Enabling and Inhibiting Factors of Productive Organisational Energy

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Abstract

Organisational energy is described as a renewable organisational resource that can be viewed as the differentiator between excellent performance and mediocre performance by organisations (Bruch & Ghoshal, 2003; Cole, Bruch, & Vogel, 2005). The intensity of this energy has a positive or negative effect on the performance of the organisation. The objective of this research was to empirically build on the drivers of productive organisational energy as found by Lamberti (2010) in a qualitative study and develop a framework that can be used to manage the enabling and inhibiting factors of productive organisational energy.

Exploratory qualitative research was used in the form of the Nominal Group Technique. The sample consisted of 56 employees at three different levels on two different coal mines in South Africa. The unit of analysis was their perceptions and opinions about the enabling and inhibiting factors of organisational energy.

The main enabling factors were found to be personal influencing factors with recognition, job security and management support being extremely important. The inhibiting factors are mainly organisational influencing factors which inhibit employees from dealing with the demands as required by the organisation.

Bureaucracy, lack of discipline and lack of resources are energy sappers which demoralise individuals having a negative impact on organisational performance. The differences between the three organizational levels and between the two organisations were explored.

Key Words

Productive

Energy

Organisation

Effectiveness

Engagement

Declaration

I declare that this is my own work. It is submitted in partial fulfilment of the requirements for the degree of Masters of Business Administration at Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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Kobus Louw

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CHAPTER 1: INTRODUCTION TO RESEARCH PROBLEM

1.1 Organisational Effectiveness

Organisational energy is being described as a renewable organisational resource that can be renewed and be viewed as the differentiator between excellent performance and mediocre performance by organisations (Bruch & Ghoshal, 2003; Cole *et al.*, 2005). According to Jamrog, Vickers, Overholt and Morrison (2008) there is a correlation with market performance and specific factors driven by high performing organisations.

The challenges for leadership of today is to understand the drivers and factors for high performing organisations and what they need to focus on to increase organisational effectiveness. Jamrog *et al.* (2008) investigated factors of high performing organisations which outperform competitors. One area in which higher performing organisations stood out is that employees of the company are motivated and engaged. The well-being of teams and individuals in organisations create willingness to give effort and energy to get work done (Schiuma, Mason, & Kennerley, 2007).

High performing organisations need a driving force to create energy within to move forward (Cole *et al.*, 2005). According to Bruch and Ghoshal (2003) an organisation's energy is related to but not identical to the energy of the individual. This important resource that is free and can be created and destroy through management practices can be the differentiator between mediocre or excellent performance.

1.2 Productive Energy

Various definitions for organisational energy exist. A good metaphor used by Bruch and Ghoshal (2003) to describe organisational energy and its effect is wind. It is an invisible driving force that can be very powerful. In the organisational context it's a driving force that is a motivational force or energy that can be created or destroyed, that drives employees to perform tasks effectively and swiftly according to their emotional state. It is a measure of effort into getting things done. The organisational energy is a result of the quality and the intensity of the energy. Whilst the intensity relates to the amount of energy the quality relates to the state of the energy which is determined by the person's experience. This is the person's state of well-being and happiness (Schiuma *et al.*, 2007; Bruch & Ghoshal, 2003; Cole *et al.*, 2005).

Individual and team energy drives organisational energy. The statement made by Bruch and Ghoshal (2003) "Organizational energy is related but not identical to the sum of the energy of the individuals" (p. 45) quantifies the resultant energy of the organisation.

1.3 Drivers of Productive Organisational Energy

Productive organisational energy is a factor of the individual state of well-being and happiness (Bruch & Ghoshal, 2003; Cameron, Bright, & Caza, 2004). These factors influencing the team and subsequently the organisational energy are the individual's physical energy, cognitive energy and emotional energy (Bruch & Ghoshal, 2003; Cole & Bruch, 2006; Schiuma *et al.*, 2007). Lamberti

2010) has found that drivers influencing the productive organisational energy are corporate identity, engagement, trust, leadership emotional intelligence and general HR practices. These factors can influence the organisational energy within two different factors, the people factor and the organisational factor. See *Figure 1* for the figural representation of drivers of productive organisational energy.

Figure 1: The Drivers of Productive Organisational Energy
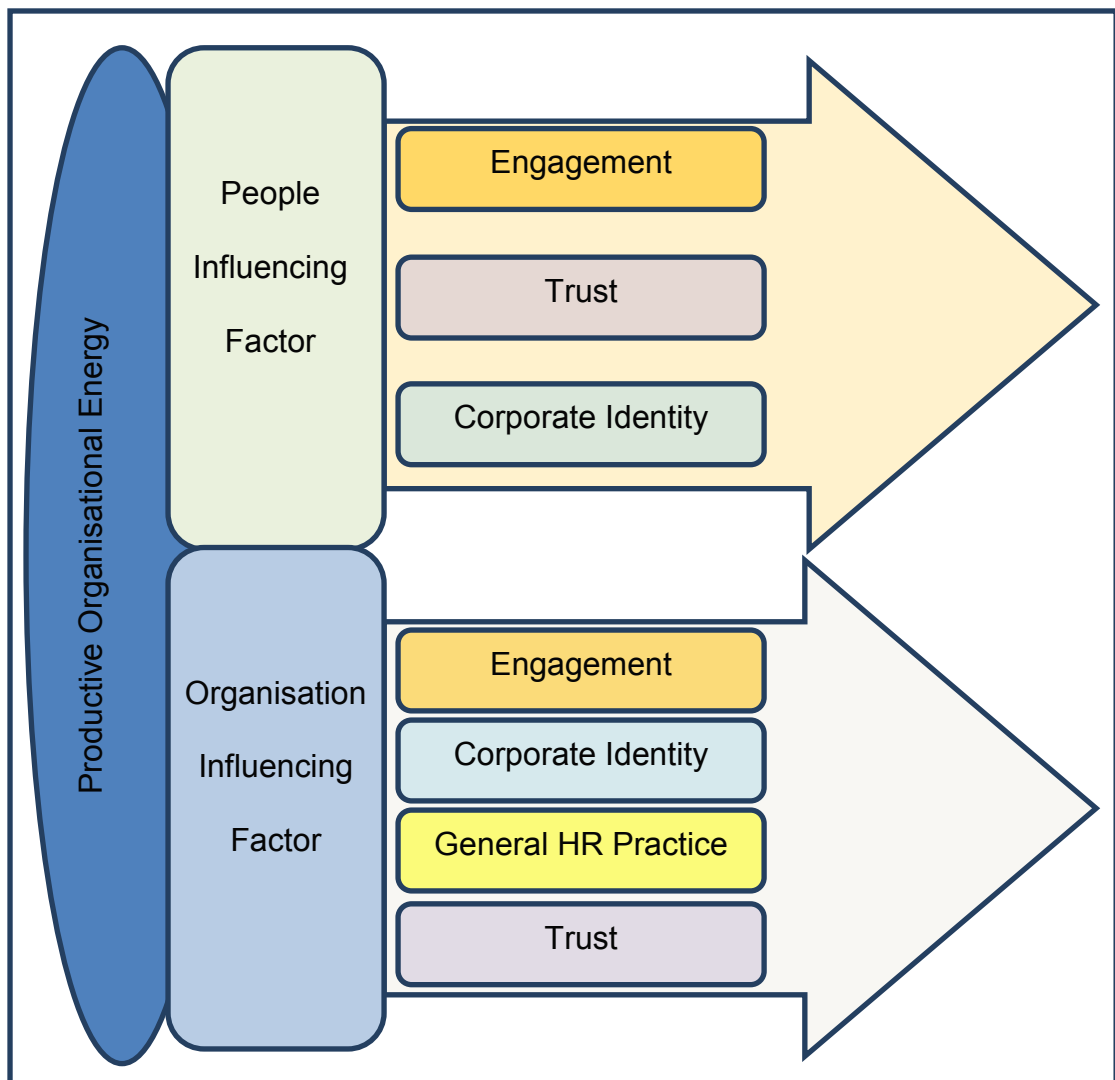
Source: H. Lamberti, 2010

1.4 Organisational Levels

Organisational and people influencing factors driving productive organisational energy is driven through different levels of organisational leadership (Lamberti, 2010). Different classifications of leadership exist but the one being focused on in this research will be Drotter's Leadership pipeline (2010). Drotter (2010) has identified different leadership level's managing different levels within the organisation, these levels consist of managing self, first line management or managing others, managing managers, managing functions or departments, business managers, group managers and enterprise managers.

One of the key drivers that influence both organisational and people influencing factors is engagement (Lamberti, 2010; Lok & Crawford, 2004). According to Mello, Wildermuth and Pauken (2008) leadership has influence that can be used to engage or disengage in order to inspire or alienate people. They further also argue that engaged employees are energetic, feel pride and enthusiasm to complete tasks at hand as effectively as possible.

1.5 Research Objective

The basic foundation for productive organisational energy is team and individual energy (Schiuma *et al.*, 2007). Drivers for individual energy are physical energy, cognitive energy and emotional energy (Bruch & Ghoshal, 2003; Schiuma *et al.*, 2007). The well-being and happiness of individuals are driven by the social interaction within the team generated by organisational drivers (Bruch & Ghoshal, 2003). The drivers identified by Lamberti (2010) have sub factors

which influence the individual and team well-being which creates or destroys energy. The intensity of this energy has a positive or negative effect on the performance of the organisation. Different levels of leadership are energised, and are influencing energy within the organisation differently

The objective of this research is to empirically build on the drivers of productive organisational energy as found by Lamberti (2010) in a quantitative study and develop a framework that can be used to manage the enabling and inhibiting factors of productive organisational energy. This was done by extending the survey analysis through an in depth qualitative analysis of the enabling and inhibiting factors of productive organisational energy. Exploratory research through the use of the Nominal Group Technique for the different levels within an organisation was used to further extend academic understanding of organisational energy.

1.6 Research Motivation

The motivation for the research is to determine and understand the factors and processes that enable or inhibit organisational energy through different levels of leadership. If these factors can be identified and enabling factors can be intensified and inhibiting factors can be eliminated it should have a positive effect on the improvement of individual and team energy. If individual and team productive energy increase organisational productive energy should increase (Bruch & Ghoshal, 2003).

An increase in productive organisational energy should enable the organisation to compete with high performing organisations which consistently outperform average competitors (Bruch & Ghoshal, 2003; Schiuma *et al.*, 2007).

CHAPTER 2: THEORY AND LITERATURE REVIEW

2.1 Introduction

Productive organisational energy is a key driver for higher stakeholder and shareholder value. Energy is an important driver, but a very difficult concept to measure as it is an invincible force that can be extremely powerful in change and key to productivity (Jamrog, Vickers, Overholt, & Morrison, 2008). According to Bruch and Ghosal (2003) organisational energy is a driving force of intensity, pace and endurance of a company's work.

2.2 Effective Organisations

The challenges for leadership of today is to understand the drivers and factors for high performing organisations and what they need to focus on to increase organisational effectiveness. Jamrog *et al.* (2008) investigated factors of high performing organisations out performing competitors. A model for high performance organisations in *Figure 2* includes five major characteristics. These five characteristics are strategic approach, Leadership approach, values and believes, process structure and customer approach. Out of the study of the five factors it is clear that there is no single secret however there is a short list of characteristics of high performance organisations.

- Leaders and employees behave consistently throughout the organisation
- Knowing customer needs and focus on meeting them
- Develop and support great supervisors as well as providing as much information as employees can use.

- Create an environment of focus and teamwork through procedures and processes designed to pull everyone together by clearly measuring outcomes.

- They treat employees well so that employees can treat the organisation well, through clearly developed values and expectations with the highest ethical standards.

Figure 2: Interactive Components of High Performance Organisations
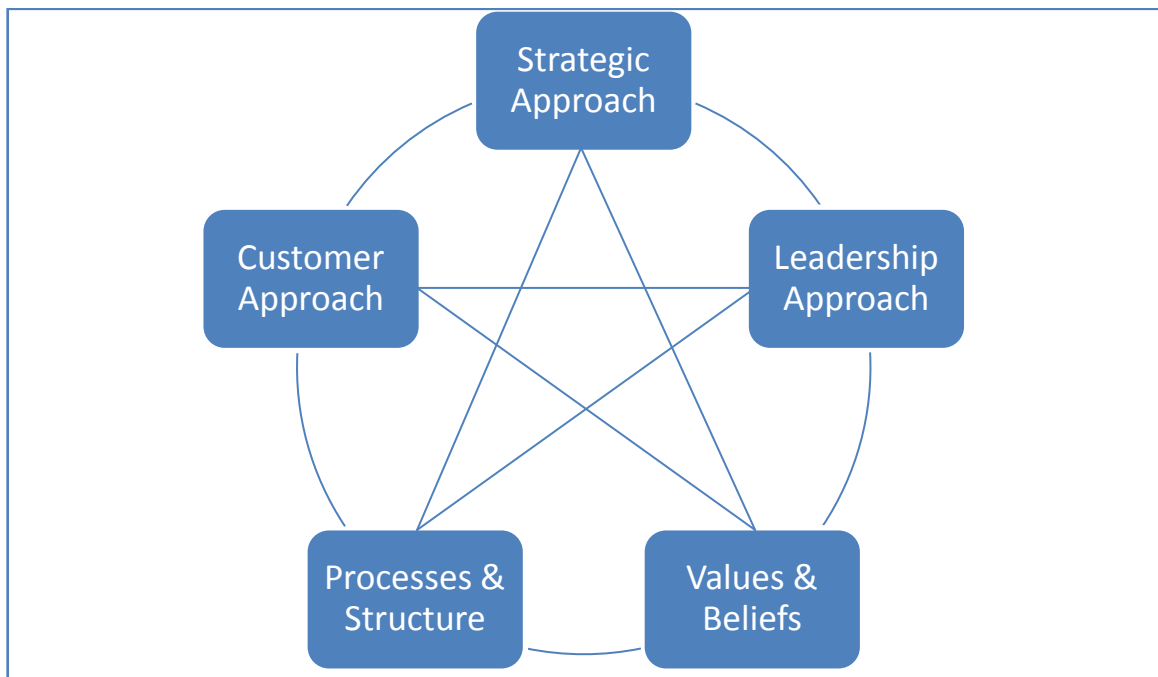
Source: Jamrog, Vickers Overholt, Morrison (2008),

A very important driver from the interactive components of high performance organisations is the leadership approach. A leader has considerable freedom to decide how the organisation will be run and how the culture of the organisation will be set (Taormina, 2008). Mathew (2007) argued that organisational culture has a critical influence on enhancing productivity and quality.

Taormina (2007) further argued that leaders are using a combination of the eight behaviours in an eight dimensional competing model from Quinn, to set the organisations culture. These eight behaviours are classified into a four quadrant model with the two bipolar axis's internal-external orthogonal to a control flexibility axis. Quadrant one is the innovator broker quadrant where the leader is willing to try the new and negotiate with people from the outside. Quadrant two is the producer and director quadrant which is the task oriented leadership behaviour setting targets and making plans to achieve. Quadrant three is the coordinator and the monitor role which is the role that determines whether rules are followed and maintains systems and workflow. The last quadrant is the facilitator and mentor which encourages teamwork and develop people by being considerate open and fair.

2.3 Organisational Culture

Organisational culture is an organisations value's, believes, practice's, rituals and customs (Fard, Rostamy, & Taghiloo, 2009). As stated previously by Taormina (2007) a leader has considerable freedom to decide how the organisation will be run and how the culture of the organisation will be set. *Figure 3* indicates the four types of organisational cultures, namely competitive culture, learning culture bureaucratic culture and participative culture. These cultures are formed by the leader's response to the environmental adaptation and the internal integration.

Figure 3: Four Types of organisational culture
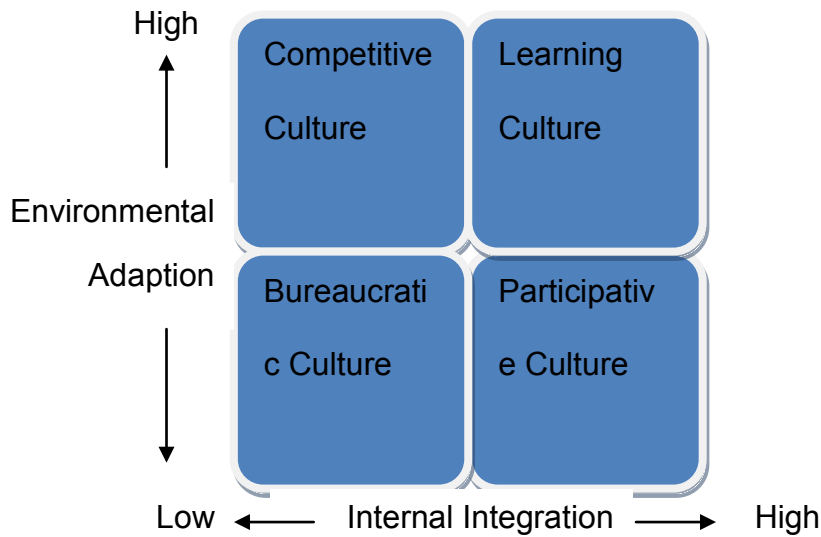
Source: Fard, Rostamy, & Taghiloo, 2009

Organisational culture consist of two layers of concepts namely visible and invisible characteristics. The visible characteristics are the external buildings, clothes, behaviour models, regulations, rules stories, myths, language. The invincible characteristics are common values, norms, believes, faith, norms and business assumptions of organisational members. This is being used by management and leaders as an instrument to shape and control beliefs understanding, energy and behaviours of individuals to reach specific goals.

Fard *et al.* (2009) stated that organisational culture impact on a number of different variables in the organisational setting. These variables include job satisfaction, individual learning, organisational effectiveness, leadership, organisational problem solving, organisational commitment, organisational performance, total quality management and communication and information.

These variables and types of people, teamwork, and identification with the job, trust and support are elements of a productive culture (Mathew, 2007)

2.4 Types of Energy

Energy can be described as "the capacity to do work" (p70) (Schiuma *et al.*, 2007) or can be characterised as the "the fuel tank that makes great organizations run" (p V1), (Cole *et al.*, 2005). It is a resource that oscillates between high and low levels of energy impacting on the performance of individuals and teams. This then impact on the organisational performance as the organisations energy is related to but not equal to the sum of the energy of the individuals. (Bruch & Ghoshal, 2003)

Energy is an interaction between individual energy, team energy and organisational energy. Each energy type is driven by different drivers and factors. According to Schiuma *et al.* (2007) individual energy is driven by individual behaviour, whilst team energy is driven by social interaction within the team and organisational energy is driven by organisational infrastructure. High productive organisational energy then creates high performing companies (Taris & Schreurs, 2009). A model by Schiuma *et al.* (2007) shows the dynamics of the different types of energy contributing to organisational energy can be seen in *Figure 4.*

Figure 4: Energy Dynamics in Organisations
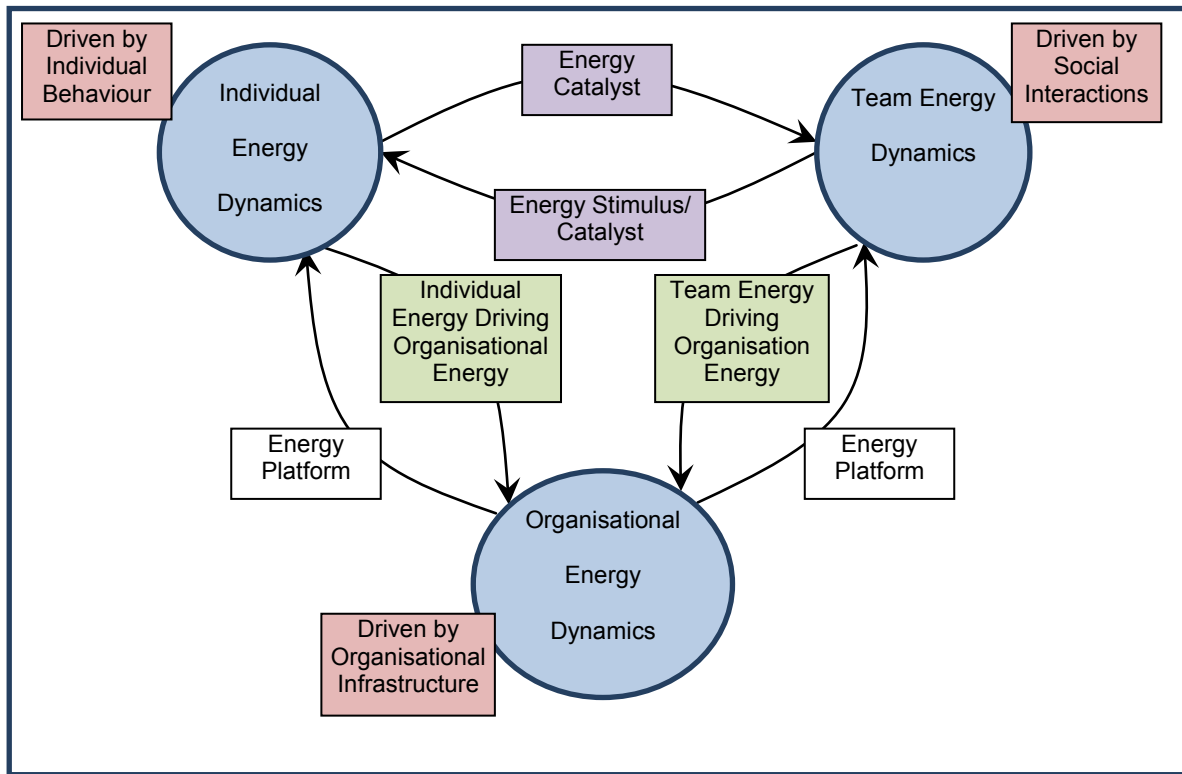
Source: G. Schiuma, S. Mason, M. Kennerley (2007)

2.4.1 Organisational Energy

A definition by Cole *et al.* (2005) describes organisational energy as the "fuel tank that makes organisations run" (p V1). Shuman *et al.* (2007) emphasise the importance of the organisational activities which influence the socialization processes, support, career development, friendship ties and other types of information flow which in the end influence the individual motivation and growth. The organisational activities also create the environment for team energy to flourish. This again have an influence in the individual energy which influence the team and subsequently the organisational; energy.

According to Schiuma *et al.* (2007) an important link to individual and team energy is the energy platform created by the organisation. This platform is built on organisational culture which includes behavioural norms learning, norms and feeling and expressions.

2.4.1.1 Outcomes of Organisational Energy

Organisational and People influencing factors driving productive organisational energy identified by Lamberti (2010) have sub factors which creates the energy platform for individual and team energy. The drivers under the two influencing factors are engagement, trust and corporate identity with HR practices influencing the organisational influencing factor. The impact of these factors on productive organisational energy needs to be tested whether they are enabling or inhibiting organisational energy. These driving factors is set within an organisational culture

2.4.1.2 Enabling Factors of Organisational Energy

Lamberti (2010) compiled main drivers of the organisation influencing factors under four drivers namely engagement corporate identity, trust and general HR practices. The sub factors of these driving factors as seen in table 1 are the factors if implemented well by the organisation can enable organisational energy.

Table 1: Organisational Influencing Factors enabling Organisational energy

Organisation Influencing Factors			
Engagement	**Trust**	**General HR practices**	**Corporate Identity**

• Communication
   ○ Start and change communication
   ○ Employee voice
• Acknowledgement and recognition
• Job Control
• Organisational structure
	• Engagement
	• Collaboration
	• Conflict Resolution
	• Communication
	• Cooperation
	• Job satisfaction
	• Organisational citizenship
	• Retention
		• Recruitment
		• Termination
		• Performance Management
		   ○ Goal setting
		   ○ Performance appraisals
		   ○ Reward system
		• Career development
		• Incentive based remuneration	

Source: Adapted Lamberti (2010)

Taormina (2007) also argues that some of these factors are also shaped by the organisation's culture. The factors shaping organisational culture which is duplicated in Lambertie's (2010) enabling factors of organisational energy is values, believe, job satisfaction, employee involvement and engagement.

2.4.1.3 Inhibiting Factors of Organisational Energy

According to Bruch and Ghoshal (2003) inhibiting factors creates low levels of energy and can be observed by sign of apathy, inertia, tiredness, inflexibility and cynicism. Some of the causes identified by Bruch and Ghoshal (2003) are conflicting priorities, lack of cooperation, ill-defined goals and low levels of teamwork.

2.4.2 Team Energy

Team energy is the social context of energy described by Cole *et al.* (2005). In this social interaction two attributes contribute to the energy levels which is the cognitive and the emotional transaction. The cognitive transaction is based on a

sender receiver cycle which involves about knowledge explanation, understanding, and reaction. The other important attribute is the emotional transaction within the team. This is built on the basis of the display of emotions, reactions and adjustments (Schiuma *et al.*, 2007).

2.4.2.1 Outcomes of Team Energy

Schiuma *et al.* (2007) argued that the single most important factor of team energy is the social interactions within teams where social emotion is created on the basis of the display of emotions, reactions and readjustments. As motivation forms part of engagement which improves individual energy (Lamberti, 2010), Osteraker (1999) argued that motivation is driven by a dynamics triangle with three dimensions of social, physical and mental factors. Nel (2011) argued that the interaction and the psychological contract between employees, peers and supervisors with trust hope and respect as key constructs to the salutogenic approach is very important. These constructs can be viewed in table 2.

Table 2: People value set as basis to the salutogenic approach.

Trust	Hope	Respect
The management of fair exchange	**The management of certainty**	**The management of dignity**
Integrity	Sense of purpose and meaning	Interpersonal sensitivity
Fairness	Sense of belonging and relevance	Empathy Opportunity
Honesty	Sense of confidence	Challenge
Sincerity	Sense of Enthusiasm	Recognition
Consistency	Sense of motivation	Team Focus
Empowerment		

Source: Adapted Nel (2011)

2.4.2.2 Enabling Factors of Team Energy

Factors that enable Team energy is factors that promotes social interaction (Cole *et al.*, 2005; Schiuma *et al.*, 2007) According to Schiuma *et al.* (2007) organisational activities drive's social interactions, and some of these drivers are:

Socialisation processes

Social support

Career development

Friendship ties

Information flow that influence

Personal Motivation

Personal Growth

Trust

White (2008) argued that 6 factors contribute to team energy which is purpose, challenge, camaraderie, responsibility growth and leadership. The important factor enabling team energy is the social context which enables individual energy (Bruch & Ghoshal, 2003; Cole *et al.*, 2005; Schiuma *et al.*, 2007)

2.4.2.3 Inhibiting Factors of Team Energy

Inhibiting factors of team energy could be seen as factors that limit or prevent social interaction (Schiuma *et al.*, 2007). These could be organisational structure, trust, and working hours. Mathew (2007) argued that a productive culture has elements like right types of people, identification with the job, teamwork, trust and support, status determined by knowledge of the job and performance. This is characterised by clarity, coherence and adaptability to change. Mathew also furthers argue that the "socio-emotional support" influence the cognitive and the state of the individuals and this results in greater motivation and increased productivity. If organisational culture does not support the socio-emotional support, greater motivation and energy could not contribute to a productive organisation.

2.4.3 Individual Energy

Individual energy can be described as the individuals drive to perform work. Cole *et al.* (2005) all argued that individual energy is driven in two attributes. One being that although energy originate from within the individual, that it is a result from the socializing interactions in the group or team that creates the

energy within. The second attribute is a multi-dimensional construct consisting of emotional, cognitive and behavioural dimensions (Bruch & Ghoshal, 2003; Cole *et al.*, 2005; Schiuma *et al.*, 2007).

Taris and Schreurs (2009) argued the age old hypothesis of the happy-productive worker that dates from the 1930's (2009). They have found employees that reports high levels of wellbeing is more productive. And individuals with high demands and low support and control were associated with low well-being. Important factors for individual high levels of well-being are organisational demand accompanied with control and support (Taris & Schreurs, 2009; Donaldson-Feilder & Bond, 2004).

The energy state can be considered as a measure or scale to the level of energy that the individual or organisation finds themselves. The energy state is influenced by the individual's level of well-being and how positive the individuals experience the environment (Schiuma *et al.*, 2007).

2.4.3.1 Outcomes of Individual Energy

Bruch and Ghosal (2003) stated that organisational energy is related to the individual energy. If individual energy is high organisational energy should also be high. Lamberti (2010) has defined people influencing factors as factors driven by engagement, trust and corporate identity as factors influencing individual energy. The people influencing factors has sub factors same as in table 1 driving individual energy. These factors should be investigated to understand whether they are enabling or inhabiting factors.

The job strain model from Karasek (1979) states that the individuals job decision latitude is the constraint which causes the release or transformation of stress into energy of action. A graphical representation of the model from Karasek as explained by Nel (2011) can be seen in figure 5

Figure 5: Karasek DCS model
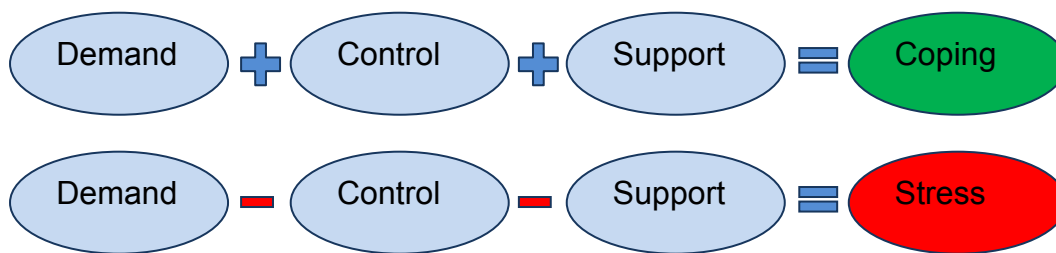
Source: Nel (2011)

The model from Karasek deals with the individual's ability to deal with the demand set by goals or expectations from the organisation through leadership. If the individual has adequate control, authority and support through resources and management it's indicating that the individual will channel energy in a positive way to cope with the demands. Should the individual not have control or resources it the energy will manifest into stress which will not contribute to organisational energy.

2.4.3.2 Enabling Factors of Individual Energy

According to Taris and Schreurs (2009) factors that make individuals happy are enabling factors for individual energy. Lamberti (2010) has described these

factors that increase individual energy as engagement trust and corporate identity. The drivers for these factors are captured in *Table 1*. Part of the factors influencing energy is individual well-being job satisfaction and motivation.

Nel (2011) argues that an individual energy is related to the individual's health and well being, the so called salutogenic approach as founded by Antonovsky (1996). A model depicting the drivers for well being and health can be seen in figure 6.

Figure 6: Salutogenic Model

The Head / Mind

- **IQ = Mental Energy**

- **Thinking**

- **Understanding**

- **Cognitive**

The Heart

- **EQ = Emotional Energy**

- **Feelings/ Willingness**

- **Invincible**

The Feet

- **SQ = Performance Energy**

- **Behaviour**

- **Actions**
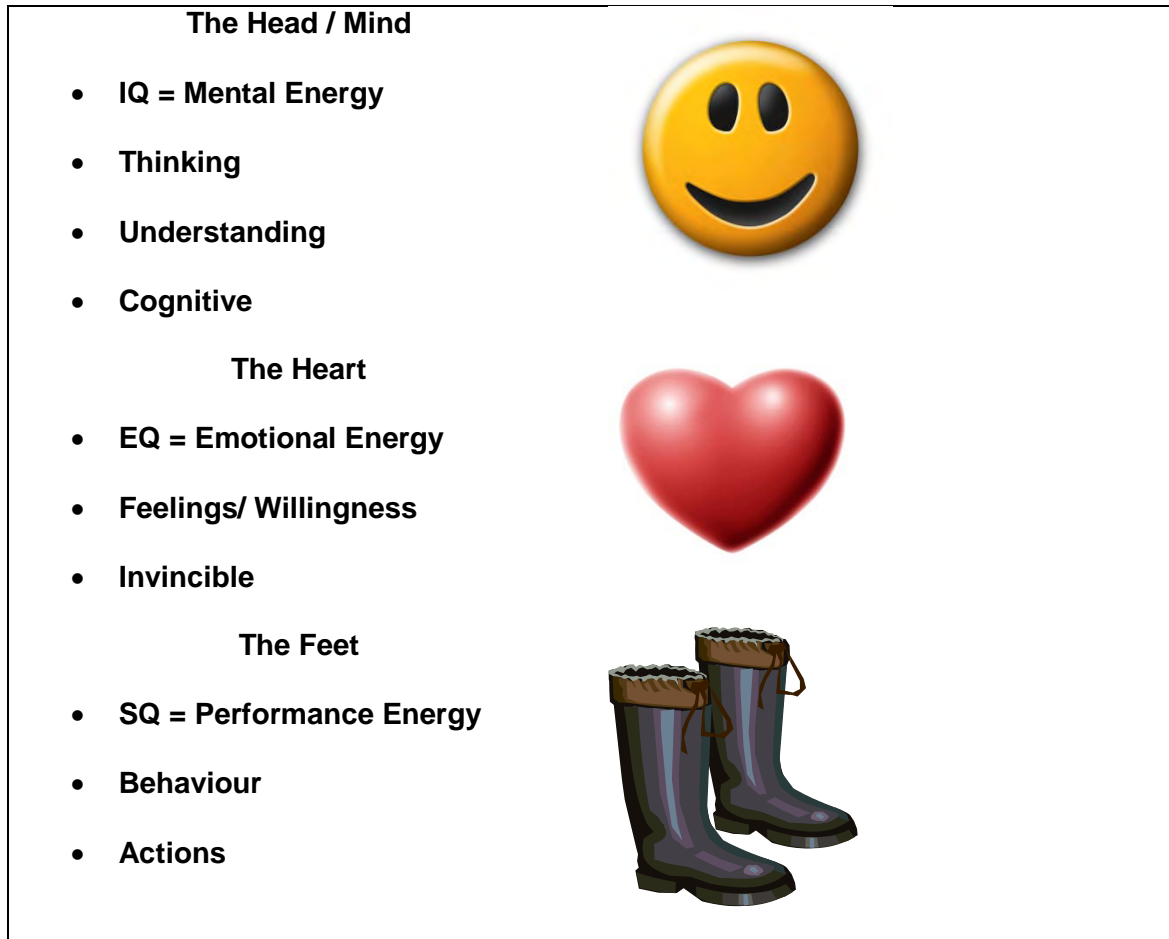
Source: Nel (2011)

Nel (2011) argued that the mind is where the individual's cognitive and mental energy is driven by enablers and detractors. Enablers increase focus and energy to drive the feet or behaviour to get things done. A detractor occupies the mind and lowers the mental energy which slows down or misdirects the behaviour. The enablers or detractors can be personal or organisation (Lamberti, 2010; Nel, 2011).

Nel (2011) also argued that emotional energy, which is feelings, relationships and a code of behaviour, which is invincible, drives the behaviour or the SQ energy. The emotional state can also be supported or destroyed by two types of drivers from an organisational or personal nature.

The feet are the behaviour which is the visible and can be observed as high levels or low levels of energy (Nel, 2011).

2.4.3.3 Inhibiting Factors of Individual Energy

Inhibiting factors according to Taris and Schreurs (2009) is connected to emotional exhaustion. They argue that high levels of emotional exhaustion lead to low levels of effort or energy. This impedes on work performance. Factors that deplete emotional strength can be viewed as inhibiting factors to individual energy.

Taris and Schreurs (2009) have also found that high levels of job demand with low levels of control also influence job performance and control, which leads to emotional exhaustion.

2.5 Integration of Energy

Individual energy is a driver of organisational energy (Bruch & Ghoshal, 2003; Cole & Bruch, 2006; Schiuma *et al.*, 2007). If the individual energy is high the team energy will be high and such will the organisational energy be high. Interaction between organisational infrastructure and the individual energy with social interaction can create or destroy energy within the organisation. The organisational culture and leadership sets the culture (Fard, Rostamy, & Taghiloo, 2009; Lok & Crawford, 2004; Mathew, 2007) and therefore the

platform through the drivers of Lamberti (2010) to enhance and increase organisational energy.

2.6 Different Levels within the Organisation

Lamberti (2010) focussed on the drivers of productive organisational energy for the knowledge worker. Organisational and People influencing factors driving productive organisational energy is driven through different levels of organisational leadership (Lamberti, 2010)

In the organisation different levels of leadership and workers exist. Drotter (2010) has identified different leadership level's managing different levels within the organisation, these levels consist of managing self, first line management or managing others, managing managers, managing functions or departments, business managers, group managers and enterprise managers.

Very little is known on what driver's drives energy within the different levels of leadership. Weather this is at the lowest level of leadership meaning managing self or at the highest level managing enterprise managers.

2.7 Conclusion

In the current market space competitive organisations does need to be more productive than competition to compete effectively and sustain business. A productive organisation is well defined and described in the literature. There are

numerous believes and approaches to increase the productivity of an organisation.

Productive energy is a well accepted concept and drivers that has an impact on the productivity of an organisation. Literature of productive organisational energy in an organisation is well researched and explained by Bruch and Ghosal (2003). They argue that productive energy has a two scale measurement of the quality and intensity of which the energy is being exerted in the organisation. The level of intensity and quality determine the energy zone within which the organisation finds them self.

The drivers and factors of organisational energy are not widely studied in as factors enabling or inhibiting productive organisational energy. The sub factors as found by Lamberti (2010) are extensively studied in their own right but not as a sub factor as a contributors to organisational energy. The drivers and sub factors of productive organisational energy as found by Lamberti (2010); with sub factors of engagement, trust, corporate identity as a personal driver, and engagement, trust, corporate identity and basic human resource practises as organisational drivers is a good indication of drivers of organisational energy. This was done for knowledge workers within the organisation. The question is weather this drivers and sub factors does enable or inhibits organisational energy right through the levels of the organisation.

The literature further indicates that the organisation has to create a platform for productive energy to be released by teams and individuals. There are other theories which explain different concepts that can increase the quality and

intensity of productive energy. These theories concentrate on the happy productive worker concept and the well being of the individuals. This is known as the salutogenic approach which is focussing on the ability of management to create an environment of trust, hope and respect. Although some of these drivers are being duplicated in Lamberti's model its also bringing a broader spectrum of factors that could increase the individual, team and organisational energy.

Inhibiting factors of organisational energy is not only the ill application or lack of application of factors as described by Lamberti (2010) or Nel (2011). It also has to do with the expectation and demand placed on the individual and the individuals support and control that influence the energy whit which he exercise productive organisational energy. Karasek's model of sense of coherence explains the relationship between demand, support and control that aids or restricts the individual's ability to deal with demands from the organisation. The level of support and control determines the energy which the individual or team would exercise to deal with the demand.

Different levels within the organisation have control over the demand, freedom (control) and support (resources) that subordinates have to deal with the demands of the organisation. The different levels therefore has allot of control over the amount of energy within the organisation. Throughout the organisation different levels of leadership have a different view on how to deal with the control and support it is willing to give to subordinates. Organisations through policies and procedures set the level of freedom that each level of leadership has to give support and control for subordinates to deal with the demands.

Specifically this research aims at qualifying the factors that enables or inhibits the productive organisational energy. It is also hoped that this research will indicate that the enabling and inhibiting factors is the same for different levels within the organisation and also between different organisations. Thus this research specifically aims at answering the following four questions:

- What are the enabling factors of productive organisational energy?

- What are the inhibiting factors of productive organisational energy?

- Are the enabling and inhibiting factors, different for different levels in the organisation?

- Are the enabling and inhibiting factors, different for different organisations?

CHAPTER 3: RESEARCH QUESTION

Based on the preceding literature review the primary objective of this qualitative research is to gather empirical evidence of the factors that enable or inhibit productive organisational energy and to use this information to build a practical framework that can be used to effectively improve productive organisational energy.

3.1 Research Question One

What are the enabling factors, and their relative strength, of productive organisational energy?

3.2 Research Question Two

What are the inhibiting factors, and their relative strength, of productive organisational energy?

3.4 Research Question Three

Are the enabling and inhibiting factors, different for different levels in the organisation?

3.5 Research Question Four

Are the enabling and inhibiting factors, different for different organisations?

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Research Method

Lamberti (2010) examined the drivers of productive organisational energy through quantitative research. The aim of this research was to verify the drivers and broaden the understanding of sub-factors which may enable or inhibit productive organisational energy. The research also focused on the different factors and how different they are for the different levels within the organisation as classified by Drotter (2010). This research has been done through exploratory qualitative study, whereby the factual gathering of drivers that enables or inhibits productive organisational energy as based on the understanding of the focus group members.

In order to establish the enabling and inhibiting factors of productive organisational energy, exploratory qualitative research has been used in the form of a Nominal Group Technique. According to Lloyd (2010) the Nominal Group Technique is a good technique to use where individual efforts are being reviewed in a group. It is a commonly used method in problem identification and organisational communication in business.

4.2 Population

The population from which the responses were gathered is from a large organisation with more than 10,000 employees. The organisation is active in the South African coal mining industry. The reason for using this organisation was that it were easy to organise and coordinate efforts to establish the focus

groups, and large organisations has a hierarchy representing the different levels as described by Drotter (2010).

The population was classified into three groups consisting of the lower four passages of the leadership pipeline according to Drotter (2010). The first group being the managing self-level, this is considered to be semi-skilled operators and is also the base of the pyramid within the organisation. The second group was the level of managing others which basically consist of the first line supervisor and middle management. The third group consisted of the next two levels from the Drotter leadership pipeline which is managing managers and managing functions or departments. *Table 3* summarise the population

Table 3: Population levels

Nominal Group	Level description according to Drotter (2010)
Group 1	Managing Self
Group 2	Managing Others
Group 3	Managing Managers and Managing Functions

4.3 Sampling

The sample method used was non-probability sampling with judgement sampling as the method of choice. The criteria used for members of the Nominal Focus Group were as stipulated in table 3. The different level within the organisation did fit with Drotter's Leadership pipeline description. This was the only selection criteria for the sampling (Blumberg, Cooper, & Schindler, 2008).

Each focus group was represented by the number of people summarized in *table 4*, with a total of 56 people forming part of the research. People representing the different groups, job titles can be seen in table 5.

The two organisational level samples were taken from two different business units within the organisation. This would enable the comparison of data between the two business units.

The two business units was similar in size with approximately 1100 employees, other similarities between the two business units were that they were reporting into the same structure with the same direct report. Each business unit had their own leader responsible for the business performance. Both these business units were also in the same geographical area with similar targets and support structures. The organisational structure for both these organisations was exactly the same. The major differences between the two business units were that they had different visions, focus areas and different improvement plans and focus areas. The geological and physical challenges were different for the different organisations.

Table 4: Sampling groups

Nominal Groups	Level description according to Drotter (2010)	Organisational Level Sample 1 (Business unit A)	Organisational Level Sample 2 (Business unit B)
Group 1	Managing Self	14	9
Group 2	Managing Others	8	10
Group3	Managing Managers	7	10

Table 5: Job titles of participants in different groups

Nominal Groups	Level description according to Drotter (2010)	Participants summarised job description
Group 1	Managing Self	• **Miner** • **Continuous miner operator** • **Shuttle car operator** • **Tractor driver** • **Artisan**
Group 2	Managing Others	• **Shift boss** • **Foreman** • **Mine overseer** • **Chief foreman** • **Chief Surveyor**
Group3	Managing Managers	• **Mine Manager** • **Shaft Manager** • **Section engineer** • **Manager engineering services** Planning manager • **Human resource manager**

4.4 Unit of Analysis

The unit of analysis was the perceptions and opinions of the Nominal group members about the enabling and inhibiting factors of organisational energy.

4.5 Qualitative Survey Design

Nominal group technique was used to build the constructs and drivers for organisational energy. Miller (2009) has found that this technique have

positives that create more valuable contributions to the group. Three positive outcomes from this study are mentioned below.

The first positive element of nominal group technique is that all participants is required to actively participate by giving their thoughts and compare to the group. The normally quite and non participative group members are required to participate in the discussion, opposed to other methods like brainstorming where their contributions could be lost.

Second element of nominal group technique is that each member vote from an extensive list of constructs build from all members' ideas. This voting is anonymous and therefore gives each member a voice.

Third element which makes nominal group technique a better method for group discussions is that it breaks down the barriers created by group thinking, and group decision making. Group thinking is limiting group creativeness and could reduce the amount of ideas.

Nominal focus group technique also has some pitfalls to be taken into account. According to Schwering (2003) conducting a Nominal Group Technique has some pitfalls. Especially if technical people conduct the exercise it is easy to focus on technological factors and miss out on other factors. A six step guide from Schwering (2003) helped to manage a proper Nominal Group Technique as intended by Kurt Lewin the originator of the method *(Appendix 1).*

4.6 Data Collection

4.6.1 Process and Data Capturing

Recording analysis and reporting according to Blumberg *et al.* (2008) requires a face to face setting some moderator's large sheets of paper and a focus group room.

A presentation on organisational energy and its interaction between individuals, teams and the organisation as depicted by Schiuma *et al.* (2007) in *Figure 4* were explained to the focus group. The link between these energies and productive organisational energy with the platforms for individual and social energy was explained.

After the discussion of productive organisational energy and the interaction between the different types of energy, the rights of participants were explained and discussed. All participants were then given the option to opt out if so desired, and those that stayed were required to sign the consensus document *(Appendix 2).* A second document *(Appendix 3)* was distributed for the documentation and data capturing. This form also served the purpose of a voting ballot for the enabling and inhibiting factors of organisational energy.

The focus group was then given the opportunity to note down the 5 factors that according to each person was enable organisational energy. The factors were then captured electronically on an excel sheet on a projector in a round robin fashion to encourage group participation and discussion. On each factor clarifying questions were asked to ensure correct capturing of the data and intended understanding by the participant. The factor was then given a unique

number for voting purposes. After all the factors have been captured, a visible guide of the groups understanding of enabling factors of organisational energy was displayed on the projector.

A voting method was used whereby the participants noted down the number of the five factors that they believe enables organisational energy the most. The individual voting was not done according to priorities but according to the set of five most important enabling factors of productive organisational energy. The same process was followed for the inhibiting factors of organisational energy.

The group votes were counted and feedback was given to the group on the results of the exercise and the session was closed of by a general discussion of the results and the results of previous groups.

The ballot papers and consent forms were collected from the group members.

4.7 Method of Analysis

The results were captured in an excel spread sheet with the votes counted. The results is visible in *appendix 4* represented by the actual detail captured and the number of votes for each factor. The data was then sorted from those with the highest impact per factor as voted by the focus group to the least. These figures can be seen in appendix 5 representing each group's voted factors enabling and inhibiting organisational energy. Schwering (2003) argued that the role of a force field is to assist leaders and stakeholders to identify, document and understand the forces likely to influence a specific issue, in this research case the factors influencing productive organisational energy. Out of the force field

the enabling and the inhibiting factors was analysed for consistency and similarities drawing conclusions out of the data. The results will be discussed in Chapter 5.

4.8 Research Limitations

The limitations of this study are limited to the design from the selection process as well as the sample used. The selection process was based on a sampling method constrained by the role the individual performed and the business unit they represent. The groups representing the different mine had been exposed to different elements of organisational energy enablers and inhibitors. The current situation of the groups in their organisational setting influenced the degree to which enabling and inhibiting factors were voted on. The fact that the population was represented by one large company in one industry might have influence the factors and the data collected from the Nominal Group Technique.

Chapter 5: Results

This chapter is an overview of the results obtained from the nominal focus groups held as outlined in chapter four. The analysis of the data will be done in this chapter. The data as captured in the focus groups is represented in *Appendix 4.1* to *Appendix 4.6*. The focus groups were held to test and understand the drivers of organisational energy within the different levels of the organisation.

5.1 Results of Nominal Focus Groups

The qualitative investigation into the enabling and inhibiting factors of organisational energy was done through the Nominal Focus Group technique. The study was divided into the three managing groups as described by Drotter (2010) with different leadership level's managing different levels within the organisation, these levels consist of managing self, first line management or managing others, managing managers.

The study was conducted at two different business units with the same division in leadership. The number of people attending the nominal focus groups is summarised in table 6 below.

Table 6: Sampling groups attendance numbers

Nominal Groups	Level description according to Drotter (2010)	Organisational Level Sample 1 (Business unit A)	Organisational Level Sample 2 (Business unit B)
Group 1	Managing Self	14	9
Group 2	Managing Others	8	10
Group3	Managing Managers	7	10

The results were used to complement and refine constructs and their independent variables identified through the literature review. These results will be discussed in detail within the different groups to establish the important drivers per management group.

5.1.1 Group 1 Managing Self Focus Group Results

This focus group was represented by members of the managing self group as described by Drotter (2010). The group was made up by workers and a team leader type role.

5.1.1.1 Managing self enabling factors of organisational energy

The first group managing self within the organisation is the lowest group. First looking at the group results described as enabling factors can be seen in *Figure 7* for business unit A and *Figure 8* for business unit B. A combined figure from the raw data representing the enabling factors of organisational energy as perceived by the managing self group can be seen in *Figure 9*.

Figure 7: Business unit A managing self enabling factors.

Business Unit A: Managing Self: Enabling Factors
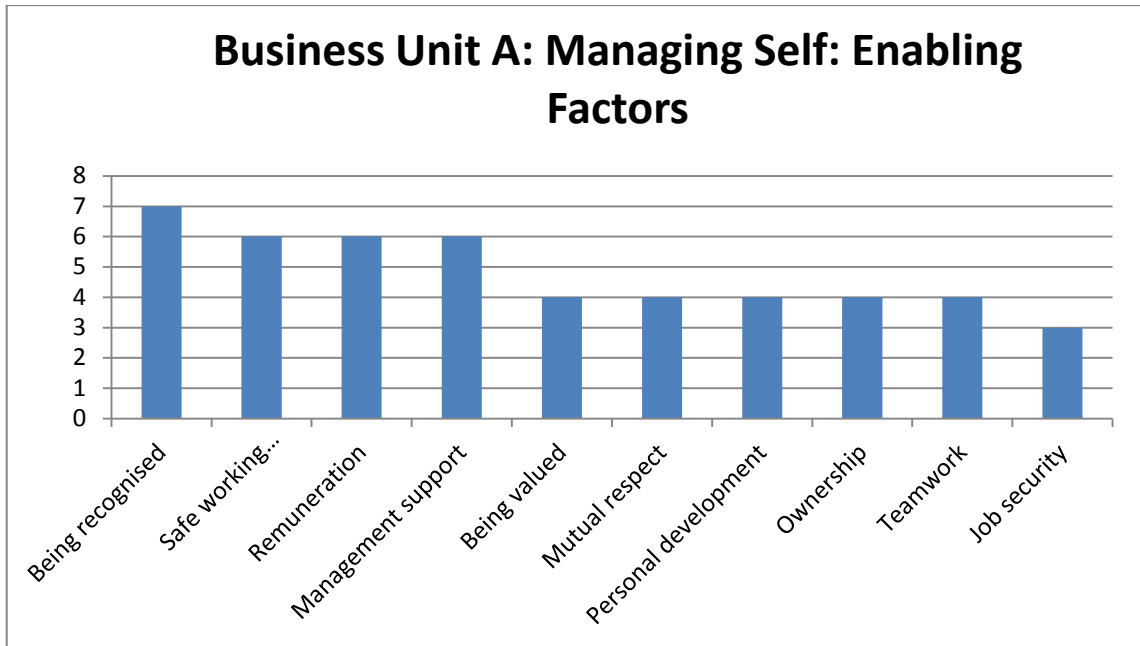
Figure 8: Business unit B managing self enabling factors.

Business Unit B: Managing Self: Enabling Factors
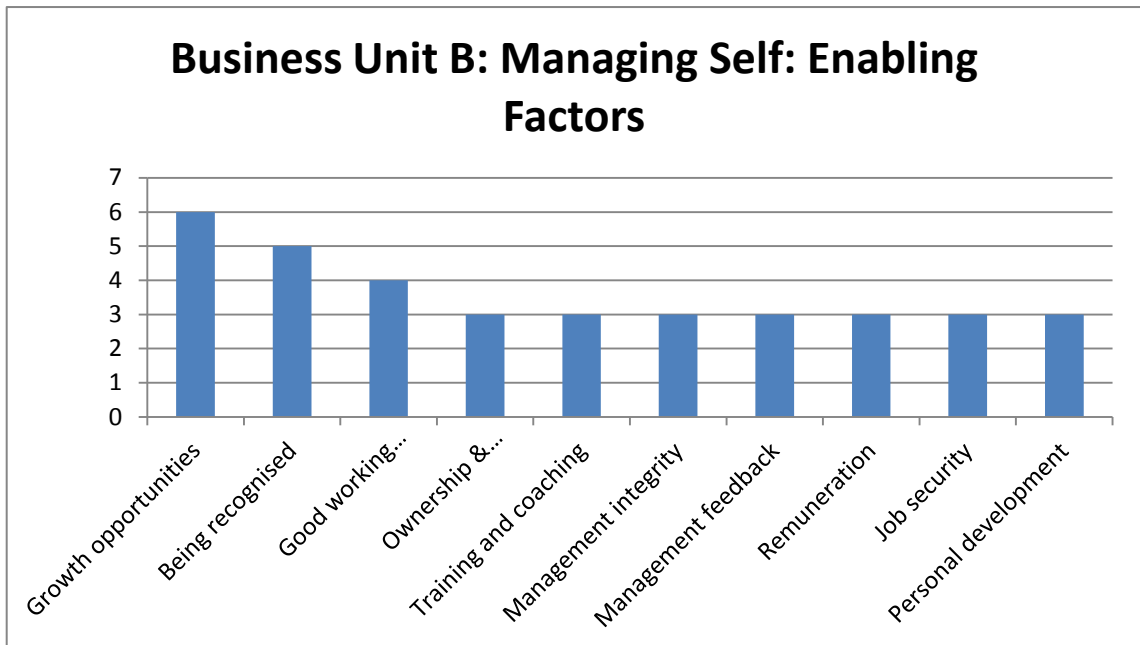
Figure 9: Combined results for managing self enabling factors.
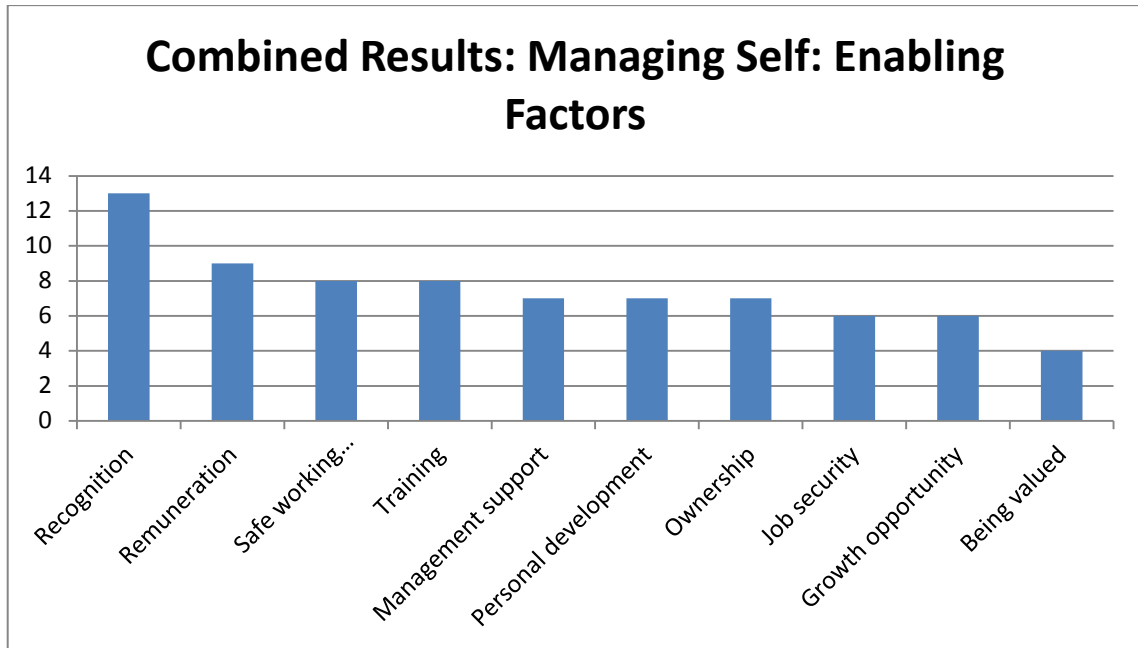
In the managing self category of the organisation, recognition and remuneration was found to be the two most important drivers. Recognition as a driver for the group was important, not only financial but also the non financial types of recognition. Remuneration featured high with specific mention of being fair for the work being done. The driver of safe working environment featured high within this group, which could be an industry driver.

5.1.1.2 Managing self inhibiting factors of organisational energy

The inhibiting factors of organisational energy as experienced by the managing self group can be seen in *Figure 10* for business unit A and *Figure 11* for business unit B. A combined figure from the raw data representing the inhibiting factors of organisational energy as perceived by the managing self group can be seen in *Figure 12*.

Figure 10: Business unit A managing self inhibiting factors.
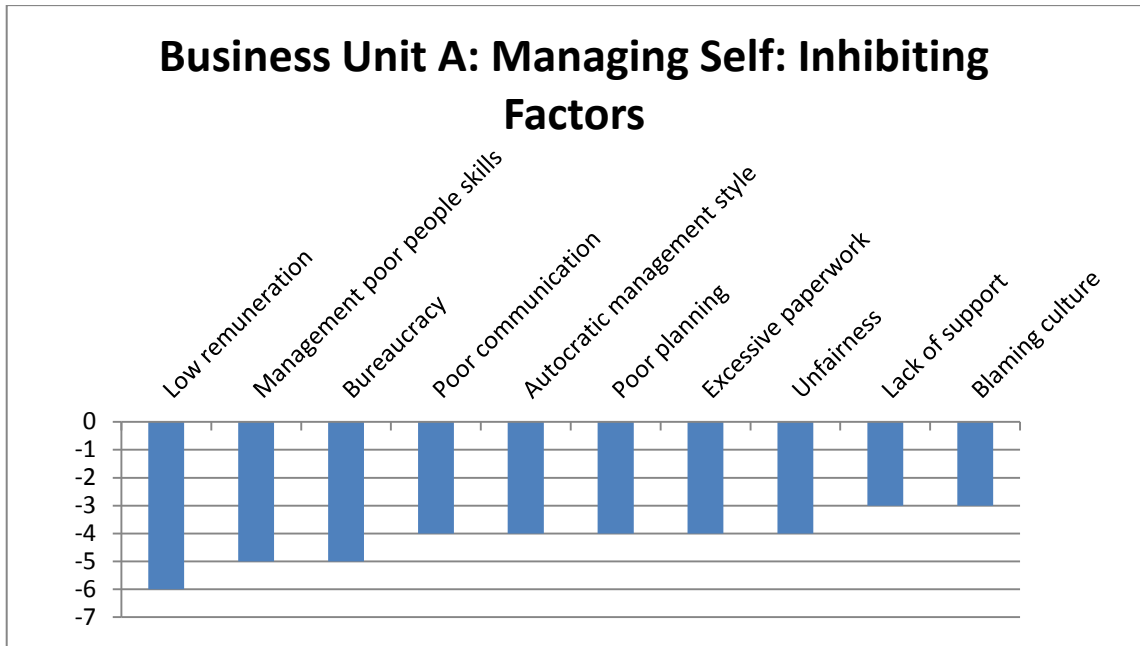
Figure 11: Business unit B managing self inhibiting factors.
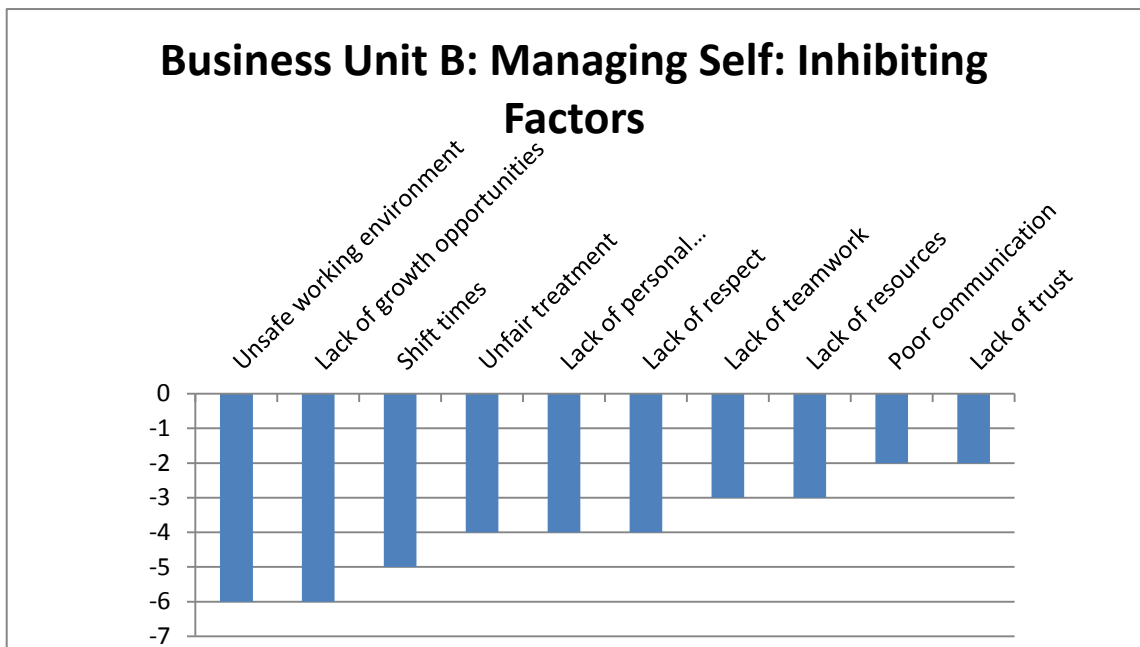
Figure 12: Combined results for managing self inhibiting factors.
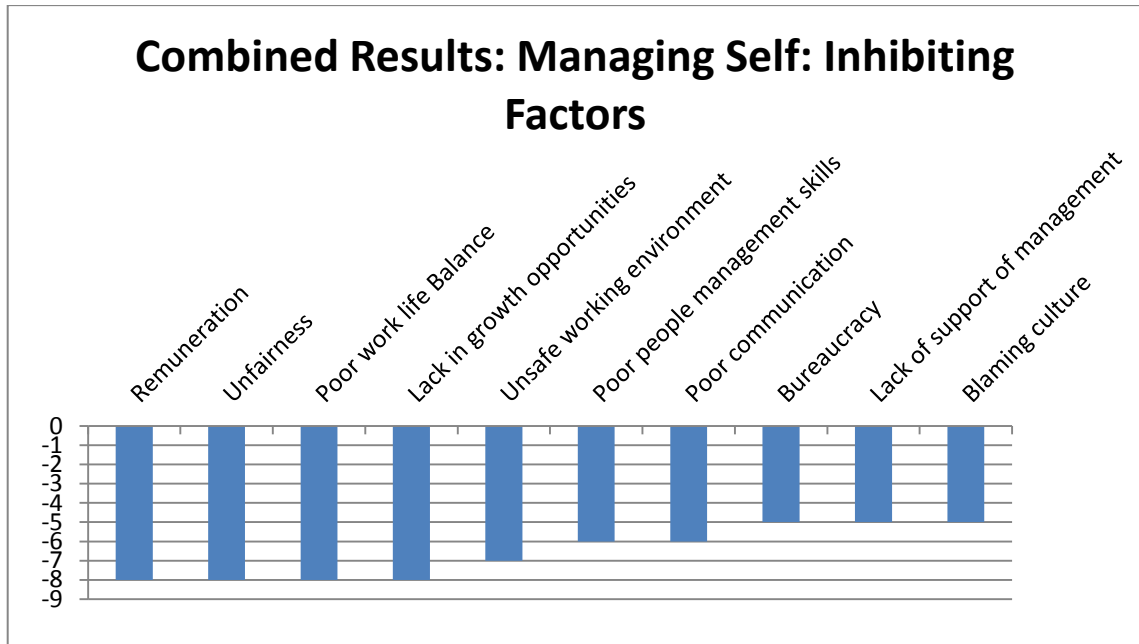
The top drivers of inhibiting factors as experienced by the managing self group can be seen as four drivers each having the same weight. These drivers are remuneration, unfairness, poor work life balance and a lack in growth opportunities.

5.1.2 Group 2 Managing Others Focus Group Results

This focus group was represented by members of the managing others group as described by Drotter (2010). The group was made up by first line and middle management people.

5.1.2.1 Managing others enabling factors of organisational energy.

The group managing others within the organisation is the middle group of the selected groups for this research. Looking at the group results described as enabling factors can be seen in *Figure 13* for business unit A and *Figure 14* for business unit B. A combined figure from the raw data representing the enabling

factors of organisational energy as perceived by the managing others group of the organisation can be seen in *Figure 15*.

Figure 13: Business unit A managing others enabling factors.

Business Unit A: Managing Others: Enabling Factors

Figure 14: Business unit B managing others enabling factors.

Business Unit B: Managing Others: Enabling Factors

Categories (left to right): Resources, Recognition, Empowered, Being acknowledged, Management support, Planning, Integrity, Achieving targets, Safe working…, Team work

Figure 15: Combined results for managing others enabling factors.

Combined Results: Managing Others: Enabling Factors

Categories (left to right): Teamwork, Meeting targets, Recognition, Trust, Support, Adequate resources, Being empowered, Professional…, Job security, Ownership
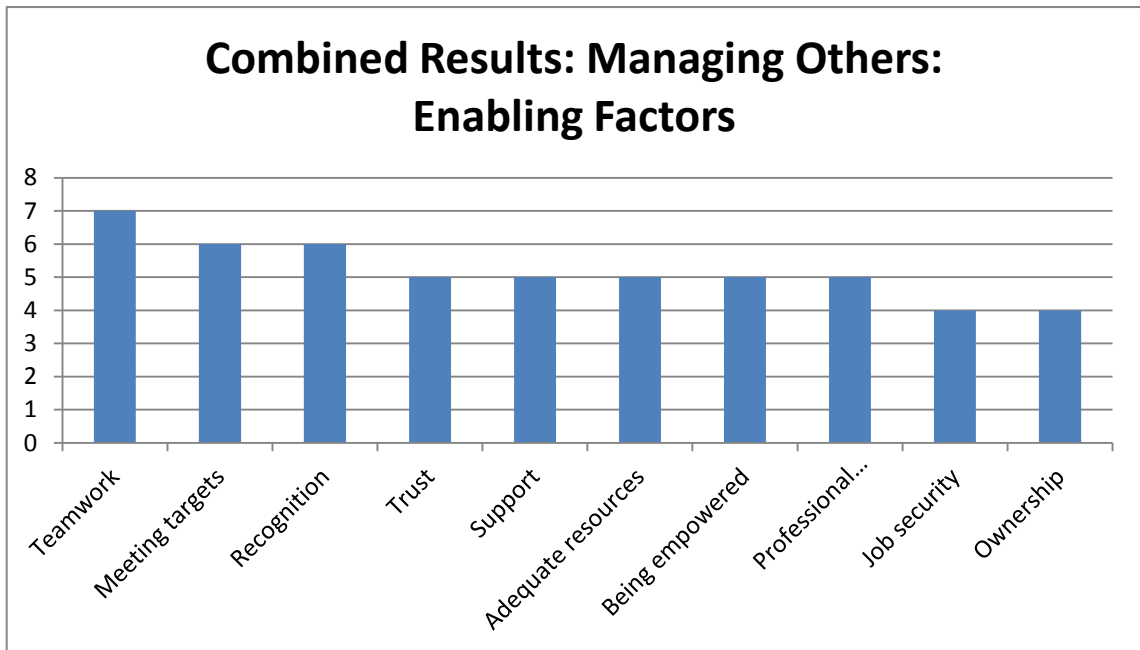
The managing others group focus group results indicated the important drivers enabling organisational energy as teamwork, being able to meet their targets,

being recognised and trust. The recognition was the same as the managing self group whereby it's not only the material type of recognition but also the softer type of recognition. Trust for this group was two way, not only being trusted by supervisors but also being trusted by direct reports for doing the right things.

5.1.2.2 Managing others inhibiting factors of organisational energy.

The group results described as inhibiting factors of organisational energy as perceived by the managing others can be seen in *Figure 16* for business unit A and *Figure 17* for business unit B. A combined figure from the raw data representing the inhibiting factors of organisational energy as perceived by the managing others group of the organisation can be seen in *Figure 18*.

Figure 16: Business unit A managing others inhibiting factors.
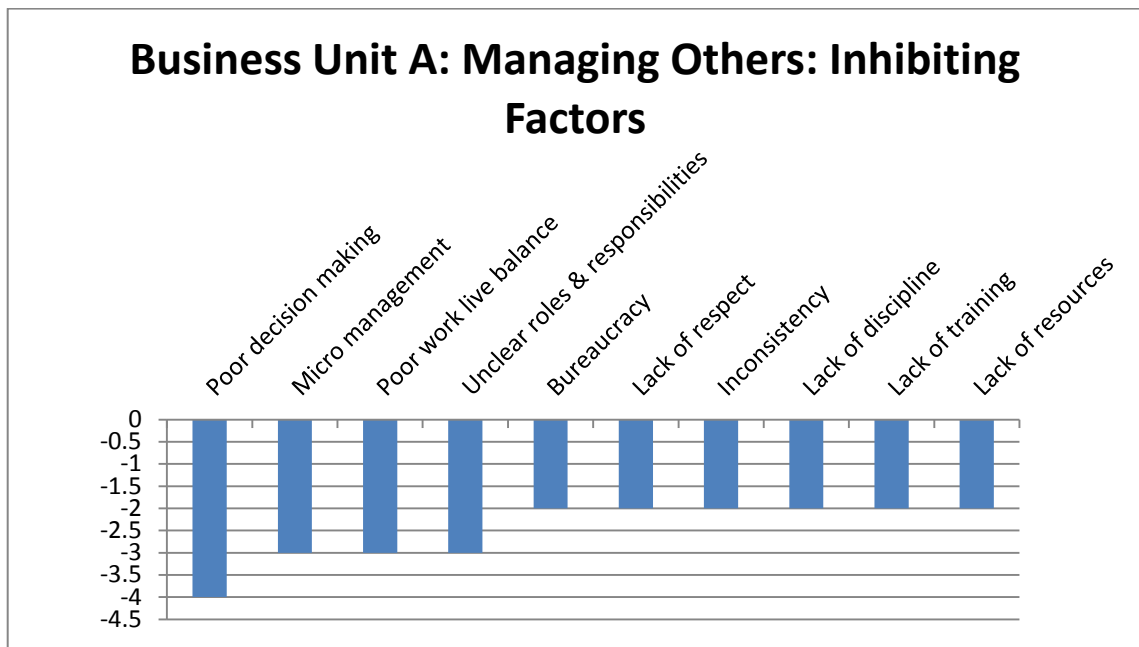
Figure 17: Business unit B Inhibiting Factors Managing Others.

Business Unit B: Managing Others: Inhibiting Factors

Figure 18: Managing others inhibiting factors.

Combined Results: Managing Others: Inhibiting Factors

Important inhibiting factors of organisational energy as perceived by the managing others group is a lack of skills, poor decision making, lack of resources and working in an environment of a blaming culture. Lack of skills is predominantly aimed at the direct reporting group of people. Poor decisions made by management, leading to uncertainty and instability are described meant by this factor. The driver of resources is extremely wide and includes financial, people, equipment and other resources.

5.1.3 Group 3 Managing Managers Focus Group Results

This focus group was represented by members of the managing managers group as described by Drotter (2010). The group was made up by management people.

5.1.3.1 Managing Managers enabling factors of organisational energy.

The group managing managers within the organisation is the group responsible for the medium term planning and day to day execution of tasks at the organisation. The group results described as enabling factors can be seen in *Figure 19* for business unit A and *Figure 20* for business unit B. A combined figure from the raw data representing the enabling factors of organisational energy as perceived by the managing others group of the organisation can be seen in *Figure 21*.

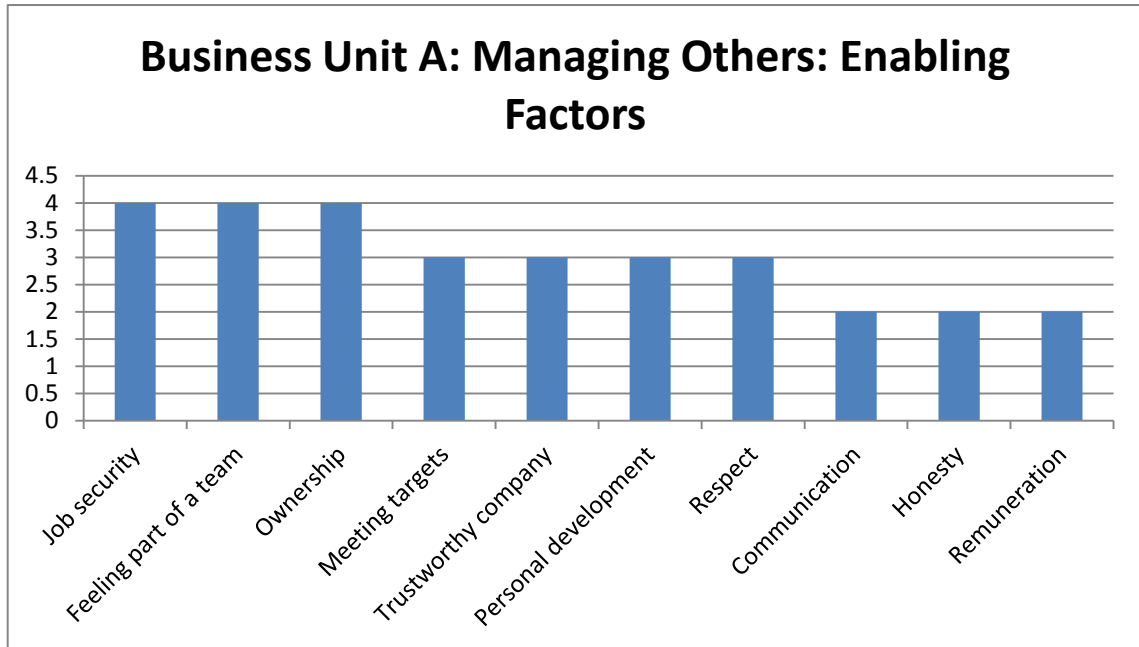**Figure 19: Business unit A managing managers enabling factors.**
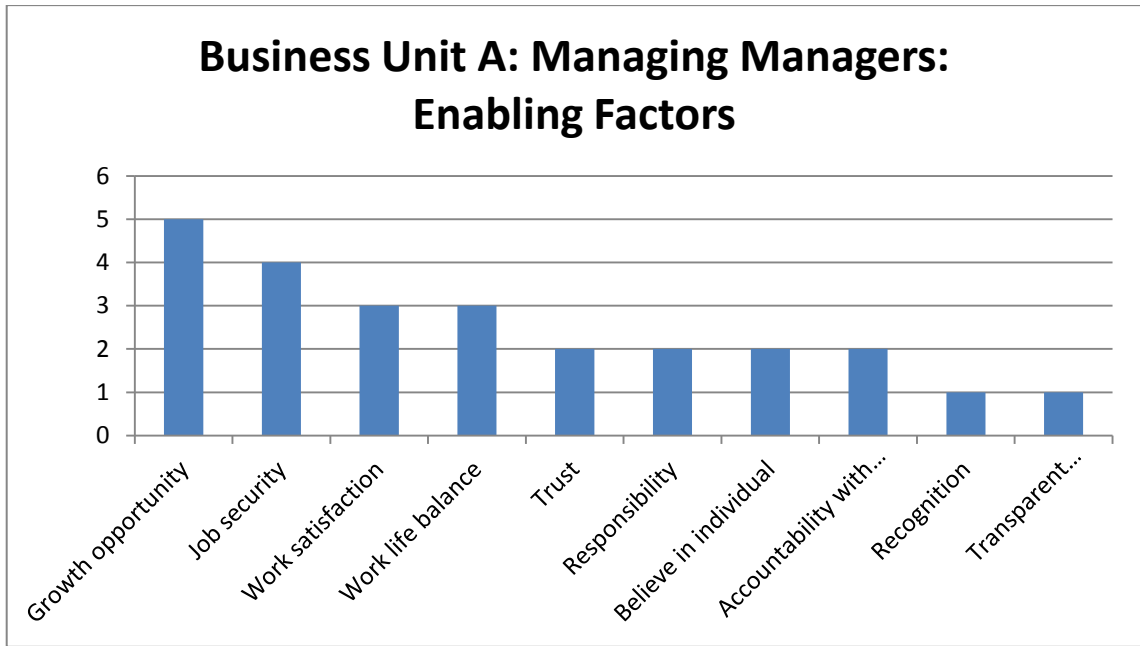
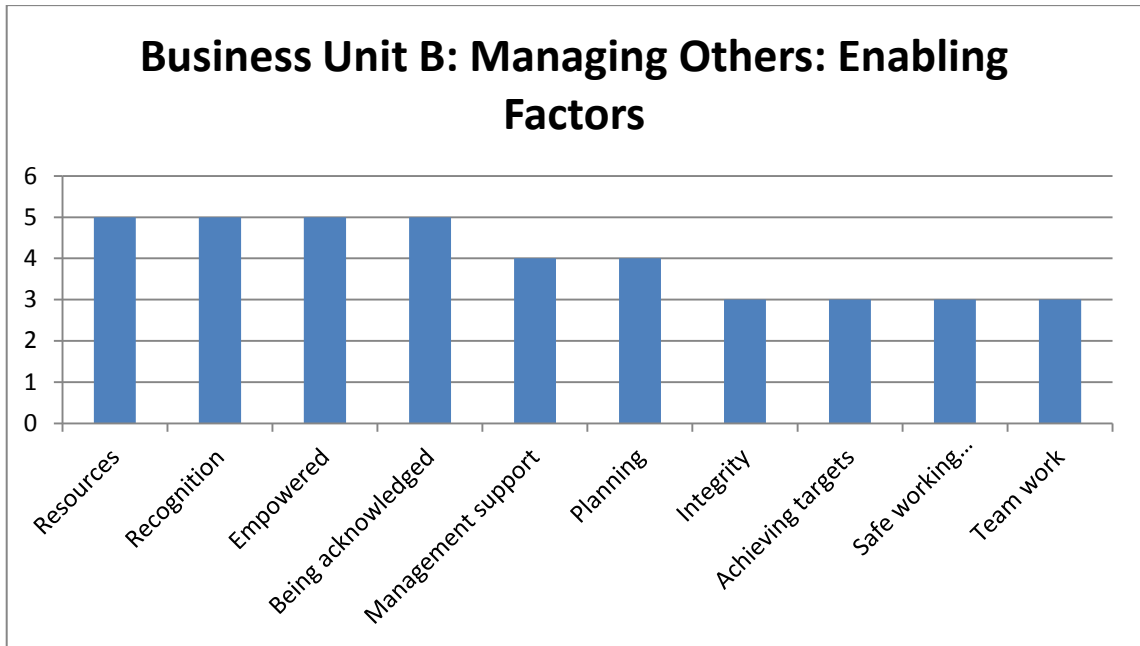
Figure 20: Business unit B managing managers enabling factors.
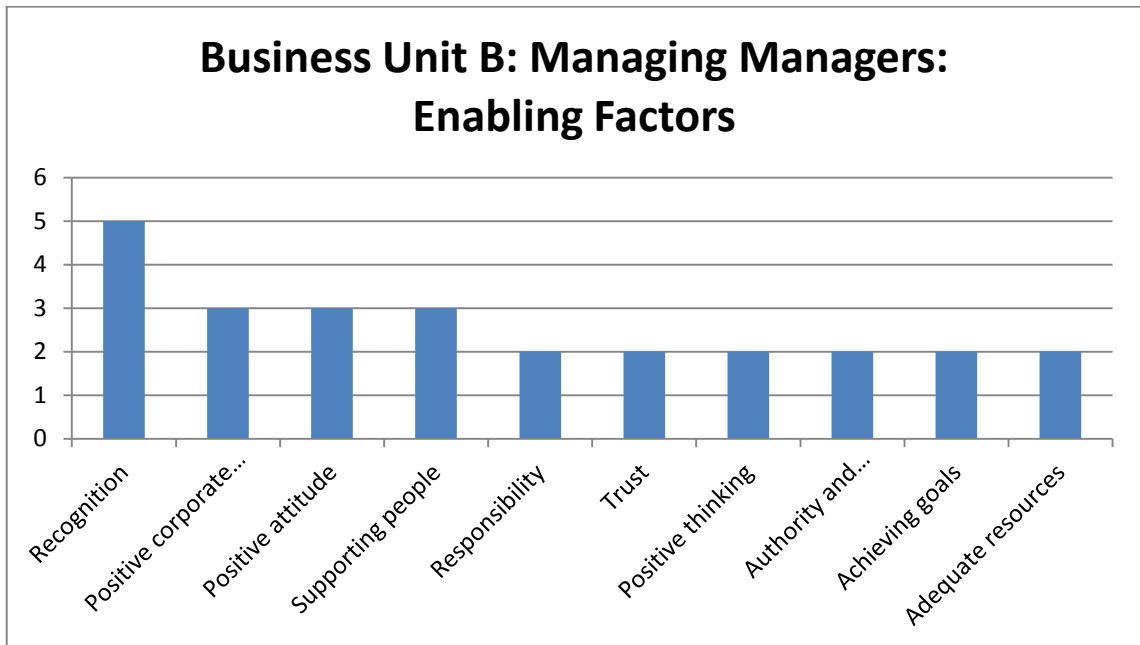
Figure 21: Combined results for managing managers enabling factors.
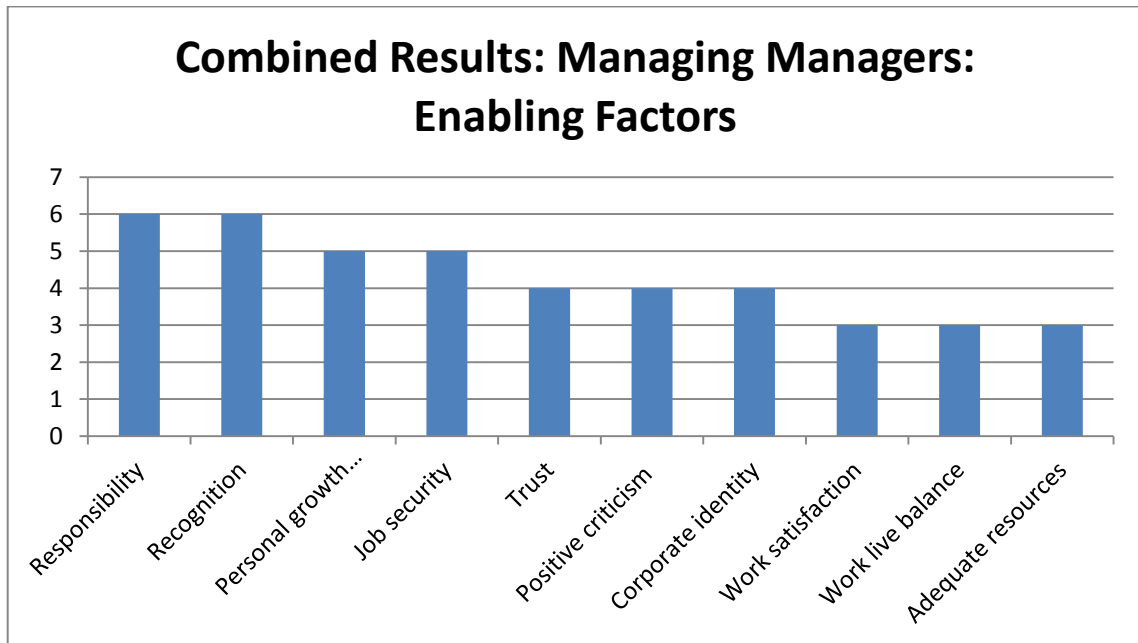
The enabling factors of organisational energy as perceived by the group managing managers are responsibility, recognition, personal growth opportunities and job security. Responsibility can be described in two fold, one the self responsibility and second responsibility accepted by direct reports. Recognition is the same as the other two groups of managing self and managing others which did not only focus on the material recognition. A strong sense of aspiration and want in this group to be able to grow is also a strong enabler of energy.

5.1.3.2 Managing Managers inhibiting factors of organisational energy.

The group results described as inhibiting factors of organisational energy as experienced by the group managing managers can be seen in *Figure 22* for business unit A and *Figure 23* for business unit B. A combined figure from the

raw data representing the enabling factors of organisational energy as perceived by the managing others group of the organisation can be seen in *Figure 24.*

Figure 22: Business unit A managing managers inhibiting factors.
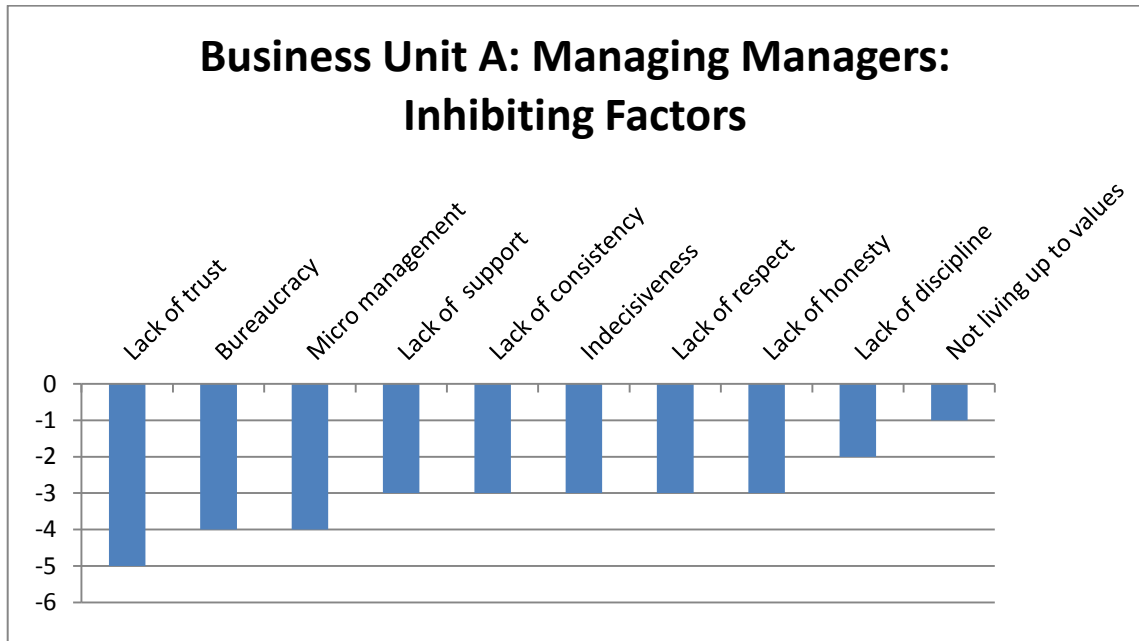
Figure 23: Business unit B managing managers inhibiting factors.

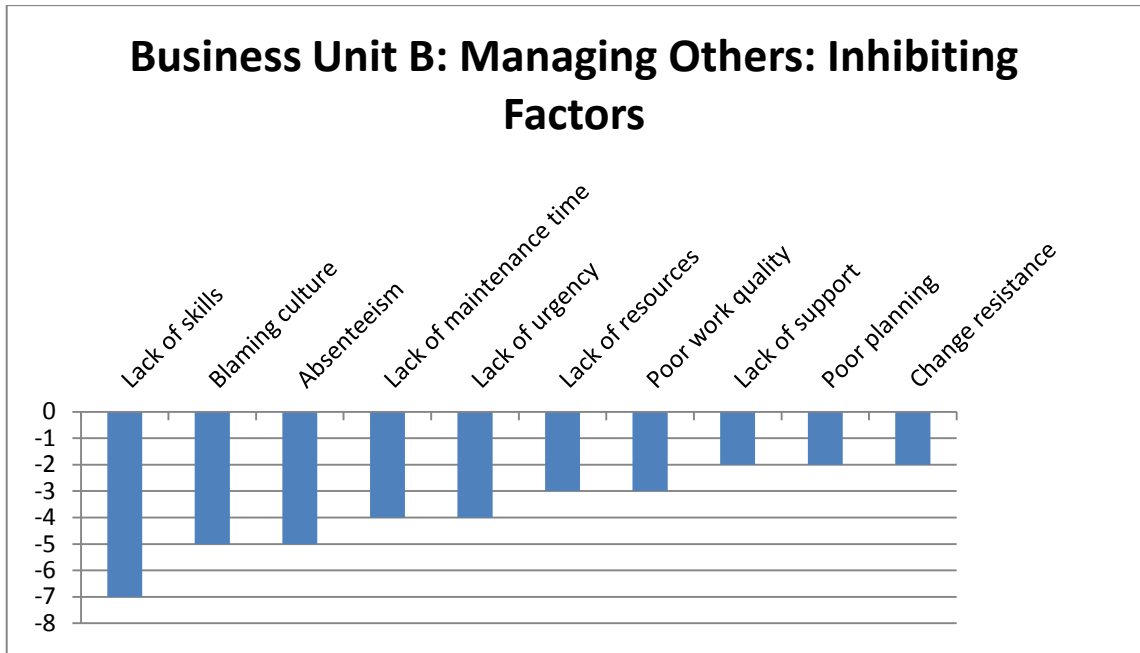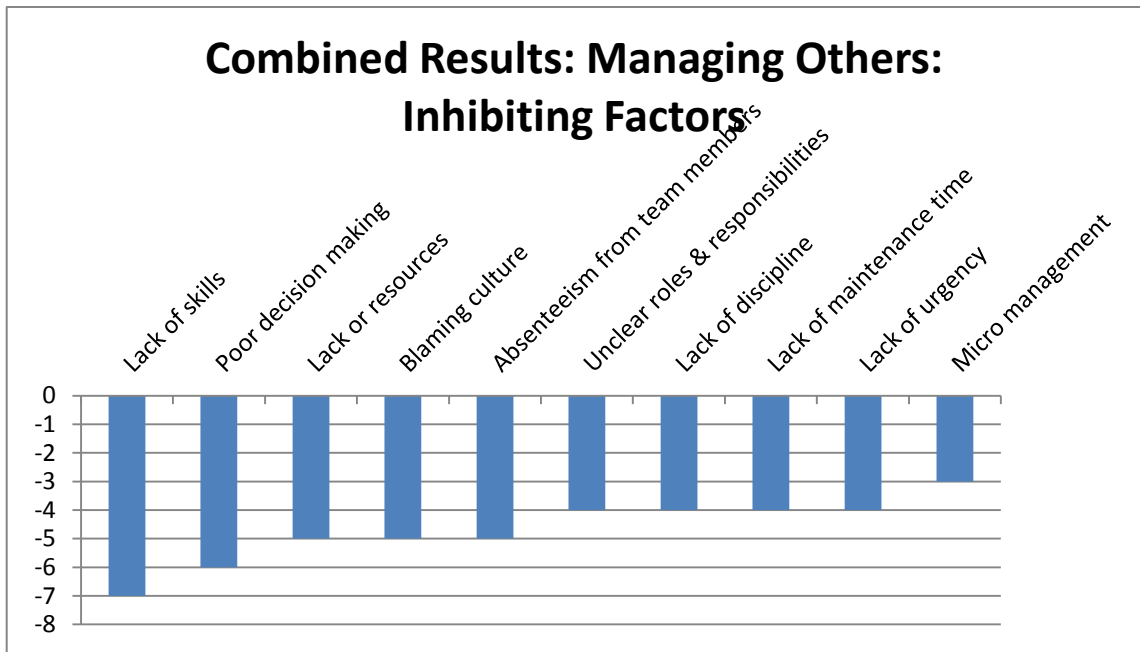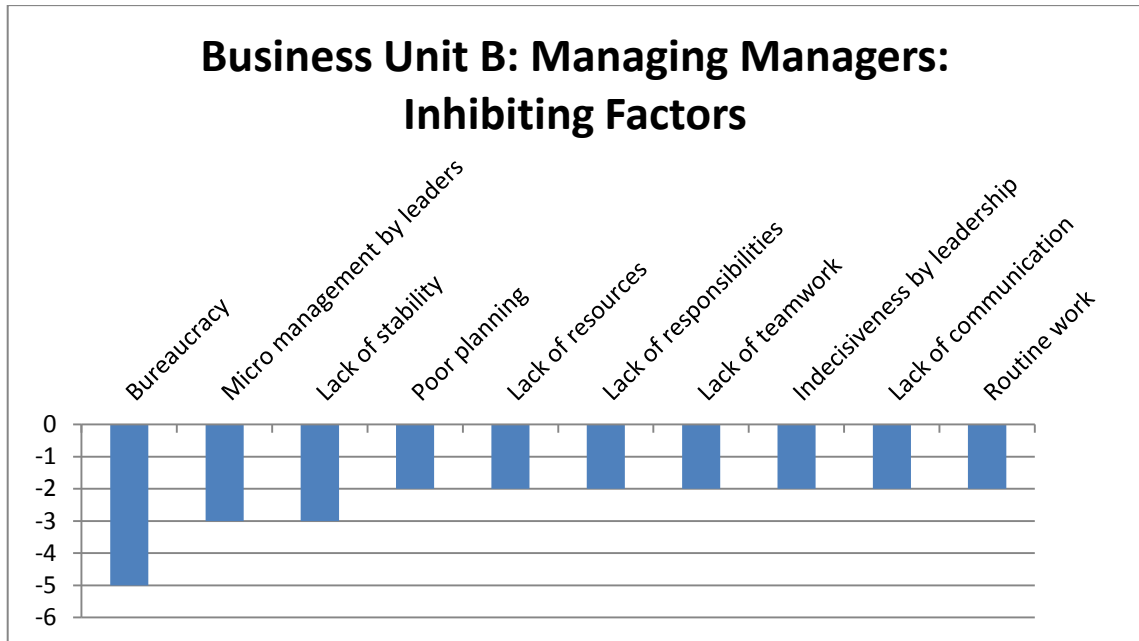**Figure 24: Combined results for managing managers inhibiting factors.**
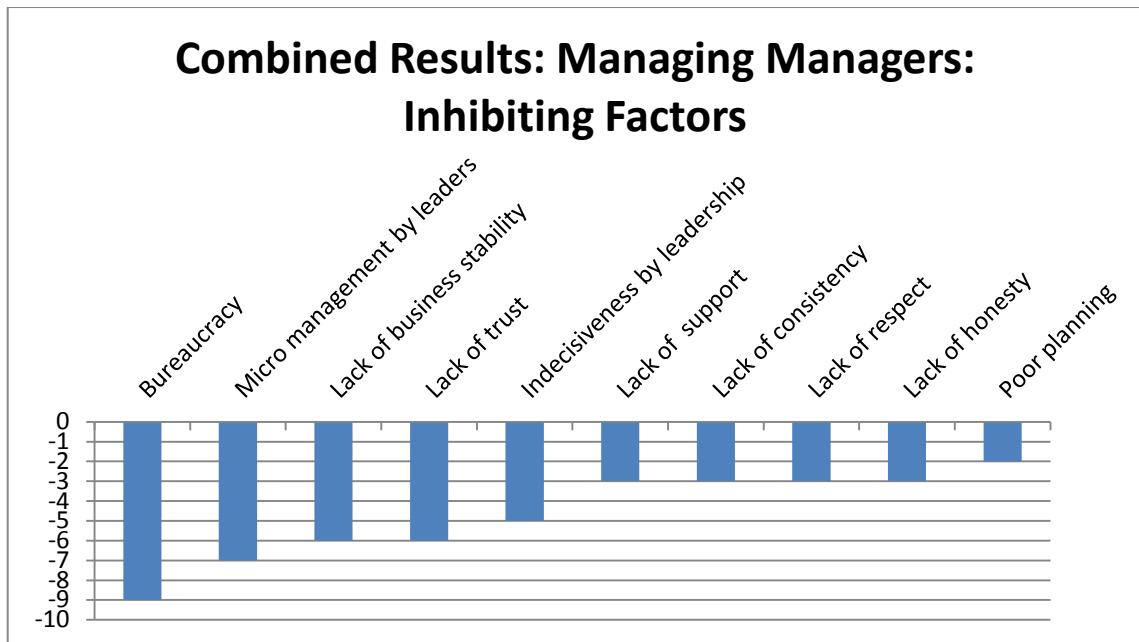
Inhibiting factors of organisational energy as perceived by the managing

managers group is bureaucracy, micro management, lack of stability and a lack

of trust. Bureaucracy is taking allot of energy within the organisation. Micro management is being seen as being told what to do and how which could also be interpreted as a lack of trust from superiors.

5.2 Summarised results

Some of the responses of the different groups are the same. All the similar results have been put together from the different groups to create representing figures for the enabling and inhibiting factors of organisational energy.

All the responses from the different groups have been put together and the number of votes for those constructs that was the same has been counted together to create a combined figure for the enabled and inhibiting factors of organisational energy.

5.2.1 Summarised results for business unit A.

All the results from business unit A was used to construct a representation of enabling and inhibiting factors of organisational energy as perceived by business unit A.

5.2.1.1 Summarised enabling factors for business unit A

The summarised enabling results from all three the nominal focus groups held at business unit A can be seen in *figure 25.*

Figure 25: Summarised enabling factors from business unit A

Combined Results: Business Unit A: Enabling Factors
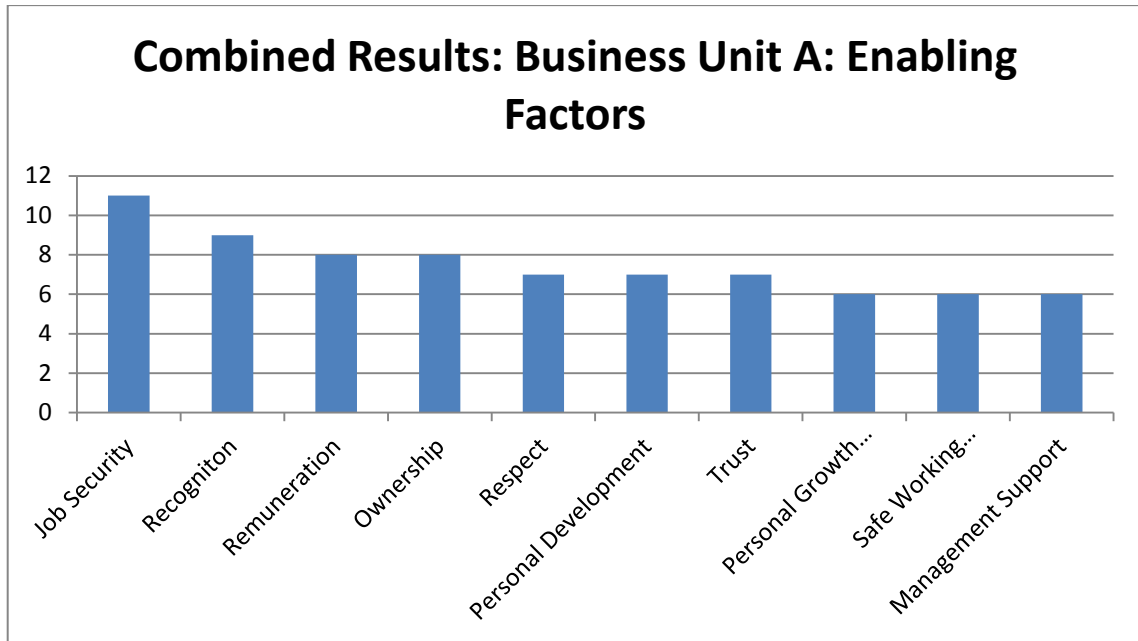
In business unit A, job security, recognition, remuneration and ownership are the four most critical drivers of enabling organisational energy. Job security factor is a factor which ensures business stability and the necessity for each individual's specific role. Recognition in all three groups was specifically aimed at both types of recognition the non financial as well as the financial types of recognition. Remuneration by the groups were aimed at market related remuneration and specifically felt that they want to be remunerated for what they are worth for the company. Ownership is a specific driver which aims at individual's freedom to take control and manage his specific responsibility with the least amount of interference.

5.2.1.2 Summarised inhibiting factors for business unit B

The summarised inhibiting results from all three the nominal focus groups held at business unit A can be seen in *figure 26*.

Figure 26: Summarised inhibiting factors from business unit A

Combined Results: Business Unit A: Inhibiting Factors
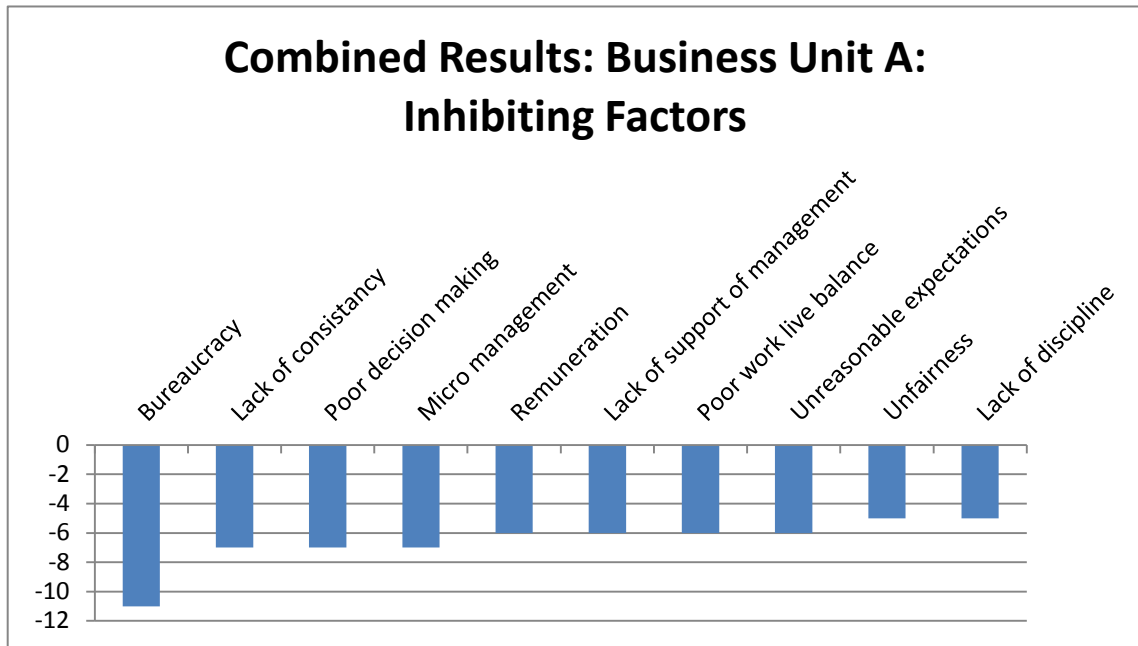
Business unit A had bureaucracy, lack of consistency, poor decision making and micro management as the biggest inhibiting factors towards organisational energy. Bureaucracy is the day to day governance and red tape that govern decisions and decision making. Lack of consistency had a double meaning as it means stability by some groups whereby constant change in the business creates frustration. The second part is consistency in decisions being made has to do with treating all the individuals the same. Poor decision making has to do with management making decisions which is not adding value or delivering results. Micro management by management has to do with not allowing individuals to make some of the decisions themselves. The smallest detail is being decided by management.

5.2.2 Summarised results for business unit B.

All the results from business unit B was used to construct a representation of enabling and inhibiting factors of organisational energy as perceived by business unit B.

5.2.2.1 Summarised enabling factors for business unit B

The summarised enabling results from all three the nominal focus groups held at business unit B can be seen in *figure 27.*

Figure 27: Summarised enabling factors from business unit B
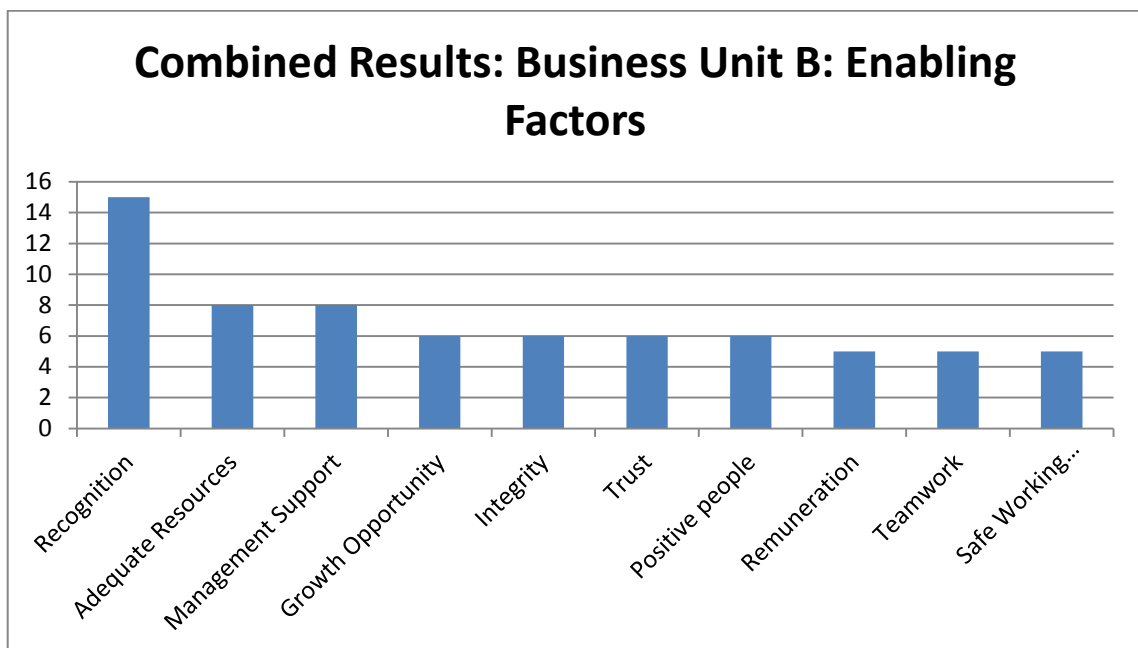
The three enabling factors of organisational energy for all three the focus groups of business unit B is, recognition, adequate resources, management support. As with the recognition factor from the enabling factors from business unit A the recognition is both financial and non financial recognition. Adequate resources were a very broad term in all the focus group which included financial, people and equipment resources. Management support was

specifically with that the individuals wanted an opportunity to contribute to the improvement initiatives and be supported by management.

5.2.2.2 Summarised inhibiting factors for business unit B

The summarised inhibiting results from all three the nominal focus groups held at business unit B can be seen in *figure 28.*

Figure 28: Summarised inhibiting factors from business unit B
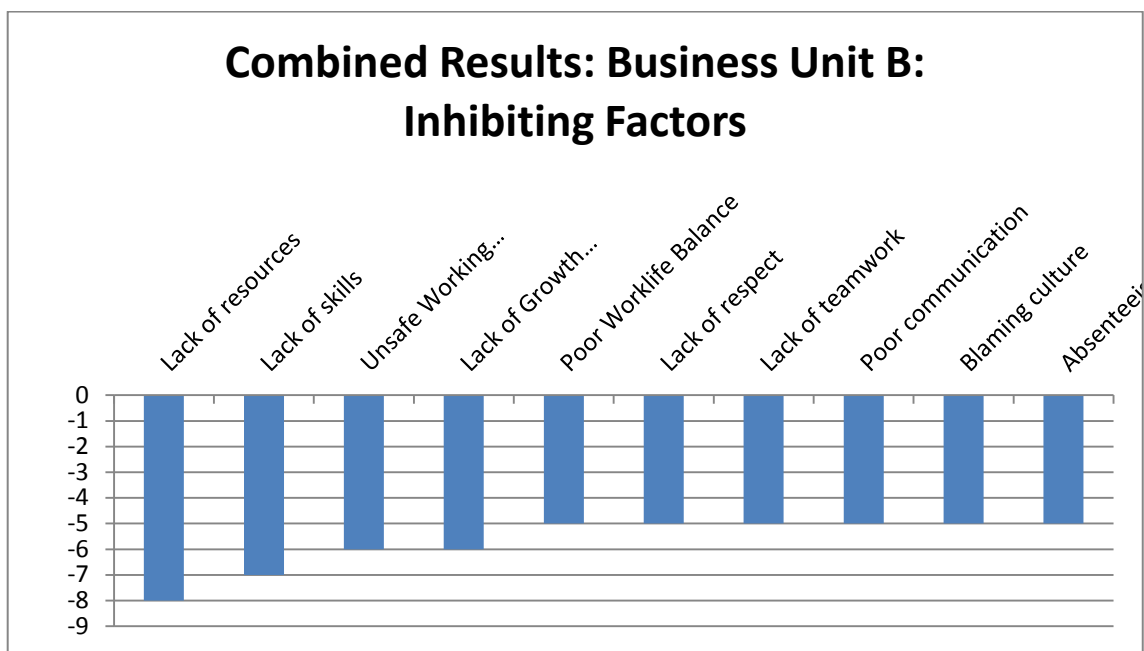
The four inhibiting factors of organisational energy as perceived by business unit B is lack of resources, lack of skill, unsafe working environment lack of growth opportunities. Resources are an extremely important driver for business unit B, as it was also one of the enabling factors. Resources included financial, people and equipment was mentioned as resources. Lack of skills, was in all the groups referred to as the low skills of direct reports taking energy to manage. Unsafe working environment is ensuring that no chances are being taken and

that a safe working environment is paramount. Lack of growth opportunities is meant by the individual's need to grow and advance within the company.

5.2.3 Summarised results from all responses.

The enabling factors of organisational energy from all the groups can be seen in *Figure 29*. These results are a reflection of the different group's perception.

Figure 29: Combined all results for enabling factors of organisational energy.
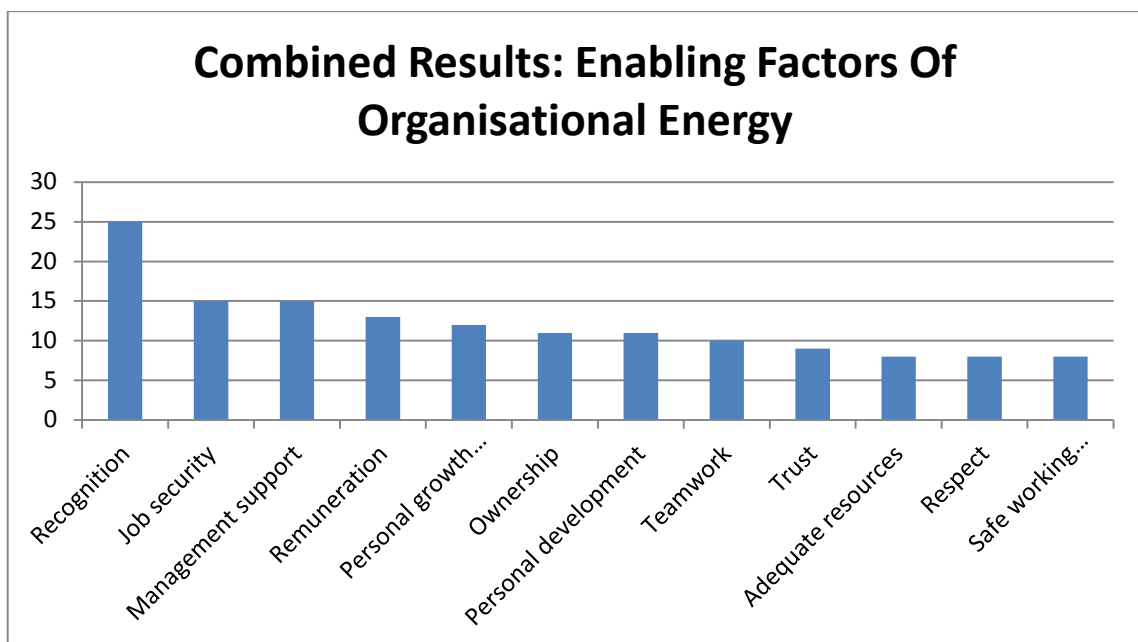
The enabling factors of organisational energy as perceived by the focus groups are recognition, job security, management support and remuneration. Recognition featured as an important enabler of organisational energy in all the focus groups. This recognition was explained the same by all groups and no focus are being placed on the material aspect of recognition. Job security is a driver of organisational energy, as it is important for the groups to know that the organisation has a future and that they are included in that future.

Management support in all groups was important as it indicates that the right quality and quantity of work are being completed. Remuneration featured high in all focus groups and is definitely an important driver of organisational energy.

The inhibiting factors of organisational energy as perceived by the result of all the focus groups can be seen in *Figure 30.*

Figure 30: Combined all results for inhibiting factors of organisational energy.
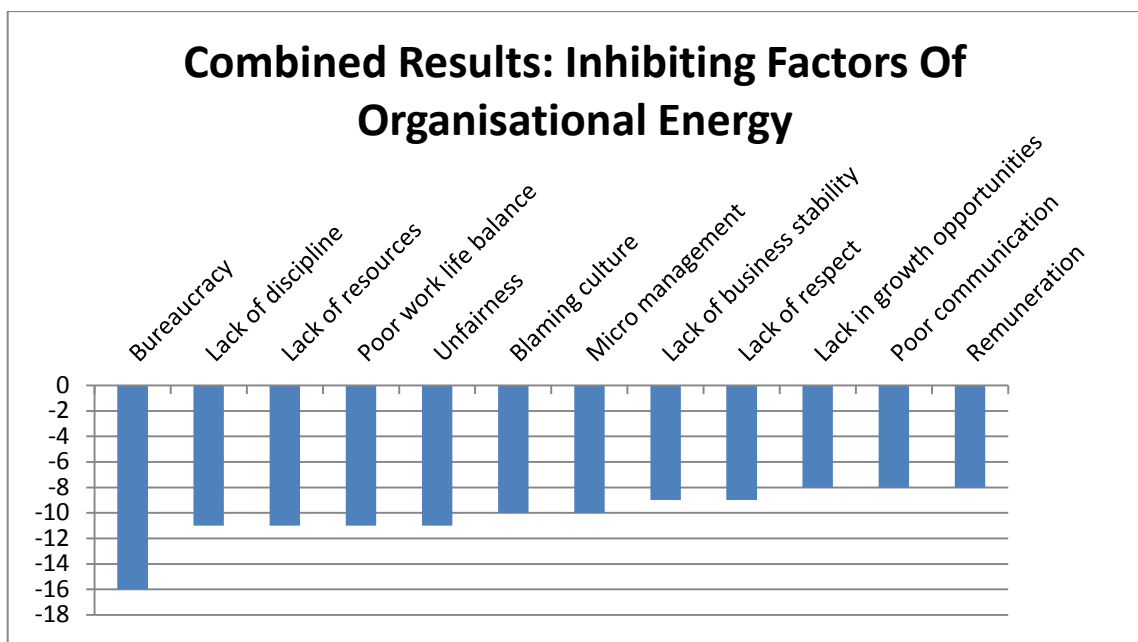
The inhibiting factors of organisational energy from the focus groups are bureaucracy, lack of discipline, lack of resources and poor work life balance. The bureaucracy within the organisation refers to getting approval to action specific resources and actions within the organisation. The lack of discipline referred to subordinates not following policies and procedures requiring effort

and energy to be deal with by management. Lack of resources refers to allot of types of resources from financial, people, equipment and others. Work life balance is mentioned with specific reference to long working hours as well as being available twenty four seven to deal with work related problems.

Chapter 6: Discussion of Results

6.1 Methodology Review

This research was aimed at building on the theory and findings from the research performed by Bruch *et al. (2007)*, Lamberti (2010), Schumia *et al.* (2007) as they did not have any empirical data supporting the inhibiting and enabling factors of productive organisational energy. A qualitative analysis was done through a Nominal Focus Group technique to evaluate and understand the enabling and inhibiting factors of productive organisational energy. A qualitative index to try and understand the enabling and inhibiting factors of organisational energy could be constructed. This chapter will discuss and be laid out on the basis of the structure of questions in chapter 3.

6.2 Research Question One

What are the enabling factors, and their relative strength, of productive organisational energy?

The factors of all the focus groups with their relative votes were put together to form a weighted representation of the top five enabling factors of productive organisational energy. These factors is summarised in table 7

Table 7: Enabling factors of productive organisational energy

	Ranking	Count	Enabling Factors
Enabling factors of productive organisational energy	1	25	Recognition
	2	15	Job security
	3	15	Management support
	4	13	Remuneration
	5	12	Personal growth opportunities

Lamberti (2010) has developed a model that is classifying the drivers into two distinct categories which is organisational and personal factors. Each of these categories had sub groups that the factors could be grouped in. The sub groups for personal are engagement trust and corporate identity; whilst the sub groups for organisational are engagement, trust, corporate identity and general human resource practices.

The factors of the subgroups listed by Lamberti (2010) in table 8 repeated below shows some drivers. These drivers were found in the focus groups held with the different levels within both business units. Some of the factors could be grouped into the table below, but there were also some factors that did not fit into Lamberti's (2010) model.

Factors found in the top five of the enabling factors of organisational energy that is not in Lamberti's model is job security, management support and personal growth.

Table 8: Organisational Influencing Factors enabling Organisational energy

Organisation Influencing Factors			
Engagement	**Trust**	**General HR practices**	**Corporate Identity**

• **Communication**
  ○ **Start and change communication**
  ○ **Employee voice**
• **Acknowledgement and recognition**
• **Job Control**
• **Organisational structure**
	• **Engagement**
	• **Collaboration**
	• **Conflict Resolution**
	• **Communication**
	• **Cooperation**
	• **Job satisfaction**
	• **Organisational citizenship**
	• **Retention**
		• **Recruitment**
		• **Termination**
		• **Performance Management**
		  ○ **Goal setting**
		  ○ **Performance appraisals**
		  ○ **Reward system**
		• **Career development**
		• **Incentive based remuneration**	

Source: Adapted Lamberti (2010)

Schiuma *et al*. (2007) argued that the drivers are creating two platforms one for team energy and the other for individual energy. In top five enabling factors as explained in table 7, it can be seen that these are factors that creates a platform for individual energy. All these drivers have to do with the individual energy and the platform created for that. The Recognition, job security, remuneration, management support and personal growth opportunities factors are results of drivers that are created by the organisation through organisational practices and performance. Two specific drivers, recognition and management support is leadership within the organisation that makes these drivers positive and generates energy. The last two mentioned drivers are also drivers for team energy.

An interesting parallel between the findings of the top five enabling drivers for productive organisational energy and the salutogenic table form Nel (2011) classifying the results into hope trust and respect as driving categories could be

observed as these factors drives employee well being and happiness. Table 9 summarises the factors of trust hope and respect.

Table 9: People value set as basis to the salutogenic approach.

Trust	Hope	Respect
The management of fair exchange	**The management of certainty**	**The management of dignity**
Integrity	Sense of purpose and meaning	Interpersonal sensitivity
Fairness	Sense of belonging and relevance	Empathy Opportunity
Honesty	Sense of confidence	Challenge
Sincerity	Sense of Enthusiasm	Recognition
Consistency	Sense of motivation	Team Focus
Empowerment		

Source: Adapted Nel (2011)

The top five enabling factors of organisational energy as found in table 7 could be classified into the table 2 of the salutogenic approach as found by Nel (2011). These factors recognition, job security, management support, remuneration and personal growth opportunities is all factors that promotes and drive personal wellbeing and happiness.

In conclusion the enabling factors of productive organisational energy as found in table 7 does fit into the two categories from Lamberti (2010) namely personal and organisational driving factors which also aligns with Schumia et al. (2007)

interpretation of setting a platform for team and individual energy. All these factors are driving employee well being and happiness as found by Nel (2011) in his salutogenic approach. The sub factors of Lamberti (2010); engagement, trust and corporate identity is not as close a representation of the well being and happiness of employees as Nel's (2011) salutogenic approach of trust, hope and respect.

The management of fair exchange (Trust), the management of certainty (Hope) and the management of dignity (Respect) are the key management activities that will generate, harness, utilise and foster productive organisational energy.

6.3 Research Question Two

What are the inhibiting factors, and their relative strength, of productive organisational energy?

The factors of all the focus groups with their relative votes were put together to form a weighted representation of the top five inhibiting factors of productive organisational energy. These factors is summarised in table 10

Table 10: The inhibiting factors of organisational energy

	Ranking	Count	Enabling Factors
Inhibiting factors of productive organisational energy	**1**	-16	Bureaucracy
	2	-11	Lack of discipline
	3	-11	Lack of resources
	4	-11	Poor work life balance
	5	-11	Unfairness

The top five inhibiting factors of productive organisational energy as found by the focus group is bureaucracy, lack of discipline, lack of resources, poor work live balance and unfairness. These five factors can be seen as organisational factors influencing individual and team energy. As found by Schumia *et al.* (2007) the platform created for individual and team energy will assist and support productive energy. These five factors are more organisational factors in nature than personal factors. These factors does not fit into the total model as found by Lamberti (2010). The general HR practices in the organisational category as found by Lamberti (2010) does explain the two of the five inhibiting factors as found by the focus group namely bureaucracy and poor work live balance. Bureaucracy could be policy driven within the organisation which inhibits organisational energy. Poor work live balance could also be the organisational structure not supporting the workload and hence longer hours needs to be work to get through the requirements of the job.

Analyzing the five inhibiting factors it can be seen as factors that influence people well being and happiness. According to the salutogenic approach of Nel

(2011) the factors has allot to do with The management of fair exchange (Trust), the management of certainty (Hope) and the management of dignity (Respect). Bureaucracy, lack of discipline, lack of resources, a poor work life balance and unfairness are all factors that influence and break down trust, hope and respect.

Sense of coherence as discussed in chapter 2 and found by Nel (2011) and Karasek has a very good correlation with the factors found as inhibiting factors. The model of Karasek as depicted by Nel (2011) (Figure 5) indicate that every job has a specific demand and with the proper control and support that job should be manageable in such a way that the individual feels that he is coping and able to deal with the required demand. With the right control and support energy is being created to deal with the demand leading to a behaviour of coping which could also be classified has a happy worker Taris & Schreurs (2009). The inhibiting factors as found by the focus group in table 10 can be seen as factors which are being classified by control and support in the Karasek model as presented by Nel (2011). Bureaucracy and lack of discipline in the organisation and in the unit creates a lack of control by supervisors and peers. Lack of resources, poor work life balance and unfairness draw parallels with support as the individual does not have the correct support to deal with the demands of the job and the result thereof is frustration due to a lack of resources, long working hours impacting on work life balance and supervisors being seen as unfair with regards to the job demand.

Figure 31: Karasek DCS model
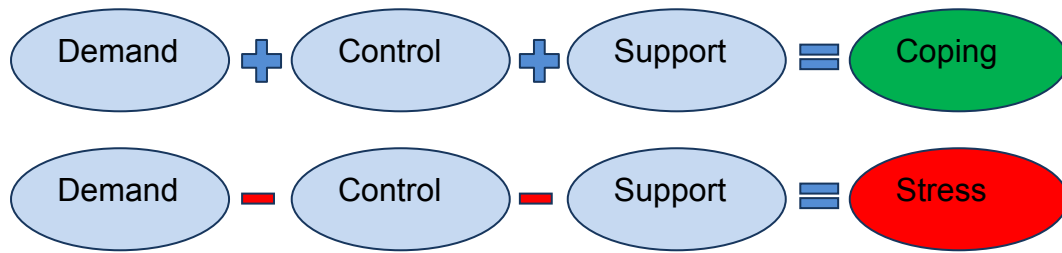
Source: Nel (2011)

In conclusion to question two the inhibiting factors of productive organisational energy as found by the focus groups is bureaucracy, lack of discipline, lack of resources, a poor work life balance and unfairness. These factors has an influence on the well being and happiness of individuals as a result of being unable to cope with the job demands because of a lack of support and job control. This is organisational driven which is impacting on the individual's energy contributing to the organisational energy. This could also be explained in the team relation with regards to energy.

6.4 Research Question Three

Are the enabling and inhibiting factors, different for different levels in the organisation?

The enabling factors of the different levels from the different business units were put together to create a representative ranking of the top five enabling factors of productive organisational energy for the managing self, managing other and managing managers level as classified by Drotter (2010). These factors are represented in table 11

Table 11: Top five enabling factors comparison for managing self, managing other and managing managers.

	Top five ranking	Managing self	Managing Others	Managing Managers
Enabling Factors	**1**	Recognition	Teamwork	Responsibility
	2	Remuneration	Meeting targets	Recognition
	3	Safe working environment	Recognition	Personal growth opportunities
	4	Training	Trust	Job security
	5	Management support	Support	Trust

The top five factors for managing self level which is the lowest represented organisational level indicate recognition, remuneration, a safe working environment, training (technical training) and support from management. The level has a strong sense of feeling valued and being developed.

Interpreting the data in the table above for the level of managing others it is extremely important for them to have clear targets and being able to work in a team to achieve those targets. The supervisory level would like to be recognised for their contribution not only financial type of recognition but also just being recognised by gratitude and acknowledgement that they are important. A strong sense of trust and support by superiors and subordinates give them a sense of coherence.

Managing managers indicated that they want to have control over the work done, then being recognised for what has been done. This is also the

managerial level with ambition that wants job security as well as growth opportunities. It is also very important for them to be trusted with the required actions.

The data in the table 9 indicate that apart from some overlapping factors like recognition and trust and support between some of the levels that the enabling factors for the different levels within the organisation is different for the different levels.

The inhibiting factors for the different levels in the different business units were put together to create a representative ranking of the top five inhibiting factors of productive organisational energy for the managing self, managing other and managing managers level as classified by Drotter (2010). These factors are represented in table 12

Table 12: Top five inhibiting factors comparison for managing self, managing other and managing managers.

	Top five ranking	Managing self	Managing Others	Managing Managers
	1	Remuneration	Lack of skills	Bureaucracy
Inhibiting Factors	2	Unfairness	Poor decision making	Micro management by leaders
	3	Poor work life Balance	Lack or resources	Lack of business stability
	4	Lack in growth opportunities	Blaming culture	Lack of trust
	5	Unsafe working environment	Absenteeism from team members	Indecisiveness by leadership

From table 12 it can be seen that there are not similarity in the different inhibiting factors of productive organisational energy within the different levels of the organisation.

The conclusion on question 3 whether the enabling and inhibiting factors are different for different levels in the organisations is that it is different for the different levels within the organisation.

6.5 Research Question Four

Are the enabling and inhibiting factors, similar for different organisations?

Lamberti (2010) argued that the drivers of organisational energy can be classified into two groups' namely organisational factors and personal factors. The sub factors of both these groups have been identified as being trust, engagement, corporate identity and for organisational influencing factors being trust, engagement, corporate identity and general human resource practices. These factors can be seen in figure1 as depicted by Lamberti (2010).

The top five enabling factors found from the research performed at business unit A and B is compared in table 13.

Table 13: Top five enabling factor comparison for different business units

Top five ranking	Business unit A results	Business unit B results
1	Job security	Recognition
2	Recognition	Adequate resources
3	Remuneration	Management support
4	Ownership	Growth opportunities
5	Respect	Integrity

From the data it can be seen that the two business units have different types of enabling factors of productive organisational energy.

The top five inhibiting factors for the two business units compared can be seen in table 14.

Table 14: Top five inhibiting factor comparison for different business units

Top five ranking	Business unit A results	Business unit B results
1	Bureaucracy	Lack of resources
2	Lack of consistency	Lack of skills
3	Poor decision making	Unsafe working environment
4	Micro management	Lack of growth opportunities
5	Remuneration	Poor work life balance

From these results it can be seen that the two business units have different inhibiting factors driving productive organisational energy.

In both the inhibiting and enabling factors of organisational energy it has been found from the two business units that the factors are not similar. This is a unique finding that is not exactly similar to the theory and model from Lamberti (2010). Although most of the enabling factors do fit into *table 8*, some factors does not feature. The results indicate that the model by Schiuma *et al.* (2007) which is closely linked to the model from Lamberti (2010), creating a platform for energy from an organisation and from a personal perspective fits in with the findings.

The only difference between these two business units is the leaders and the organisational culture. The findings indicate that business and organisational culture also plays a role in the different drivers of organisational energy.

As argued by Fard *et al.* (2009), organisational culture is an organisations value's, believes, practice's, rituals and customs and a leader has considerable freedom to decide how the organisation will be run and how the culture of the

organisation will be set (Taormina, 2008) based on these value's believes and practices. The culture is formed by the leader and the different management level will find that in that culture different drivers will give them productive energy as the organisational challenges will differ from business unit to business unit. As leadership and the leadership style change the focus and support on the visible characteristics and invincible characteristics will change (Fard, Rostamy, & Taghiloo, 2009). These characteristics are being used by management and leaders as an instrument to shape and control beliefs understanding, energy and behaviours of individuals to reach specific goals.

The variables of organisational culture as found by Fard *et al.* (2009) could be observed in the different business units as different enablers and inhibitors of productive organisational energy.

Chapter 7: Conclusion

The aim of this study was empirically find the enabling and inhibiting factors of productive organisational energy based on the theory of productive organisational energy as found in the literature.

The final outcome was to provide management with a model of driving forces of productive organisational energy that can be used to focus on and increase the enabling drivers of productive organisational energy, and take notice of and reduce the inhibiting driving forces of productive organisational energy.

Based on the findings of the focus groups the combined enabling and inhibiting factors of productive organisational energy with their relative weight is represented graphically in figure 32. The factors as found by the focus group had to some degree supported the model from Lamberti, stating that some factors are people influencing and some are organisational influencing in nature. Although the factors could not be fitted exactly into the sub categories of engagement, trust, corporate identity and basic human resource practices, there were some factors that did fit. Other explanations like the salutogenic approach broaden the spectrum for factors enabling organisational energy.

From the focus groups and the literature the driving forces are more focused on the personal factors. Although the platform is created by the organisation the enabling factors are factors that influence the well being and happiness of the individual.

Figure 32: Force field of enabling and inhibiting factors of productive organisational energy.
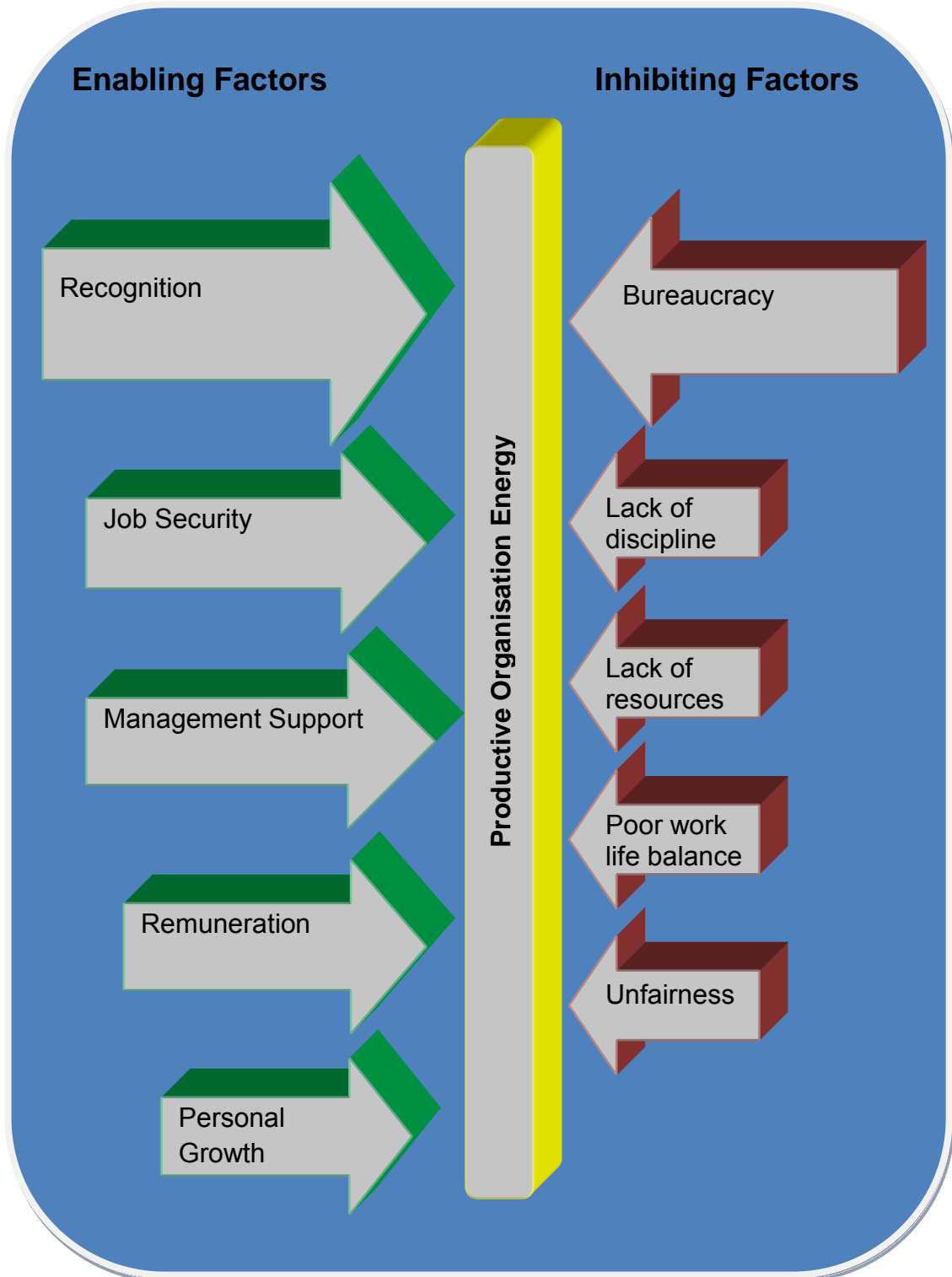
From the feedback found in the different focus groups the enabling and inhibiting factors are not similar for the different levels within the organisation nor is it similar between the different business units. Although both the business units have different leaders but the same organisational platform the enabling and inhibiting factors were not exactly the same. The explanation that could be found is with the theory of sense of coherence. The two different business units had different demands from the individuals and the different levels within the organisation. The different leaders and individuals with their different styles of management had different levels of support and control which led to different factors being important for the individuals in the different organisations and the different levels of management. Hence different levels of priority have been given to the enabling and inhibiting factors of organisational energy.

7.1 Recommendations to management

Based on the data gathered from the focus groups of the different levels and different business units, the key focus area for the enhancement of productive organisational energy is based primarily on the personal influencing factors.

The enabling drivers as found by the study is focussing on recognition as a personal influencing factor. The recognition mentioned is a broad spectrum of recognition that not only revolves around the tangible and financial type of recognition but also the softer side of personal engagement. Ensuring job security and giving management support was also two very important enabling factors of productive organisational energy.

The inhibiting factors revolved around the support and control of the specific demands set on individuals. The major inhibiting factors from the focus groups were bureaucracy. Individuals found that the major inhibiting factor bureaucracy caused them to get frustrated by the control they have over the demands of the job. Ensuring proper governance through reduced bureaucracy is a key to an energised productive organisation.

7.2 Recommendations for future research

7.2.1 Cause for different organisational sub factors

From the focus group there were some factors that were similar, but the priority of the factors in the different focus groups was not similar. The priorities of factors in the different business units were also different.

Further study would be required to understand the reasons for these differences and why different priorities to these factors are given by the individuals.

7.2.2 Influence of different leaders on productive organisational energy

In the findings personal influencing factors were dominant. Although the organisational influencing factors create the platform for the energy of individuals and teams, the personal influencing factors were dominant.

The question is what effect leadership has on the energy that is within the organisation. Personal influencing factors like trust engagement, hope and

respect is interpersonal interaction. Leaders have a huge part to play in setting the right climate.

The question is how much of the energy within a company is generated and maintained by the leader of the organisation, and is the immediate leader of the team more influential in the energy than the leader at the top of the business unit. Further study is required to answer these questions.

7.2.3 Longitudinal study

To change the organisational energy within the organisational requires a culture change and this would take a long time. A longitudinal study to change the culture of the organisation and improve the organisational energy would be of great value. The question will be how to achieve this change and over what time?

7.3 Conclusion

Productive energy is a key driver for high organisational performance. The enabling and inhibiting factors should serve as a guide to leadership on which factors to focus to enhance the productive energy. Enabling factors is mainly personal influencing factors with recognition, job security and management support being extremely important. The weight of the enabling drivers is much higher and should therefore be focused on to improve organisational energy.

It is important to note that the inhibiting factors is mainly organisational influencing factors influencing the individuals control and support inhibiting him from dealing with the demand as required by the organisation. It is important to take note of these factors. Bureaucracy, lack of discipline, lack of resources are energy sappers which demoralise individuals having a negative impact on organisational performance.

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Appendix 1

Guideline for using revised force field technique

Step 1: Convene the planning task force and define the problem and general goal

Step 2: Characterise the ideal situation

Step 3: Characterise the present situation

Step 4: Concisely summarise the gap between the ideal and the actual

Step 5: List and discuss the helping and hindering forces accounting for the status quo

Step 6: Action planning

Appendix 2: Research – Qualitative Nominal Group Schedule and Consent

Informed Consent

I am conducting a research study into the enabling and inhibiting factors of productive organizational energy. Loosely defined; organizations driving factors that enables organizational energy and limiting factors that inhibit organizational energy have high levels of productive organisational energy. This results in high levels of productivity and efficiency.

This session will be a group session whereby group thinking will be used to identify the enabling and inhibiting factor of productive organizational energy. Your view of these factors will be noted down on this sheet to help me understand the priority of enabling and inhibiting factors. Your participation is voluntary and you may withdraw at any time without consequence. All data will be kept confidential and your identity will remain undisclosed.

If you have any concerns, please contact:

	Researcher	Supervisor
Name:	Kobus Louw	Prof. Margie Sutherland
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Signature of Participant:＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿Date: ＿＿＿＿＿＿＿

Signature of Researcher:＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿Date: ＿＿＿＿＿＿＿

Appendix 3 – Factor sheet and Ballot Paper

Focus Group Number:

Factors Driving Productive Organisational Energy	
Enabling Factors	**Inhibiting Factors**
1)	1)
2)	2)
3)	3)
4)	4)
5)	5)
Individual Voted Factors From Focus Group Discussion	
1)	1)
2)	2)
3)	3)
4)	4)
5)	5)

Please hand in factor sheet after session.

Thank you for your participation.

Kobus Louw

Appendix 4.1: Enabling and Inhibiting Factors from the Nominal Focus Group of Managing Managers at business unit A Mine.

Enabling Factors	Total	Inhibiting factors	Total
1. Growth opportunities in career	5	1. Lack of trust	-5
2. Stable company providing all the needs(salary, medical, pension, share scheme)	4	2. Bureaucracy	-4
3. Work satisfaction	3	3. Micro management	-4
4. Family (work life balance)	3	4. Lack of Support (Services, Resources)	-3
5. Trust team and own ability	2	5. Lack of consistency	-3
6. Responsibility	2	6. Indecisiveness	-3
7. Believe in individual	2	7. Disrespect	-3
8. Accountability with authority	2	8. Lack of honesty	-3
9. Recognition not only financial recognition	1	9. Lack of disciplined people	-2
10. Transparent management	1	10. Not living up to values	-1
11. Team work	1	11. Exclusion	-1
12. Recognizing integrity of individual	1	12. Lack of empowerment	0
13. Provided with adequate resources	1	13. Lack of information operational	0
14. Positive criticism	1	14. Initiative overload	0
15. Part of successful team	1	15. Overruling of decisions	0
16. Having aligned values with company	1	16. Making wrong decisions	0
17. Have fun in work place	1	17. Negative criticism	0
18. Flexible work place (less bureaucracy)	1		-32
19. Exposure opportunity to be challenged in work	1		
20. Participative decision making	0		
21. Individual respected for his contribution	0		
22. Individual clear decisions	0		
23. Being inspired and getting feedback	0		
	34		

Appendix 4.2: Enabling and Inhibiting Factors from the Nominal Focus Group of Managing Others at business unit A Mine.

Enabling factors	Total	Inhibiting factors	Total
1. Job security	4	1. Poor decision making	-4
2. Feeling part of a team	4	2. Micro management	-3
3. Ownership	4	3. Poor work live balance(long working hours)	-3
4. Being successful (meeting targets)	3	4. Unclear roles & responsibilities	-3
5. Trustworthy company	3	5. Bureaucracy	-2
6. Meeting personal aspiration	3	6. Company expectation impacting on individual wellbeing	-2
7. Respect and dignity	3	7. Inconsistency	-2
8. Good communication and access to information	2	8. Lack of personal discipline	-2
9. Honesty	2	9. Lack of training	-2
10. Remuneration	2	10. Lack or constrained resources(people, budget, equipment)	-2
11. Access to information	1	11. Unrealistic target setting	-2
12. Fairness	1	12. Autocratic management style	-1
13. Job support	1	13. Bad geological conditions	-1
14. New challenges	1	14. Inexperienced people leading managing	-1
15. Personal growth career advancement opportunities	1	15. Inexperienced team	-1
16. Engaged being informed, transparent	1	16. Lack of personal development	-1
17. Sense of belonging	1	17. Lack of trust	-1
18. Practical approach to problems	1	18. Leadership indecisiveness	-1
19.Recognition as a form of motivation	1	19. Not adhering to company policies and procedures	-1
20. Be part of a global player	1	20. Not living up to company values (not putting people first)	-1
21. Sasol provides personal safety	0	21. Personal threats(job security ex)	-1
22. Having friends at work (social interaction)	0	22. Poor communication	-1
23. Working for experienced people		23. Suppressing initiative(that won't work)	-1
24. Given independence		24. Unfairness	-1
25. Team openness trust		25. Lack of recognition	0
	40	26. Lack of support	0
		27. Lack of understanding(hearing but not listening)	0
		28. Unwillingness from individuals to perform at best	0
			-40

Appendix 4.3: Enabling and Inhibiting Factors from the Nominal Focus Group of Managing Self at business unit A Mine.

Enabling factors	Total	Inhibiting factors	Total
1. Recognition for what you are worth	7	1. Low Remuneration	-6
16. Positive Safety Environment	6	24. Bad people management skills	-5
18. Appropriate salary and remuneration (Bonuses)	6	32. Bureaucracy	-5
26. Management Support	6	17. Poor Communication	-4
3. skills and capabilities being valued	4	2. Autocratic Management Style	-4
9. Mutual Respect	4	21. Poor Planning	-4
10. Personal Development	4	27. Excessive paperwork	-4
21. Ownership	4	3. Unfairness	-4
24. Teamwork	4	15. Lack of support of management	-3
5. Job Security	3	31. Blaming culture	-3
13. Job Specific Training	3	4. Unaccommodating working hours	-3
2. Commitment from all	2	13. Low Production	-2
6. Feeling included	2	16. No recognition (Bonuses)	-2
7. Clear Communication (Well Informed)	2	29. Unreasonable expectations	-2
12. Knowledge of responsibilities (Roles & Responsibilities)	2	30. Unstable leadership	-2
19. Work Life Balance	2	34. Lack of discipline	-2
8. Open Communication Channels	1	8. Not being promoted	-2
11. Challenging Tasks	1	10. Intimidation and abusive attitude	-1
14. Opportunities to raise concerns	1	11. No feedback (ignoring issues)	-1
17. High Morale	1	12. Lack of resources (People, material)	-1
20. Knowledgeable leadership (All Supervisors)	1	14. No integrity	-1
25. Well Organised system	1	18. Disrespect	-1
28. Respect must be earned and not forced	1	19. Too many meetings	-1
29. Work and job interest	1	22. Unsafe working conditions (a lot of injuries)	-1
30. Positive Attitude	1	25. Lack of teamwork	-1

4. Trust in what I do	0	33. Incapable workforce	-1
15. Good personal Management Skills	0	35. Negative workforce	-1
22. Confidence	0	36. Lack of commitment	-1
23. Prioritising and solving work related problems	0	6. Negative Attitudes	-1
27. Personal Loyalty	0	9. Lack of opportunity to perform	-1
	70	20. Lack of trust	0
		23. Unnecessary work expectations	0
		26. Lack of urgency	0
		28. Job insecurity	0
		5. Weekend Work	0
		7. Unfriendly working environment	0
			-70

Appendix 4.4: Enabling and Inhibiting Factors from the Nominal Focus Group of Managing Managers at business unit B Mine.

Enabling factors	Total	Inhibiting factors	Total
18. Recognition (all types) giving and receiving	5	23. Bureaucracy	-5
5. Being part of and contributing to a successful company	3	7. Micro management by leaders	-3
11. Positive attitude	3	27. Lack of business stability(too much change)	-3
12. Supporting other people to be successful	3	4. Poor planning personally	-2
4. Personal Responsibility towards the business	2	8. Lack of resources	-2
6. Trust in abilities from peers	2	10. Personal ignorance towards responsibilities	-2
9. Positive thinking from peers and leaders	2	12. Unwillingness to cooperate from team	-2
14. Responsibility with authority	2	20. Indecisiveness by leadership	-2
17. Achieving set goals	2	22. Important communication by email.	-2
19. Having the necessary resources	2	24. Being irresponsible	-2
27. Personal satisfaction	2	29. Repetitive routine work	-2
29. Finding solutions to problems.	2	1. Leadership underestimating personal intelligence	-1
1. Freedom at work not office bound(not empowerment)	1	3. Company politics	-1
3. Seeing the plan through with no or minimum change	1	5. Not being recognized for effort	-1
8. Personal motivation	1	11. Being lied to.	-1
10. Personal competitiveness	1	13. Pulling rank by leadership(org positional power)	-1
13. Personal development by the company	1	14. Not spending time on shop floor (meetings taking time)	-1
15. Having clarity through proper communication	1	15. Low team morale	-1
20. Job security	1	17. Unfocussed meetings(time wasters)	-1
22. Environment enabling personal efficiency	1	19. Lack of alignment to goals	-1
23. Being engaged	1	21. Poor role models	-1
25. Applying successful leadership (giving direction)	1	26. Lack of leadership stability	-1
2. Employees reporting high skills levels	0	31. Not being appreciated	-1
7. Having good working relationships with people at work	0	32. Unrealistic targets	-1
16. Being involved by personal drive and company involvement	0	2. Perceived unfairness	0
21. Having a culture of sharing best practices (role specific)	0	6. Lack of authority	0

24. Team planning and coordination	0	9. Internal conflict (peers, leaders, departments)	0
26. Personally being able to make informed decisions	0	16. Team not accepting responsibilities(no accountability)	0
28. Having time to complete actions.	0	18. Complacency peers and subordinates	0
	40	25. Blaming culture	0
		28. Lack of skills (reports, leadership)	0
		30. Judging each other	0
		33. Improper communication structure(not being able to contact people)	0
			-40

Appendix 4.5: Enabling and Inhibiting Factors from the focus Group of Managing Others at business unit B Mine.

Enabling factors	Total
7. Adequate resources to perform work	5
11. Recognition (not only financial)	5
12. Being empowered to make own decisions	5
18. Acceptance as a supervisor from leadership	5
5. Support from management	4
15. Good POLC from team	4
2. Integrity of leadership	3
3. Achieving targets	3
6. Safe and healthy working environment	3
13. Team work	3
9. Trust from leadership and subordinates	2
14. Appropriate remuneration	2
19. Work life balance	2
1. Mentoring support structure	1
4. Positive people	1
8. Personal work satisfaction	1
16. Feeling that personal opinion counts	1
10. Personally setting an example	0
17. Acceptance of diversity	0
	50

Inhibiting factors	Total
8. Lack of skills and ability team members	-7
3. Blaming culture	-5
7. Absenteeism from team members	-5
10. Lack of maintenance time	-4
16. Lack of urgency	-4
14. Lack of resources	-3
20. Poor work quality causing rework	-3
1. Slow response from service providers	-2
2. Poor or no planning from team	-2
11. Resistance to change from team members	-2
12. Not working according to standards	-2
13. Negativity team members	-2
24. Poor or wrong management decisions	-2
4. Lack of communication in organization (all)	-1
5. Victimisation	-1
6. Management interference	-1
9. Unclear roles and responsibilities	-1
17. One way communication from leadership	-1
22. Low morale in workplace	-1
23. Humiliation from leadership to workforce and vice versa	-1
15. Lack of respect	0
18. Delegation responsibility without authority	0
19. Unnecessary procedures	0
21. Poor planning from customer	0
	-50

Appendix 4.6: Enabling and Inhibiting Factors from the focus Group of Managing Self at Business unit B Mine.

Enabling factors	Total	Inhibiting factors	Total
2. Opportunity to grow (promotion)	6	22. Unsafe working environment	-6
5. Recognition for good work(tangible non tangible	5	4. Lack of promotion	-6
17. Having a good working relationship with supervisor	4	1. Shift times	-5
10. Working independently (without interference)	3	13. Unfair treatment	-4
13. Safety training and coaching	3	14. Lack of personal development	-4
14. Management integrity (keeping promises)	3	16. Lack of respect	-4
15. Feedback from management	3	19. Lack of teamwork (between different teams)	-3
4. Remuneration	3	8. Lack of resources	-3
7. Work security	3	11. Poor communication (breakdown)	-2
8. Personal development	3	12. Unfair work division amongst teams	-2
11. Technical training	2	15. Lack of supervision	-2
16. Teamwork	2	18. Lack of trust from both team and management	-2
18. Following rules and regulations	2	2. Lack of PPE	-2
3. Trust in each other	2	6. Low remuneration	-2
9. Safe work environment	2	20. Lack of feedback	-1
1.personal communication with team mates	1	3. Poor people management skills	-1
20. Enough resources (manpower)	1	5. Coming to work with personal issues (supervisor)	-1
21. Follow-up with family member	1	10. Unreasonable requirement from workers	0
6. Support initiatives and improvement suggestions	1	17. Poor leave scheduling from management	0
12. Working with people who knows what they want	0	21. Lack of recognition	0
19. Constructive criticism	0	7. Honouring doctors recommendation	0
		9. Lack of maintained resources	0
	50		-50

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