



Human Energy at Work and a Research on Identifying the Antecedents*

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Abstract: Occurring increases in human energy provide to increase organizational outputs such as performance rising, formation of positive feeling and high motivation. Because of these advantages provided by an organizational perspective, being high of employees' energy levels is extremely important for foundations. In this study, it is tried to reveal how a relation there is between organizational justice, job satisfaction, person-job fit, person-organization fit, leader-member exchange theory, burnout concepts and human energy. A survey that was formed in parallel with purpose of the research applied to 1750 employees from several enterprises operating Kayseri province in Turkey. As a result of multiple regression analyses that were made by the data obtained, it was confirmed that the organizational justice, job satisfaction, person-job fit, person-organization fit, leader-member exchange theory have a positive effect and burnout has a negative effect on the human energy.

Keywords: Human Energy, Human Energy at Work, Organizational Justice, Job Satisfaction, Person-Job Fit, Person-Organization Fit, Leader-Member Exchange Theory, Burnout

JEL: D23, M12, J24

Received : 03 May 2018

Revised : 05 July 2018

Accepted : 17 July 2018

Type : Research

1. Introduction

In recent years, researchers working in the field of positive psychology and positive organizational behavior have begun to focus on how employees can work more efficiently and stay energetic. They have also concentrated, with the studies in the field of organizational behavior, on how to increase human energy and keep it constantly high as well as proving the fact that positive emotions have a positive effect on employee performance. One of the topics that have begun to attract the attention of academicians in the field of organizational behavior and positive psychology is the human energy concept. The underlying reason for this is that energetic employees have become a necessity for the success of organizations.

Pfeffer (2010), in his article published in the *Journal of Academy of Management Perspectives*, focuses on the sustainability aspect of humans, which is one of the significantly less conspicuous elements in terms of environmental and economical. An important dimension of people's sustainability is closely related to the concept of energy (Brown, 1999). Although the concept of energy has been examined as a concept covered in motivation theories, it has begun to be regarded as a separate subject in the recent studies (Schippers & Hogenes, 2011).

Cite this article as: Bayram, A. (2018). Human energy at work and a research on identifying the antecedents. *Business and Economics Research Journal*, 9(4), 871-888.

The current issue and archive of this Journal is available at: www.berjournal.com

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* This work is derived from a doctoral dissertation entitled "A Research Toward the Determination of Human Energy and its Predecessors in Organizations".

This work was supported from Erciyes University Scientific Research Projects Unit by the project code SDK-2014- 5252.

Energy is an emotional state, including the ability to act, as well as being alive and willing to move into action (Fritz et al., 2011). According to another definition, energy is a feeling in which the individual has the ability and willingness to perform an action (Atwater & Carmeli, 2009). According to another definition, energy is defined as the capacity to do work (Loehr & Schwartz, 2005). With the above definitions, it is possible to define human energy as the source that sets individuals into motion by regulating their feelings and behaviors in the direction of their wishes and needs.

Human energy is an effective experience involving a sensation of positive arousal and mobility (Quinn & Dutton, 2005). In addition, human energy reflects the individual experience that occurs in the absence of exhaustion and in the existence of vitality (Thayer et al., 1994: 910). An employee with firm values of energy is stimulated, energetic and cheerful (Bostic et al., 2000). Fatigue is a sign of exhausted human energy (McNair et al., 1992). Human energy is a fuel for organizations to succeed and is a limited but important resource for businesses (Dutton, 2003). Individuals with higher energies are more creative and productive; they also have a positive effect on other individuals. If employees cannot sustain their energy for a long time, it cannot be expected for employees to perform consistently at high levels.

When studies on human energy are examined, it is seen that a large part of them are composed of theoretical studies (Pfeffer, 2010; Schippers & Hogenes, 2011; Loehr & Schwartz, 2005; Fritz et al., 2011; Dutton, 2003; Hobfoll & Shirom, 2001). When empirical studies on energy management are examined, it is seen that the studies are of exploratory nature and include studies to measure energy management strategies.

In this study, the variables affecting the energy levels of the employees in the workplace are highlighted. In relation to the topic of interest, in the literature, there are not many studies to determine which variables are effective on human energy in organizational terms, so expert opinion is sought to determine which variables would affect human energy. As a result of the expert opinions, it was concluded that perceived organizational justice, job satisfaction, person-job fit, person-organization fit, leader-member exchange and burnout variables may have an effect on human energy, and the research models developed were tested considering the scientific research process.

The main purpose of this study is to reveal the effects of the variables of **organizational justice, job satisfaction, person-job fit, person-organization fit, leader-member exchange** and **burnout** on the concept of human energy in organizations.

It is expected that the study done will create an awareness of human energy among the practitioners and the employees and contribute to the policies and applications to be developed on the human energy.

The data was gathered from 1750 employees working at various enterprises operating Kayseri province in Turkey by means of the questionnaire developed by using the scales belonging to above-mentioned variables. Research hypotheses were tested by the analyses done. Findings obtained were interpreted and suggestions were developed for further research.

2. Theoretical Background

2.1. The Concept of Human Energy and Human Energy at Work

The word energy comes from Latin *energeia*, meaning *activity operation*. In addition, the word *energias* is used in the sense of *active* and *work* (Harper, 2014). As Barnard observes, "life is an organization based on the preservation and maintenance of the personal energy necessary to realize the goals. In addition, Katz and Kahn underlined the importance of energy as a system for the life cycle of individuals (Katz & Kahn, 2003).

Energy is an external concept that differs from phenomena such as self-confidence, intrinsic motivation, participation and additional effort. Positive emotions are a behavioral approach, which increases readiness for performance and leads to an increase in individual thought and immediate attention (Amabile

et al., 2004). In the form of positive emotions, creating a feeling of energy makes it easier to get into the act; this energy contains a pleasant feeling, joy, desire and an attraction for action.

The most basic definition of energy is "the ability to act, including concepts of activity, work or power capacity" (Random House Dictionary, 2014). According to another definition, energy is a type of positive stimulation such as emotions experienced by humans, short responses to specific events and long-lasting emotions, not necessarily with responses to mood or specific events (Quinn & Dutton, 2005: 36). In addition, energy is a resource to move towards goals. It is also possible to define human energy as a source that prompts individuals by regulating their emotions and behaviors in the direction of their wishes and needs.

Energy is a word that creates very different associations. From enthusiasm or having the ability to act to excitement or reaching varied goals, this concept arouses curiosity and appeals to academicians and practitioners. Popular books accept the critical dimension of human energy (Loehr & Schwartz, 2005). The need to understand the potentials and limitations of human energy reveals several issues such as establishing a balance between disposable and renewable human energy and its effects on other aspects of life as well as the energy resources in business life.

Despite the fact that the concept of energy in business life is being scrutinized increasingly in the scientific sphere, the existing literature is still speculative and normative. Furthermore, it is also stated that it is very difficult for those who make evaluations on organizations to make a definition of "energy" in a true sense, while periodic energy is accepted to be widespread and effective in the life of the organization (Quinn & Dutton, 2005: 36).

It is also a source of progress towards goals. However, the unconscious management of energy resources reduces the level of energy, which is limited and takes time to be renewed (Zohar et al., 2003).

Based on the commentary up to here, is possible to define the concept of human energy in business life as "the source that regulates the behaviors and emotions of employees in organizational life towards individual goals and desires, organizational and group norms."

The concept of energy, which is of interest in business life, has increased in favor of positive incentives rather than prevention of negative psychological conditions (Luthans & Avolio, 2009). Especially during recession, the high amount of layoffs has negative impacts on employees and incites the consumption of more emotional labor, thus, causing the consumption of energy reserves (Pugh, 2001). The presence of these anxieties can lead to deprivation, fatigue, sleep disturbances, and high levels of exhaustion (Sonnetag et al., 2008). These cause poor performance due to the exhaustion of employees' energies.

The effect of the activities that renew human energy diminishes over time. The energy level decreases towards the end of the working week or day. This is concerned with Pfeffer's (2010) concern about human sustainability: if employees cannot maintain their energy levels for a long time, it will not be possible for institutions to expect high performance from them.

In addition to the fact that being energetic in the workplace can have enormous impact on the employees, energetic employees can provide the organization with a competitive edge. Dutton (2003) takes this view one step further by saying that "energy is a renewable fuel both for employees and for the organization, which can be used to make organizations perfect."

When empirical studies on energy management are examined, it is seen that they are of an exploratory nature and aimed at the measurement of energy management strategies. Loehr and Schwartz (2005) have identified four important strategies for employees to manage work-related energies. These are classified as physical, relational, mental and spiritual strategies. Physical strategies are strategies that meet basic physiological needs. Relational strategies are strategies towards establishing positive relationships with people (such as offering favor to somebody). Mental strategies are focused and future-oriented behaviors (e.g. making a job list, planning for the weekend). Spiritual strategies are strategies to see the bigger picture and thinking about the meaning of the work.

Özdevecioğlu et al. (2014) have shown energy management tactics as internal and external organizational tactics in their work. They have defined the inter-organizational energy management tactics as the tactics related to individuals' colleagues, to themselves, or to their organization within working hours, and non-organizational energy-gathering tactics are the energy-gathering tactics that are not relevant to the organization in which the individual works and are related to the social lives of the individual.

2.2. Organizational Factors Affecting the Human Energy

Since there are not many studies in the literature and current studies are theoretically aimed at defining the concept of human energy, expert opinion has been applied to while determining the organizational variables that may have an impact on human energy. In this context, 70 lecturers in the Scientific Board of Organizational Behavior Congress, held in Turkey, were reached via e-mail and requested to mark seven variables out of 18, which are included in the organizational behavior literature and considered to have an effect on human energy. As a result of the markings of 35 lecturers who responded, the first six variables, where there was a break, were decided to form the independent variables. These variables are listed from the one with the least vote to the one with the highest as organizational justice, job satisfaction, person-job fit, person-organization fit, leader-member exchange and burnout.

2.2.1. The Concept of Perceived Organizational Justice and Energy

Organizational justice first emerged as a scientific concept more than 20 years ago and has become a concept that many researchers have begun to emphasize. Organizational justice is related to the level of perception that employees have about workplace results, procedures, and relationships. These perceptions influence occupational attitudes and behaviors in a positive or negative way (Adams, 1965).

Organizational justice is expressed as an individual's perception of justice in the decision-making stage and in source allocation (Greenberg, 1987). It is assessed by determining whether perception of outcomes of inputs match those of others or not (Adams, 1965). Fair behaviors at work are the issue of organizational justice. Organizations are concerned with whether or not employees are treated fairly in the workplace and how these behaviors affect other work-related behaviors. At the bottom of the studies over organizational justice lie the positive and negative attitudes of individuals about the work, organization and managers, who believe that they are treated fair and who do not believe (Moorman, 1991). More specifically, the most important element of trust is that one side expects the other to behave fairly and justly (Williamson & Williams, 2011).

Equality within the organization is mostly concerned with the balance among the hard work of the employees, their talents and interests, their salary, benefits and the respect they get from others. Through the provision of this equilibrium, this helps employees become motivated. These positive relationships and high motivation will result in an increase in the positive emotions of the employees and, ultimately, the energy levels of the employees will be high.

2.2.2. The Concept of Job Satisfaction and Energy

Research focused on job satisfaction has become widespread in the second half of the 20th century (Springer, 2011). According to Ghazzawi (2011), as of 1990, there were 12,000 studies on job satisfaction. The concept of job satisfaction was first introduced by Hoppock in the book named "Job Satisfaction". Hoppock expresses job satisfaction as employees' psychological and physical satisfaction of environmental factors and personal reaction to their working environment (Hoppock, 1935).

The concept of human energy, understood intuitively, is important for organizational life. It is a widely accepted belief that workers with higher-energies devote more efforts to fulfill their duties. In addition, human energy at work is closely related to job satisfaction. The study on the use of time management techniques such as setting targets and priorities, preparing the list of plans and making plans has shown that employees' levels of job satisfaction increase and therefore the energy levels of employees are higher (Macan, 1994).

In addition, the comparison of those that the individuals have gathered with expectations in terms of such factors as payment, promotion, inspection, additional benefits, possible prizes, working methods, colleagues, nature of work and communication implies that individuals' liking for the job or the happiness that they feel creates job satisfaction and causes individuals to be energetic by making them have positive feelings about the job and the organization.

2.2.3. The Concept of Person-Job Fit and Energy

Despite the fact that the concept of person-job fit was introduced by researchers at the beginning of the 20th century, the concept has begun to be addressed and studied more frequently in recent years (Brkich et al., 1995). Person-job fit can be defined as 'the relationship between the characteristics of an individual and the characteristics of work or task' (Kristof-Brown et al., 2005). According to another definition, the degree of harmony between an employee and the work to be done is called **person-job fit** (Edwards, 1991). Therefore, person-job fit is the link between the individual's abilities and the qualities and necessities of the work (Sekiguchi, 2004). It is important to note here that the fit between the person and the job can be evaluated both subjectively and objectively. Subjective person-job fit is the perception of how much an individual suits the requirements of a particular job. On the contrary, objective person-job fit means how well an individual's certain preferences or characteristics fall into the characteristics of the job (Ehrhart, 2006). For this reason, person-job fit is a link between the (a) knowledge, talents and abilities of an individual and (b) the requirements of the job (subjective), needs and desires of the individual.

One of the variables affecting the energy levels of employees in organizations is person-job fit. If there is a harmony between the individual and the work to be done, the energy level of the individual will be high (Schipper & Hogenes, 2011: 195). The energy level of the employees will be low if the employees' physical characteristics, knowledge and experiences do not conform to job requirements and job qualities. It is expected for a person who does a job that he/she likes and that suits his/her own abilities and qualities to be energetic. Otherwise, a person who works at a job that does not suit his/her qualities, that is not meaningful for him/her and in which he/she cannot fulfill his/her responsibilities and duties cannot be expected to be energetic.

2.2.4. The Concept of Person-Organization Fit and Energy

Person-organization fit is generally defined as the compatibility between people and organizations (Kristof-Brown et al., 2005). In employee selection literature, person-organization fit is conceptualized as a match between an individual and organizational characteristics (Judge and Ferris, 1992). Person-organization fit is a key factor in ensuring a rigorous workforce required in tight labor markets and competitive work environments (Bowen et al., 1991). According to Kristof, person-organization fit is the compatibility that can be determined when one of the parties meets the wishes and needs of the other, or when the organization and the employee have similar basic characteristics.

The similarity between personality traits of the employees and organizational characteristics, the ability to attain personal goals while striving for the organization to generate income, and the appropriateness between the values of employees and organization directly affect the energy levels of the employees. Value given to the person, permission for praying, production to public's favor and social responsibility activities will increase employees' spiritual energy. Employees' common characteristics with the organization and colleagues will have an emotionally and mentally positive effect on them. If employees work at an organization with familiar characteristics, orientation stage will be short, they will not have problems with obeying the rules, will feel like a part of the organization, will not tire themselves mentally to understand or have empathy for the events around them, devote more effort for the organization to reach its goals, will feel happy when goals are attained, will feel highly energetic.

2.2.5. The Concept of Leader-Member Exchange and Energy

Leader-member exchange is a theoretical leadership approach and aims to define how changing manager-subordinate relations has developed over time (Sears & Holmvall, 2010: 593). Within the leader-member exchange theory, there is a functionalized leadership approach based on relationships. The conceptualization of the leader-member exchange theory supports the notion that mature professional bilateral relations lead to effective leadership within organizations (Graen & Uhl-Bien, 1995).

While Graen & Uhl-Bien (1995) conceptualize that the theory of leader-member exchange is based on mature, professional, bilateral relationships that would affect the effective leadership within organizations positively, others believe that the theory of leader-member exchange is only a factor that determines bilateral relations (Schriesheim et al. 1999). These debates have been used to measure the impact of strong bilateral relations, as well as providing several links between leader-member exchange and leadership effectiveness.

The Coordination Theory proposed by Quinn and Dutton (2005) explains the relationship between interpersonal communication and human energy in terms of fulfilling promises and energy interaction. Focusing on emotions of positive communication such as belonging, autonomy and competence, this theory argues that individuals increase their level of energy through bilateral relations.

2.2.6. The Concept of Burnout and Energy

The concept of burnout was first investigated in 1970s by the psychologist Freudenberger, who described an event that he himself experienced and occurred in other individuals working on free clinics and therapeutic drug treatment programs. Freudenberger initially described burnout as a dictionary definition as 'failure, exhaustion, or failure of the individual as a result of excessive demands for his/her energy, power and resources' (Freudenberger, 1974: 159). Then he described burnout as a consequence of draining energy and a consequence of the feeling of being overwhelmed by problems that an individual can face.

A few years later, Maslach, a social psychologist, began to be interested in the subject of burnout. He started his work by asking employees with social service occupations about the stress they face in their work (Maslach et al., 2001).

Theories and research on the topic of burnout have shown that burnout causes low energy and even more specifically, that long-term exposure to stress leads to physical, mental and emotional fatigue. In the theories of burnout, energy deficit has not been directly used as a concept but the concept of emotional exhaustion has been used. The energy levels of employees who work in jobs that cause emotional exhaustion decrease in a short period. Employees with burnout can even cause their colleagues to be impacted negatively, and reduce their energies (Maslach et al. 2001).

3. Research Methodology

In this part of the study, there is a research carried out with the data obtained through the questionnaire prepared in accordance with the aim of the study with employees in different private sector enterprises Kayseri province in Turkey.

In this section, research's significance, purpose and scope, limitations, research model, hypotheses on which it is based and the method respectively are explained. At the end of the section, the analysis and the evaluation of the findings are included.

3.1. Significance of the Research

With the understanding of the importance of human resources for the success of organizations, scholars and administrators have begun to study how human resources should be managed in order to achieve organizational goals. One of the issues that have begun to attract the attention of academicians in the field of organizational behavior and positive psychology is the concept of human energy. The underlying reason for this is that energetic employees are a necessity for the success of organizations. Individuals with

more energy are more creative and productive and have a positive influence on other individuals (Cross and Parker, 2004).

3.2. Purpose and Scope of the Research

When the focus is shifted towards the humans' sustainability aspect, the concept of energy comes to the forefront. Although the concept of energy is a concept that has been studied up to now in motivation theories, it is now being considered as a separate subject (Schippers & Hogenes, 2011).

The fact that the literature on the concept of human energy, which has recently begun to be regarded as a different subject by researchers, does not have many sources and the existing sources are predominantly theoretical does not provide clear information to researchers and practitioners about how human energy is affected by various variables.

Especially with the worsening of competition conditions, employees that enterprises employ are of great importance in order to ensure sustainable competitive advantage of the enterprises. Along with the fact that a new technology can easily be imitated by competitors over a very short period of time, enterprises should benefit efficiently from values of employees, who are a part of the intellectual capital, that enrich enterprises such as knowledge, skills and working methods. It seems inevitable to assert how to best utilize the energy that the employees have in order to be sustainable and productive.

The main purpose of this study is to reveal the effect of the variables of perceived organizational justice, person-job fit, person-organization fit, leader-member exchange, job satisfaction and burnout, which are thought to influence human energy at work and which were gathered according to expert opinion considering the lack of sources in the literature and cost and time limitations.

With the questionnaire, the relationships between the variables mentioned above and the human energy will be examined with the data collected from blue-collar employees working in different private sector enterprises Kayseri Province in Turkey.

3.3. Population and Sampling

In sampling, it is vital for the sample size to represent its population. This leads to the problem of how big a sample should be to represent the population. Sampling errors occur when the sample does not have enough representativeness (Balci, 2004: 91). The best sample size is the samples that have enough items to produce reliable and generalizable results.

The population consists of blue-collar workers working in private sector institutions Kayseri province in Turkey. Since the population size was not known for sure, the data was gathered from 1750 employees working in 17 different institutions in order to increase representativeness and obtain reliable results. The amount of data can be said large enough to represent the population. All of the businesses in which the data are collected are large-scale enterprises. The distribution of enterprises by sector is shown in Table 1.

Table 1. Distribution of Businesses by Sectors

SECTOR	Frequency
Furniture Sector	8
Operating Machinery Sector	2
Wood and Forest Products Sector	2
Operating Energy Sector	2
Telecommunication Sector	2
White Goods Production Sector	1

3.4. Limitations of the Research

The basic constraints of the research are the time and cost constraints, as in all other studies. Although the population of the study is comprised of all blue-collar workers employed in private sector businesses operating Kayseri province in Turkey, the sample of the study consists of 1750 people from 17 selected enterprises because of the lack of access to all of the employees.

The reluctance by the employees to take time to fill out the questionnaire is another limitation of the research. It is also assumed that all the statements in the questionnaire are correctly understood by the participants.

3.5. The Model and Hypotheses of the Research

The research model and the hypotheses developed in accordance with the above-mentioned purpose are as follows.

H₁: Perceived organizational justice has an effect on human energy.

H₂: Job satisfaction has an effect on human energy.

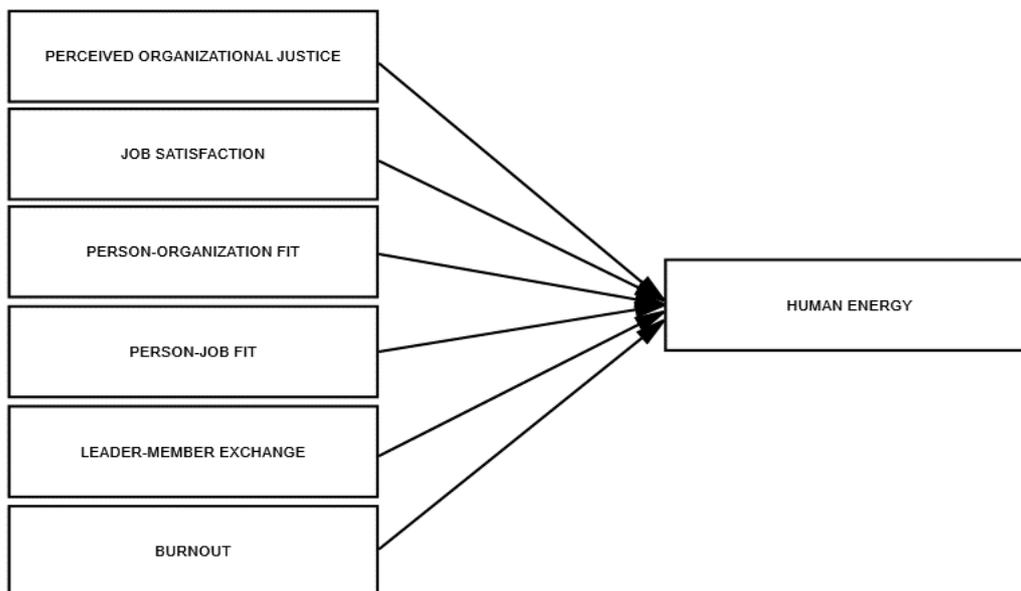
H₃: Person-job fit has an effect on human energy.

H₄: Person-organization fit has an effect on human energy.

H₅: Leader-member exchange has an effect on human energy.

H₆: Burnout has an effect on human energy.

Figure 1. The Model of the Research



3.6. Data Collection Method

As the data collection tool, survey method (Nakip, 2003: 97), which is the most important tool of the survey research and is a formatted data form used to collect information from the respondents, was used. The questionnaire consists of two parts. In the first part, there are 72 expressions belonging to the seven variables in the scales, which were designed in the direction of the research purpose while four demographic variables belonging to participants in the second part.

Expressions on all scales were created to be answered in 7-point Likert format, and scale instruction was made accordingly. Evaluation is as "strongly disagree" (1), "disagree" (2), "somewhat disagree" (3), "neither agree nor disagree" (4), "somewhat agree" (5), "agree" (6) and "strongly agree" (7). This part of the study will include information about the scales in the questionnaire.

The Scale of Human Energy at Work: The "Scale of Human Energy at Work" (Appendix-1) developed within the scope of the study was used to measure the energy levels of the participants. The scale consists of 20 expressions and 4 sub-dimensions. These dimensions are physical energy, emotional energy, spiritual energy, and mental energy, and each sub-dimension is measured by five statements.

Perceived Organizational Justice Scale: The "Perceived Organizational Justice Scale" developed by Niehoff and Moorman (1993) was used to determine the perceived level of justice of participants. Some of the statements are "I think that my duties and responsibilities related to my job are fair.", "My supervisor asks for employees' ideas and thoughts before making decisions about the work" and "When my supervisor is about to make decisions about my job, he/she has awareness of my individual needs."

Job Satisfaction Scale: The "Short-Form of Job Satisfaction Scale" developed by Judge et al. (1998) was used in order to determine the job satisfaction levels of the employees. "I am very pleased with my current work", "I think my work is boring", and "It seems that the day will never end in the workplace."

Person-Job Fit Scale: The "Person-Job Fit Scale" developed by Saks and Ashfort (2002) was used to measure the Person-Job Fit levels of the participants. The scale consists of one dimension and four statements. "The knowledge, skills and features that I have meet my job needs.", "My current job meets my work-related needs.", "My current job is the most appropriate job to me", and "My current job allows me to do what I want."

Person-Organization Fit Scale: The "Person-Organization Fit Scale" consisting of four statements and one dimension, developed by Netemeyer et al. (1997), was used to determine the level of person-organization fit levels of the participants. The statements are "There is a good harmony between my personal values and the enterprise in which I work", "I have the same values as my enterprise on honesty", "I have the same values as my enterprise on justice," and "This business has the same values as my colleagues."

Leader-Member Exchange Scale: The "Leader-Member Exchange Scale" developed by Liden and Maslyn (1998) was used to measure the quality of the relationship between the employees and their superiors. It consists of one dimension and 12 statements. Some of the statements are "My superior is glad to work with me", "Even if I do not have full knowledge of the subject, I defend my superiors' decisions", "I defend my superior when he/she is criticized by others", and "Support and resources provided by my superior are more than necessary."

Burnout Scale: The "Burnout Scale" developed by Kristensen et al. (2005) was used to determine occupational burnout levels of participants. The scale consists of one dimension and seven statements. Some of the statements are "I feel worn out at the end of workday", "My work emotionally tires me" and "My work disappoints me."

3.7. Gathering and Analyzing the Data

The population consists of blue-collar workers working in 17 different private sector institutions Kayseri province in Turkey. Enterprises were selected by simple random sampling method and a questionnaire form was applied to all blue-collar employees working in those enterprises. In the course of the implementation of the questionnaires, service procurement was performed within the scope of the "Scientific Research Project", which was previously prepared for the thesis, and professional interviewers ensured the collection of the data essential for the research by face-to-face method.

The data collected from the primary source by means of the questionnaire was evaluated by statistical package programs. First, the reliability of the answers given was evaluated, frequency distributions were analyzed, exploratory factor analysis was applied to the scales, correlation analysis was performed to

reveal the relationships among variables and the degree of these relationships, and then regression analyses were used in testing the hypotheses of the research.

4. Research Findings

4.1. Findings Related to the Participants

In this part of the study, the findings related to the demographic characteristics of the participant, the results of the reliability and frequency analyses of the scales, the results of the exploratory factor analysis, the correlation coefficients among the variables, and the results of the regression analysis of research hypotheses are presented.

Table 2. Distribution of Responses Given and Demographic Characteristics of Participants

GENDER	Frequency	Percentage (%)
Female	439	25.1
Male	1311	74.9
AGE	Frequency	Percentage (%)
Age 25 or younger	788	45.1
26 to 35	592	33.8
36 to 45	266	15.2
Age 46 or older	104	5.9
MARITAL STATUS	Frequency	Percentage (%)
Married	717	41.0
Single	1033	59.0
EDUCATIONAL STATUS	Frequency	Percentage (%)
Elementary School	165	9.4
Middle School	280	16.0
High School	784	44.8
Associate Degree	235	13.5
Undergraduate	256	14.6
Graduate	30	1.7
TOTAL	1750	100

Table 2 shows the distribution of participants according to their demographic characteristics. When the distributions of participants by gender are examined, it is seen that the majority is composed of male participants (74.9%) and the number of female participants is very low (25.1%). According to their marital status, the number of participants is very close to each other, the proportion of married participants is 41.0% and that of single participants is 59.0%. 45.1% of the participants is 25 years old or younger, 33.8% is 26 to 35, 15.2% is 36 to 45 and 5.9% is 46 or over. When the distribution of the participants according to education levels is analyzed, it is seen that 9.4% of the participants last completed elementary school, 16% secondary school, 44.8% high school, 16.5% associate degree, 14.6% undergraduate and 1.7% graduate.

4.2. Results of the Reliability Analysis

Before testing research hypotheses, the reliability of research scales was evaluated. Reliability is the criterion of measurement consistency. Similar results should be obtained when the measurement results are applied in different cases. In other words, independent measures should give similar and consistent results. Reliability is a concept that explains the consistency of all statements in relation to each other and the homogeneity and sufficiency in measuring. An application of the internal consistency method is the "alpha coefficient". Alpha coefficient is the most widely used method to test the reliability of the scale and it takes

a value between zero and one. To talk about the reliability of the scale used in the research, the alpha coefficient should be 0.70 or higher (Hair et al., 1998: 118).

The alpha values calculated for the statements in the questionnaire can be seen in Table 3.

Table 3. Reliability Coefficients of Statements

	NUMBER OF ITEMS	CRONBACH'S ALPHA COEFFICIENT
Human Energy	20	.934
Perceived Organizational Justice	20	.915
Job Satisfaction	5	.831
Person-Job Fit	4	.806
Person-Organization Fit	4	.824
Leader-Member Exchange	12	.894
Burnout	7	.902

As it is shown in the table, the alpha coefficients for all scales and subscales are greater than .70. Values demonstrate that the internal consistency of the scales is high. The Cronbach's alpha coefficients of the scales are between .806 and .934. This result shows that the scales are reliable and that the desired characteristic is most probably measured correctly.

4.3. Descriptive Statistics

The mean, standard deviation and variance values of the scales used in the study are shown in Table 4.

Table 4. Descriptive Statistics of Variables

Variable	Mean	Standard Deviation	Variance
Human Energy	5.2841	1.09351	1.196
Perceived Organizational Justice	4.6378	1.05632	1.116
Job Satisfaction	5.3675	1.26393	1.598
Person-Job Fit	4.9391	1.27327	1.621
Person-Organization Fit	5.0699	1.30939	1.714
Leader-Member Exchange	4.9393	1.15594	1.336
Burnout	3.0925	1.24559	1.552

The mean values of the answers given to the variables have values between 3.09 and 5.37. When the standard deviations, the average measure of central tendency, are examined, it is seen that the values change between 1.06 and 1.31.

4.4. Results of the Exploratory Factor Analysis

Exploratory factor analysis aims to identify the basis of a data matrix and to determine separately each dimension that constitutes this structure (Hair et al., 1998). The KMO (Kaiser-Meyer-Olkin) test, a test that shows the validity of the factor analysis from the beginning, is a test to measure the sample size and it is desirable that the sample size exceeds 60% of the KMO value in order to proceed with the analyses (Nakip, 2003: 409). It is also desirable that the value of X^2 is high and the value of p is significant at 5%.

In the exploratory factor analysis, the principal component estimation method and the Varimax rotation technique were applied to calculate the factor loads for all scales. The factors with eigenvalues

greater than 1 were taken into account and the factor loads were required to be greater than 0.50. The results of the exploratory factor analysis for the scales used in the research are as follows.

Table 5. Exploratory Factor Analysis of Scales

HUMAN ENERGY <i>Factor loading= .611-.791 N=1750; KMO= 0.911</i> Bartlett's Sph. $\chi^2=21116.010$; $p = 0.000$ VE= % 66.465
PERCEIVED ORGANIZATIONAL JUSTICE <i>Factor loading= .519-.888 N=1750; KMO= 0.917</i> Bartlett's Sph. $\chi^2=30230.821$; $p = 0.000$ VE= % 72.346
JOB SATISFACTION <i>Factor loading= .726-.832 N=1750; KMO= 0.761</i> Bartlett's Sph. $\chi^2=3666.659$; $p = 0.000$ VE= % 59.700
PERSON-JOB FIT <i>Factor loading= .794-.827 N=1750; KMO= 0.799</i> Bartlett's Sph. $\chi^2=2437.659$; $p = 0.000$ VE=65.541
PERSON-ORGANIZATION FIT <i>Factor loading= .648-.886 N=1750; KMO= 0.765</i> Bartlett's Sph. $\chi^2=2519.982$; $p = 0.000$ VE=63.734
LEADER-MEMBER EXCHANGE <i>Factor loading= .581-.775 N=1750; KMO= 0.938</i> Bartlett's Sph. $\chi^2=15493.511$; $p = 0.000$ VE=70.163
BURNOUT <i>Factor loading= .707-.870 N=1750; KMO= 0.896</i> Bartlett's Sph. $\chi^2=17586.612$; $p = 0.000$ VE=63.414

4.5. Results of Correlation Analysis

Correlational analysis was used to determine the relationships among perceived organizational justice, job satisfaction, person-job fit, person-organization fit, leader-member exchange, burnout and human energy. Levels of relationships among variables are as seen in the table.

Table 6. Results of Correlation Analysis

	1	2	3	4	5	6	7
Human Energy	1						
Perceived Organizational Justice	.338**	1					
Job Satisfaction	.651**	.293**	1				
Person-Job Fit	.552**	.411**	.347**	1			
Person-Organization Fit	.509**	.407**	.340**	.623**	1		
Leader-Member Exchange	.482**	.570**	.294**	.500**	.478**	1	
Burnout	-.344**	-.324**	-.253**	-.318**	-.228**	-.371**	1

**= Correlations are significant at the 1% level.

Correlation analysis demonstrates that there are significant and positive relationships between perceived organizational justice and human energy at the 33.8% level, between job satisfaction and human energy at the 65.1% level, between person-job fit and human energy at the 55.2%, between person-organization fit and human energy at the 50.9% level and between leader-member exchange and human

energy at the 48.2% level, and that there is a significant and negative relationship between burnout and human energy at the 34.4% level.

4.6. Testing the Research Hypotheses

In this part of the study, hypotheses set previously will be tested in order to reach information and findings about the relationships between independent variables of the research, perceived organizational justice, job satisfaction, person-job fit, person-organization fit, leader-member exchange and burnout, and the dependent variable, human energy. Regression analysis is used to test hypotheses.

Table 7. Regression Analysis Results Related to the Relationships between Human Energy and the Independent Variables

Variable	Beta	t	Sig.	R	R ²	F	Sig.F	Result
Constant	1.300	9.779	.000					
Organizational Justice	.080	3.979	.000					
Job Satisfaction	.414	8.271	.000					
Person-Job Fit	.180	10.256	.000					
Person-Organization Fit	.119	6.718	.000					
Leader-Member Exchange	.173	8.846	.000					
Burnout	-.070	-4.706	.000					
				.768	.590	418.590	.000	Accept
Regression Model Y= 1.300 + .080(Organizational Justice) + .414(Job Satisfaction) + .180(Person-Job Fit) + .119(Person-organization fit) + .173(Leader-Member Exchange) - .070(Burnout)								

Table 7 gives the results of the regression analysis and the evaluations of the hypotheses. First, the statistical validity and significance of the three models established in regression analysis were tested. Results of ANOVA analysis, which tests the validity and significance of models, show that the F values were calculated as 418.590 and $p=.000$. After testing the validity of the model, R, which is the regression coefficients indicating the relationship between the independent variables and the dependent variable, and R², which explains the variation of the independent variables on the dependent variable were examined. The R value was calculated to be 0.768 and the R² value to be 0.590 and the corrected R² value to be 0.589.

On the other hand, when the results related to the validity of the research hypotheses are examined, there is a relationship among the variables in the models from the **beta** coefficients, which indicate the level of the relationship between independent variables and the dependent variable in the model, and in this case, 6 main hypotheses, established to determine the relationship between the dependent variable and independent variables, are accepted.

5. Conclusion and Recommendations

In order to ensure the sustainability in businesses in today's competitive conditions, managers should approach organizational problems from the perspective of organizational behavior. In terms of competitive superiority, this perspective is an opportunity for enterprises. With the understanding of the importance of human resources for the success of organizations, academics and managers have begun to work on how human resources should be managed to achieve organizational goals. One of the issues that have begun to attract the attention of academicians in the field of organizational behavior and positive psychology is the concept of human energy.

Energy is an emotional state, including the ability to act, as well as being alive and willing to move into action. An important dimension of sustainability of employees in organizations is energy (Brown, 1998). Increase in human energy also affects organizations positively. The result is a rise in organizational outcomes such as increase in performance, positive emotions, and high motivation. If the employees cannot sustain their long-term energy, it is imperative that they continuously display top-level performance. If employees

cannot sustain their energy for a long time, they should not be expected to show top performance consistently.

All statistical analyses and processes reveal that human energy is influenced by factors such as job satisfaction, organizational justice, burnout, person-job fit, leader-member interaction, person-organization fit. The striking result is that all the independent variables affect human energy and its sub-dimensions. In this context, the acceptance of the entire set of hypotheses is an important result.

It is seen that the most effective variable on the human energy is job satisfaction, as shown by the Beta coefficients, explanation power of the change in the independent variable. The job satisfaction variable is followed by the person-job fit, leader-member exchange, person-organization fit, organizational justice, and burnout variables. While there is a positive relationship between human energy and five variables, there is a negative relationship between human energy and burnout.

Managers take advantage of many different motivations to ensure that employees work with satisfaction of what they do. It is expected to have high energy levels for employees who are stimulated to reach their own desires and needs with a satisfaction level increased with payment, promotion, inspection, additional benefits, possible prizes, working methods, colleagues, nature of work and communication. The main reason behind the fact that the most influential variable in human energy is job satisfaction is that the individuals who have positive affection towards the work they are doing and the institution they work in are energetic.

Individuals will not have difficulty in doing their jobs when the degree of connection between individuals' talent and the qualities and requirements of the job is high. Because of this harmonization, the energy levels of the individuals will be high. Individuals will feel energetic if they work in a job that meets their needs, qualifications that suits their knowledge, skills, and physical characteristics. A person who does not fulfill the duties and responsibilities assigned to him/her and who does a job that seems meaningless to him/her cannot be expected to be energetic.

It results in bilateral emotional development and positive work between leader and follower during leader-member exchange. Positive bilateral exchanges and high-quality links between leader and follower increase the energy levels of employees. It is expected that the energies of the employees will be high, who feel that the leader cares about them, that their considerations are taken into consideration in the decision-making process, that they are trusted by the leader, and to whom critical tasks are given.

Having the same characteristics as the organization and colleagues will positively affect the employees both emotionally and mentally. If employees work at an organization with familiar characteristics, orientation stage will be short, they will not have problems with obeying the rules, will feel like a part of the organization, will not tire themselves mentally to understand or have empathy for the events around them, devote more effort for the organization to reach its goals, will feel happy when goals are attained, will feel highly energetic. Thus, it is likely that employees working in an institution with similar values, aims and characteristics as themselves are energetic, and that they work with high energy in order to reach their own goals and organizational goals.

Equality within the organization is mostly concerned with the balance among the hard work of the employees, their talents and interests, their salary, benefits and the respect they get from others. Through the provision of this equilibrium, this helps employees become motivated. These positive relationships and high motivation will result in an increase in the positive emotions of the employees and, ultimately, the energy levels of the employees will be high. When the literature is examined, perceived organizational justice has an influence on many variables. The reason why Beta value related to the effect of organizational justice on human is so low may be that, since organizational justice has an influence job satisfaction, leader-member exchange, person-organization fit and burnout, these variables play a mediating role. In subsequent studies, it can be shown how much organizational justice alone affects human energy by using simple regression analysis.

It is seen that burnout causes energy deprivation and even physical, mental and emotional fatigue in the later stages of burnout. The feeling of exhaustion as a result of burnout, not enjoying the job and the life causes low levels of energy. The beta coefficient for exhaustion may be low because of the high level of relationship between other variables and human energy.

In order for employees to finish the workday energetically, by the organization:

- Perception of justice must be established by behaving fair in the source allocation, in rewarding-punishing practices and in communication with subordinates.
- A detailed study should be carried out in order to recruit employees who will be able to contribute to the achievement of the vision and mission, to comply with the values of the organization and to show compliance with the rules.
- In order to enable employees to act in the best possible way without compromising themselves, they must be made work willingly by establishing the harmony between job's requirements and employees' knowledge, skills and abilities in the recruitment process, promotions and rotation practices.
- Employees should be made like the job with increases in payments, promotions, inspections, fringe benefits, rewarding, by making them feel that they are trusted by the institution and they are important for the institution by leaving the choice for working principles to them, and by forming an organizational structure allowing communication and cooperation among colleagues.
- Managers or leaders with vision should make employees feel valuable by strengthening them, increase confidence among occupants through their decisions in times of crisis, help employees deal with their problems, and be more interested in employees with a focus on human rather than on production.
- Employees should be kept away from burnout by providing sufficient time for rest, giving continuous feedback to them, enabling social relations among the employees to be improved, providing sufficient source allocations for them, providing social opportunities, establishing a safe and ergonomic work environment, appreciating and rewarding employees and offering opportunities for career development.

In order for employees to finish the workday energetically:

- During the working hours, employees should take time out of work by taking rest breaks and small breaks, having social relations within the enterprise, trying to be fit by doing stretching and relaxation movements, making phone calls, checking mails and reading different things outside of work.
- Employees should do activities out of working hours, participate in physical activities to get started energetically on the workday, participate in social activities, go to cinema and theater, try to understand the emotional outlook of others, and make plans.

The scale developed to measure the variation of human energy in further studies can be examined together with many variables. This can contribute to the science of organizational behavior. In addition, the concept and dimensions of human energy can be considered as variables in many studies in terms of organizational behavior.

In summary, the results provide important conclusions in terms of both literature and practitioners. In addition, the study conducted is a source of information about the policies and practices to be developed in the field of human energy by developing an awareness of the human energy in the practitioners and in the employees.

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Appendix**Human Energy at Work Scale**

ZİHİNSEL ENERJİ (MENTAL ENERGY)
Enerjim etrafımdaki insanlara sirayet eder. (My energy spreads to people around me.)
Çevremdeki insanlar enerjimle durumu etkilediğimi söylerler. (The people in the neighborhood say that I am influenced by energy.)
Diğer insanlarla çok çabuk iletişime geçerim. (The people in the neighborhood say that I am influenced by energy.) (I communicate very quickly with other people.)
Çalışma arkadaşlarıma karşı sıcak davranırım. (Hot acting against colleagues.)
Çalışma arkadaşlarım ve müşterilerin isteklerine karşı duyarlıyım. (I am sensitive to the wishes of my colleagues and customers.)
RUHSAL ENERJİ (SPIRITUAL ENERGY)
Bu işyerinde tüm çalışanlara değer verilmektedir. (All employees are valued at this workplace.)
Tüm çalışanlar ortak bir bilinç çerçevesinde hareket ederler. (All employees act on a common consciousness.)
Örgütsel amaçlara ulaşılabilmesi için çaba göstermek beni mutlu ediyor. (It makes me happy to endeavor to achieve organizational goals.)
Çalıştığım işletmeye değer kattığımı düşünüyorum. (I think I added value to the business I operate.)
Yaptığım işin benim için özel bir anlamı var. (The work I'm doing has a special meaning to me.)
FİZİKSEL ENERJİ (PHYSICAL ENERGY)
Çalışma saatlerinde işimi tamamlamak için yüksek enerjiye sahibimdir. (I have high energy to complete the work during working hours.)
İşimi başarılı bir şekilde tamamlamak için gerekli enerjiye sahibimdir. (I have the power to complete the job successfully.)
Sabahları işe geldiğimde yeni gün için yeterli enerjiye sahibimdir. (When I work in the morning, I have enough energy for the new day.)
Fiziksel olarak yeterli güce sahibim. (I am physically ample enough.)
Kendimi genellikle dinç hissedirim. (I usually feel vigorous.)
DUYGUSAL ENERJİ (EMOTIONAL ENERGY)
Çalışma arkadaşlarımla davranışları beni çok fazla rahatsız etmektedir. (The behavior of my colleagues bother me too much.)
İşimi yaparken kontrolü kaybettiğim zamanlar olur. (There will be times when I lose control when I work.)
Çalışma arkadaşlarımla tarafından dışlandığımı düşünüyorum. (I think that I was excluded by my colleagues.)
Çalışma arkadaşlarımla birlikte hareket etmek bende stres yaratıyor. (Working with my colleagues is causing me stress.)
Çalıştığım iş insanlara sert davranmama neden oluyor. (The work I do is causing me to be hard on people.)