results of organizational communication. At its core is the convergence of the four components of ikigai (what one loves, what one is good at, what the world needs, what one can be paid for), defined by contextual stimuli ranging from individual context to organizational context. The point at which this alignment occurs creates intrinsic motivation, a sense of purpose, and authenticity in actions. This leads to twin sets of outcomes: improved job satisfaction, productivity, work-life balance on the professional/personal side, and authenticity of communications with stakeholders, robust corporate identity and reputation, and more value-creating PR initiatives from a public relations perspective. Also, it allows for feedback loops, positive outcomes reinforce organizational support and personal commitment, which strengthen ikigai alignment with time. Figure 2 shows the conceptual framework

Methodology

Research Design

This research used a descriptive-analytical research design, which combines both qualitative and quantitative methods to study the philosophy of Ikigai on the basis of communication and public relations.

Participants

The professionals and practitioners working in or related to public relations departments within the Kingdom of Saudi Arabia were targeted in the study. The study population comprised of members of government agencies, private institutions, and education centers involved in communications, media, or public relations-related work. Purposive sampling technique was employed to find respondents with the right experience and knowledge in public relations. 121 participants completed the survey to become the final data analysis sample.

Instrument

Data were gathered through a structured

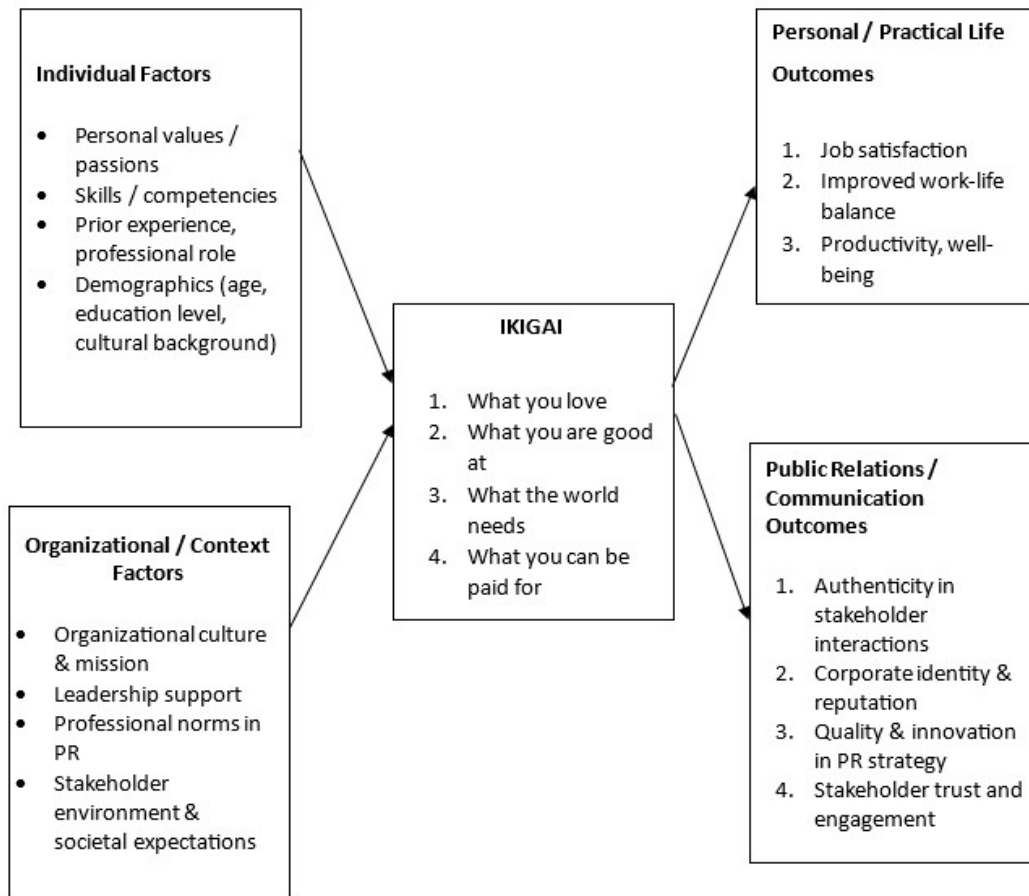


Figure 2: Conceptual Framework

questionnaire prepared by the researcher. The questionnaire was of two sections, including a demographics section and a study variables section.

1. The impact of the philosophy of Ikigai in practical and professional life.

2. The contribution of Ikigai to enhancing the effectiveness of public relations.

The items were scored on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

Experts from communication studies and public relations reviewed the questionnaire to determine the content validity of the tool. They provided their comments, which were used to enhance the wording and suitability of the statements.

Data Collection

Electronic distribution of the questionnaire was done through the online media and professional networks so that it could be readily available and cover a large geographic space within various Saudi institutions.

Data Analysis

Data were gathered through descriptive statistical methods, including frequencies, percentages, means, and standard deviations, to be able to describe demographic characteristics and respondent perceptions.

Ethical Consideration

Research ethics guidelines for human participants were followed. All respondents gave informed consent prior to participation. Data were only for academic use, and the identities of participants were kept secret during the research.

Results

Participant's Demographics

Table 1 indicates that most of the participants were male (73%), as opposed to just 25% being female. In addition, most of the participants were in the area of public relations (81%), as opposed to a mere 19% working elsewhere. Furthermore, most of the participants had a

diploma or less (61%), while 24% had a bachelor’s degree, and just 14% had postgraduate degrees. Most participants had fewer than three years of work experience (60%), followed by 24% with three to five years of experience, and 15% with greater than five years of experience.

Table 2 revealed that a majority of respondents agreed on the effect of the ikigai philosophy on the various aspects of work life, with an overall mean score of 4.69, reflecting a strong positive perception. The highest agreed statement, “Improves work-life balance, leading to a

Table 1: Demographics

Personal information		Frequency	Percentage
Gender	Female	31	25.6
	Male	89	73.6
	Total	121	100.0
Work	In public relations.	98	81.0
	In other fields.	23	19.0
	Total	121	100.0
Educational level	Diploma or less.	74	61.2
	Bachelor’s degree.	29	24.0
	Graduate studies.	18	14.9
	Total	121	100.0
Work experience:	Less than three years	73	60.3
	Three to five years.	29	24.0
	More than five years.	19	15.7
	Total	121	100.0

happier working life” (M = 4.72, SD = 0.536), showed that the respondents find Ikigai to be essential in achieving consonance between personal satisfaction and work life. Similarly, high mean scores for statements such as “Guiding you toward what the world needs to earn a living” (M = 4.70) and “Finding your ikigai contributes to increased job satisfaction” (M = 4.69) indicate the concept’s role in reconciling personal purpose with contribution to society and job satisfaction. The responses also disclose that Ikigai

helps employees discover their passion and talent (M = 4.68) and enhance productivity (M = 4.67), demonstrating its general impact on intrinsic motivation and job performance. Overall, the findings validate that the ikigai philosophy is a useful model for enhancing engagement, balance, and fulfilment in professional life.

Figure 3 shows the benefits of the Ikigai philosophy and its impacts on many aspects of life. The figure shows

Table 2: Ikigai Philosophy and Practical Life

Statements	Mean	Std. Deviation	Arrangement	Response rate
Helping you discover your passion and skills.	4.68	.551	4	High
Guiding you toward what the world needs to earn a living.	4.70	.527	2	High
Finding your Ikigai contributes to enhanced job satisfaction.	4.69	.575	3	High
Helps increase productivity.	4.67	.597	5	High
Improves work-life balance, leading to a happier professional life.	4.72	.536	1	High
Overall response rate	4.69	.643	High	

that Ikigai helps individuals discover their passion and strengths, guides individuals to meaningful work that fulfils the world's needs, and results in satisfaction at work. It also helps with greater productivity and, above all, better work-life balance, which was scored highest. In conclusion, Ikigai philosophy serves not only to drive individual development and encouragement but also to

encourage a balanced and harmonious way of work and life.

The role of Ikigai philosophy in improving the role of public relations

Table 2 revealed respondents' agreement on the effect of the ikigai philosophy on the various aspects of

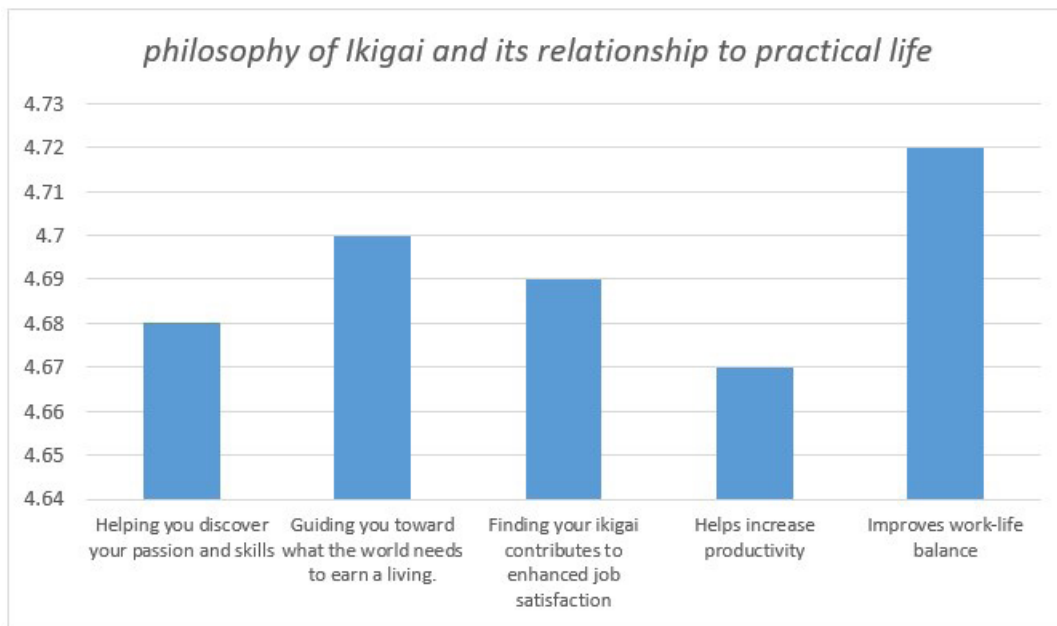


Figure 3: Philosophy of Ikigai and its relationship to practical life

work life, with an overall mean score of 4.69, reflecting a strong positive perception. The highest agreed statement, "Improves work-life balance, leading to a happier working life" ($M = 4.72$, $SD = 0.536$), shows that the respondents find Ikigai to be essential in achieving consonance between personal satisfaction and work life. In the same way, very high mean scores for statements like "Guiding you toward what the world needs to earn a living" ($M = 4.70$) and "Finding your ikigai leads to higher job satisfaction" ($M = 4.69$) reflect the concept's function in balancing individual purpose with contribution to society and job satisfaction. The answers also reveal that Ikigai facilitates workers to find their passion and talent ($M = 4.68$) and be more productive ($M = 4.67$), illustrating its overall effect on intrinsic motivation and workplace performance. In general, the results confirm that the philosophy of Ikigai is an effective model for promoting engagement, balance, and satisfaction in workplace life.

Figure 4 highlights the central role Ikigai

philosophy plays in strengthening public relations, with the emphasis on creativity and authenticity. It shows that Ikigai plays a very significant role in honesty and authenticity of public relations, strengthening true communication and developing innovative public interaction strategies. Other significant advantages were promoting the organisation's meaning, concentrating on internal objectives, positively influencing public actions, and achieving equilibrium between personal and professional lives. In general, Ikigai promotes a more authentic, meaning-oriented, and innovative way of doing things in public relations.

Discussion

The results reflect that the majority of participants agree that the ikigai philosophy plays a strong role in individual/practical life (work well-being, work-life balance, productivity, etc.) and successful public relations (authenticity, reputation, communications style, etc.). These are generally in alignment with existing scholarship on Ikigai and associated constructs of purpose, meaning in

Table 3: The Role of Ikigai in Improving the Role of Public Relations

Statements	Mean	Std. Deviation	Arrangement	Response rate
Focusing on achieving internal purpose and job satisfaction.	4.70	.601	6	High
It has an impact on the behaviour of public relations professionals in their interactions with stakeholders.	4.70	.572	5	High
More honest, authentic, and dynamic communication.	4.66	.665	9	High
Providing innovative solutions and value-added services to the community.	4.67	.583	8	High
Enhancing the organisation's reputation and corporate identity.	4.73	.548	3	High
A sense of purpose and meaning for the public relations professional.	4.69	.617	7	High
Balancing personal and global needs through what the public relations professional loves, excels at, and what the world needs.	4.66	.678	10	High
Strengthening the authentic corporate identity by understanding and presenting the organisation's essence and true values more deeply.	4.75	.505	2	High
Developing innovative public relations strategies that encourage the creation of sustainable solutions that effectively meet community needs.	4.71	.625	4	High
Honesty and authenticity in communication, as individuals who find their Ikigai are often happier and more satisfied.	4.76	.517	1	High
Overall response rate			High	

work, authenticity, and well-being.

As the participants agreed that Ikigai improves work-life balance, leading to a happier professional life (mean ~4.72), suggesting Ikigai is viewed as essential to balance between work and personal life. This was also observed in a similar study by Okuzono et al. (2022), where Ikigai in older populations demonstrate strong associations of Ikigai (or “purpose in life”) with favourable psychosocial outcomes. For example, in older Japanese individuals with Ikigai, there is better health, the risk of functional decline is decreased, and mortality is reduced (Okuzono et al., 2022). Additionally, the result that Ikigai leads to finding passion/skills and increased productivity finds support

from outcomes of the German nursing trainees study, where Ikigai was very positively correlated with work engagement even after job demands and other resources were held constant (Koob & Tomic, 2025).

The results suggest that statements like “Honesty and authenticity in communication ...”, “Strengthening the authentic corporate identity ...”, and “Enhancing the organisation's reputation ...”, the highest scores among the Public Relations (PR)-related items were achieved. That suggests Ikigai is viewed not only as an internal or personal resource but as bringing substantial external or institutional effects. That is consistent with conceptual models in which Ikigai is positioned as being part of both

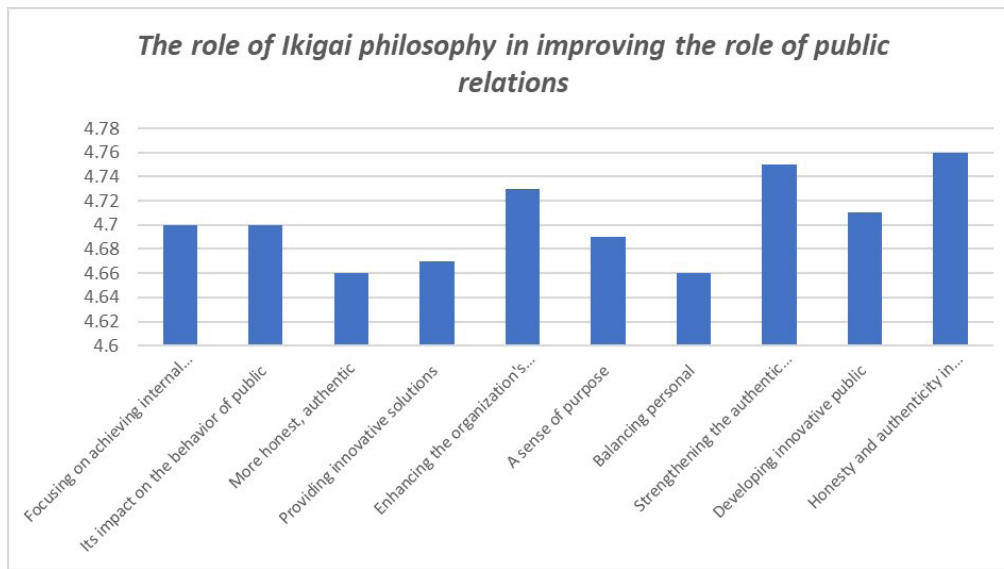


Figure 4: Explains the philosophy of Ikigai and its relationship to public relations.

personal well-being and relational/social/organisational well-being. For example, the “wellsprings model of ikigai: understanding and conceptualising matters of well-being” gives inputs, processes, and outputs that include well-being overall, defined (incorporating relational and social identity aspects) (Sartore et al., 2023).

Also, the hospitality & tourism student education in Portugal found that congruence between motivations and Ikigai (purpose/fulfilment) affected career choice, optimism, work satisfaction, and possibly retention in high-turnover professions. That supports the fact that Ikigai is more than individual satisfaction; it shapes the way professionals present themselves, how they interact with the public, and how organisational identity is conveyed (de Carvalho & Raimundo, 2025).

Throughout all items, respondents had high means (all > ~4.60) and quite low standard deviations, which points to wide agreement. This shows that Ikigai is a familiar concept and appreciated as a good philosophy both in daily life and in public relations. This contrasts with some of the earlier research, particularly cross-cultural ones, where Ikigai is not always experienced or known, but instead often varies with cultural or demographic variables. For example, in the Japanese vs. Egyptian civil servants’ study of Ikigai, cultural background moderated how Ikigai served as a buffer between work-family conflict and depression (Eshak et al., 2023).

Bridging Intrinsic and Extrinsic Dimensions, findings indicate that Ikigai both entails internal satisfaction (job satisfaction, meaning in life, genuineness) and external

organisational and social outcomes (reputation, identity, effective communication to stakeholders). Both influences are consonant with theories conceptualising Ikigai as not simply psychological flourishing but motivational (goals, values, etc.). The German nursing research also found that Ikigai accounted for unique explanatory variance to work engagement over and above typical job resources and demands (Koob & Tomic, 2025).

This study contributed to the ikigai literature and public relations by investigating its extension into PR practice. The results reveal that PR practitioners view Ikigai as strongly connected with authenticity, stakeholder involvement, corporate identity, reputation, and meaningful internal purpose. The study also illustrated the profession-specific expectations of PR because authenticity, ethical narrative, stakeholder focus, and reputation are central to PR practice. The study also pointed to methodological artefacts such as social desirability and self-selection, which are available for future researchers to use in designing confirmatory studies that validate and replicate findings. This study expanded the domain of ikigai studies to new disciplines and provides practical contributions to organisational strategy, PR theory, and education.

Practical or Organisational Implications

Companies can implement ikigai-motivated practices in employee development, communication initiatives, and corporate identity projects. This can involve testing employees’ programs for the discovery of purpose, values-based mission statements for employees, training

in authentic communication, etc. In public relations, an emphasis on authenticity and meaning in communications can increase stakeholder trust, reputation, brand identity, and long-term relationships. HR practices that enable a balance of work and personal demands can build into Ikigai to constrain burnout and increase satisfaction and retention.

In general, findings robustly corroborate that Ikigai is viewed by PR professionals (or similar respondents) as a vital philosophy for individual well-being and organisational performance: greater satisfaction, productivity, authenticity of communication, identity, and reputation. The findings corroborate and supplement previous literature (e.g. in nursing, hospitality, and ageing), which associates Ikigai with well-being, engagement, purpose, and good social outcomes. The study provides added value by demonstrating how Ikigai is aligned with the core functions of public relations: stakeholder communication, corporate reputation, and sincerity of communication.

Limitations and Strengths

The study focuses on Ikigai in public communication and thereby fills a research gap in the existing literature. The findings point towards actionable insights in the PR organisations and educational settings. The results align with prior studies and validate the findings in a broader context. There exist several limitations to the study. Data was collected at one point in time, and therefore longitudinal research is needed. Reported data may have participants' subjective influence. The study is limited to one context, so the findings may not be generalised.

Conclusion

The findings of the study confirm Ikigai as a multifaceted construct bridging person, organisation, and society outcomes, substantiating its position in models of work engagement, well-being, identity, and authenticity. The results show that Ikigai may potentially function as "job resources" in the job demands-resources theory, or as an individual resource, in influencing outcomes like satisfaction, authenticity, identity, and success in communication. The study adds to the current body of knowledge on Ikigai in communicative or PR fields, which may potentially have varying dynamics (stakeholder communication, reputation, public communication) in other sectors.

Future Recommendation

Longitudinal studies should be conducted in future research to examine causality between ikigai and PR results instead of using only cross-sectional perception data. Large samples across various cultures, organisations, and levels of seniority will enable the evaluation of generalizability and cultural moderation. Mixed methods, particularly qualitative interviews or case studies, can reveal processes by which Ikigai influences authenticity, reputation, or stakeholder relations in PR. Refining PR/communication-setting measurement instruments, tested and validated within local contexts, will minimise bias. Lastly, incorporating behavioural or objective measures (e.g., content analysis of communication products, stakeholder ratings, reputation metrics) will supplement self-reports and build a more robust evidence base.

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