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The Drivers of Productive Organisational Energy

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Abstract

A key-contributing factor for the performance of organisations, specifically in a knowledge worker environment, is organisational energy. Defined as an exhaustible and rechargeable cultural asset; organisations with high levels of productive organisational energy display intense, positive emotions, high attention and strong activity levels that are oriented towards the company's key strategic goals. This research aims to explicitly model the components and drivers of productive organisational energy.

A qualitative investigation was used to develop constructs with which to measure productive organisational energy. These constructs were then used to create a quantitative research tool in order to determine the components and drivers of productive organisational energy. Quantitative data was gathered from 219 knowledge workers from a broad range of business sectors. Factor analysis and multiple regression testing were then used to review and empirically quantify the components and driving factors of productive organisational energy.

In sharp contrast to the prevailing literature, the empirical evidence from this study shows that the components of productive organisational energy can be defined in two factors, one specifically focused on the individual and the second focused on the organisational whole. The independent drivers of these components can be broadly divided into five key areas with only three and four statistically significant factors influencing two defined components of productive organisational energy respectively.

Key Words

Productive

Energy

Organisation

Engagement

Climate

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the 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.

Hayden Lamberti

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I dedicate this research to my wife, Fiona, your understanding, compassion and strength has made this possible.

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Chapter 1: Introduction To The Research Problem

1.1 Overview of Organisational Efficiency

The goal of the organisation is to create shareholder value; maximisation of the shareholder value occurs when the organisation is competitive (Bowen, Rajgopal, & Venkatachalam, 2008). High performance organisations are more likely to achieve and maintain competitiveness in the changing macro environment with an increased ability to be flexible and responsive (Jamrog, Vickers, Overholt and Morrison, 2008). The primary focus of management in a business with clearly defined markets, products and strategy is the efficiency of the people within the organisational whole to create and drive a competitive high performance organisation.

The landscape of organisational people management is continually shifting; the raise of the knowledge worker, increasing pervasiveness of the Internet and its associated productivity tools (like messaging, internet conferencing and social networks), collaboration technologies and the raise of the mobile and distributed work force are all working to change the way in which organisations engage, manage and monitor staff output (Drucker, 1998; Hamel, 2007).

Creating and sustaining a high performance organisation in this rapidly changing environment, affected by the change of the type of employee employed as well as the change in the way that they interact and contribute to the organisational whole, is stretching incumbent academic theory and business practice with respect to using organisational efficiencies to create a high performance organisation (Bierema, 2008;

Donaldson-Feilder & Bond, 2004). This effect is evident across the spectrum of organisational human resource management practice including; staff remuneration, retention, talent management, recruitment, measurement, and general management. These effects will become increasingly ubiquitous over time and traditional management practices and theories will need to be augmented to cater for these changes.

In a knowledge worker environment, Hamel (2007) argues that knowledge workers "give" the organisation intellectual property in the form of both tacit and explicit knowledge. The knowledge worker can therefore be consciously or subconsciously influenced to "choose" what level of performance to give to the organisation. The level of engagement the knowledge worker experiences will directly effect the contribution they make to the organisation at an individual level and therefore, on aggregate across the knowledge worker community, will affect performance of the organisational whole.

Given this, it is critical that organisations are able to create an environment in which knowledge workers can perform to the maximum benefit of the organisation. Increasingly what is emerging as focus point for human resource and organisational efficiency is productive organisational energy and its relevance in the business environment today (Cameron, Bright and Caza, 2005).

1.2 Organisational Energy

1.2.1 Overview of Organisational Energy

Organisational energy, described as "the fuel tank that makes organisations run" (Cole, Bruch & Vogel, 2005) or the "emotional climate" has been in the periphery of academic debate for some time and is now emerging as a topic requiring further clarification and

quantification (Bhatnagar, 2005; Bruch & Ghoshal, 2003; Bruch, Vogel & Morhart, 2005; Cole & Bruch, 2006; Cross, Baker & Parker, 2003; Quinn & Dutton, 2005).

Productive organisational energy is most relevant for organisations that employ knowledge workers, particularly the professional services sector of the economy. Given the critical importance of the professional services industry growth for emerging markets, this topic is particularly relevant for South African managers. Productive organisational energy can therefore greatly affect organisational performance and ceteris paribus, the organisation with the higher levels of productive organisational energy will be more competitive and deliver higher shareholder value (Bierema, 2008; Donaldson-Feilder & Bond, 2004).

1.2.2 History of Productive Organisational Energy

To date, many bodies of knowledge exist whose by-product is increased organisational competitiveness through active employee engagement manifesting in productive organisational energy. Examples of these independent research areas and knowledge pools include:

- Emotional Intelligence Theory (Goleman, 2004)
- Employee Engagement Theory (Hamel, 2007)
- Trust Theory (Thomas, Zolin & Hartman, 2009)

However, very little is known of the components and drivers of productive organisational energy (Bruch & Ghoshal, 2003; Bruch *et al*, 2005; Cole & Bruch, 2006) such as:

- What specific attributes of organisational process, structure and culture that result in the emotional activation of individuals to create high levels of productive energy?
- What drives these attributes and what is the composition and relationships of their independent and dependent variables?
- Why are some company's hyperactive and others lethargic?

By understanding what factors create a productive organisational energy environment, managers, the human resource function and executives will be able to diagnose and remedy the organisational energy issues that may exist within an organisation to allow it to perform to its full potential.

1.3 Research Objectives

The objective of this study is to draw on various existing theory bases to develop and define the components of productive organisational energy in terms of broad constructs and their independent variables and to rank those in order of their relative significance.

The final outcome of this research is to produce an empirically developed model of productive organisational energy and its drivers that can be broadly applied across all knowledge worker organisational types and structures in all business sectors.

1.4 Research Scope

The research uses two phases to uncover the interactive components of productive organisational energy as well as their independent drivers. Initially, a select group of industry and academic experts were interviewed in order to determine their opinions on

the components of productive organisational energy as well as their potential drivers. This input was then used to develop a research tool to be used in the quantitative study.

The quantitative study tested the attitudes of 219 knowledge workers in the context of their organisations to determine the state of organisational energy within their respective organisations and then determined which components and drivers of those components model the state of productive organisational energy.

1.5 Conclusion

The effects of productive organisational energy are far reaching within the organisational context. The direct outcomes of an organisation that is able to effectively harness productive organisational energy include a positive increase in the ability to manage:

- Talent
- Retention
- Motivation
- Innovation
- Ownership Culture
- Job Satisfaction

Within the current rapidly changing business environment the indirect outcomes for organisations, which are able to harness organisationally energy, will be an increased ability to drive high performance and therefore increase the organisations relevance and competitiveness within the markets they are active in.

As such an understanding of the components and drivers of productive organisational energy is relevant for both the academic community as well as business management professionals.

Chapter 2: Literature Review

2.1 Organisational Competitiveness

The goal of the organisation is to create shareholder value; maximisation of the shareholder value occurs when the organisation is competitive (Bowen *et al*, 2008). Competitive organisations are able to derive optimal returns on their deployed financial and human resources when compared to other organisations within both the general and task environments (Cole & Bruch, 2006; Cummings & Worley, 2008).

Higher performance organisations are more likely to achieve and maintain competitiveness in the changing macro environment with an increased ability to be flexible and responsive. Jamrog *et al* (2008) argue that high performance organisations are generally superior to their low performing counterparts in the six key areas that they define, specifically:

- Their strategies are more consistent, clearer, and well thought-out
- They are more likely to go above and beyond for their customers
- Their leaders are relatively clear, fair, and talent-oriented
- They are superior in terms of clarifying performance measures, training people to do their jobs, and enabling employees to work well together
- Their employees are more likely to think the organisation is a good place to work
- Their employees use their skills, knowledge, and experience to create unique solutions for customers

Jamrog *et al* (2008) then define a framework for understanding the interactive components of high performance organisations, as seen in Figure 1, and define a set of remediation strategies for increasing effectiveness in each area.

All of these defined remediation steps in some way can be positively affected by altering the emotional response of individuals with respect to their specific jobs, their colleagues or the organisation as a whole; thereby increasing employee engagement and thus the state of productive organisational energy. It may be argued that workforce engagement instilled by favourable emotional responses to organisational work life will affect and influence the organisations relative success in all six specific areas (Donnelly, 2008; Cole & Bruch, 2006; Cherniss, Extein, Goleman, & Weissberg, 2006; Watkin, 2000).

Figure 1: Interactive Components of High-Performance Organisations

Source: Adapted Jamrog *et al*, 2008

Productive organisational energy can therefore greatly affect organisational performance and ceteris paribus, the organisation with the higher levels of productive organisational

energy will be more competitive and deliver higher shareholder value then its nearest competitor (Bierema, 2008; Donaldson-Feilder & Bond, 2004).

2.2 Knowledge Workers

Peter Ducker is widely accepted as the one who defined the knowledge worker and introduced the concept thereof to academic and business review as early as 1969 (Drucker, 1994; Drucker 1998). This concept has drawn focus to the evolution of the employment engagement in the modern professional working environment known as the knowledge economy. The knowledge economy is strongly influenced by the ease of access to information, globalisation and higher employee skill levels and specialisation (Donnelly, 2008; Skoog, 2009)

The emergence of the knowledge worker has changed the way that employees deliver value to organisations for which they are employed. Though effective metrics within the knowledge worker performance management environment can and will influence the level of contribution of knowledge workers in an outcomes based approach (Patton, 2007), it is argued that remuneration linked measurement, though sufficient, is not rigorous enough to ensure that knowledge workers are optimally performing and therefore enhancing the competitiveness of the organisational whole.

Gary Hamel (2007) argues that knowledge workers “give” the organisation intellectual property in the form of both tacit and explicit knowledge. The knowledge worker can therefore be consciously or subconsciously influenced to “choose” what level of performance to give to the organisation.

Hamel (2007) argues further that the level of engagement the knowledge worker experiences will directly affect the contribution of intellectual capital within the organisation and therefore explicitly impact the performance of the organisational whole.

Dean, Brandes and Dharwadkar (1998) argue that employee engagement or lack thereof has a direct affect on the cynicism at an individual level manifesting in negative emotion. This negative emotion has a detrimental and knock-on effect within the organisation spreading via social networks like a contagion. However, Dean *et al* (1998) argue that cynicism manifested at an individual level can be countered and overcome in organisations displaying high levels of productive organisational energy thereby countering or ring fencing the contagion effect of cynicism.

Cross, Baker and Parker (2003) argue that within the knowledge worker environment, individual emotional engagement is critical to creating a high-energy culture within the organisation and has a direct explicit and implicit effect on the ability of the organisation to sustain competitive advantage. Particularly with respect to flexibility in the face of organisational, general and task environmental changes.

2.3 Organisational Energy

2.3.1 Defining Organisational Energy

The subject of organisational energy has been in the periphery of academic debate for some time. However it is emerging as a topic requiring further clarification and quantification given the implicit link between organisational energy and organisational competitiveness and performance (Bhatnagar, 2005; Bruch & Ghoshal, 2003; Bruch *et al*, 2005; Cole & Bruch, 2006; Cross *et al*, 2003; Quinn & Dutton, 2005).

Organisational energy is described as “the fuel tank that makes organisations run” (Cole *et al*, 2005) or the emotional climate within the organisational entity. Organisational energy is defined as an emotional resource that can be built up for consumption during periods of immense organisational, general and task environment pressures. This then implies that productive organisational energy may also be completely depleted requiring invigoration. Organisations with very low levels of productive organisational energy result in the organisational whole being unable and/or unwilling to respond to environmental pressures. Further Cole *et al* (2005) describe productive organisational energy as the catalyst, which ceteris paribus, separates one organisation from another in terms of competitive advantage and thereby delivering shareholder value.

Cross *et al* (2003) noted that although the concept of organisational energy is commonly used in both the organisational and academic contexts, it remains a widely unstudied and unquantified construct. Cameron and Caza (2004) and Cameron *et al* (2005) noted that a limitation of academic research in the area of organisational energy was due to the lack of ability to measure and quantify organisational energy. Subsequently Bruch and Vogel (2005) defined and validated a tool in order to provide academia with a mechanism to measure energy in organisational energy (Cross et al, 2005).

2.3.2 Organisational Energy Scales

To date, academic theory defines the two measurement factors or scales of organisational energy, namely intensity and quality. These scales combine to categorise and quantify levels of organisational energy within the organisational entity (Bruch & Ghoshal, 2003; Bruch *et al*, 2005).

2.3.2.1 Intensity

Intensity of organisational energy measures the relative strength of emotional climate that is latent within the organisation during day-to-day operations or production. An organisation can either be high on this scale implying a sense of hyper-activity or it may be low on this scale displaying high levels of lethargy (Bruch & Ghoshal, 2003; Bruch *et al*, 2005).

2.3.2.2 Quality

The quality of energy within an organisation governs the efficiency of harnessing the intensity of organisational energy present.

For example, high quality utilisation of latent organisational energy would imply that alignment exists between the application of energy and the tasks and goals to which that energy is applied, with those specific tasks and goals tightly aligned to the strategic direction and vision of the organisation.

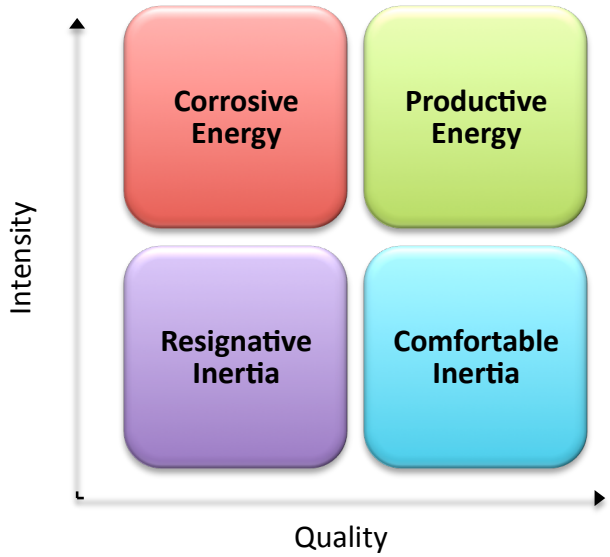
In contrast, low quality utilisation would see a waste of organisational energy on areas that will not add competitive advantage to the organisational whole. For example misalignment might cause teams to focus on non-strategic areas or a corrosive emotional climate might see employees engaging in disruptive and destructive office politics (Bruch & Ghoshal, 2003; Bruch *et al*, 2005).

2.3.3 Types of Organisational Energy

Bruch and Ghoshal (2003), Bhatnagar (2005) and Bruch *et al* (2005) have defined and discussed four types of organisational energy. Their focus however has been in definition of the energy types as well as on strategies and tactics to move the organisation from one

type of energy state to the most optimal state of productive organisational energy. These are referred to as mobilising strategies. The four organisational energy states are presented in Figure 2 below.

Figure 2: The Four Organisational Energy States



Source: Bruch and Ghoshal, 2003

2.3.3.1 Resignative Organisational Inertia

Resignative organisational inertia is defined as an emotional climate that manifests in weak or negative emotions such as frustration, disappointment, and sorrow. The state of resignative organisational inertia is incumbent when large parts of the organisation show a cognitive absence, disinterest or emotional detachment toward company goals and a lethargic behaviour. Resignative organisational inertia is in its very nature self sustaining, requiring proactive focus to break out of. (Bruch & Ghoshal, 2003; Bhatnagar, 2005; Bruch *et al*, 2005).

Resignative organisational energy is strongly correlated to organisational cynicism, which is defined by Dean *et al* (1998) as a negative attitude toward one's employing organisation, comprising of three dimensions:

- Belief that the organisation lacks integrity
- Negative attitude toward the organisation
- Tendencies to disparaging and critical behaviours toward the organisation

These contagions permeate across the organisation creating a negative environment. According to Bruch *et al* (2005) the mobilising strategy for moving an organisation out of the resignative inertia arena, which they call “Winning the Princess”, involves creating an attractive image of a positive future and opportunities in order to inspire employees and awaken enthusiasm. This is challenging as is requires leadership to clearly define the organisational “object of desire” in a way that is universally relevant and easy to convey and communicate. This also draws strong parallels to Kotters (2006) third step in his famous eight steps of change management process outlined in his article entitled “Leading Change: Why transformation efforts fail”.

2.3.3.2 Comfortable Organisational Inertia

The organisational state of comfortable inertia is characterised by low animation but a relatively high level of satisfaction. With weak but positive emotions such as calm and contentedness, these companies lack the vitality, alertness and emotional tension necessary for significant change that is in its very nature self sustaining. Requiring proactive focus to break out of (Bruch & Ghoshal, 2003; Bhatnagar, 2005; Bruch *et al*, 2005).

The mobilising strategy identified and discussed by *Bruch et al* (2005) to move from comfortable inertia to productive organisational energy is called "Slaying the Dragon". It requires leadership to articulate and communicate with urgency a tangible and valid external threat to the organisation, and practice attention management to draw focus to the central threat to the organisation.

2.3.3.3 Corrosive Organisational Energy

The corrosive energy state is one in which the organisation displays high levels of energy intensity, however, incorrectly channelled to negative internal tension. Organisations who display corrosive energy devote their high energy negatively to internal issues such as conflicts, rumours or other counter-productive activities, all of which ultimately rob a company of its vitality and stamina (Bruch & Ghoshal, 2003; Bhatnagar, 2005; Bruch *et al*, 2005).

The mobilising strategy identified and discussed by *Bruch et al* (2005) to move from a corrosive energy state to productive organisational energy is called "Focusing". It requires leadership to diagnose contagion and corrosive elements and directly address those disruptive factors in order to eliminate them from the organisational behaviour patterns. Additionally, leadership should focus on catalysing positive shared experiences as a mechanism for building a culture of trust.

2.3.3.4 Productive Organisational Energy

Bruch and Ghoshal (2003) define organisations with productive organisational energy, as organisations that show intense positive emotions, high attention and strong activity levels that are oriented towards the company's key strategic goals. This energy state is manifested in an emotional climate with the productive application of a high intensity

emotional energy that results in a highly optimised and creative work ethic (Bhatnagar, 2005).

Bruch et al (2005) highlight that for organisations that have achieved this level of energy, maintenance thereof to critical. As such it is important that leaders understand that space, reflection and dialogue for regeneration is required after high-energy events. This is analogous to refilling the energy tank.

2.4 Individual Emotional Response fuelling Energy

At an individual level productive energy is manifested as a positive emotional response to the task at hand, interpersonal relationship environment and the organisational environment as a whole, which positively influences individual behaviour. It creates positive and optimistic individual perceptions of the ability of the organisation to address challenges, greatly increasing the individual's satisfaction of the organisational entity as well as its belief in its capability. (Donnelly, 2008; Cherniss *et al*, 2006; Watkin, 2000).

Human emotional response is at the core of the organisational working structure and is therefore a key driver in behavioural response within the organisation. Though the benefit of positive emotional response is on the personal well being of the individual, in the context of productive organisational energy, the primary focus is the manifestation of increased knowledge worker productivity, creatively and retention (Bierema, 2008; Donaldson-Feilder & Bond, 2004).

Downey (2008) suggests that social psychology indicates that emotional climate created by the positive emotional response or activation of individuals within the organisation,

directly affects the intrinsic factors that provide the most significant impact on job satisfaction and employee engagement.

Van Dyne and Pierce (2004) discuss the importance of positive individual emotional response to the "feeling of ownership" to the organisation, which is a key driver of employee citizenship. Employee citizenship directly influences the engagement levels of the workforce of an organisation manifesting in a productive organisational energy.

The "mobilising strategies" (Bruch & Ghoshal, 2003; Bhatnagar, 2005; Bruch *et al*, 2005), are designed to change the organisational energy state from a sub-optimal to the optimal state of productive organisational energy at a core level, all require the channelling or increase of positive emotional response as some part of the remediation strategy. Therefore the key element of productive organisation energy is the interface of the individual emotional response to organisational inputs to the individual.

As such, the drivers of the components of productive organisational energy are the individual emotional responses and attitudes toward the day-to-day organisational work life scenarios and behaviours.

2.5 The Drivers of Productive Organisational Energy

The drivers of productive organisational energy are drawn from various bodies of knowledge and academic theory, for example emotional intelligence theory (Goleman, 2004) and trust theory (Morgan & Hunt, 1994). However, in determining the drivers of productive organisational energy these theories and their factors or independent variables are required to be independently tested and verified with regard to their individual impact on productive organisational energy.

2.5.1 General Human Resource Practice

The different facets of the human resource function are well understood and extensively researched. With respect to productive organisational energy the objective is to focus on the human resource function to determine the effect of various human resourcing factors as contributing drivers of productive organisational energy.

2.5.1.1 Recruitment Practice

Recruitment is widely researched in terms of effective practice to drive both individual and organisational high performance, longevity of employment or retention, correct employee-organisational fit and staffing ROI (Dickel & Watkins, 2008; Dye, 2007; Sanford, 2005). Of specific interest are the components of the recruitment process that drive high performance at an individual level in order to correlate that to organisational energy. For example, an onerous and rigorous placement process may contribute towards a productive organisational energy if the employees perceive it as a right of message into the organisation.

2.5.1.2 Employment Termination

Employment termination practice is one of the most hotly contested areas of human resource focus. Globalisation and technology have fostered a stern awareness of human rights aligning thinking and legislation governing employment in order to protect the employee and employer (Libenson, 2006). However, depending on the macroeconomic circumstances and governmental state of specific countries, together with their stage of economic development, there remains a large gap in the practice of employment termination worldwide. Best practice of employment termination will therefore differ from country to country (Karl & Hancock, 1999; Mandelbaum, 1993; Tabias, 1992).

In many instances rigidities surrounding employment termination practice governed by legislative control factors arise, causing organisational inefficiencies. Put simply, organisations are unable to deploy and redeploy human resources in an effective manner resulting in operational inefficiencies and reduced competitiveness (Mandelbaum, 1993; Tabias, 1992).

Given the nature of high performance organisations as discussed by Jamrog *et al* (2008) and the fact that knowledge worker performance output is governed by the degree of employee engagement as discussed by Hamel (2007), in the context of productive organisational energy the effect at an individual level of the ability of an organisation to terminate employment of non-performers is critical to understand.

2.5.1.3 Key Performance Indicators Effectiveness

Cummings & Worley (2008) highlight the importance of alignment of the performance management model (as seen in Figure 3 below) as a critical success factor in using performance management systems as a means to change and align human behaviour to strategic goals of the organisation.

Figure 3: Performance Management Model

Source: Adapted Cumming and Worley, 2008

Misalignment of this performance management model can have far reaching consequences for the organisational whole (Drury, 2005). With respect to productive organisational performance, of key interest is the ability of a performance management system as a source of cynicism or motivation for employees (Dean *et al*, 1998). The employee perceptions of the relevance of the performance management system should be tested as a driver of productive organisational energy.

2.5.1.4 Career Development

Grobler, Warnick, Carrell Elbert and Hatfield (2006) discuss processes and procedures for successful employee career management implementation and management from an organisational perspective with sharp focus on the balancing of individual needs of the employee with the needs of the organisational whole.

Among the factors Grobler *et al* (2006) cite as being critically affected by the ability of the organisation to implement and manage successful career management plans for their employees are retention, enhanced motivation, succession planning, employ satisfaction and particularly in South Africa, employment equity.

With respect to the context of organisational energy it is prudent to test to what degree successful career management by the organisation affects the productive organisational energy of the entity through positive emotional response or attitude of the individual.

2.5.1.5 Incentive Based Remuneration

Retention studies to date reveal that total remuneration package is becoming less of a motivation factor for the individual when evaluating whether or not to change organisations (Sutherland & Jordaan, 2004; Gaylard, Sutherland & Viedge, 2005).

However the importance of an incentive based or variable based remuneration strategy, as a mechanism to drive productive behaviour in the high performance knowledge worker environment, is well documented and largely undisputed. (Arnolds & Boshoff ,2000; Cox, 2005; Deegan, 1997).

The existence and effectiveness of an incentive based variable remuneration strategy is therefore a critical component that needs to be tested with regard to the attitudes of the employed knowledge worker as a driver of productive organisational energy (Dewhurst, Guthridge, & Mohr, 2010).

2.5.2 Corporate Identity Association

Kotler & Keller (2009) define organisational brand as the image of the organisation in the market, which can be distinguished psychologically from the experiential interaction with

that brand. The experiential aspect consists of the sum of all points of contact with the brand and is known as the brand experience.

Organ (1988) first defined employee citizenship or organisational citizen behaviour (OCB) as discretionary individual behaviour, which is not explicitly recognised by the organisation's rewards and benefits system. Organisational citizen behaviour is broadly divided into two types; firstly, compliance behaviour and secondly, altruistic behaviour with latter implying an optimised way of executing day to day work tasks for the sake of the organisational whole. Organisational citizen behaviour leads to higher performance of the organisation and correlates closely to productive organisational energy (Cole *et al*, 2006).

Organisations with strong brands and brand assets can illicit strong positive behavioural responses from employees who align their behaviours and values in a work context with that of the brand for greater organisational marketing competitiveness (Boyd & Sutherland, 2006).

It therefore holds that a strong organisational brand and employee association to that brand has the potential to greatly contribute to the organisational performance through an increase in productive organisational energy through an increase in altruistic organisational citizenship behaviour.

2.5.3 Leadership Emotional Intelligence

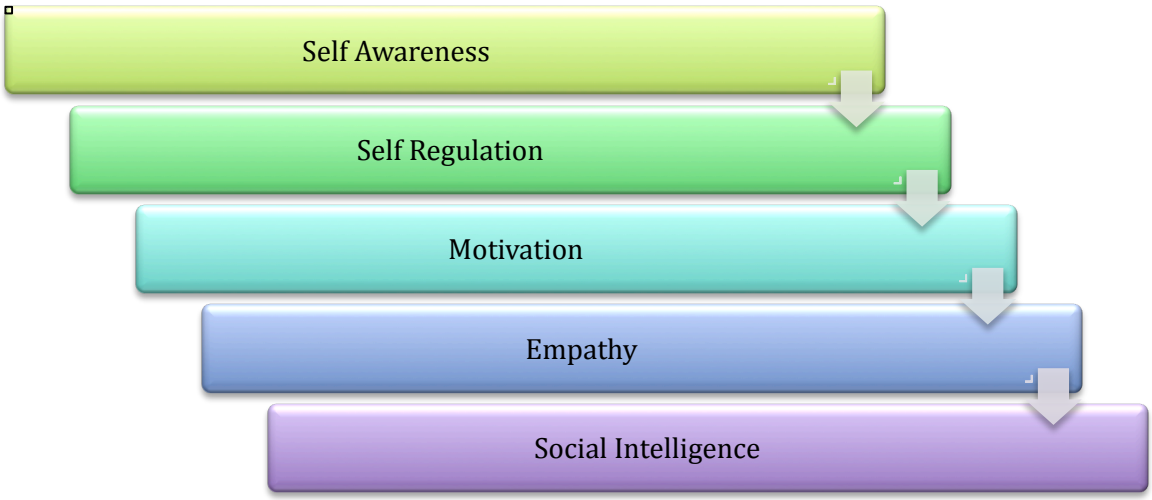
Daniel Goleman is the accepted academic who first defined and articulated the concepts of what is now known as emotional intelligence (EQ). Emotional intelligence is attributed with more significance in regard to effective leadership when compared to intellectual

intelligence. Emotional Intelligence refers to the "soft" side of leadership, and specifically, management of the relationships and emotional climate within an organisation (Goleman, 2004; Goleman, Boyatzis, & McKee, 2009; George, Sims, McLean, & Mayer, 2007; Wolff, Pescosolido, & Druskat, 2002).

The link between both organisational and individual performance as a result of application and development of emotional intelligence of the organisational leadership has been rigorously researched and developed (Stough, & De Guara, 2003).

It logically follows that if emotional intelligence of a leader has a positive affect on individual and organisational performance then it positively impacts on and leads to productive organisational energy. Four out of five of the components of emotional intelligence are outward focused (Goleman, 2004) and therefore are the likely emotional intelligence components that have the ability to elicit positive emotional response which will manifest in a state of productive organisational energy.

Figure 4: The Components of Emotional Intelligence



Source: Adapted Goleman, 2004

2.5.3.1 Self Regulation

Self-regulation is the ability to control or redirect disruptive impulses or moods, as well as, the propensity to suspend judgement in favour of contemplation of behavioural effects (Goleman, 2004). This helps to create an environment of trust and fairness, which is resilient to change and flux.

2.5.3.2 Motivation

Motivation is defined as an attribute of an individual with a passion for work for reasons that go beyond financial remuneration and status. Though in a true emotional intelligence context this refers to the individual leader's personal motivation (Goleman, 2004). It is motivation in terms of one's ability to motivate other people through one's own actions and by creating a shared vision within an organisation that has the effect to increase the productive organisational energy within the organisational whole (Cole & Bruch, 2006).

2.5.3.3 Empathy

Empathy is defined as the understanding of and ability to adapt to the emotional make-up of other people and the skill of treating people according to their emotional reactions. This manifests itself in a leader who is adept in building and retaining talent and managing cross-cultural sensitivities (Goleman, 2004).

2.5.3.4 Social Intelligence

Social intelligence refers to the ability of a leader to create a positive emotional environment through effective management of relationships by finding common ground and building a rapport with individuals (Goleman, 2004). This is manifested in efficient working teams with strong organisational commitment that can resolve internal conflict effectively with minimum disruptions to productivity (Wolff, Pescosolido & Druskat, 2002).

2.5.4 Organisational Trust

Trust as a mechanism for operational effectiveness was first outlined in the early 1960's (Thomas *et al*, 2009). Trust is defined as a social expectation that has to do with an individual's perceptions and attitudes of the integrity, caring, and competence of an individual or system that is verified by experience. Organisational trust is viewed as the level of trust employees have in their organisations (Alston & Tippett, 2009).

Morgan and Hunt's (1994) research explored trust from a marketing point of view and subsequently their work forms the basis of the wide body of trust research that has developed over the last decade (Dani, Burns, Backhouse & Kochhar, 2006). Today the research regarding organisational trust is widely developed, with interpersonal and organisational trust having been empirically tested as a dependent variable for a wide range of organisational outcomes as seen in Table 1.

Table 1: Trust Organisational Outcomes

Organisational Outcome
Engagement
Collaboration
Conflict Resolution
Communication
Cooperation
Job Satisfaction
Organisational Citizenship
Retention

Source: Alston & Tippett, 2009; Dani, Burns *et al*, 2006; Lui, 2009; Morgan & Hunt, 1994; Msanjila & Afsarmanesh, 2008; Thomas et al, 2009.

Given the extent of organisational impact of both individual interpersonal and intra-organisational trust on organisational performance as highlighted by Thomas *et al* (2009), the effect of trust on productive organisational energy requires exploration and investigation.

2.5.5 Employee Engagement

Hamel (2007) describes employee engagement as emotional involvement or attachment of the employed workforce to the outcomes of the organisation. This is manifested in a work ethic and willingness to contribute and give intellectual property of the knowledge worker to the organisation far beyond the propensity that a total employee benefit package would elicit alone.

The emotional attachment and individual commitment that comes with belief in and being actively involved with the strategy of the organisation creates employee engagement and therefore a high level of productive organisational energy (Dewhurst *et al*, 2010).

2.5.5.1 Communication

Hamel (2007) highlights the importance of internal communication in increasing the levels of employee engagement. Specifically he highlights the importance of top down communication on workforce morale and as well bottom up communication in terms of active involvement of all internal stakeholders when determining organisational strategy.

2.5.5.1.1 Strategy and Change Communication

Top down communication when effectively and continuously practiced, results in a environment in which employees are educated about the strategic directions and current

health state of the organisation manifesting low levels of anxiety about the organisations performance and therefore high levels of employee engagement (Hamel, 2007).

2.5.5.1.2 Employee Voice

Inclusion of all stakeholders, when determining organisational strategy, is critical for creating employee engagement. Shared vision with respect to organisational direction is more credible if the employees who are at the "coal-face" have had an opportunity to be actively involved in or at least know that their opinions and views have been factored into the decision process (Hamel, 2007).

As such, the level of employee voice that the organisation actively elicits, correlates highly to the level of employee engagement and therefore the level productive organisational energy inherent within the work environment.

2.5.5.2 Acknowledgement and recognition

To date, employee recognition has not been systematically conceptualised which accounts for the diverse definitions of employee recognition. However a number of studies exist which highlight the impact of individual motivation on performance and additionally the positive effects of employee recognition on employee motivation. (*Brun & Dugas, 2008; Messmer, 2004).*

Employee acknowledgement and recognition will elicit positive emotional response of the individual and it is therefore prudent to investigate to what extent this manifests in productive organisational energy.

2.5.5.3 Job Control and Autonomy

Donaldson-Feilder & Bond (2004) define job control as the ability to exert some form of influence over one's work environment in order to make it more rewarding and less threatening. They illustrate how job control can improve mental health, physical well-being, job satisfaction and performance. Consequently, it holds that autonomy in work life experience will contribute to a more fully engaged workforce with Bradley (2010) arguing that job control ultimately leads to active learning in the short-term and feeling of job mastery in the long-term.

As such the effect of relative job control within organisations will have an effect on productive organisational energy.

2.5.5.4 Organisational Structure

Organisational structure and organisational change readiness theory have heavy focus on alignment of organisational structure to optimise human resource allocation and the ability to correctly and rapidly optimise human resource deployment in order to adjust to and cater for rapidly changing external environments (Cummings & Worley, 2008; Hamel, 2007). The inability of the organisation to re-iterate its structure to optimally take advantage of opportunities in the environment indicates an unwillingness to change. This inability to break free from old mental models has a detrimental and negative effect on the attitudes of knowledge workers that manifests in reduced employee engagement (Hamel, 2007).

Therefore, the degree to which employees regard the organisational structure as prohibitive to effective productivity, as well as the perceived ability of the organisation to

change and iterate towards an optimised structural state, is critical to account for when investigating the drivers of productive organisational energy.

2.6 Conclusion

As companies move toward ever more efficient operating models in order to increase organisational performance, the role of organisational energy, though it has always been relevant, is increasingly becoming a focal point of academic and business interest. The concept of productive organisational energy is becoming understood as a defined and usable lever with which the performance of organisations, lines of businesses and teams can be ratcheted up thereby increasing competitive advantage. Understanding organisational energy and how to harness it within the organisation is becoming increasingly relevant, especially in knowledge worker environments. The effects of increasing the organisational energy level to what the literature describes as productive are evident in the literature.

Organisational energy has been well defined and described as indicated in the literature, with the key measurement scales being intensity of energy and quality of energy to determine the organisational energy state. The mobilising strategies as outlined by *Bruch et al* (2005) highlight the mechanisms and remediation steps required to move organisations from one energy state to another over time. However, the components and drivers of productive organisational energy have not been empirically and explicitly tested and defined. Therefore, the specific levers an organisation may pull to achieve an increase in and maintain an organisation energy state are ill understood in terms of which actions are most efficient and have the most lasting and elastic effect.

The potential drivers of the components of productive organisational energy are all well researched bodies of knowledge in their own right, such as emotional intelligence theory (Goleman, 2004) and trust theory (Morgan & Hunt, 1994). All of which have the potential effect of increasing the performance of an organisation through directly positively affecting the level of energy within the organisational whole.

However, though the concept of productive organisational energy is well defined and the impact noted and argued, a clearly defined and statistically verified model of the components of productive organisational energy are not empirically verified or quantified within the literature. Given the vast bodies of knowledge in the specific arenas of academic study, such as trust theory and emotional intelligence theory, there is an opportunity to look across all these bodies of theory to determine which parts of these theories are relevant in describing the drivers of the components of productive organisational energy.

Specifically this research aims to identify the underlying components of productive organisational energy. These organisational energy components are then required to be independently tested against the broader drivers developed in the literature to determine which drivers are able to most accurately and elastically influence productive organisational energy.

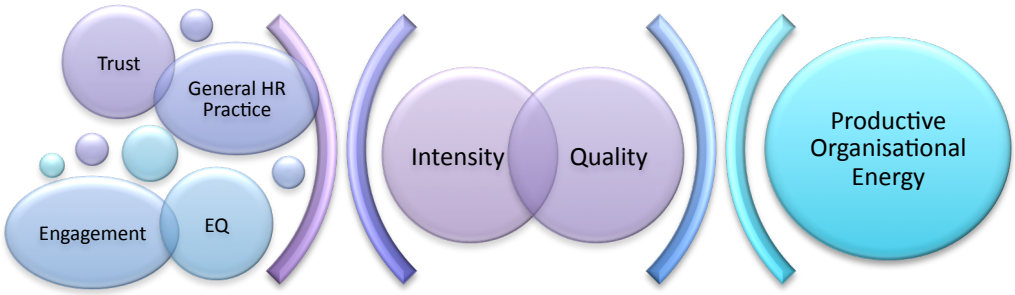
From this research, it is hoped that a better understanding of the independent inputs required to positively alter the state of organisational energy is gained, and that these are ranked in order of significance to determine their impact on the dependent components of organisational energy. These can then be compared with each other in order to determine if these drivers of the energy components are significantly different to each

other. This will provide a model that may be used as a lever by management within an organisation to positively alter the organisational energy state for better organisational performance.

Ultimately it is hoped that this research will yield a working model with which management can implement positive changes to and on-going management of the organisation energy levels efficiently and effectively.

Figure 5 below is a graphical representation of the literature to date; it is clearly evident that specific components of existing and well define research and theory bodies have an impact on organisational performance by directly impacting on the underlying components of productive organisational energy.

Figure 5: Graphical Argument Structure



From the literature, these underlying components of productive organisational energy are identified as intensity and quality (as seen in the centre of Figure 5) with various academic theories contributing to the literature defined components as potential drivers. This research aims to verify and quantify more tangible linkages between the independent inputs or levers that can be use to manipulate the underlying components of productive organisational energy. Specifically the research is aimed at answering three key questions, namely:

- Explicitly define key components of organisational energy their relationships to one other Define the specific drivers of the components of productive organisational energy
- Definition of the specific drivers of the components of productive organisational energy
- Testing of the drivers to understand which are specific to a particular component of productive organisational energy and if they are broadly applicable to all the components

Chapter 3: Research Questions

This research aims to develop a statistically significant model of the drivers of productive organisational energy.

3.1 Research Question One

3.1.1 Description

What are the key components of productive organisational energy and how are they related?

3.1.2 Motivation

Bruch and Ghoshal (2003), Bhatnagar (2005) and Bruch *et al* (2005) indicate that organisational energy can be measured in terms of its intensity and quality, creating four quadrants of organisational energy state. This research aims to develop a statistically significant model of the components of productive organisational energy and explore the relationships between them.

3.2 Research Question Two

3.2.1 Description

What are the key independent drivers of the underlying components of productive organisational energy?

3.2.2 Motivation

The potential individual independent drivers of productive organisational energy are all well researched bodies of knowledge in their own right, such as emotional intelligence theory (Goleman, 2004) and trust theory (Morgan & Hunt, 1994), are graphically

presented in Figure 5, all of which have the potential effect to increase the performance of an organisation through directly positively affecting the level of energy within the organisational whole.

3.3 Research Question Three

3.3.1 Description

How are the independent drivers of the components of productive organisational energy ranked in terms of importance?

3.3.2 Motivation

The final question is aimed at combining the results from research question one and research question two to provide the guiding framework which can be used to help managers focus on building productive organisational energy with their teams and organisations.

Chapter 4: Research Methodology

4.1 Reasoning

The research design was in two parts as described by Table 2 below. Research phase one was a qualitative exercise using interview insights of selected experts to validate and augment the themes of the literature. Constructs identified from research phase one were used as explicit inputs for research phase two. Research phase two was a quantitative survey exercise to test relationships of the inputs from the literature and augmented qualitative feedback and insights as components of productive organisational energy and their associated drivers.

Table 2: Research Phases

	Type	**Aim**
Phase One	Qualitative Exploratory	Validate and complement literature, identify areas of concern that need refinement and expose new ideas. Develop constructs to be tested in research phase two.
Phase Two	Quantitative Descriptive	Define relationships and significance of dependent variables or constructs. Define relationships and significance of independent variables.

4.2 Research Phase One

4.2.1 Qualitative Research

The first phase of the research was an exploratory qualitative investigation. The outputs from phase one were used to define drivers of the components of productive organisation energy to be tested in research phase two and additionally used to corroborate,

complement and refine constructs and their independent variables identified through the literature review.

4.2.2 Population

The population from which the respondents were drawn was the total pool of individuals whose industry and/or academic experience and track record qualified them as experts on combinations of the competencies outlined in Table 3.

Table 3: Business / Academic Competency

Expertise
Emotional Intelligence
General Human Resource Practice
General Leadership
Industrial Psychology
Knowledge Workers
Organisational Culture
Performance Management
Retention

4.2.3 Sampling

A judgement sampling method was used to select individuals who fitted the criteria described above. Additionally a convenience sampling method was applied to the judgement sample in order to ensure ease of access (Zikmund, 2003).

In total, six respondents were interviewed from various core competency backgrounds with respect to the focused topic of human resource management and more broadly on

productive organisational energy. Table 4 below illustrates the types of individuals interviewed.

Table 4: Respondent Occupation

Occupation
Peer Reviewed HR and Leadership Academics
Chief Executive Officers or Managing Directors

4.2.4 Unit of Analysis

The unit of analysis was the perceptions and opinions of the respondents of the qualitative survey.

4.2.5 Qualitative Survey Design

The research was in the form of interviews with industry and academic experts aiming to create an open ended dialogue on the topic of productive organisational energy. An example of the survey interviewer schedule is presented in Appendix A.

4.2.6 Data Collection

4.2.6.1 Interviewer Interaction

In order to ensure uniformity of response across the sample and to reduce response bias caused by the interviewer, the interviews were conducted in an open ended fashion with very little input from the interviewer.

On confirmation of an interview the respondent was sent a copy of the qualitative interview schedule via e-mail as seen in Appendix A. The objective of this was to frame the

thinking of the respondent in preparation for the interview and to highlight and explain the ethical obligations of the interviewer with respect to confidentiality.

Once the interview formally started, the interviewer framed the discussion with an introduction to the research objectives. This introduction introduced and defined the concept of productive organisational energy and gave a brief overview of the research aims. Thereafter the respondent was asked to comment on their views and opinions on research questions highlighted in Table 5 below.

4.2.6.2 Interview Questions

The number of questions was limited with the emphasis on deep discussion or dialogue from the respondent. It was critical that the questions were not leading in any way in order to mitigate research error and to maintain objectivity. Table 5 below outlines the proposed questions.

Table 5: Interview Questions

Question 1	What do you believe is an indicator of productive organisational energy within an organisation?
Question 2	What factors do you believe drive productive organisational energy?

4.2.6.3 Recording

Each interview was manually recorded by the interviewer; focusing on general ideas and insights of the respondent.

4.2.7 Method of Data Analysis

After the interviews were completed the manually recorded transcripts were transcribed into a mind map in preparation for coding. Saunders, Lewis and Thornhill (2002) discuss in

detail the importance of researcher judgement when coding open-ended responses and recommend coding based on common themes or ideas as opposed to using key words in order to reduce the possibility of administrative error in the form of data-processing error or interviewer error, to this end the use of a mind map greatly facilitated the analysis process.

A summary of the transcribed mind map can be viewed in Appendix B. These themes were then used to develop the research questionnaire used in research phase two.

4.2.8 Research Limitations

Both judgemental and convenience sampling are categorised as non-probability samples and therefore, according to Welman, Kruger and Mithell (2005), the results of this qualitative survey cannot be inferred to the specific sample population nor the general population. However the objective of this phase of the research exercise was to collate expert opinion in order to quality control the final quantitative study. Therefore the fact that this analysis cannot be inferred to the general population statistically is not a risk and is appropriate for this phase of the research.

Qualitative research in general has the ability to be susceptible to both response error and interviewer bias (Welman *et al*, 2005). The interaction with the respondents during the formal interview process was very limited with the use of open-ended questions together with the discussion introduction (outlined in Appendix A) that merely framed the concept of productive organisational energy and its relevance to the general business and academic environment.

4.3 Research Phase Two

4.3.1 Quantitative Analysis

Research phase two was a quantitative study by the way of a self-administered questionnaire. The aim of the self-administered questionnaire was to rank the level of significance of the components of productive organisational energy as well as their independent variables or drivers, as outlined and defined by the literature and qualitative interview process.

4.3.2 Population

The population from which the respondents were drawn is the total pool of individuals who are defined as knowledge workers, even if they are employed in the primary and secondary activities. This group included all business sectors as outlined in the quantitative research questionnaire in Appendix C.

This population was perfectly positioned to be able to assess the impact and drivers of productive organisational energy from both a management and personal experience point of view.

4.3.3 Sample

The self-administered questionnaire was distributed during the Human Resources modules for the postgraduate courses of the PDBA and first year MBA at the Gordon Institute of Business Science (GIBS). The sample consisted of 219 respondents who are all defined and classified as knowledge workers. This sample size is adequate enough for statistical testing of relevant relationships between the dependent and independent variables.

This probability systematic sampling approach was aimed at delivering the research instrument to a closed group of respondents who fitted the required population group (Zikmund, 2003).

4.3.4 Unit of Analysis

The unit of analysis is the perceptions and opinions of the respondents of the self-administered questionnaire.

4.3.5 Self-Administered Questionnaire Design

4.3.5.1 Scale

The unit of measurement for the self-administered questionnaire are the perceptions and opinions of the respondents. Swift (2001) highlights the summated ratings methods developed by Rensis Likert as the most effective method to capture attitudes because it is easy to administer from a researcher perspective and easy to use from a respondent point of view.

A five-point Likert scale was used in the self-administered questionnaire, an example of the questionnaire design is presented in Appendix C.

4.3.5.2 Question Phrasing

In order to create a self-administered questionnaire that was both easy to answer for the respondent and minimised response bias, the following guiding points of questionnaire design from Zikmund (2003) will be adhered to:

- Avoid Complexity: Use simple, conversational Language
- Avoid Leading and Loaded Questions
- Avoid Ambiguity: Be as specific as possible

- Avoid Double Barrelled Items
- Avoid Assumptions
- Avoid Complicated Questions: Don't fatigue the respondent

4.3.5.3 Questionnaire Structure

The questionnaire was divided into three sections. The first section queried demographic information, specifically; academic course attended by the respondent, age and industry of employment.

The second part of the questionnaire was aimed at measuring the dependent variables or components of productive organisational energy. Specifically; four questions aimed at determining the intensity organisational energy and five questions aimed at determining the quality of energy.

The third part of the questionnaire consists of 45 questions representing various constructs outlined through the qualitative interviews and literature survey.

4.3.6 Questionnaire Pre Testing and Evaluation

4.3.6.1 Pre-Test

Zikmund (2003) highlights the fact that once the self-administered questionnaire is given to the respondent, the questioning process is completely out of the researchers control and therefore selective perception will occur whereby respondents will attach different personal meanings to each question. Given the nature of the study of organisational energy this may have been exacerbated and therefore it was critical to perform rigorous pretesting in order to refine the final questionnaire.

The pretesting effect has been shown to dramatically increase the validity of the data captured (Zikmund, 2003). The pre-test self-administered questionnaire was completed by five of the GIBS MBA second year students. These students are in the process of doing research themselves and therefore would have had a fundamental and fresh understanding of the research processes and therefore be aware of the various biases and errors that may occur. The pre-test participants were highly effective in red flagging ambiguities and were able to effectively advise on remediation steps required to reduce the potential for biases and errors.

Minor errors and ambiguities were found during the pre-test, the questionnaire was refined and the pre-tests where conducted again with the pre test group.

4.3.7 Data Collection

The self-administered questionnaire was distributed during the Human Resources modules for the postgraduate courses of the PDBA and first year MBA at the Gordon Institute of Business Science (GIBS).

4.3.8 Method of Data Analysis

Data analysis can be broadly categorised into four steps as seen in Table 6 below (Swift, 2001; Saunders *et al*, 2002; Welman *et al*, 2005; Zikmund, 2003).

Table 6: Quantitative Data Analysis Process

Steps
Editing
Coding
Data Entry
Data Analysis

4.3.8.1 Editing, Coding and Data Entry

Editing of the self-administered questionnaire responses was required before data entry, specifically to ensure that item non-response did not affect the outcome of the research process. In instances where item non-response was detected prior to data entry a null value was used for critical inputs (Zikmund, 2003).

The data coding or assignment of numerical values to categorical data was facilitated by the research tool itself; by coding the response blocks as seen in Appendix C. The Likert scale responses where inherently coded by very nature of the Likert scale being used as a data collection tool (Saunders *el at*, 2002).

The coded and edited data was then captured into a digital format for data analysis.

4.3.8.2 Data Analysis

The data was then analysed using descriptive statistics; descriptive statistics allowed data to be organised and presented in a meaning full way in order to gain a basic understanding of what the data presents (Swift, 2001; Zikmund, 2003).

4.3.8.2.1 Research Question One

In order to build a statistically valid model of productive organisational energy, factor analysis was performed on the dependent items to reduce the number of variables into factors that could be used in multiple forward stepwise regression modelling (Swift, 2001). These factors were tested for internal consistency by measuring both the Cronbach Alphas as well as their inter correlation (Albright, Winston & Zappe, 2009).

4.3.8.2.2 Research Question Two

A factor analysis was performed on the independent factors, this produced factors which were identifiable based on the literature, however with very weak internal consistency with respect to inter correlations and Cronbach Alpha's. It was then decided to use a theoretical approach to clustering the independent items into factors. These factors were then tested for internal consistency with acceptable results.

4.3.8.2.3 Research Question Three

Multiple forward stepwise regression analysis was then performed to build relationships between the independent drivers and the underlying components of productive organisational energy to produce a model or tool that could be used by practitioners as a guide for increasing organisational performance by altering the organisation energy within the organisation.

Multiple regression analysis allows a number of explanatory variables to be included in the analysis. The forward procedure starts with no variables and then successively adds one variable at a time until no remaining variables make a significant contribution (Albright *et al*, 2009).

4.3.9 Research Limitations

The samples for the quantitative study, though from the general knowledge worker environment, are achievement-based individuals, which is indicated by the fact that they are business school students. This may have an impact on the study due to the fact their perceptions of the company they work for may be over critical and potentially over analysed.

Additionally, this study is of the perceptions of the sample individuals of their companies, therefore there may be a discrepancy between what they perceive and what inherently exists within the organisation due to incomplete access to information and understanding of the business strategy of the companies they work for.

Chapter 5: Results

This chapter is an overview of the results obtained from the data collection phase as outlined in Chapter 4 above, as well as, the analysis of the same. The research design was in two parts as described in Table 7 below. Research phase one was a qualitative exercise using interview insights of selected experts to validate and augment the themes of the literature and to assist in defining the independent variable that would be tested. Research phase two was a quantitative survey exercise to test to relationships of the inputs from the literature and augmented qualitative feedback and insights.

Table 7: Research Phases

	Type	**Aim**
Phase One	Qualitative Exploratory	Validate and complement literature, identify areas of concern that need refinement and expose new ideas. Develop constructs to be tested in research phase two.
Phase Two	Quantitative Descriptive	Define relationships and significance of dependent variables or constructs. Define relationships and significance of independent variables.

This chapter is therefore divided into two sections, the first section focusing on the results and interpretation of the qualitative results and the second section focusing on the results and interpretation of the quantitative results.

5.1 Results of the Qualitative Interviews

The first phase of the research was an exploratory qualitative investigation. The outputs from phase one were used to define the constructs to be tested in research phase two

and additionally used to corroborate, complement and refine constructs and their independent variables identified through the literature review.

In total, six respondents were interviewed from various core competency backgrounds with respect to the focused topic of human resource management and more broadly on productive organisational energy. Table 8 below illustrates the types of individuals interviewed. Four of the interviews where conducted face to face with the remaining two conduced via electronic mail.

Table 8: Characteristics of the Interview Respondents

Occupation	**Number of Respondents**
Peer Reviewed HR and Leadership Academics	3
Chief Executive Officers or Managing Directors	3

The qualitative interviews were conducted to gain insight to the questions outlined below in Table 9 so that the independent drivers to be tested in the quantitative research phase could be constructed, the detailed interviewer schedule is presented in Appendix A.

Table 9: Qualitative Interview Questions

Question 1	What do you believe is an indicator of productive organisational energy within an organisation?
Question 2	What factors do you believe drive productive organisational energy?

After the interviews were completed the manually recorded transcripts were transcribed into mind maps in preparation for coding. Saunders, Lewis and Thornhill (2002) discuss in detail the importance of researcher judgement when coding open-ended responses and recommend coding based on common themes or ideas as opposed to using key words in

order to reduce the possibility of administrative error in the form of data-processing error or interviewer error, to this end the use of mind maps greatly facilitated the analysis process.

The coded personal interviews in mind-map format, as discussed above, are presented in Appendix B. These constructs were then used to develop the research questionnaire used in research phase two.

5.1.1 Qualitative Interview Themes for Question One

Table 10 below itemises the main themes outlined in the qualitative interviews for question one as an output of the coded interviewer transcripts as shown in Appendix B. Where appropriate, these specific themes where incorporated into the questions included in the quantitative research tool as seen in Appendix C.

Table 10: Themes from Question One

Themes	Number of Mentions
Strong social networks	5
Climate of Ownership	5
High level of Trust / Mutual Respect	4
Winning culture	4
Alignment to values and goals	4
Sense of corporate identity	3
Inter LOB collaboration	3
Engaged work force	2
Proactiveness	2
Innovation for all parts of organisation	2
Multiple channels communication	2
Voluntary long hours	2
Outcomes driven	2
High Levels of Job Satisfaction	1
Low absenteeism	1
Low staff turnover	1
Right talent to execute	1

With respect to the themes identified in the literature, the coded themes represented in Table 11 correlate to the following constructs and therefore Table 11represents a condensed output of the interview for question one according to the literary themes.

Table 11: Correlation to Literature Constructs

Constructs	Number of Mentions
Engagement	23
Corporate Identity Association	12
General HR Practice	5
Trust	4

In instances where the literature did not specifically discuss items identified in question one of the qualitative study, these items were reviewed and inserted into the literature survey. However, the broader constructs as discussed in the literature did not require updating, but rather additions of the narrow discussion items under the general themes. For example, absenteeism was included in within the General Human Resource Practice section (2.5.1).

In total the qualitative research exercise resulted in nine specific questions used to determine and define the components of productive organisational energy and 45 questions to be used to test the independent drivers of productive organisational energy.

5.1.2 Qualitative Interview Themes for Question Two

Table 12 below itemises the main themes outlined in the qualitative interviews for question two as an output of the coded interviewer transcripts as shown in Appendix B. Where appropriate, these specific themes where incorporated into the questions included in the quantitative research tool as seen in Appendix C.

Table 12: Themes from Question Two

Themes	Number of Mentions
Quality of leadership	6
Explicit goals formalised through KPI's	4
Strong communications	4
Decisiveness	3
Honesty and ethical practice	3
Creating fun at work	2
Strong employee relations	2
Experimentation	2
Organisational dialogue	2
Creating engagement	2
Maintain founding passions	2
Flat structure	2
Planning for contingency	1
Luck	1

In total the qualitative research exercise resulted in nine specific questions used to determine and define the components of productive organisational energy and 45 questions to be used to test the independent drivers of productive organisational energy.

5.2 Results of the Quantitative Survey

The quantitative survey was designed in three parts as can be seen in Appendix C. The first part was general demographic information; the second part was designed to investigate the components of productive organisational energy. These are the dependent variables or components of productive organisational energy. The third part was designed to

measure the independent variables or drivers of the components of productive organisational energy.

The quantitative research questionnaire collected demographic information about the sample of 219 respondents. The following data is in percentages with the modal response coloured in yellow.

Table 13: Academic Course

	PDBA	MBA
Academic Course	29	71

Out of the total number of 219 respondents, 71 percent of those were from the MBA program with the remainder of 29 percent from the PDBA.

Table 14: Age

	Under 25	25 to 29	30 to 34	35 to 39	Over 40
Age	4	32	36	19	9

Out of the total number of 219 respondents, 36 percent of those were between the ages of 30 and 34, with 68 percent of the total respondents between the ages of 25 and 34.

Table 15: Industry

	Construct, Mining and Manufact.	Financial Services	Hospitality, Medical and Retail	IT, Computing and Consulting	Research and Academic	Govt. and Parastatal	Other
Academic Course	21	29	7	13	3	15	13

The table shows that the sample was representative of a wide range of industries. Table 16 below itemises the specific industry indicated when the respondents indicated “other” in the table above.

Table 16: Specified "Other" Industries

Industry
Aviation
Energy
International Relations
Logistics
Media and Advertising
Pharmaceutical
Security
Wholesale

5.3 Research Question One: Exploring the components of Productive Organisational Energy

The dependent variables were designed to be able to measure the productive organisational energy within the organisation for whom the respondent works. Swift (2001) highlights the summated ratings methods developed by Rensis Likert as the most effective method to capture attitudes because it is easy to administer from a researcher perspective and easy to use from a respondent point of view. Nine aspects of productive organisation energy, highlighted in the literature and phase one of the research, were examined via a Likert scale.

5.3.1 Descriptive Statistics of the Dependent variables

Table 17 below shows the responses to the dependent variables in percentages.

Table 17: Percentages of the Dependent Variables

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employees display high energy levels	3	21	29	39	8
People in my company are engaged in their work	3	16	31	41	11
People in my company display high levels of ownership	6	27	29	30	9
People in my company work long hours voluntarily	11	25	17	32	16
High levels of bureaucracy exist in my company (Reverse)	18	35	17	23	7
People in my company enjoy the work they do	5	12	37	38	8
I consider my company to be as efficient as it could be	12	42	25	20	2
I consider my company to be as productive as it could be	10	42	25	22	2
I work for a high performance organisation	6	20	27	36	11

Colour Key: Modal Response

5.3.2 Dependent Variable Factor Analysis

A factor analysis was used to examine the underlying structure of the dependent variables and determine if it was possible to reduce the number of dependent variables into factors.

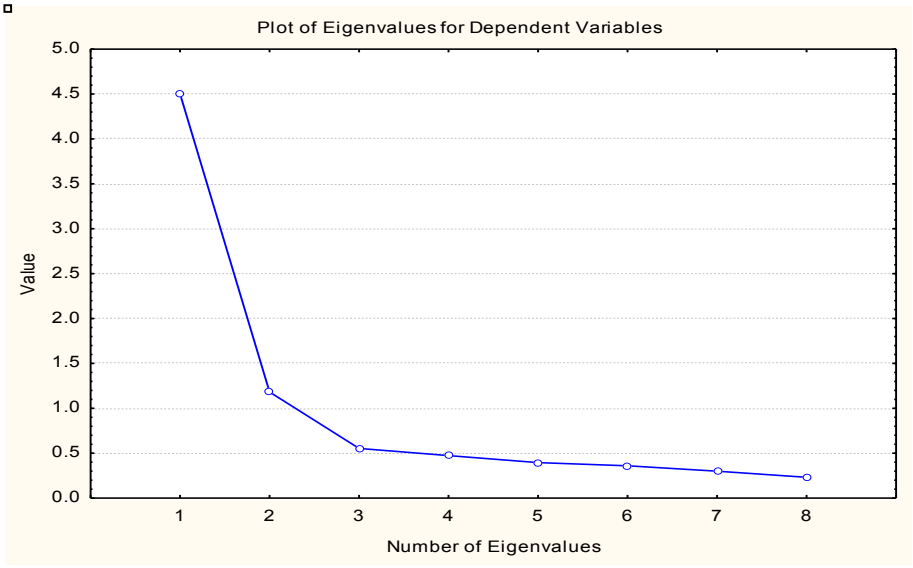
As seen from both Figure 6 and Table 18, two significant factors were identified from the factors analysis. Table 18 is a detailed output of the factor analysis highlighting the factor loading for each variable onto the two factors. The acceptable loading for variable to load to a factor is greater than 0.7 (Swift, 2001).

Table 18: Factor loadings from the Analysis of Dependent Variables

	Factor 1	Factor 2
Employees display high energy levels	0.67	0.44
People in my company are engaged in their work	0.70	0.42
People in my company display high levels of ownership	0.76	0.32
People in my company work long hours voluntarily	0.74	0.17
People in my company enjoy the work they do	0.26	0.74
I consider my company to be as efficient as it could be	0.14	0.90
I consider my company to be as productive as it could be	0.17	0.89
I work for a high performance organisation	0.41	0.73
High levels of bureaucracy exist in my company	-0.64	0.08
Expl.Var	3.26	2.70
Prp.Totl	0.36	0.30

Colour Factor Loading > 0.7

Figure 6: Eigenvalues of Dependent Variable Factors



The factor analysis revealed two factors of organisational energy. Variables should load at 0.7 to be included in a factor (Swift, 2001). The first question in the questionnaire, "Employees display high energy levels" loaded onto factor one loading at 0.67. The last question "High levels of bureaucracy exist in my company", a negatively phrased question, also did not load to the required level, loading at -0.64. Due to the fact that both of these questions loaded very closely to the theoretical limit of the factor loading at 0.7 and where viewed as critically important to the study, they were subsequently included in the factors for the remainder of the statistical analysis. The reliabilities of the two resulting factors were calculated including the two dependent questions which loaded below the theoretical significance factor loading of > 0.7. The results of the two factors are detailed in Table 19 and Table 20.

Table 19: Reliability of Factor One of the dependent variables

Mean				15.58
Std. Dev.				4.17
Eigenvalue				4.5
Percentage of Total Variance				56.28
Cronbach Alpha				**0.81**
	Mean if - deleted	Var. if - deleted	StDv. if - deleted	Itm-Totl - Correl.
Employees display high energy levels	12.32	11.86	3.44	0.65
People in my company are engaged in their work	12.19	11.73	3.43	0.70
People in my company display high levels of ownership	12.50	11.03	3.32	0.72
People in my company work long hours voluntarily	12.39	10.72	3.27	0.61
High levels of bureaucracy exist in my company R	12.93	12.72	3.57	0.36

Table 20: Reliability of Factor Two of the dependent variables

Mean				11.76
Std. Dev.				3.21
Eigenvalue				1.45
Percentage of Total Variance				3.22
Cronbach Alpha				**0.81**
	Mean if - deleted	Var. if - deleted	StDv. if - deleted	Itm-Totl - Correl.
People in my company enjoy the work they do	8.46	7.14	2.67	0.44
I consider my company to be as efficient as it could be	9.19	5.93	2.43	0.71
I consider my company to be as productive as it could be	9.12	5.96	2.44	0.71
I work for a high performance organisation	8.50	5.54	2.35	0.71

As seen from the two tables above the internal reliabilities of the two factors are sound with the Cronbach Alpha's of both factors falling into the acceptable range of greater than 0.8 (Swift, 2001). Thus the inclusion of the two questions with the factor loadings just below 0.7 in the two key factors are shown to have no negative effect of the statistical relevance of the two factors defined and therefore inclusion of these questions into the factors is statistically reliable.

Table 21 and Table 22 below show the inter-correlation of the items within each of the factors identified above. Statistical significance is represented in a correlation or a P-value

smaller than 0.05. These tables show that the variables within each factor are highly correlated to each other.

Table 21: Inter-correlation of Factor One

	Employees display high energy levels	People in my company are engaged in their work	People in my company display high levels of ownership	People in my company work long hours voluntarily	High levels of bureaucracy exist in my company R
Employees display high energy levels	p= ---	p=0.00	p=.000	p=.000	p=.000
People in my company are engaged in their work	p=0.00	p= ---	p=0.00	p=0.00	p=.000
People in my company display high levels of ownership	p=.000	p=0.00	p= ---	p=0.00	p=.000
People in my company work long hours voluntarily	p=.000	p=0.00	p=0.00	p= ---	p=.001
High levels of bureaucracy exist in my company R	p=.000	p=.000	p=.000	p=.001	p= ---

Table 22: Inter-correlation of Factor Two

	People in my company enjoy the work they do	I consider my company to be as efficient as it could be	I consider my company to be as productive as it could be	I work for a high performance organisation
People in my company enjoy the work they do	p= ---	p=0.00	p=.000	p=.000
I consider my company to be as efficient as it could be	p=0.00	p= ---	p=0.00	p=0.00
I consider my company to be as productive as it could be	p=.000	p=0.00	p= ---	p=0.00
I work for a high performance organisation	p=.000	p=0.00	p=0.00	p= ---

These results and the labelling of the factors will be discussed further in the next chapter.

5.4 Research Question Two: Exploring the drivers of Productive Organisational Energy

A total of 45 variables were developed from the literature and research phase one and viewed as possible predictors of productive organisational energy. The descriptive results of the data are presented in Table 23.

Table 23: Percentages of the Independent Variables

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Being employed at my company is considered a status symbol	8	20	32	27	14
I am proud of the products and services my company provides	1	5	15	51	28
My company has a strong sense of corporate identity	5	15	17	39	24
My company brand is perceived positively by the market	5	8	17	45	25
My company helps me manage my career path	10	26	23	32	9
My company is committed to coaching and/or training of staff	8	13	26	37	16
My company gives financial rewards based on company performance	6	10	17	47	21
My company gives financial rewards based on individual performance	5	13	19	47	16
My company gives financial rewards based on team performance	10	25	22	32	11
My company effectively uses performance metrics	10	26	26	26	12
I can review my manager performance in formal reviews	23	29	16	18	14
My company is outcomes driven	2	13	15	52	18
My company sets correct performance measurements	7	29	31	27	6
I am regularly given feedback on how I am performing	12	26	26	29	6
My company has a rigorous recruitment process	14	26	28	22	11
My company helps me develop my talents	8	14	21	41	17
My company aligns my strengths with my job role	11	22	25	32	10
My company actively deals with non-performers	15	29	26	25	6
I trust my colleagues ability to execute their role effectively	3	13	21	53	9
I can engage a mentor within my organisation	6	21	19	33	21
I can have honest and frank discussions with my manager	3	14	14	42	27
I trust my leaderships ability to execute its role effectively	4	14	21	47	14
My company is ethical and honest	6	10	19	45	20
My company is viewed as a decisive business	4	15	28	41	12
I have access to a great amount of information within my business	4	12	14	45	25
I have the autonomy to make decisions	5	16	24	40	15
My company allows me to work in the manner which suits me	5	17	22	37	18
My company effectively communicates strategic intent internally	10	21	27	31	12
Strong communication and cooperation exists between internal divisions	9	34	25	30	2
Top management consider the opinions of everyone across organisation	17	24	31	25	3
My company has multiple channels of internal communications	5	16	19	46	15
My company promotes employees based on merit	8	22	27	36	7
My company gives employees non financial recognition	9	21	26	35	10
There are strong social networks within my organisation	8	28	31	30	4
People in my company socialise with each other out of work	8	24	26	35	7
My company fosters innovation	12	19	27	29	13
My company has a flat structure	22	27	15	27	10
My company has an inner circle	6	17	23	30	25
My company is continually changing to address the market	8	17	22	38	15
My organisation is structured to address the market demands	4	16	24	44	13
My manager can control his emotions	9	12	18	38	22
My manager has good social relationships with their direct reports	8	10	24	45	13
My manager is fair and understanding	4	10	21	47	17
My manager is understanding of my needs	3	12	26	42	17
The leadership is inspiring	12	23	29	27	9

Colour Key: Modal Response

5.4.1 Independent Variable Factor Analysis

In order to build a statistically valid model of productive organisational energy, factor analysis was performed on the independent variables to reduce the number of variables into factors that could meet the necessary statistical requirements and then be used in a multiple forward stepwise regression to examine the predictors of productive organisational energy. A factor analysis produced a six-factor solution.

Table 24 below is the output from the factor analysis of the independent questions and Figure 7 is a graphical representation of the eigenvalues of the factors identified.

Figure 7: Eigenvalues of Independent Variable Factors

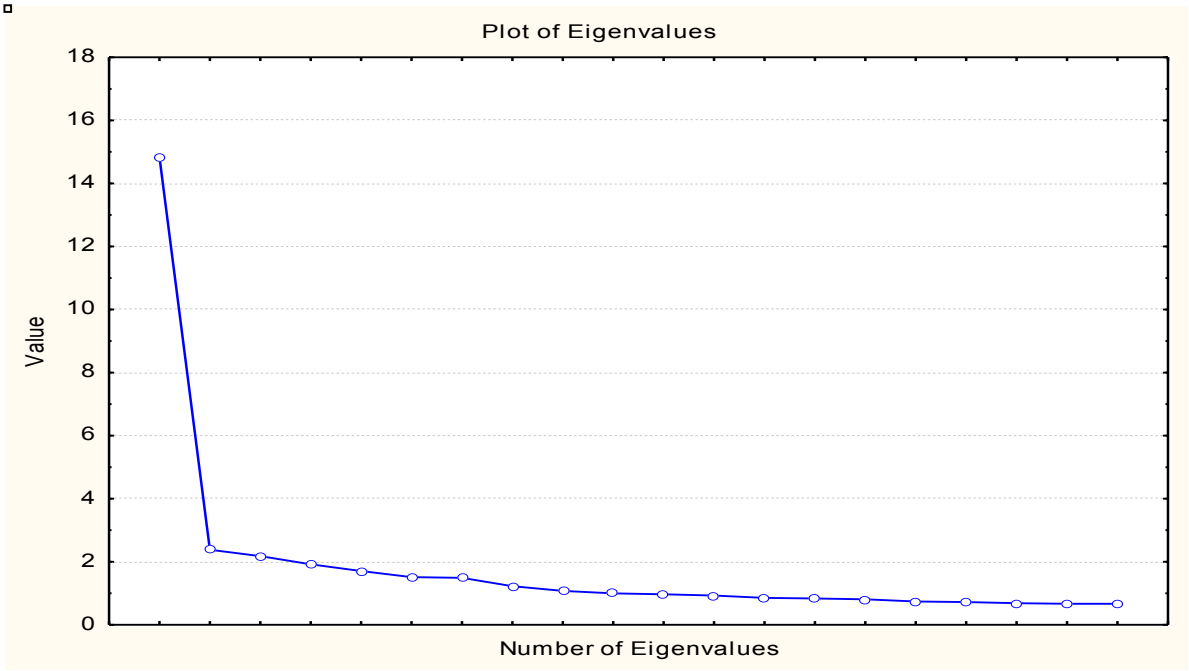


Table 24: Variable loadings on the factors of the Independent Variables

	F1	F2	F3	F4	F5	F6
Being employed at my company is considered a status symbol	0.22	0.00	0.14	0.11	0.20	0.21
I am proud of the products and services my company provides	0.11	0.04	-0.03	0.38	0.04	0.23
I can engage a mentor within my organisation	0.32	0.09	0.06	0.23	0.11	0.06
I can have honest and frank discussions with my manager	0.38	0.12	0.56	0.09	0.04	0.14
I can have honest and frank discussions with my manager	0.30	-0.03	0.20	0.05	0.42	0.26
I have access to a great amount of information within my business	0.12	0.08	0.24	0.22	0.30	0.12
I have the autonomy to make decisions	0.12	0.25	0.32	0.40	0.18	0.05
I trust my colleagues ability to execute their role effectively	0.16	0.02	0.07	0.60	0.21	0.19
I trust my leaderships ability to execute its role effectively	0.37	0.02	0.25	0.59	0.11	-0.04
My company actively deals with non-performers	0.50	0.18	0.10	0.30	0.07	0.13
My company aligns my strengths with my job role	0.51	0.34	0.33	0.20	0.20	0.06
My company allows me to work in the manner which suits me	0.40	0.38	0.35	0.13	0.17	0.04
My company effectively communicates strategic intent internally	0.39	-0.09	0.26	0.29	0.31	0.18
My company effectively uses performance metrics	0.59	-0.27	0.11	0.22	0.16	0.30
My company fosters innovation	0.28	0.20	0.21	0.28	0.26	0.12
My company gives employees non financial recognition	0.31	0.17	0.25	0.12	0.10	0.19
My company gives financial rewards based on company performance	0.16	0.09	0.18	0.11	0.01	0.75
My company gives financial rewards based on individual performance	0.23	0.01	0.14	0.25	0.09	0.68
My company gives financial rewards based on team performance	0.06	0.01	0.10	0.06	0.05	0.73
My company has a flat structure	0.04	0.80	-0.08	-0.02	0.01	0.02
My company has a rigorous recruitment process	0.58	0.00	0.00	0.04	0.43	0.00
My company has a strong sense of corporate identity	0.19	-0.19	0.24	0.41	0.16	0.09
My company has a strong sense of corporate identity	-0.14	-0.06	-0.09	0.02	0.06	0.15
My company has multiple channels of internal communications	0.12	-0.37	0.26	0.14	0.27	0.18
My company helps me develop my talents	0.53	-0.04	0.30	0.21	0.13	0.15
My company helps me manage my career path	0.74	0.00	0.18	0.10	0.07	0.12
My company is committed to coaching and/or training of staff	0.70	0.01	0.14	0.18	0.19	0.07
My company is continually changing to address the market	0.41	0.29	0.06	0.48	0.18	0.18
My company is ethical and honest	0.16	0.22	0.28	0.51	-0.18	0.13
My company is viewed as a decisive business	0.19	-0.01	0.13	0.71	0.06	0.23
My company promotes employees based on merit	0.61	0.22	0.17	0.34	-0.19	0.11
My company sets correct performance measurements	0.74	0.07	0.04	0.24	0.08	0.16
My company sets correct performance measurements	0.18	0.18	0.30	0.35	-0.07	-0.01
My manager can control his emotions	0.03	0.05	0.76	0.19	0.00	-0.02
My manager has good social relationships with their direct reports	0.05	0.10	0.74	0.01	0.23	0.11
My manager is fair and understanding	0.15	-0.06	0.85	0.18	0.00	0.09
My manager is understanding of my needs	0.26	0.00	0.74	0.13	0.09	0.21
My organisation is structured to address the market demands	0.20	0.09	0.19	0.68	0.16	0.10
People in my company enjoy the work they do	0.25	0.21	0.31	0.41	0.22	0.22
People in my company socialise with each other out of work	0.10	0.03	0.03	0.10	0.82	0.06
Strong communication and cooperation exists between internal divisions	0.26	0.03	0.12	0.53	0.33	-0.07
The leadership is inspiring	0.42	0.05	0.23	0.55	0.13	0.10
There are strong social networks within my organisation	0.18	0.08	0.15	0.20	0.75	0.01
I am regularly given feedback on how I am performing	0.59	-0.06	0.33	0.23	0.17	-0.02
Top management consider the opinions of everyone across organisation	0.29	0.25	0.22	0.45	0.29	0.15
Expl.Var	5.86	2.26	4.38	4.80	2.78	2.41
Prp.Totl	0.13	0.05	0.10	0.10	0.06	0.05

Colour Key: Factor Loading > 0.7

The labelling produced via inspecting the variables of the items loading onto these factors are provided in Table 25 below.

Table 25: Factor Labels

Factor 1	General HR Practice
Factor 2	Organisational Structure
Factor 3	EQ
Factor 4	Leadership
Factor 5	Social Networks
Factor 6	Remuneration

The internal reliabilities of these factors as well as the multiple forward stepwise regressions of these independent factors against the dependent factors were however statistically weak and well below the acceptable levels. In addition, as can be seen from Table 24 above, 32 of the variables did not load onto the six factors and the factors explained only 25 percent of the variance. It was therefore decided to use a theoretical approach to building the independent factors.

5.4.2 Theoretical Approach

In order to reduce the list of 45 variables into factors into meaningful factors, the list of questions from the research tool were analysed and classified according to the literature as presented in Chapter 2. Each question was classified via detailed content analysis into overriding theoretical areas. The five areas identified in the literature are re-summarised as per Table 26 below.

Table 26: Literature Constructs

Corporate identity association
Engagement
General HR practice
Leadership emotional intelligence
Trust

The theoretical classifications of the independent factors questions are presented in Table 27 below.

Table 27: Independent Question Classification

Questions	Category
Being employed at my company is considered a status symbol	Corporate Identity Association
I am proud of the products and services my company provides	Corporate Identity Association
My company has a strong sense of corporate identity	Corporate Identity Association
My company has a strong sense of corporate identity	Corporate Identity Association
My company effectively communicates strategic intent internally	Engagement
My company has multiple channels of internal communications	Engagement
Strong communication and cooperation exists between internal divisions	Engagement
My company allows me to work in the manner which suits me	Engagement
I have the autonomy to make decisions	Engagement
My company fosters innovation	Engagement
People in my company socialise with each other out of work	Engagement
There are strong social networks within my organisation	Engagement
Top management consider the opinions of everyone across organisation	Engagement
I have access to a great amount of information within my business	Engagement
My organisation is structured to address the market demands	Engagement
My company promotes employees based on merit	Engagement
My company gives employees non financial recognition	Engagement
My company has a flat structure	Engagement
My company is continually changing to address the market	Engagement
My manager can control his emotions	Leadership EQ
My manager has good social relationships with their direct reports	Leadership EQ
My manager is fair and understanding	Leadership EQ
My manager is understanding of my needs	Leadership EQ
The leadership is inspiring	Leadership EQ
I can have honest and frank discussions with my manager	Leadership EQ
My company has a rigorous recruitment process	General HR Practice
My company aligns my strengths with my job role	General HR Practice
My company helps me develop my talents	General HR Practice
My company helps me manage my career path	General HR Practice
My company is committed to coaching and/or training of staff	General HR Practice
My company sets correct performance measurements	General HR Practice
My company sets correct performance measurements	General HR Practice
I am regularly given feedback on how I am performing	General HR Practice
My company actively deals with non-performers	General HR Practice
My company effectively uses performance metrics	General HR Practice
My company gives financial rewards based on company performance	General HR Practice
My company gives financial rewards based on individual performance	General HR Practice
My company gives financial rewards based on team performance	General HR Practice
I can have honest and frank discussions with my manager	Trust
I can engage a mentor within my organisation	Trust
My company is viewed as a decisive business	Trust
I trust my colleagues ability to execute their role effectively	Trust
I trust my leaderships ability to execute its role effectively	Trust
My company is ethical and honest	Trust

The constructed independent factors based on the theory where then tested for internal reliability in order to determine if they where statistically valid factors. The reliabilities are detailed in the tables below.

Table 28: Reliability of the Leadership Emotional Intelligence Factor

Mean				17.15
Std. Dev.				4.26
Cronbach Alpha				**0.84**
	Mean if - deleted	Var. if - deleted	StDv. if - deleted	Itm-Totl - Correl.
My manager can control his emotions	13.63	11.35	3.37	0.79
My manager has good relationships with their direct reports	13.71	12.05	3.47	0.79
My manager is fair and understanding	13.52	11.54	3.40	0.75
My manager is understanding of my needs	13.58	12.20	3.49	0.78

Table 29: Reliability of the Corporate Identity Association Factor

Mean				14.52
Std. Dev.				2.95
Cronbach Alpha				**0.64**
Cronbach Alpha (Spearman-Brown)				**0.82**
	Mean if - deleted	Var. if - deleted	StDv. if - deleted	Itm-Totl - Correl.
Being employed at my company is a status symbol	11.35	5.10	2.26	0.57
I am proud of the products/services my company provides	10.56	6.49	2.55	0.65
My company has a strong sense of corporate identity	10.90	4.97	2.23	0.54
My company brand is perceived positively by the market	10.75	5.24	2.29	0.54

In this instance, due to the fact that there were so few questions relating to corporate identity association, an extrapolated Cronbach Alpha using the Spearman-Brown predication formula (Albright *et al*, 2009) was calculated to determine how many questions would be required in order to have a statistically relevant Cronbach Alpha.

The Spearman-Brown prediction formula indicated that if the number of questions in the factor were increased from four questions to five questions, the Cronbach Alpha would

have been 0.82. Thus the corporate identify association factor based on the theory is a valid and reliable factor.

Table 30: Reliability of the Engagement Factor

Mean				51.22
Std. Dev.				9.65
Cronbach Alpha				**0.85**
	Mean if - deleted	Var. if - deleted	StDv. if - deleted	Itm-Totl - Correl.
I have access to information within my business	47.46	82.09	9.06	0.82
I have the autonomy to make decisions	47.79	82.69	9.09	0.82
My company allows me to work the manner which suits me	47.82	81.20	9.01	0.82
My company effectively communicates strategic intent	48.09	79.15	8.90	0.82
Strong communication/cooperation exist between divisions	48.40	81.48	9.03	0.82
Management consider opinions across organisation	48.50	79.66	8.93	0.82
My company has multiple channels of int. communications	47.73	84.78	9.21	0.83
My company promotes employees based on merit	48.09	81.63	9.03	0.82
My company gives employees non financial recognition	48.06	81.29	9.02	0.82
There are strong social networks within my organisation	48.28	81.01	9.00	0.82
People in my company socialise with each other out of work	48.15	83.89	9.16	0.83
My company fosters innovation	48.11	78.49	8.86	0.82
My company has a flat structure	48.45	86.68	9.31	0.84
My company has an inner circle	47.70	94.41	9.72	0.86
My company is continually changing to address the market	47.91	79.44	8.91	0.82
My organisation is structured to address the market	47.77	80.71	8.98	0.82

Table 31: Reliability of the General HR Practice Factor

Mean				44.48
Std. Dev.				10.00
Cronbach Alpha				**0.88**
	Mean if - deleted	Var. if - deleted	StDv. if - deleted	Itm-Totl - Correl.
My company helps me manage my career path	41.42	83.87	9.16	0.87
My company is committed to coaching / training of staff	41.05	83.99	9.16	0.87
Company gives fin. rewards based on company performance	40.79	90.32	9.50	0.88
Company gives fin. Rewards on individual performance	40.95	90.05	9.49	0.88
Company gives fin. rewards based on team performance	41.38	89.95	9.48	0.88
My company effectively uses performance metrics	41.44	85.37	9.24	0.87
I can review my manager performance in formal reviews	41.73	85.52	9.25	0.88
My company is outcomes driven	40.76	89.73	9.47	0.88
My company sets correct performance measurements	41.52	86.48	9.30	0.87
I am regularly given feedback on how I am performing	41.53	85.16	9.23	0.87
My company has a rigorous recruitment process	41.58	85.64	9.25	0.87
My company helps me develop my talents	41.01	84.60	9.20	0.87
My company aligns my strengths with my job role	41.38	85.58	9.25	0.87
My company actively deals with non-performers	41.69	85.90	9.27	0.87

Table 32: Reliability of the Trust Factor

Mean				17.15
Std. Dev.				4.26
Cronbach Alpha				**0.83**
	Mean if - deleted	Var. if - deleted	StDv. if - deleted	Itm-Totl - Correl.
I trust my colleagues ability to execute their role effectively	17.72	14.46	3.80	0.74
I can engage a mentor within my organisation	17.84	13.45	3.67	0.76
I can have honest and frank discussions with my manager	17.47	14.31	3.78	0.76
I trust my leaderships ability to execute its role effectively	17.70	13.63	3.69	0.72
My company is ethical and honest	17.61	13.31	3.65	0.73
My company is viewed as a decisive business	17.83	13.76	3.71	0.73

All five of the theory based factors showed reliabilities exceeding the minimum Cronbach alpha value of 0.8, therefore these theory based factors are statistically reliable factors for use in the study. These five factors were used as inputs to subsequent regression analysis detailed in section 5.5 below.

5.5 Research Question Three: Regression Analysis

Multiple forward stepwise regressions (Swift, 2001) were performed individually on the two dependent factors or components of productive organisational energy, as outlined above in 5.3, against the five independent factors outlined in 5.4.2 above in order to determine which factors are the best predicators of the components of productive organisational energy.

Multiple regression analysis allows a number of explanatory variables to be included in the analysis. The forward procedure starts with no variables and then successively adds one variable at a time until no remaining variables make a significant contribution (Albright *et al*, 2009).

5.5.1 Dependent Factor One Regression

The five independent factors identified in 5.4.2 were used to examine if they predicted dependent factor one identified in 5.3.2. The output from the multiple forward stepwise regression of the independent drivers against the first component of productive organisational energy are presented in Table 33 below.

Table 33: Regression of the Dependent Factor One versus the Independent Factors

Summary of Stepwise Regression; DV: Factor 1						
	Step - +in/-out	**Multiple - R**	**Multiple - R-square**	**R-square - change**	**F - to - entr/rem**	**p-value**
Engagement	1	0.68	0.47	0.47	190.74	0.00
Trust	2	0.70	0.50	0.03	12.42	0.00
Corporate Identity Association	3	0.71	0.51	0.01	4.48	0.04
Regression Summary for Dependent Variable: Factor 1 R= .71204090 R^2= .50700225 Adjusted R^2= .50012321 F(3,215)=73.702 p						
	b*	**Std.Err. - of b***	**b**	**Std.Err. - of b**	**t(215)**	**p-value**
Intercept			-0.24	0.23	-1.05	0.29
Engagement	0.41	0.08	0.58	0.11	5.12	0.00
Trust	0.24	0.08	0.27	0.09	3.07	0.00
Corporate Identity Association	0.14	0.06	0.15	0.07	2.12	0.04

Table 33 above shows that three independent factors can be used to predict factor one of productive organisational energy describing a total of 51 percent of the variance of the data.

5.5.2 Dependent Factor Two Regression

The five independent factors identified in 5.4.2 were used to examine if they predicted dependent factor two identified in 5.3.2 above. The output from the multiple forward stepwise regression of the independent drivers against the second component of productive organisational energy are presented in Table 34 below.

Table 34: Regression of the Dependent Factor Two versus the Independent Factors

Summary of Stepwise Regression; DV: Factor Two						
	Step - +in/-out	**Multiple - R**	**Multiple - R-square**	**R-square - change**	**F - to - entr/rem**	**p-value**
Engagement	1	0.69	0.47	0.47	194.22	0.00
Corporate Identity Association	2	0.72	0.52	0.05	20.97	0.00
General HR Practice	3	0.74	0.54	0.02	11.28	0.00
Trust	4	0.75	0.56	0.01	6.41	0.01
Regression Summary for Dependent Variable: Factor 2 R= .75451833 R^2= .56929791 Adjusted R^2= .55918753 F(5,213)=56.308 p						
	b*	**Std.Err. - of b***	**b**	**Std.Err. - of b**	**t(213)**	**p-value**
Intercept			-0.38	0.21	-1.80	0.07
Engagement	0.28	0.08	0.38	0.11	3.36	0.00
Corporate Identity Association	0.22	0.06	0.25	0.07	3.66	0.00
General HR Practice	0.21	0.07	0.23	0.08	2.80	0.01
Trust	0.25	0.08	0.28	0.09	3.22	0.00
EQ	-0.16	0.06	-0.15	0.06	-2.54	0.01

Table 34 above shows that four independent factors can be used to predict factor two of productive organisational energy describing a total of 56 percent of the variance of the data.

These results are discussed further in the next chapter.

Chapter 6: Discussion of Results

6.1 Methodology Review

A qualitative investigation was used to develop constructs with which to measure productive organisational energy. In total 6 experts were interviewed in order to solicit their options on the components their drivers of productive organisational energy. These components and their drivers, embedded in the literature survey framework were then used in a quantitative research exercise in order to determine the drivers of productive organisational energy. 219 knowledge workers from a broad range in business sectors produced the data for the study.

6.2 Research Question One

What are the underlying components of Productive Organisational Energy and how are they related?

Bruch and Ghoshal (2003), Bhatnagar (2005) and Bruch *et al* (2005) indicate that organisational energy can be measured in terms of its intensity and quality, creating four quadrants of organisational energy state. Their research was theory building and not based on empirical evidence. This research aims to develop a statistically significant model of the components of productive organisational energy and explore the relationships between them from empirical data.

The dependent variables were designed to be able to measure and quantify the components the productive organisation energy within organisation for whom the respondent worked. The following analysis highlights the fact that the literature theory

(Bruch & Ghoshal, 2003; Bruch *et al*, 2005) does not hold true and produces an alternative empirically validated model for the components of productive organisational energy.

6.2.1 Factor Analysis

A factor analysis was used to reduce the number of dependent variables into factors. The factor analysis produced two significant factors as seen in Table 18. As seen in Table 19, Table 20 and Figure 6, factor one had an eigenvalue of 4.5 and explained 56 percent of the variance and factor two had an eigenvalue of 1.45 and represented 3 percent of the variance with a combine explanation of 59.5 percent of the variance of the data. Factor one therefore is the strongest component of productive organisational energy counting 20 times more then factor two.

As seen from Table 19 and Table 20, the internal reliabilities of the two factors are sound with the Cronbach Alpha's of both factors falling into the acceptable range of greater than 0.8. Thus the inclusion of the two questions without the factor loadings of greater than 0.7 in the two key factors are shown to have no negative effect of the statistical relevance of the two factors defined and therefore inclusion of these questions into the factors is statistically validated.

As indicated in Table 21 and Table 22, inter-correlation between the items within each factor are significant for both factors with all inter-correlation between the items within each factor below the statistically significant P-value of 0.05.

6.2.2 Interpretation

Initially it was hoped that the factors that would be derived from the factor analysis would correlate directly to the constructs of organisational energy as defined by theoretical work

of Bruch and Ghoshal (2003) which is not empirically based, specifically intensity of energy and quality of energy. The items in the research tool aimed at quantifying organisational energy were designed specifically to corroborate those components, however the expected factor loadings for the items produced results, which did not support the factors of intensity and quality. Therefore these findings are a new development in the literature. Table 35 below shows the expected factor loadings to support measurement of energy in terms of intensity and quality as formulated in the literature.

Table 35: Expected Factor Loadings of Dependent Variable Items

Quality	Intensity
I consider my company to be as efficient as it could be	Employees display high energy levels
I consider my company to be as productive as it could be	People in my company are engaged in their work
I work for a high performance organisation	People in my company display high levels of ownership
High levels of bureaucracy exist in my company	People in my company work long hours voluntarily
	People in my company enjoy the work they do

However, the data for the two factors identified by the factor analysis of the dependent variable items however loaded differently as indicated in Table 36 below.

Table 36: Actual Factor Loadings of Dependent Variable Items

Factor 1	Factor 2
Employees display high energy levels	I work for a high performance organisation
People in my company are engaged in their work	I consider my company to be as efficient as it could be
People in my company display high levels of ownership	I consider my company to be as productive as it could be
People in my company work long hours voluntarily	People in my company enjoy the work they do
High levels of bureaucracy exist in my company	

In analysing the specific items that loaded for each factor, it is clear that intensity and quality items are not specific to each factor but spread across both factors. The key differentiator between the two factors is that factor ones contains items which are focused on the people within the organisation specifically, whereas factor two contains items which are relate to the organisational whole.

Therefore factor one is defined as the behaviour of the individual within the organisation and therefore this factor is labelled as the People Influencing Factor. Factor two is defined as the behaviour of the organisational whole and therefore this factor is labelled as the Organisational Influencing Factor.

This is in sharp contrast to the literature that states that the underlying components of productive organisation energy are scales of quality versus intensity (Bruch & Ghoshal, 2003; Bhatnagar, 2005; and Bruch *et al*, 2005) and hence this study is a contribution to the literature.

Figure 8 is a graphical representation of the underlying components of productive organisational energy, with the people factor explaining 56 percent of the variance of the data and the organisational factor explaining a further three percent of the variance. No other factors where statistically significant.

Figure 8: Underlying Components of Productive Organisational Energy

6.2.3 Discussion of Component Factors

The components of productive organisation energy empirically derived and named from the data analysis of this study are defined in Table 37 below.

Table 37: Components of Productive Organisational Energy

People Influences
Organisation Influences

This observation is not consistent with the literature specific to organisational energy to date, however it may not seem too surprising when considering Hamel's (2007) opinions of the levers of people management that can be manipulated. Specifically, the levers that impact on the individual within the organisation as opposed to levers that impact on the organisational whole. Whilst these two components are discussed by a number of academic commentators and researchers (Hamel, 2007; Drucker, 1998; Cummings &

Worley, 2008) as focus areas for organisational change, they have not been qualified, quantified and empirically researched as underlying components of productive organisational energy.

When evaluating the components of productive organisational energy in the context of the literature review, it is appropriate that the key component is defined as the People Influencing factor, which addresses the importance of the behaviour and emotional state of the individual. The literature in hindsight does allude to this and re-enforce the new empirically based findings that the components of productive organisational energy is shown to consist of factors which influence the individual people within the organisation and well as the organisational whole.

Bierema (2008) as well as Donaldson-Feilder & Bond (2004) explain that individual emotional response is at the core of the organisational working structure and is therefore a key driver in behavioural response within the organisation. From this inductive reasoning leads to the argument that although the benefit of positive emotional response is on the personal well being of the individual, in the context of productive organisational energy, the primary focus is the manifestation of increased knowledge worker productivity, creatively and retention and therefore an influence of the organisational whole. Downey (2008) suggests that social psychology indicates that the emotional climate created by the positive emotional response or activation of individuals within the organisation, directly affects the intrinsic factors that provide the most significant impact on job satisfaction and employee engagement. This is consistent with the findings that one of the key components of productive organisational energy empirically supported by that data is defined as the “People Influencing Factor”.

The second component of productive organisational energy empirically derived and named from the data in the research is the “Organisational Influencing Factor”. Once again, in hindsight a review of the literature again alludes to this. Hamel (2007) describes emotional climate and mind-set of the organisational whole as a critical success factor for the organisation with a myriad of positive benefits including the ability to innovate, the ability to absorb environmental pressures and most importantly the ability to iterate the organisations strategy. Dewhurst *et al* (2010) also discuss the importance of the organisations emotional climate and its effect on the organisational wholes belief and commitment structure. This is consistent with the findings that the second component of productive organisational energy empirically supported by the data is defined as the “Organisation Influencing Factor”.

6.2.4 Conclusion of Research Question One

The empirically derived dependent components of productive organisational energy are highlighted in Table 37 and Figure 8, specifically;

- The People Influencing Factor
- The Organisation Influencing Factor

As discussed above in 6.2.3, although the components of productive organisational energy are not consistent with the literature specific to organisational energy to date, there is very strong evidence in the existing general literature outlined in chapter two to support the empirically derived components of productive organisational energy. Research question two discussed below will determine the independent drivers of the components of productive organisational energy.

6.3 Research Question Two

What are the key independent drivers of the underlying components of Productive Organisational Energy?

The potential individual independent drivers of productive organisational energy are all well researched bodies of knowledge in their own right, such as emotional intelligence theory (Goleman, 2004) and trust theory (Morgan & Hunt, 1994) and are graphically presented in Figure 5. These have the potential effect to increase the performance of an organisation through directly positively affecting the level of energy within the organisational whole.

6.3.1 Statistical Analysis

In order to build a statistically valid model of productive organisational energy, factor analysis was performed on the independent variables to reduce the number of variables into factors that could then be used in a multiple forward stepwise regression to examine the predictors of productive organisational energy. A factor analysis produced a six factor solution.

Both the internal reliabilities of these factors as well as the multiple forward stepwise regressions of these independent factors against the dependent factors were statistically weak and well below the acceptable levels. In addition, as can be seen from Table 24 above, 32 of the variables did not load onto the six factors and the factors explained only 25 percent of the variance. It was therefore decided to use a theoretical approach to building the independent factors.

6.3.2 Theoretical Factor Determination

In order to reduce the list of 45 variables into meaningful factors, the list of questions from the research tool were analysed and classified according to the literature as presented in chapter two. Each question was classified into overriding theoretical areas. The five areas identified in the literature are re-summarised in Table 26.

The list of questions from the research tool were analysed and classified according to the literature. Each question was classified to an overriding theoretical research area. All five of the theory based factors showed reliabilities exceeding the minimum Cronbach alpha value of 0.8, therefore these theory base factors are statistically reliable factors for use in the study.

The independent factors with which to measure empirically the defined components of productive organisation energy outlined in 6.2.3 above are specified as per Table 38 and Figure 9.

Table 38: Literature Constructs

Corporate Identity Association
Engagement
General HR Practice
Leadership Emotional Intelligence
Trust

Figure 9: Independent Drivers of the Components of Productive Organisational Energy

6.3.3 Discussion of Independent Driving Factors

When evaluating the drivers of the components of productive organisational energy in the context of the literature review, it is evident that the literature does allude to this and re-enforce the new empirically defined drivers of the components of productive organisational energy. The five independent driving factors of the components of Productive Organisational Energy are described below.

6.3.3.1 Corporate Identity Association

Kotler & Keller (2009) define organisational brand as the image of the organisation in the market, which can be distinguished psychologically from the experiential interaction with that brand. The experiential aspect consists of the sum of all points of contact with the brand and is known as the brand experience.

Boyd & Sutherland (2006) note that organisations with strong brands and brand assets can illicit strong positive behavioural responses from employees who align their behaviours and values in a work context with that of the brand for greater organisational marketing competitiveness

Strong organisational brand and subsequent individual and collective employee association to that brand has the potential to greatly contribute to the organisational performance through an increase in productive organisational energy.

6.3.3.2 Engagement

Hamel (2007) describes employee engagement as emotional involvement or attachment of the employed workforce to the outcomes of the organisation. This is manifested in a work ethic and willingness to contribute and give intellectual property of the knowledge worker to the organisation far beyond the propensity that a total employee benefit package would elicit alone.

Dewhurst *et al*, (2010) argue that the emotional attachment and individual commitment that comes with belief in and being actively involved with the strategy of the organisation creates employee engagement and therefore a high level of productive organisational energy.

6.3.3.3 General HR Practice

The different facets of the human resource function are well understood and extensively researched. With respect to productive organisational energy the objective is to focus on the human resource function to determine the effect of various human resourcing factors

as contributing drivers of productive organisational energy. In summary these factors are highlighted in Table 39.

Table 39: General HR Practice Areas

Career Development	Grobler *et al* (2006)
Employment Termination	Libenson, 2006 Karl & Hancock, 1999; Mandelbaum, 1993; Tabias, 1992
Incentive Based Remuneration	Sutherland & Jordaan, 2004; Gaylard, *et al*, 2005.
Performance Management	Cummings & Worley, 2008; Drury, 2005; Dean *et al*, 1998.
Recruitment Practice	Dickel & Watkins, 2008; Dye, 2007; Sanford, 2005

The discussions around the specific general HR practice areas highlighted above all allude to the fact that the positive effective management of these specific areas can be and are manifested, in a broad range of implicit and explicit outcomes, productive organisational energy.

6.3.3.4 Leadership Emotional Intelligence

The link between both organisational and individual performance as a result of application and development of emotional intelligence of the organisational leadership has been rigorously researched and developed (Stough, & De Guara, 2003).

It has been extensively argued that the emotional intelligence of a leader has a positive affect on individual and organisational performance then it positively impacts on and leads to productive organisational energy. Four out of five of the components of emotional intelligence are outward focused (Goleman, 2004) and therefore are the likely

emotional intelligence components that have the ability to elicit positive emotional response which will manifest in a state of productive organisational energy.

6.3.3.5 Trust

Organisational trust is viewed as the level of trust employees have in their organisations (Alston & Tippett, 2009). Morgan and Hunt's (1994) research explored trust from a marketing point of view and subsequently their work forms the basis of the wide body of trust research that has developed over the last decade (Dani *et al*, 2006).

Given the extent of organisational impact of both individual interpersonal and intra-organisational trust on organisational performance as highlighted by Thomas *et al* (2009), trust is an empirically valid driver of productive organisational energy.

6.3.4 Conclusion of Research Question Two

The empirically supported theoretically derived factors highlighted in Table 38 and Figure 9 above are potential drivers of the components of productive organisational energy. Research question three discussed below will determine the ranked influence of each of the specific independent drivers on each of the components of productive organisational energy independently.

6.4 Research Question Three

How are the independents drivers of the components of productive organisational energy ranked in terms of importance?

The final question is aimed at combining the results from research question one and research question two to provide a guiding framework which can be used to help managers focus on building productive organisational energy with their teams and organisations.

6.4.1 Discussion of Results

Multiple forward stepwise regressions (Swift, 2001) were performed individually on the two dependent factors as outlined above in 5.3 against the five independent factors outlined in 5.4.2 above in order to determine which factors are the best predicators of the components of productive organisational energy.

Multiple regression analysis allows a number of explanatory variables to be included in the analysis. The forward procedure starts with no variables and then successively adds one variable at a time until no remaining variables make a significant contribution (Albright *et al*, 2009).

The multiple forward stepwise regression performed using the identified independent driving factors identified in 6.3.3 against each of the defined components of productive organisational energy discussed in 6.2.3 to determine the ranked in order of importance of each specific driver in explaining the total variance of the data. This produced data describing which independent drivers are predictors for each of the two principle

components of productive organisational energy, namely the People Influencing Factor and the Organisation Influencing Factor.

6.4.1.1 Regression Analysis of the People Influencing Factor

As can be seen in Table 33, three independent factors were identified as reliable predictors of the People Influencing Factor. Table 40 is a summary of the independent drivers that the multiple forward stepwise regressions identified as reliable predictors of the People Influencing Factor and the associated relevance of the independent drivers as a predictor of the variance of the component factor.

Table 40: Regression of the People Influencing Factor versus the Independent Factors

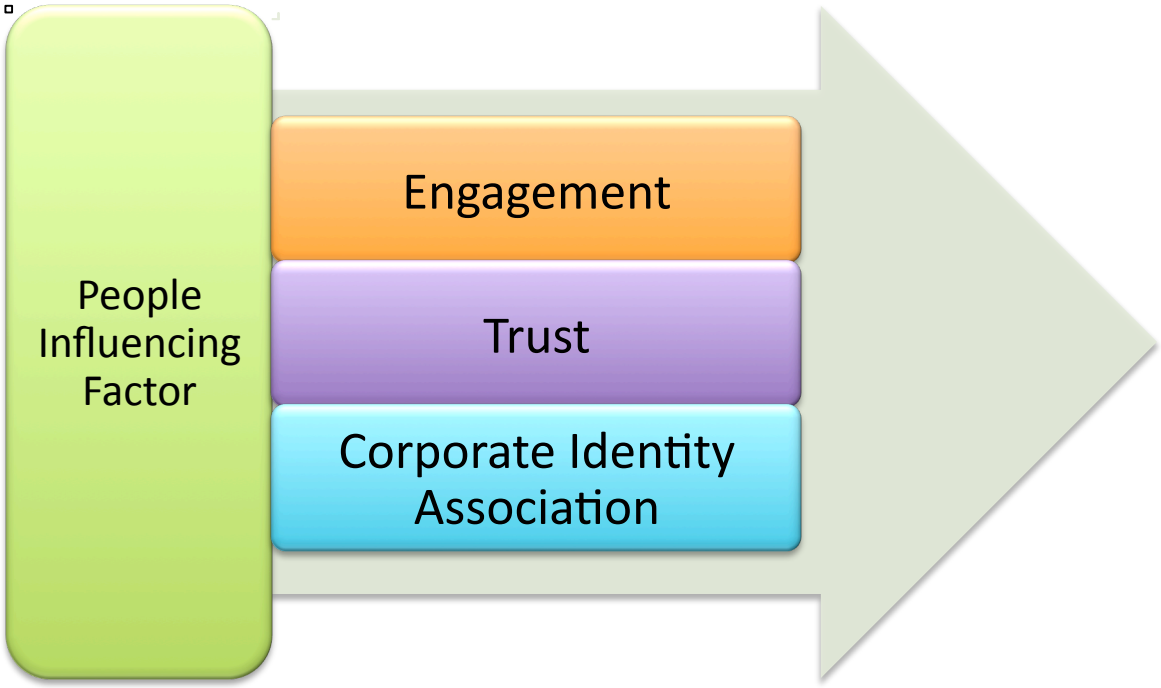
Summary of Stepwise Regression; DV: Factor 1						
	Step - +in/-out	**Multiple - R**	**Multiple - R-square**	**R-square - change**	**F - to - entr/rem**	**p-value**
Engagement	1	0.68	0.47	0.47	190.74	0.00
Trust	2	0.70	0.50	0.03	12.42	0.00
Corporate Identity Association	3	0.71	0.51	0.01	4.48	0.04
Total		**0.71**	**0.51**			

The Multiple-R or correlation coefficient gives an indication of the accuracy of the prediction of the regression of each component in the presence of the all the significant predictors. For the People Influencing Factor summarised in Table 40 the combined accuracy of the regression model highlighted in Table 33 is 71 percent.

The Multiple-R-Squared or coefficient of determination explains the predication of variance of the total regression model in the presence of all the significant predictors. The total coefficient of determination may be interpreted to mean that 51 percent of the variance of the data is explained by the regression model.

Figure 10 below is a graphical representation of the predicting drivers of the People Influencing component of productive organisational energy.

Figure 10: Independent Drivers of the People Influencing Factor



6.4.1.2 Regression Analysis of the Organisational Influencing Factor

As can be seen in Table 34, four independent factors were identified as reliable predictors of the People Influencing Factor. Table 41 is a summary of the independent drivers that the multiple forward stepwise regressions identified as reliable predictors of the Organisation Influencing Factor and the associated relevance of the independent drivers as a predictor of the variance of the component factor.

Table 41: Regression of the Organisation Influencing Factor versus the Independent Factors

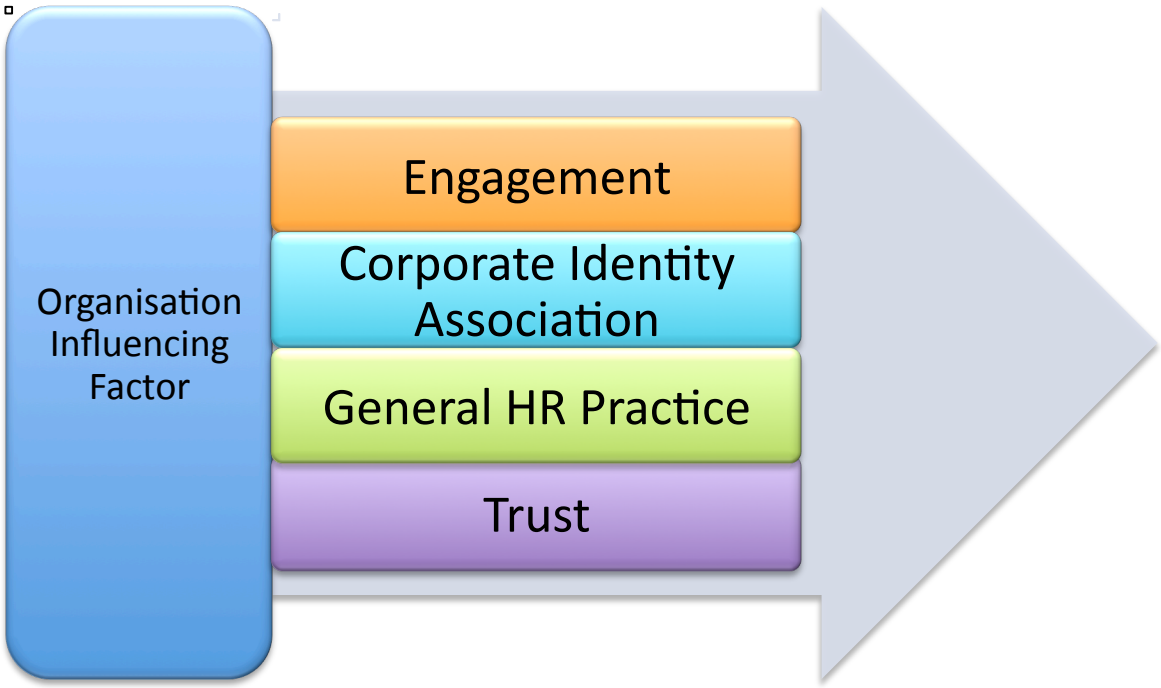
Summary of Stepwise Regression; DV: Factor Two						
	Step - +in/-out	**Multiple - R**	**Multiple - R-square**	**R-square - change**	**F - to - entr/rem**	**p-value**
Engagement	1	0.69	0.47	0.47	194.22	0.00
Corporate Identity Association	2	0.72	0.52	0.05	20.97	0.00
General HR Practice	3	0.74	0.54	0.02	11.28	0.00
Trust	4	0.75	0.56	0.01	6.41	0.01
Total		**0.75**	**0.56**			

The Multiple-R or correlation coefficient gives an indication of the accuracy of the prediction of the regression of each component in the presence of the all the significant predictors. For the People Influencing Factor summarised in Table 41 the combined accuracy of the regression model highlighted in Table 34 is 75 percent.

The Multiple-R-Squared or coefficient of determination explains the predication of variance of the total regression model in the presence of all the significant predictors. The total coefficient of determination may be interpreted to mean that 56 percent of the variance of the data is explained by the regression model.

Figure 11 below is a graphical representation of the predicting drivers of the Organisation Influencing component of productive organisational energy.

Figure 11: Independent Drivers of the Organisation Influencing Factor



6.4.2 Conclusion of Research Question Three

Three independent drivers of the dependant components of productive organisational energy are common. Specifically:

- Engagement
- Trust
- Corporate Identity Association

Additionally, for the Organisational Influencing Factor, the independent driver of General HR Practice is also a statistically significant predictor. Within the organisational environment it logically holds that this factor would be a predictor of this component of productive organisational energy.

For both the People Influencing Factor and the Organisation Influencing Factor engagement is the primary independent driver in both instances predicting 47 percent of the total variance with an 68 percent accuracy.

Notably absent, as a statistically significant predictor of both the primary components of productive organisational energy is Leadership EQ. This outcome is contrary to the expected outcome of the research given the popularisation of emotional intelligence in recent years and the associated academic and business messaging on the critical importance of emotional intelligence in managing the human interaction (or soft skill management) of the organisational whole.

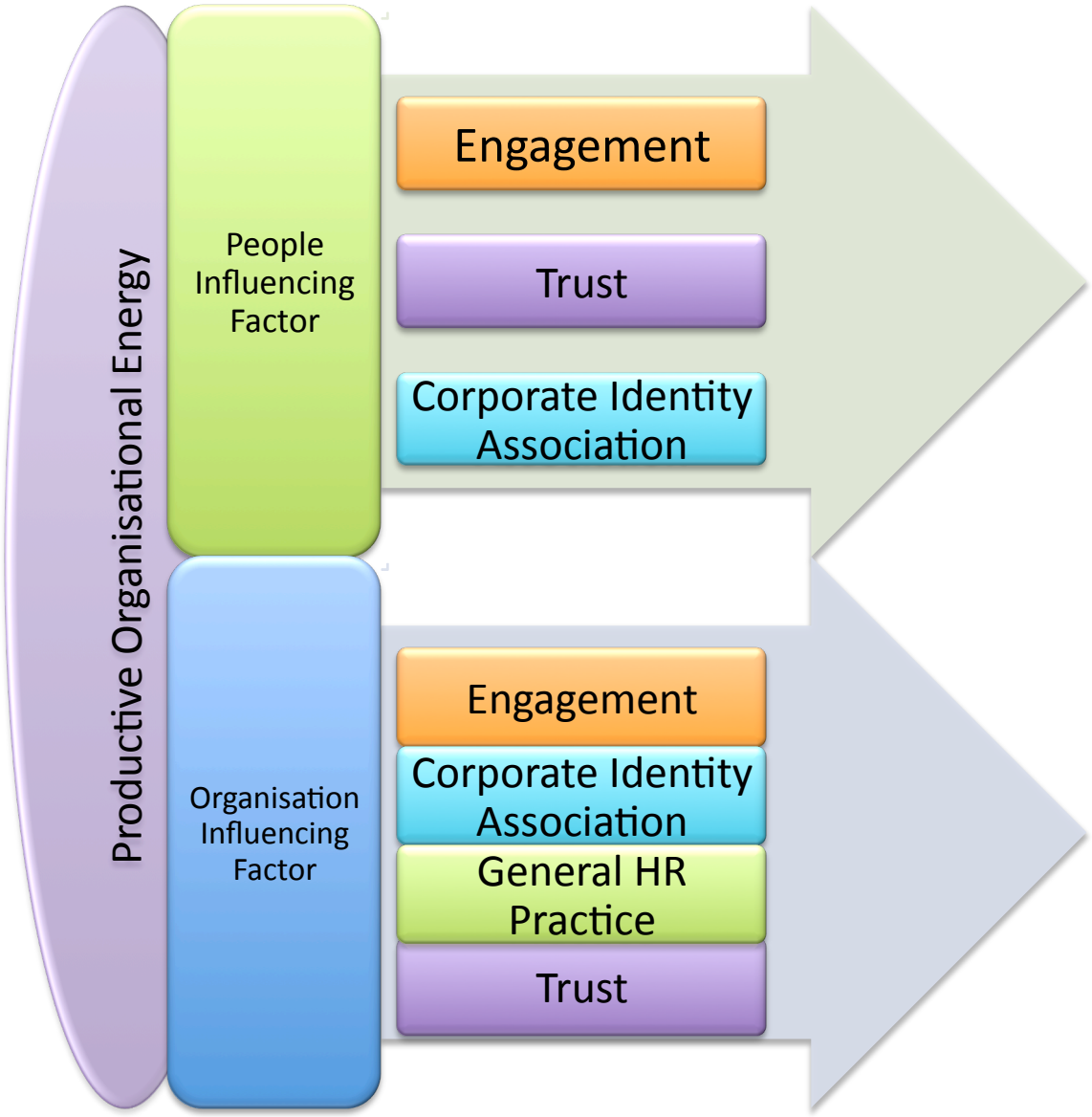
Chapter 7: Conclusion

The objective of this study was to draw on various existing theory bases to develop and define the components of productive organisational energy in terms of broad constructs and their independent variables and to rank those in order of their relative significance.

The final outcome of this research was to produce an empirically developed model of productive organisational energy and its drivers that can be broadly applied across all knowledge worker organisational types and structures in all businesses sectors.

Based on the findings of the research and the statistical analysis of the data collected, the model of drivers of productive organisational energy is presents graphically in Figure 12 below;

Figure 12: The Drivers of Productive Organisational Energy



As discussed in 6.2.4, productive organisational energy is divided into two key components, namely;

- The People Influencing Factor
- The Organisation Influencing Factor

The weighting of these components of productive organisational energy are skewed heavily in favour of the People influencing factor counting over 20 times more significant as a predictor.

As discussed in 6.3.4, the empirically supported theoretically derived factors highlighted in Table 38 and Figure 7 above are potential drivers of both the components of productive organisational energy.

As discussed in 6.4.2 the two key components of productive organisational energy have three common predictors namely;

- Engagement
- Trust
- Corporate Identity Association

With the Organisation Influencing Factor predicted by an additional, fourth, driving factor of General HR Practice. In both component factors, engagement is the strongest independent factor predicting over 47 percent of the variance of both factors in the presence of the other predictors with an accuracy of 68 percent.

Notably absent, as a statistically significant predictor of both the primary components of productive organisational energy is Leadership EQ. This outcome is contrary to the expected outcome of the research given the popularisation of emotional intelligence in recent years and the associated academic and business messaging on the critical importance of emotional intelligence in managing the human interaction (or soft skill management) of the organisational whole.

These findings are a critical contribution to the literary theory and academic opinion regarding the drivers of productive organisational energy. This empirically driven statistically argued study inserts a revised framework for the drivers of productive organisational energy into the academic and industry forums for discussion and debate and offers a framework to guide both future research and leadership thinking on this increasingly relevant and popular topic.

7.1 Recommendations for Corporate Leadership

Based on the empirical data from this study, the key focus area for organisational leadership to focus on in order to create and maintain a climate of productive organisational energy are the engagement factors which act at an individual employee level.

Statistically the engagement independent driver of the people influence factors of productive organisational energy is the most relevant and statistically significant predictor. Though all the areas outlined in this study are relevant and ultimately will all need constant and rigorous focus in order to create and maintain productive organisational energy. Focusing on the engagement driver of the People Influencing Factor will be the focus area that will create the most elastic increase in productive organisational energy with respect to effort; this is essentially the quick win.

7.2 Recommendations for Future Research

7.2.1 Organisational Size and Maturity

A key metric that this new framework needs to be tested against is the size and type of organisation. Specifically, both the size of the organisation and the maturity of the

organisation; it logically holds that the levers which management need to pull on order to fully harness productive organisational energy will be different depending on the physical size of the organisation. In both small organisations and large organisations there will exist specific sub factors of the independent drivers of the primary components which may not be used as effective levers due to the fact that organisational size rigidities may exist. For example, in a small organisation, a lack of or developing corporate brand will subtract from the ability of that organisation to use the company brand and the associated brand identity as a mechanism with which to build an employment reputation that allows employees to attach high individual social status to employment by that company.

Similarly, the maturity stage of the organisation will have rigidities in activating the independent drivers of the components of productive organisational energy. For example, a companies which have grown rapidly from start-up to a developed large organisation, by their very nature will not be able to fully leverage some of the employee engagement sub factors like job control and autonomy.

7.2.2 Sub-Factors

The framework for the drivers of productive organisational energy as graphically summarise in Figure 12 provides a relevant and useful tool for leadership to use to create and maintain productive organisational energy. However, within each of the driving factors of the components of productive organisational energy (like engagement which is the key predicting driver of both components) there are a number of diverse sub factors. The sub factors of engagement include but are not limited to the items shown in Table 42 below.

Table 42: Engagement Sub-Factors

Job Control
Autonomy
Communication
Employee Voice
Non-financial recognition

Across all the independent driving factors of the components of productive organisational energy, it may be valuable to test the sub-factors of each driver. This will determine which levers within each driver will yield the maximum leverage for organisational leadership when trying to create and sustain productive organisational energy.

7.2.3 Qualitative Validation

The explicit empirically derived model of the drivers of productive organisational energy as presented by this study and summarised graphically in Figure 12 can be validated with a qualitative study, comparatively evaluating organisations with varying degrees of inherent productive organisational energy.

7.2.4 Longitudinal Study

With respect to an intervention within an organisation to address and enhance the productive organisational energy, a longitudinal study of the intervention mechanism and the resultant outcomes would be of immense value to both the academic and business community.

7.3 Conclusion

Within the organisational management environment, particularly in organisations were knowledge worker contribution is a key competitive advantage, the ability to harness productive organisational energy is key to both short term and long term high performance. Productive organisational energy is a critical organisational asset, which requires continual focus to both create and sustain. With the findings outlined in this research, summarised graphically in Figure 12. It is hoped that organisational leadership is now better equipped to be able to fully utilise and take advantage of the discretionary and latent ability of the human resource asset resulting in increased organisational performance and therefore greater competitiveness and maximisation of shareholder value.

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Appendix A: Research Phase One - Qualitative Interviewer Schedule

Informed Consent

I am conducting research on the drivers of productive organisational energy. Loosely defined; organisations with high levels of productive organisational energy display intense, positive emotions, high attention and strong activity levels that are oriented towards the company's key strategic goals.

Our interview is expected to last for approximately fifteen minutes, and will help me understand the constituent components of productive organisational energy. Your participation is voluntary and you may withdraw at any time without penalty. All data will be kept confidential and your identity will remain undisclosed.

If you have any concerns, please contact:

	Researcher	Supervisor
Name:	Hayden Lamberti	Prof. Margie Sutherland
Email:	Hayden.lamberti@is.co.za	sutherlandm@gibs.co.za
Phone:	+2783 638 1969	+2711 771 4362

Signature of Participant _____ Date: / / 2010

Signature of Researcher _____ Date: / / 2010

Interview Data Capture

Question 1 – What do you believe is evidence or an indicator of productive organisational energy within an organisation?

Question 2 – What factors do you believe drive productive organisational energy?

Appendix B: Qualitative Coded Data

Appendix C: Research Phase Two – Self Administered Questionnaire

Survey Introduction

I am conducting research on the drivers of productive organisational energy. Loosely defined; organisations with high levels of productive organisational energy display intense, positive emotions, high attention and strong activity levels that are oriented towards the company's key strategic goals. You are requested to please complete the attached survey. Your participation is voluntary and you may withdraw at any time without penalty. Of course, all data will be kept confidential. If you have any concerns, please contact:

	Researcher	Supervisor
Name:	Hayden Lamberti	Prof. Margie Sutherland
Email:	Hayden.lamberti@is.co.za	sutherlandm@gibs.co.za
Phone:	+2783 638 1969	+2711 771 4362

Survey Questions

Please mark the applicable box with an "X" as seen in the example below.

~~Correct Answer~~

Academic Course

PDBA	MBA
1	2

Age in years

Under 25	25 to 29	30 to 34	35 to 39	Over 40
1	2	3	4	5

Industry in which you are currently employed

Construction, Mining and Manufacturing	Financial Services	Hospitality, Medical and Retail	IT, Computing and Consulting	Research and Academic	Government and Parastatal	Other – Please Specify
1	2	3	4	5	6	7

Your Company

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employees display high energy levels	1	2	3	4	5
People in my company are engaged in their work	1	2	3	4	5
People in my company display high levels of ownership	1	2	3	4	5
People in my company work long hours voluntarily	1	2	3	4	5
High levels of bureaucracy exist in my company	1	2	3	4	5
People in my company enjoy the work they do	1	2	3	4	5
I consider my company to be as efficient as it could be	1	2	3	4	5
I consider my company to be as productive as it could be	1	2	3	4	5
I work for a high performance organisation	1	2	3	4	5

Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Being employed at my company is considered a status symbol	1	2	3	4	5
I am proud of the products and services my company provides	1	2	3	4	5
My company has a strong sense of corporate identity	1	2	3	4	5
My company brand is perceived positively by the market	1	2	3	4	5
My company helps me manage my career path	1	2	3	4	5
My company is committed to coaching and/or training of staff	1	2	3	4	5
My company gives financial rewards based on company performance	1	2	3	4	5
My company gives financial rewards based on individual performance	1	2	3	4	5
My company gives financial rewards based on team performance	1	2	3	4	5
My company effectively uses performance metrics	1	2	3	4	5
I can review my manager performance in formal reviews	1	2	3	4	5
My company is outcomes driven	1	2	3	4	5
My company sets correct performance measurements	1	2	3	4	5
I am regularly given feedback on how I am performing	1	2	3	4	5
My company has a rigorous recruitment process	1	2	3	4	5
My company helps me develop my talents	1	2	3	4	5
My company aligns my strengths with my job role	1	2	3	4	5
My company actively deals with non-performers	1	2	3	4	5
I trust my colleagues ability to execute their role effectively	1	2	3	4	5
I can engage a mentor within my organisation	1	2	3	4	5
I can have honest and frank discussions with my manager	1	2	3	4	5
I trust my leaderships ability to execute its role effectively	1	2	3	4	5
My company is ethical and honest	1	2	3	4	5
My company is viewed as a decisive business	1	2	3	4	5
I have access to a great amount of information within my business	1	2	3	4	5
I have the autonomy to make decisions	1	2	3	4	5
My company allows me to work in the manner which suits me	1	2	3	4	5
My company effectively communicates strategic intent internally	1	2	3	4	5
Strong communication and cooperation exists between internal divisions	1	2	3	4	5
Top management consider the opinions of everyone across organisation	1	2	3	4	5
My company has multiple channels of internal communications	1	2	3	4	5
My company promotes employees based on merit	1	2	3	4	5
My company gives employees non financial recognition	1	2	3	4	5
There are strong social networks within my organisation	1	2	3	4	5
People in my company socialise with each other out of work	1	2	3	4	5
My company fosters innovation	1	2	3	4	5
My company has a flat structure	1	2	3	4	5
My company has an inner circle	1	2	3	4	5
My company is continually changing to address the market	1	2	3	4	5
My organisation is structured to address the market demands	1	2	3	4	5
My manager can control his emotions	1	2	3	4	5
My manager has good social relationships with their direct reports	1	2	3	4	5
My manager is fair and understanding	1	2	3	4	5
My manager is understanding of my needs	1	2	3	4	5
The leadership is inspiring	1	2	3	4	5

Thank you for your participation!