

PRODUCTIVE ORGANIZATIONAL ENERGY (POE) AS A POSITIVE AND DYNAMIC POWER OF ORGANIZATION

Introduction

In the current situation when multiple difficulties distort not only the development of an organization but also its stability and continuance, the search for factors that may enhance the vitality of a company is not just a challenge but also a continuous task inherent in its operational strategy. The strategy should assume that an approach consisting in avoiding errors and undesirable events is not sufficient and that it is equally important to focus on the positive phenomena that strengthen the company and its ability to resist unfavorable turbulence in business.

Like in the case of a living organism, where internal immune forces and good psychological and physical condition can help overcome health problems, the domination of positive strategic potential in a company, its internal power and the energy of the staff may become the decisive factors as regards its competitiveness. Recently, a new approach appeared in the science of management that is related to positive psychology and is referred to as *Positive Organizational Scholarship* within which discussions are held on – among other topics – human relationships, organizational climate, transformational, authentic or charismatic leadership and organizational energy (POE). The aim of the paper is to present the new trend in the science of management that is concerned with POE in the context of popular concepts that in recent years have become a subject of interest in the areas of science that explore new nonmaterial indicators of organization success.

At the beginning of 1990s W.Kahn (1999) pointed out to the substantial role of engagement in increasing the productivity. He defined it as a physical, cognitive and emotional self-expression at work¹. According to him, the engagement in work was related particularly with the level of identification with the work as the identification motivates an employee to a bigger effort and engagement². The engagement in the behavioral aspect is strongly located in emotional and volitional spheres as well as the cognitive sphere of an engaged individual. Work is related with positive feelings, self-realization and fulfillment.

¹ W.A. Khan, *Psychological condition of personal engagement and disengagement at work*, „Academy of Management Journal” 1990, 33, 4, pp. 692-724.

Such as person must see the sense of the work (cognitive aspect) that he/she identifies with. The sensibility of work (so often neglected by scientific research) must be perceived as the source of employee's engagement and involvement (either physical or mental) in creating a product. Work and effort related to it result in satisfaction that releases positive emotions (despite weariness) only when the work has sense to its performer; when he/she can see that it is useful or has value in itself. Sole financial remuneration (salary, fringe benefits), as it was already pointed out by Frederick Irving Herzberg, does not constitute a sufficient motivator of human behavior, although it is an indispensable element that he referred to as the *hygiene factor*³.

Thus, engagement refers implicitly to a system of values that man is not always made aware of but one that gives sense to human existence; its realization provides a feeling of self-fulfillment, it gives a feeling of the sensibility of the work performed and consequently releases positive emotions and energy necessary to overcome the boredom or fatigue when facing problems related to performing the task. Such elements and conditions of engagement are recognized by many authors. For example, M. Bugdol points out to the fact that an employee that is perceived as an engaged worker, does not satisfy only his/her individual needs. Such an authentic engagement may result from the conviction that the work is worth doing and from the concern about the future of the organization⁴.

Thus, the identification with the work done may be related to the identification with the targets and mission of the organization or the work team. The atmosphere in the organization, mutual co-operation, the rules and standards of behavior, and first of all, the values that are adhered to and inspire to action and give sense to the work done, they all influence inner motivation that activates the engagement to work performed. Such an extension and transfer of one's own endeavors onto the targets of a group or organization is particularly visible in the approach referred to as *Organizational Citizen Behaviour* (OCB).

According to Robinson, OCB is a positive attitude of employees to organization and its values⁵. OCB refers to the concepts of a social human being, in which an individual is determined by norms and values. When an individual is an employee, such factors as organizational company culture, interpersonal relationships, ways of treating the staff,

² Ibidem, p. 701.

³ F. Herzberg, *The Motivation-Hygiene Concept and Problems of Manpower*, „Personnel Administrator“, (27):1964, pp. 3–7.

⁴ M. Bugdol, *Wartości organizacyjne. Szkice z teorii i zarządzania*, Wydawnictwo Uniwersytetu Jagiellońskiego, Kraków 2006, p. 85.

⁵ D. Robinson, L. Fletcher, *Measuring and understanding engagement*, [in:] C. Truss, K. Alfes, R. Delbridge, A. Shantz, E. Soane (eds), *Employee engagement in theory and practice*, Routledge, London 2013.

emotional satisfaction from work, the sense of community with co-workers and the identification with the task group will impose on him/her the way of thinking and involvement in the professional role.

Thus, personal commitment means also an intellectual, creative and volitional effort for the sake of work performed. It is also a way of expressing oneself in actions that are related to a given professional role, and in team work it is related to a joint input of energy in the performance of tasks. Commitment to work or OCB involves taking some voluntary actions by the employees for the sake of the organization that are not considered in motivational systems. Rafferty et al. (2005)- when talking about staff engagement, both in the sense of commitment and OCB – indicate that engagement in work is a two-way, bilateral process of mutual relationships between an employee and organization⁶.

The engagement in work reflects employee's attitude to the tasks accepted and to the organization, as well as the level of identification with its targets, mission and organizational culture. A committed employee that identifies him/herself with the targets of the organization is aware of the business context of the commitment and the effort used to do the work or cooperate with the others with the aim to improve the results of work and its effectiveness. Thus, it should be noted that engagement is based on cognitive and emotional aspects that refer more or less directly to the values adhered and the awareness of the sense of work being done. Satisfaction and pleasure are secondary effects, just like the stimulating energy that is released when doing the work.

The emanation of energy can also appear at the decision-making stage as regards particular tasks. Here, the concept of motivation must be considered; especially the concept of inner motivation, which is one of the key psychological states that precede work activity. One can venture to say that the energy that appears is the expression of the power of inner motivation. If an individual is not sufficiently motivated, he/she will not feel the influx of energy at the thought of the work to be done; however, a surge of energy will be a proof of the existing motivation. In the course of the motivation process, the motional and cognitive aspects that are also related to the engagement and energetic stimulation create an inseparable mixture of a complex and internally conditioned psychological process.

The process - although difficult to define - due to its unquestionable advantages to the increase of work efficiency is also analyzed from its external, behavioral side. There are attempts to treat it more instrumentally and to apply in the theory of business and

⁶ A.M. Rafferty, J. Maben., E. West, D. Robinson, *What makes a good employer?*, Issue Paper 3, „International Council of Nurses”, Geneva 2005.

management referred to as HRM. Now, it is fashionable in HRM to investigate engagement from a pragmatic and external point of view and to find ways of modeling it by random investigation of its correlations with coincidental factors. Such an approach focuses on the external mechanisms of the creation of this complex psychological state and on the possibilities of external interference, as well as on its symptoms and externally revealed, contagious emotions (these factors are determined by Productive Organizational Energy POE, which will be discussed below).

1. POE as a positive and dynamic collective power of organization

The notion of organizational energy is intuitively clear and it appears in the majority of present-day organizations. Its significance is widely appreciated. According to J. Loehr and T. Schwartz – in the book considered a breakthrough best-seller in 2003 - *energy, not time is our most precious resource*⁷. Although we may be doubtful about such type of ranking and comparing the values of time and energy, these two notions have a lot in common. Time, in a context, always includes some hidden aspect of life, activity, movement or energy. Time is not stationary.

What is more, when we value time, we think of *our time* or *somebody else's time*, so we have in mind the time limited by a period of functional capacity. Time is significant only when it is related to life or its intuitively perceived synonyms – energy, movement, activity or vitality. The notions of energy and motion are strongly interconnected. Dynamics, the ability to set into motion, is the essence or the most important feature of energy. According to Plato, motion is a crucial criterion in evaluating reality. Only the elements that are continually in motion are immortal and real. His idea of soul is very interesting as he defines it as *motion that causes motion*. And it is motion that constitutes the essence of soul: it is *what puts itself in motion*.

On the other hand, *time* – according to Plato – is a *moving image of eternity*. The word *Energy* in science is a scalar physical quantity that characterizes a state of a physical state as its ability to perform work⁸. In psychology, energy is defined as *a type of positive affective arousal, which people can experience as emotions – short responses to specific events – or mood*⁹. In common language the notion of energy is associated with life and vitality. An

⁷ J. Loehr, T. Schwartz, *The Power of Full Engagement: Managing Energy, Not Time, Is the Key to High Performance and Personal Renewal Paperback*, Publisher: Free Press, New York 2003.

⁸ *Ilustrowana encyklopedia dla wszystkich. Fizyka*. Second edition WNT 1987, p. 72.

⁹ R.D. Quinn, J.E. Dutton, *Coordination as energy-inconversation*, „Academy of Management Review”, 2005, 30, pp. 36–57, p. 36.

individual without energy has no potentials necessary to participate actively in the transformation of the world and realization of his/her own objectives. Energy is indispensable in any kind of activity – it is crucial in life, giving the drive and support in every operation. It is a common conviction that the more energy one has, the more effort one can put into one's work.

This is the reason why also in organizations the issue of POE appears more and more frequently. It is considered a key factor influencing employee efficiency and their total commitment to the organization. Bruch and Ghoshal (2003) define POE as a joint collective experience of positive emotional arousal, cognitive activation and behavioral efforts to achieve common goals of the staff, and the endeavor to reach the targets of organization¹⁰. According to Cole, Bruch and Vogel (2012) POE emerges when emotional, cognitive and behavioral potentials of the staff are mobilized¹¹.

G. Schiuma et al. claim that POE is more than the sum of energy of individuals as it refers to the organization as a whole, including the interactions that occur within the organization and the dynamics within work teams¹². Joining the emotions and enthusiasm depends on leaders and managers. It results from sharing similar positive emotions due to the similarity of values and objectives of particular team members that evoke them. The emotions correspond either with the common experience of the employees or with their cognitive activation in the endeavor to reach common objectives or the results of joint work.

Thus, POE is in a way a common property, i.e. it describes features that are common to all the members of a group¹³. The understanding of the mechanisms of POE is crucial for an organization and its efforts to increase work efficiency and, consequently, the competitiveness of the organization. According to Cole et al.¹⁴ (2011), it was empirically proved that POE has a measurably positive impact on organization, and particularly on the rise in the feeling of community, team identification and importance of mutual co-operation as well as the creation

¹⁰ H. Bruch, S. Ghoshal, *Unleashing organizational energy*, „MIT Sloan Management Review”, 2003, 45(1), pp. 45-51.

¹¹ M.S. Cole, H. Bruch, B. Vogel, *Energy at work: A measurement validation and linkage to unit effectiveness*, „Journal of Organizational Behavior“, Volume 33, Issue 4, pp. 445–467, May 2012.

¹² G. Schiuma, S. Mason, M. Kennerley, *Energy at work. A look at generating a vital commodity for success at work today*, „International Journal of Learning and Intellectual Capital”, 2007, Vol. 4, No. 4.

¹³ S. Kozlowski, K. Klein, *A multilevel approach to theory and research in organizations: Contextual, temporal, and emergent processes*. [in:] K.J. Klein, S.W. Kozlowski (Eds), *Multilevel theory, research, and methods in organizations*, San Francisco, CA, Jossey-Bass 2000.

¹⁴ M.S. Cole, A.G. Bedeian, H. Bruch, *Linking leader behavior and leadership consensus to team performance: Integrating direct consensus and dispersion models of group composition*, „Leadership Quarterly”, 2011, 22, pp. 383-398.

of collective engagement and satisfaction from belonging to the group and the work done together.

On the basis of their investigations, Cole, Bruch, Vogel i Bedeian¹⁵ (2011 i 2012) indicated that POE improves work quality, increases collective engagement and levels of work satisfaction. Dutton¹⁶ pointed out that a high level of POE results in greater effort at work and bigger engagement in the realization of common objectives. Similarly, M.C. Schippers i R. Hogenes stated that energetic employees are imperative for an organization's success¹⁷.

On the basis of their research, R. Cross¹⁸ et al. indicate that energetic individuals are more productive, creative and have a positive influence on the others. It is worth noting that G.Schiuma et al., referring to the research that was carried out in UK, provide the following data:

- almost 21 mln employees, i.e. 72% under investigation, experiences a regular lack of energy at work;
- over 22 mln employees (75%) state that they are less productive for approx. 2 hours of each workday, which accounts for 520 hrs a year for every employee;
- over 10 mln (34%) definitely agree that their lack of energy has an impact on their work efficiency.

The above figures show clearly why researchers are interested in the search for factors that may influence both the increase of POE in an organization and the sustainment of a positive state in the long-term.

3. Modeling POE in the context of the mechanism of social interaction and affective contagion

According to Morgeson and Hofmann (1999) the specific feature of organizational energy – as opposed to individual energy – is the fact that POE is a collective construct that

¹⁵ M.S. Cole, H. Bruch, B. Vogel, *Energy at work: ...*, op. cit.

M.S. Cole, A.G. Bedeian, H. Burch, *Linking ...*, op. cit.

¹⁶ J.E. Dutton, *Energize your workplace. How to create and sustain high quality connections at work*. San Francisco, CA, Jossey-Bass 2005.

¹⁷ M.C. Schippers, R. Hogenes, *Energy Management of People in Organizations: A Review and Research Agenda*, „J. Bus. Psychol.”, 2011, June; 26(2), pp. 193–203.

¹⁸ R. Cross, W. Baker, A. Parker, *What creates energy in organizations?*, „MIT Sloan Management Review”, 2003, pp. 51-56; R. Cross A. Parker, *Charged up: Creating energy in organizations*, „J. of Organizational Excellence”, 2004, 23, pp. 3–14.

involves interactive and coordinative dynamics¹⁹. POE that originates from particular group members is a construct emerging on an organizational level by means of social interactions (Morgeson & Hofmann, 1999)²⁰ or by affective contagion (Hatfield, Cacioppo i Rapson, 1994)²¹.

Moreover, Barsade²² (2002), Thompson and Fine²³ (1999) point out to the fact that emotional, cognitive and behavioral contagion takes place only when there is social interaction between the members of an organization. The interaction, and particularly its specifics as well as the specifics of the interaction among the employees or between the employees and the leader of the interaction, social relationships in the organization and consequently the atmosphere at work, the sense of closeness, trust, kindness, kinds of interpersonal communication, etc., they all will have an impact on mutual interactions and the level of POE.

That is in line with Spreitzer's et al.(2005) opinion and their theory of *thriving at work*, where they state that people *thrive* when they are passionate about their work and that the climate of trust and respect and the expansion of relational resources are important factors that enable thriving at work²⁴. It can be added here, that the concept of thriving indicates a mental state in which people experience the feelings of vitality, energy and *learning at work*²⁵. There is some relationship between thriving and POE. Bruch and Vogel (2011) emphasize the significance of revitalizing management systems to foster and sustain POE²⁶.

It should be pointed out that POE is a complex phenomenon and concentrating only on relational resources as the basis for its creation may be misleading since social relationships and interpersonal communication in a company are only artifacts that hide real sources of the positive or cognitive symptoms of mutual closeness and kindness. According to Schein (1990), cultural artifacts are the manifestation of the surface of culture that is rooted much deeper. As a result, the values, ideas and objectives that are shared and make it possible for employees to identify themselves with the objectives, vision and organizational culture of the

¹⁹ F.P. Morgeson, D.A. Hofmann, *The structure and function of collective constructs: Implications for multilevel research and theory development*, „*Academy of Management Review*”, 1999, 24(2), pp. 249-265.

²⁰ F.P. Morgeson, D.A. Hofmann, *The structure ...*, op. cit., pp. 249-265.

²¹ E. Hatfield, J. Cacioppo, R.L. Rapson, *Emotional contagion*, University Press, Cambridge 1994.

²² S.G. Barsade, *The ripple effect: Emotional contagion and its influence on group behavior*, „*Administrative Science Quarterly*”, 2002, 47(4), pp. 644-675.

²³ L. Thompson, G.A. Fine, *Socially shared cognition, affect, and behavior: A review and integration*, „*Personality and Social Psychology Review*”, 1999, 3(4), pp. 278-302.

²⁴ G. Spreitzer, K. Sutcliffe, J. Dutton, S. Sonenshein, A.M. Grant, *A socially embedded model of thriving at work*, „*Organization Science*”, 2005, 16(5), pp. 537-549.

²⁵ G. Spreitzer, K. Sutcliffe, J. Dutton, S. Sonenshein, A.M. Grant, op. cit. p. 538.

company and to see the sense in the work done, constitute the real source of the feeling of community that enables emotional contagion and unity in engagement and common effort for the sake of an organization²⁷. Schneider²⁸ (2004) draws attention to the process of developing shared norms and behaviors, which is a prerequisite for high collective energy and facilitates homogenization. Uniting around common values that give significance to work is easier in the case of culturally homogenous groups.

Nowadays, homogeneity does not occur very often and, consequently, it is useful to emphasize common values, to support positive affective experience and to confirm the similarity of beliefs and attitudes, which leads to the increase of interactions²⁹. Moreover, the interactions among employees can be promoted by parties, integration meetings and training. Get-together meetings and trainings in team work as well as team building should be a standard element of HR practice. Events that appeal to common experience have a potential to generate positive collective emotions among the employees, and, consequently, to promote productive affective energy³⁰.

The rise in the feelings of integrity and attachment between employees results from their common emotional experience, which is linked with the cognitive dimension of POE. When defining the cognitive dimension of POE, Cole et al. (2012) describe it as a shared mental state and a shared understanding of joint goals³¹. Bruch and Vogel (2011) suggest that companies should involve employees in identifying trends or a need for change and that the strategy should be shared in the entire organization³². The participation of employees in the realization of company strategy should refer both to the long-term objectives and the particular ways of achieving them. It is important for the company strategy in which the staff is involved and for the vision or the mission of the company that constitute the inspiration for a collective POE, to be presented in a comprehensible way. According to Csikszentmihalyi (1997), a clear target is an indispensable condition for focusing energy³³.

²⁶ H. Bruch, B. Vogel, *Fully charged: How great leaders boost their organization's energy and ignite high performance*, Harvard Business Press, Boston 2011.

²⁷ E.H. Schein, *Organizational culture*, „American Psychologist”, 1990; 45(2): 109-119.

²⁸ B. Schneider, D.B. Smith, *Personality and organizational culture*, [in:] B. Schneider, D.B. Smith (Eds.), *Personality and organizations*, Mahwah, NJ, Erlbaum 2004, pp. 347-369.

²⁹ S.G. Barsade, A.J. Ward, J.D.F. Turner, J.A. Sonnenfeld, *To your heart's content: A model of affective diversity in top management teams*, „Administrative Science Quarterly”, 2000, 45(4), pp. 802-836.

³⁰ C.J. Collins, *ibidem* p. 548.

³¹ M.S. Cole, H. Bruch, B. Vogel, *Energy at work: A measurement validation and linkage to unit effectiveness*, „Journal of Organizational Behavior”, Volume 33, Issue 4, pages 445–467, May 2012.

³² H. Bruch, B. Vogel, *Fully charged ...*, op. cit.

³³ M. Csikszentmihalyi, *Finding flow*, New York, Basic Books, 1997.

Bakker et al. (2005) think that the behavior of people with high levels of energy to work is shared by the ones who are in their immediate surrounding³⁴. POE often starts from the energy that emanates from key figures. Leaders are the people that stimulate significantly the employees to engage in work. Stam et al. (2010) indicate that transformational leadership is the one that is particularly suited to the conditions that are favorable for the development of employee engagement and the stimulation of their organizational energy³⁵. Traditionally, leaders are seen as energizing individuals. The idea is that transformational leaders are able to inspire the others and change their way of working for the common benefit (Bass³⁶, Kark and van Dijk³⁷, Yukl³⁸). They show the employees the company vision, involve them in the organizational culture, promote the acceptance of the shared targets and at the same time they establish high expectations as regards work efficiency. They act as charismatic models, provide individual support and emotional and intellectual stimulation to the followers. This is the reason why on every level of hierarchy issues in company strategy, cultural aspects and leadership intermingle and are co-decisive in fostering and sustaining organizational energy³⁹.

Conclusion

It is every manager's dream vision to have engaged employees, whose engagement, eagerness and enthusiasm in performing tasks for the sake of the organization are transferred to the others. POE is particularly desirable in the present times of ruthless competition. According to the investigations presented above, POE reinforces the effectiveness of task performance. Beneficial effects of POE are visible in many other aspects. Apart from an increased efficiency, POE results in several other benefits to company: it improves work quality, favors the application of innovative solutions, improves the comfort and psychological and physical condition of the staff, gives the feeling of self-realization and fulfillment, etc.

The point is, how to foster POE in the long run without negative consequences that result from overloading the staff, which leads to apathy, discouragement or simply fatigue. It

³⁴ A.B. Bakker, E. Demerouti, W.B. Schaufeli, *The crossover of burnout and work engagement among working couples*, „Human Relations”, 2005, 58, pp. 661–689.

³⁵ D.A. Stam, D. van Knippenberg, B. Wisse, *The role of regulatory fit in visionary leadership*, „Journal of Organizational Behavior”, 2010, 31, pp. 499–518.

³⁶ B.N. Bass, *Leadership and performance beyond expectations*. New York: Free Press; 1985.

³⁷ R. Kark, D. Dijk, *Motivation to lead, motivation to follow: the role of the self-regulatory focus in leadership processes*. „Academy of Management Review”. 2007; 32:500–528.

³⁸ G. Yukl, *Leadership in organizations*. NJ: Prentice-Hall; 1998.

³⁹ H. Bruch, B. Vogel, *Fully charged: ...*, op. cit.

is not natural to maintain an extreme - even if positive - state for a long time. We know that life is made of good and evil, sorrow and happiness, night and day, so effort related to work should be compensated with relaxation, and the harder work and bigger weariness, the longer or more intensive the period of rest should be.

What is more, as far as the work quality is concerned, especially in the case of creative work (which is now a must if we consider the need for innovations in business), it should be indicated that the time of prosperity in any creative processes (inventions of new theories, great discoveries) is usually preceded by a difficult period of failures and seemingly fruitless work. Present-day companies need virtues that are often underestimated: the virtues of patience, moderation and restraint; they are mainly required in HRM. And here one should refer to the term *resources* applied in the context of staff. Man is a very specific resource, or rather man is not a resource but a value and it is high time that man was treated as an objective and not a resource.

It is typical for our times that people want to have everything and in a moment. There is a common desire to increase effectiveness, profitability and efficiency. We look with concern at more and more increasingly longer lorries transporting goods on roads that are not suited to such traffic and we are often appalled to hear about modern farms where cows are kept in tight cages, without fresh grass and sun and fed with strange fodder in order to provide us with more milk, etc. etc. That is why we should be exceptionally cautious about new theories, especially when they concern such strategic areas as HRM. The pursuit for company effectiveness should not hide the necessity to treat human beings with respect and not as resources to be exploited, which – not so long ago – was a common practice and was reflected in the slogans propagating “competition at work” and personified by such shock workers as Aleksey Stachanow or Wincenty Pstrowski. In order to avoid such situations, POE must not be driven artificially from outside but it should result from internal motivation of employees that are authentically engaged in their work and convinced about its sense.

POE is perceived as a complex psychological and social phenomenon which is influenced by several factors that are subject to studies regarding organization structures, its degree of formalization or personality features (investigations of Walter and Bruch⁴⁰, 2010).

However, one should pay attention to such fundamental predicators of this phenomena as the internal mechanisms related to individual value systems, cultural identity, particular endeavors and individual convictions of particular people participating in POE. The above

⁴⁰ F. Walter, H. Bruch, *Structural impacts on the occurrence and effectiveness of transformational leadership: An empirical study at the organizational level of analysis*, „Leadership Quarterly”, 2010, 21(5), pp. 765-782.

mentioned predictors are decisive in the identification with work team, feeling of togetherness and identification with organization targets, and they indicate or confirm the acceptance of the sense of work.

Thus, the influence in this area, as well as POE modeling, should be achieved by the consideration of such mechanisms in building organization integrity and by the identification of employees with the company organizational culture and strategy. The inspiration of employees to positive reactions towards the organization is conducted through the imitation of significant persons, leaders including, and through the creation of conditions favorable to positive interrelations between employees and climate of mutual trust and respect. In the literature on the subject, the concept of transformational leader is the one that most closely corresponds with such a phenomenon supporting work efficiency in organizations as POE.

When modeling POE, one should consider the process in the long term and have in mind the psychological and physical condition of an employee in order to avoid an opposite effect to a positive release of positive energy i.e. a job burnout. This issue should be the subject of future research concerning the psychological aspects of POE management in organizations.

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Abstract

The article deals with POE in the context of the stimulation and modeling of employee engagement. The issue has not been fully investigated yet, although, POE stimulation and modeling in organizations is an indispensable management process in present days. It has an impact on work efficiency, work quality and innovativeness, which is an important current issue.

The paper emphasizes the significance of internal psychological mechanisms that are related to the conditions of stimulating and maintaining POE processes. Shared values that correspond to the tasks, the awareness of the sense of work and the acceptance of the organizational culture of a company are of key importance here. They should be present in the creation of attachment among employees, their feelings of integration and identification with the organization, its strategy and mission.