

# Chapter 3

## The Effect of Organizational Culture on Organizational Energy

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### ABSTRACT

*Organizational culture is an important part of the organization's life as it determines how everything is going on in the organization. The more employees understand rules, norms, and values that they must follow, the better the individual employees in the organization feel, since it gives them a sense of order and security in the organization. If employees feel well in the organization, they are ready to contribute more to the efficiency and effectiveness of the organization, thus affecting productive organizational energy. Such employees will be more committed, efficient, innovative, successful, and will experience positive emotions such as joy, pride, and enthusiasm in the workplace. Knowledge in the field of organizational behavior can greatly contribute to recognizing how organizational culture affects better organizational energy.*

### INTRODUCTION

This chapter deals with the influence of organizational culture on organizational energy. Chapter also defines the role of knowledge in the field of organizational behavior. The main goal of the paper – to determine the impact of organizational culture on organizational energy. Prior to this, one must define by description three key concepts – organizational culture, organizational behavior and organizational energy. In the organizational culture and organizational behavior, one exposed only the key features that are important for dealing with the topic, while explaining organizational energy more extensively. The presentation part on organizational energy thus contains its definition, characteristics of individual

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energy situation, strategies by which leaders can influence organizational energy, the conditions for establishing organizational energy and measuring it. The rest of the chapter deals with organizational culture, organizational behavior, organizational energy and the connections between them. A model of the impact of organizational culture on organizational energy is added. This links the fundamental points of organizational culture with organizational energy. The organizational culture can affect organizational energy in two ways: firstly, by providing the conditions necessary for the release of organizational energy, and secondly by having it affect the characteristics of the employees that are necessary for the organization to have the productive capabilities of providing a longer-lasting release of productive organizational energy. Chapter concludes with recommendations on how to ensure productive organizational energy in the organization through the definition of organizational culture. It is also important to keep in mind that organizations differ from one another and that each manager must know the behavior of the organization before the introduction of strategies and to some extent be able to foresee the behavior. This should be either before the introduction of strategies for the release of productive organizational energy, or before defining or changing the organizational culture.

Very few authors dealt with the problem of the link between organizational culture and organizational energy. The present chapter is based on a descriptive methodology, through which we described the basic characteristics of the concepts under consideration. A comparative method was also used, especially when comparing the types of organizational energy and the status of organizational energy. The aim of the methodology was to link the considered concepts to a meaningful whole, which shows the connection between the two concepts under consideration.

## **BACKGROUND**

### **Organizational Culture**

Organizational culture is 1) a set of basic assumptions that are 2) created, discovered or developed by a particular group, 3) learning to deal with problems related to external adaptation or internal integration, 4) and have been shown as good enough, that 5) they are learned by new members as 6) the right way of accepting, thinking and feeling about these problems (Schein, 1988). It is a pattern of values and assumptions about how things are handled within an organization. This includes the issues of centralization/decentralization of decision-making, slow/fast decision-making, short-term/long-term time orienting, levels of teamwork, levels of openness and confrontation, entrepreneurial behavior and risk acceptance, process/result orientation, measurement and evaluation of results, stages of participation on a horizontal level, focusing of responsibility, way of communicating, willingness to change, etc. (Dubrovski, 2018).

Organizational culture consists of norms, beliefs, values, behavioral patterns, rituals and traditions. It adds important common elements, such as structure stability, depth, scale, and sampling or integration (Schein, 2004). Schein (1988) states that culture can be described by three levels of assumptions. The first level are artefacts, which include the feelings and perceptions that the person who enters the new culture senses. When someone who is already part of the culture explains what these observations mean, a second level – the level of values – occurs. It includes goals, ideals, norms, standards, moral beliefs, and similar. The third level of organizational culture are basic assumptions, which can be recognized

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