Managing Human Energy at the Workplace: A Case Study of a Public Organization in Egypt

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Abstract: The objective of this exploratory study is to investigate in depth the factors that can cause drainage of human energy on the individual and organizational level in public organizations in Egypt. The study also aims to come up with the recommended organizational strategies for managing human energy drainage in these organizations. The significance of the study lies in the fact that human energy constitute a real crises in most public organizations in Egypt affecting employees' performance and productivity, an issue which has been of a major governmental concern ever since the 25th January Revolution and the birth of New Egypt. The research question will then focus on: What are the factors affecting human energy drainage at the workplace in public organizations in Egypt and the recommended organizational strategies for managing these factors? To answer this question, the researchers will conduct a case study on "Markaz Idad EL Kadah" (Markaz) or Leadership and Management Development Center (LMDC) which is one of the public organizations responsible for leaders training and development in Egypt. In this study, the researchers will focus only on the organizational factors (and not the individual factors) that affect human energy drainage like: the environmental factors, work load, promotional system and availability of fund for training and development because of the difficulty encountered in collecting quantitative data from public organizations at the present time for the political instability taking place in the country. The methodology used in data collection will be through conducting a qualitative unstructured in depth interviews individually and in focus groups with the top six executives of the Markaz in addition to some of their employees to investigate their organizational strategies for managing their employee's energy, in addition to the observation method used by the researchers.

Key words: burn out; human crises; human drainage; human energy; human resource management

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1. Introduction

The energy of employees is recognized as an important factor in their overall contribution to the organization. Over the last 20 years, it was noticed dramatic public and business interest in building sustainable organizations

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that have the capacity to endure and be productive over time. Thus, within the work context, human energy is a "fuel" that helps organizations run successfully. However, without training, the demands on human energy may exceed their capacity, resulting in lower productivity. Although that energy is our most critical resource, yet most of us fail to manage it effectively.

Human energy is one resource that helps people regulate their behaviors and emotions to meet performance expectations. Most of the employees report feeling overworked, and pressured, to the point of anxiety, and depression. Actually, the problem is also getting worse due to the severe competition and rapid market changes. According to Spreitzer, "Like a battery, human energy can be depleted over time if not regularly recharged". Accordingly, the depletion of human energy is actually a type of energy crisis that must not be ignored (Spreitzer, 2011).

2. Defining Energy at Work

What is energy at work? We all know people who can work through difficult times with a smile. These people are usually motivated and as an important factor in their success is their energy. This energy is not just their physical strength or stamina, or their mental power, but a much more elusive characteristic that drives motivation and gives organizations a competitive edge (Schiuma, 2011).

The word "energy" is derived from the Greek words energeia, meaning "activity, operation", and energos, meaning "active, working. Accordingly, the life of an organization depends upon its ability to secure and maintain the personal contributions of energy necessary to affect its purposes" (Taylor, 2013).

The Chambers English dictionary defines energy as "the capacity for vigorous activity, liveliness or vitality", "force or forcefulness", or "the capacity to do work". The focus of this definition is primarily on physical energy. However, energy is simply the capacity to do work and it is that essence that allows us to perform physical, mental or emotional tasks and all tasks take up some of our energy (Schiuma, 2011).

According to Quinn, Energy is "the capacity to do work", where work is a product of the force that is exerted on an object and the distance it moves. Moreover, some motivation scholars define effort in terms of the resources that a person invests into an activity, where energy is one type of resource that people can invest along with other indicators such as time and attention. Then, physical energy is but one of many types of resources that can be invested when effort is exerted (Quinn, 2012). Energy can also be defined as "a type of positive affective arousal, which people can experience as emotion — short responses to specific events — or mood — longer-lasting affective states that need not be a response to a specific event". Then, energy can be both a short-term and a long-term process. Long-term draining effects can result in a burnout, and should probably be viewed as deviations from a persons' basic energy level (Schippers, 2011).

Taylor defines human energy at work as "the force or power of human movement, action, change, or being". In line with the classical physics definition of energy as "the ability to do work", human energy can be seen as the source or origin of human work. Accordingly, energy is the source of all human doing human being; it is at the root of its composing and decomposing molecular interactions (Taylor, 2013).

On the other hand, fatigue is an indicator of depleted human energy and it is described as feeling tired. Thus, within the work context, human energy is a "fuel" that helps organizations run successfully. Therefore, it is an important but limited resource that can be replenished and that fosters high performance in employees and organizations (Fritz, 2011).

Employees often need to fulfill a variety of tasks during their workday. The fulfillment of most of these tasks requires human energy and effort. Thus, employees need energy to not only fulfills their every-day work tasks but also to go above and beyond what they are asked to do. Human energy can be seen as a resource that helps people regulate their behaviors and emotions in compliance with organizational norms and expectations. However, this energetic resource is limited and can be depleted over time due to work demands. Thus, employees need to find ways to replenish their energy on a regular basis. Accordingly, research on recovery has found that employees can use their time off work such as evenings or weekends to recharge their energy and reduce their fatigue. For example, Fritz and colleagues found that recovery experiences during the weekend were positively related to an experience similar to human energy as well as to lower levels of fatigue at the end of the weekend (Fritz, 2011). In this regard, all of the main definitions of motivation are primarily concerned with the factors that energize, channel and sustain human behaviour over time. In this context, energy is a fundamental component of motivation.

3. Relation of Energy Management to Career Success

Are people high on energy also more successful in their careers? If yes, what are those factors that determine this? Actually, there is no scientific evidence showing this relationship. However, research on expert performance showed that long-term success in any discipline is determined by the actual time an individual works at his or her most important goals on a weekly basis, and that it takes 10 years of deliberate practice before a person can really excel in a specific discipline (Schippers, 2011). Energetic people achieve their goals sooner, and enjoy the road to these goals better. Indeed better person-job fit has been related to a higher level of engagement and less burn-out. Moreover, having a clear goal is a prerequisite to the focusing of energy. At the same time, the behavior of energetic people can be contagious for the productivity of others in their immediate surroundings (Schippers, 2011).

According to Spreitzer, there are four key levers for energy management. First is the "Physical" referring to building endurance and fitness. Second is the "Mental" which is referring to creating focus and awareness. Third is the "Emotional" referring to enabling excitement and connection and the fourth is the "Spiritual" referring to providing centeredness and presence. These four key levers for energy management can be considered as a kind of pyramid where physical energy forms the foundation for mental energy, which forms the foundation for emotional energy, which in turn is the foundation for spiritual energy (Spreitzer, 2011).

Although motivation and energy are interrelated, energy is a necessary condition, but it is not sufficient to determine motivation. Hence, motivation needs energy to be realized (Schiuma, 2011).

Energetic employees are imperative for an organization's success. People with a lot of energy are more productive, creative and they have a positive influence on others. When there is a high energy level within an organization, everything seems to happen more easily. Employees stimulate each other by continuously giving that extra bit of effort, and of course, this is also positive for the organization (Schippers, 2011).

4. Individual Factors Affecting Human Energy

Like a battery, human energy can be depleted over the course of the day. There are many factors that contribute to the depletion of human energy at work. Popular books even call the depletion of human energy at work the human energy crisis which often gets worse during recessionary times, when workloads increase due to

layoffs and more people are employed in service- sector jobs requiring more emotional labor, which also depletes human energy reserves. Given that so many factors can deplete human energy at work, a key question becomes how employees can generate more vitality and reduce fatigue at work (Fritz, 2011).

According to Srinivasan, "Maintaining a high level of human energy is one of the important factors behind peak performance, productivity and also well-being. The corporate world needs a comprehensive strategy for human energy management" (Srinivasan, 2012). Practitioners often deal with workers who are seeking to maintain an optimal energy level, despite the stressors they have to deal with on a daily basis. In this respect, energy can be seen as a valued resource that people strive to retain, protect and gain. Three kinds of energy are often determined. First is the mental energy as being able to intensely focus. Second is the physical energy as strength, endurance and flexibility. Third is the emotional energy as being in touch with one's own feelings and core values. Within the energy dimensions, three characteristics of energy can be discerned referring to the *amount, stability*, and *direction* of the energy (Schippers, 2011).

4.1 Strategies Employees Use at Work to Increase Their Energy

Fritz (2011) in his study examined strategies shedding the light on four themes of tactics related to the sustenance of human energy at work. First is the "Physical strategies" which usually take the form of a break to fulfill basic physiological needs such as drinking water, going to the bathroom, or engaging in any kind of physical activity. Second is the "Relational strategies" which include interacting and connecting with people in a positive manner such as showing gratitude to someone at work, or offering help to someone. Third is the "Mental strategies" which refer to focused, sometimes future oriented behavior such as making a to-do list for work or making plans for the evening or the weekend. Finally, "Spiritual strategies" which are used to help see the "bigger picture" of things such as through thinking about the meaning of one's work (Fritz, 2011). Moreover, Schippers (2011) in his study pointed out that there are three main practices that can work well for individuals to manage their energy at work like through planning according to result areas; reflect on long-term goals, and physical fitness (Schippers, 2011).

4.1.1 Individual Strategies Related to Vitality and Fatigue at Work

The energy management strategies found to be most positively related to vitality were, in order of magnitude, learn something new; focus on what gives me joy in my work; set a new goal; do something that will make a colleague happy; make time to show gratitude to someone I work with; seek feedback; reflect on how I make a difference at work, and finally reflect on the meaning of my work. All of these strategies are work-related and reflect notions of learning, relationships, and meaning at work. These findings suggest that specific work-related strategies are associated with higher levels of vitality but have no with fatigue (Fritz, 2011). On the other hand, the strategies that were found to be most related to vitality are learning oriented as learning something new, relational as to do something that will make a colleague happy, and meaning-related as reflect on how I might make a difference at work. In terms of learning, recent research on thriving at work shows a strong relationship between learning and vitality. Accordingly, when people are learning, they are growing and developing which in turn creates psychological resources. In addition, when people assume a learning orientation, they become open to new things rather than being resistant to change, which further increases vitality and vigor. In terms of relationships at work, recent research suggests that positive relationships at work are energizing, both physically and emotionally. Thus, they are actually health producing. In contrast, corrosive work relationships are like black holes that deplete psychological resources. This lack of psychological resources or energy may then again impact the quality of interpersonal relationships.

In summary, high-quality relationships at work generate and sustain energetic resources, equipping people to do work and to do it well. Such energizing connections can be created in one-time interactions as well as in long-term relationships (Dutton, 2003). Accordingly, it was found that warm interactions with others including one's supervisor were related to more vigor at work. It was further found that individuals who were able to energize others showed higher job performance themselves (Fritz, 2011).

5. Organizational Factors Affecting Human Energy Management or Burn Out

Avoidance of burn out is the other side of the coin for managing human energy. According to the study conducted by Karabryk, Eker and Anbar (2008) about the factors that affect burnout among 160 academicians in 78 public and private universities in Turkey were related to the work environment, administrative workload, academic workload and promotion policy. A study which was done by Johnson (1989) to identify factors contributing to burnout between full time faculty members and staff showed that full-time faculty burnout was a significant problem and major contributors to burnout were treatment of faculty, budget concerns, administrative style, the cluster system, communication problems and environmental problems. Lackritz (2004) examined burnout among 265 university faculty members and found that burnout showed significant correlations with numbers of students taught, time invested in various activities and numerical student evaluations. The factor analysis of the 13 items which have possible effect on burn out/human energy among academicians revealed five factors: *Work environment, administrative workload, academic workload, promotion and evaluation and research fund*. In general, the results showed that all of the factors had an effect on burnout levels of academicians, but work environment was identified by academicians as being strongly associated with their burnout levels. According to Karabryk et al. (2011) the dimensions of these factors were classified as follows:

Table 1   Organizational Factors Affecting Burn Out/Human Energy at Workplace

Work Environment
Acknowledgement for a job well done
Finding support when change and new initiatives are being introduced
Helping keep staff morale high within my department,
Top management willingness to put in a great deal of effort in order to help with organization success
Administrative Workload
Amount of administration expected per staff member is reasonable.
The number of staff each supervisor is expected to teach and/or supervise is reasonable
Staff have time to do good quality research
Job Workload
Increase of workload over the past 12 months.
Working after hours to meet my work requirements.
Promotion and Evaluation
Their exist a fair system for promotions procedures
Top management recognize the variety of work that staff do.
Each employee knows what is expected for his/her my role.
Staff Training and Development Fund
Top management find some difficulties getting fund

Source: Karabryk et al., 2011.

6. Conceptual Framework

The review of literature shows the different factors that affect human energy on the individual and organizational level which can be manifested in the following conceptual framework in Figure 1. The human energy source or burn out can be affected by both individual and organizational factors. The individual factors include the physical, relational and spiritual factors. While the organizational factors includes environmental, administrative workload, promotion and evaluation system in addition to staff training and development fund.
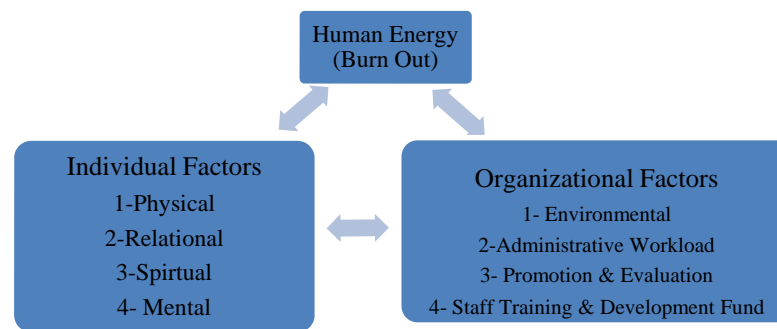

Figure 1   Shows the Conceptual Frame Work for the Interrelation between the Factors Affecting Human Energy at Work Place (Bedawy & Maher, 2014)

6.1 Research Gap

A review of the different literatures revealed that factors affecting human energy in the workplace have been studied in some Western organizations, but has not been tackled in our public organizations in Egypt, an area which has been of a major concern and which constitute the research gap. Therefore, the research question will be: What are the factors affecting human energy drainage in the workplace in Egypt and the recommended strategies for managing these factors?

6.2 Case Study of Markaz Idad El Kadah

Markaz Idad El kadah or Leadership and Management Development Center (LMDC) was inaugurated in 1989 by Prime Minister Atef Ebeid under the umbrella or Ministry of Investment for the purpose of enhancing the efficiency and effectiveness of the administrative state bodies and business organizations (public and private) through the development of human resources abilities and skills. The Markaz helps in raising the skills and knowledge of organizational leaders through continuous executive training and development programs, consultancies involved, providing IT solutions and assessments for their organizations with the help of the Markaz assessment units (LMDC, 2014). The Markaz also runs management seminars, post graduate studies ranging from diplomas, Masters and PhD to develop the skills of public and private employees. It operates under the umbrella of the labor laws no. 47, 1978. It comprises 194 employees between full timers and part timers, with an organizational structure of three levels as shown below in Figure 2. The key positions in the Markaz were all ten positions holding the positions of division head or president of the Markaz, unit heads and employees. According to Mr. Fikry (2014), the HR manager, there were no employees holding the positions of central unit head as the promotions are based on the seniority system of the labor law no. 47. The average salaries of the Markaz employees are higher than the salaries of employees in other public organizations. The basic salary for the cafeteria worker, for example, may reach LE 3,500/month ($488.8) with the incentives in comparison to LE 400-LE 1,200/month ($55.8-$167.6) for the same position in other public organizations. This is actually because the

Markaz makes profits from their provided services, accordingly half of this profit is usually sent to the government budget and the other half is left to the Markaz to use it as incentive and for staff training and development (Ashraf & Fikry, 2014).
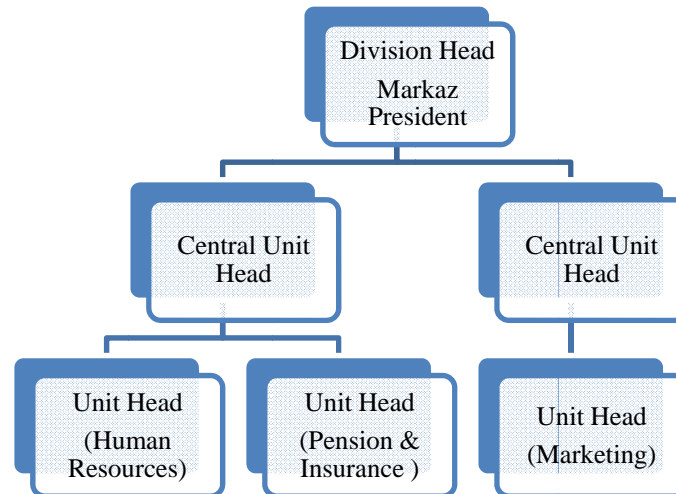

Figure 2   Shows the Organizational Hierarchy at Markaz Idad El Kadah (Fekry, 2014)

7. Methodology

The objective of this exploratory study is to investigate in depth the factors that can cause drainage of human energy on the organizational level in public organizations in Egypt, in an effort to come up with the recommended strategies for managing public employees' human energy drainage. The study was conducted on Markaz Idad EL Kadah (Markaz) or Leadership & Management Development Center (LMDC) as it is one of the most important public organizations in Egypt responsible for leaders training and development, and also due to the familiarity of the researchers with the place during their teaching activity in the Markaz postgraduate programs in the past years. The individual factors responsible for human energy are related to the physical, relational, spiritual and mental dimensions. On the other hand, the organizational factors responsible for human energy are related to the environmental, work load, promotion and evaluation system and staff training and development fund. Due to the difficulty involved in collecting quantitative data because of the political instability taking place in the country, the researchers will focus in this study on the organizational factors affecting human energy in the Markaz, adding to the top management strategies for dealing with this concern.

7.1 Sample and Data Collection

As a case study approach, the application of this study was conducted on Markaz Idad El Kadah (LMDC). A qualitative unstructured in depth interviews were conducted with the six top management positions in the Markaz. (1) Mr. Ashraf, the Markaz President, (2) Fikry, the HR Manager, (3) Mrs. khedr, the Insurance and Pension Manager and (4) Mr. Ezzat, the Compensation Manager, (5) Mr. Ramadan, the Marketing Manager and (6) Mr. Tarek, the Conference and Event Manager. The sample taken was based on probability judgmental sample. Selection of the sample was based on selecting the managers who have the largest number of subordinates and who worked not less than five- seven years at the Markaz. The average age of the managers ranged from 30-45 years which is the same average age for all the Markaz employees. Around 70% of them have a Masters degree

(Fikry, 2014). Some data was also collected from the ex. President of the Markaz on specific issues related to work environment and some junior admin employees, Ms. Safaa, Aamal and Pacant who are responsible for the different post graduate programs (diplomas, masters and Ph.D.) The researchers also depended on their observations during the data collection stage.

7.2 Instruments

The instruments used in this study is to diagnose and to analyze the dimensions involved in the organizational factors that was taken and modified from Karabryk et al. (2011) academic survey with its sub components ranging from environmental factors, administrative/job workload, promotion & evaluation system and staff training and development fund.

The interview questions started by some general questions about age, gender, educational background and the number of years worked in Markaz.

Section one includes questions from 1 to 4 that covering the dimension related to Work Environment. (1) acknowledgement for a well done job, (2) finding support when change and new initiatives are being introduced, (3) helping keep staff morale high within my department & (4) top management willingness to put in a great deal of effort in order to help with their organization success.

Section two includes questions from 5 to 8 that covering the dimension of *Administrative/Job Workload.* (5) amount of administration expected per staff member is reasonable, (6) number of staff each supervisor is expected to supervise is reasonable, (7) staff has time to do good quality work & (8) working after hours to meet work requirements.

Section three covers questions from 9 to 11 that relating to the dimension *of Promotion and Evaluation.* (9) existence of a fair system for promotions procedures, (10) top management recognizes the variety of work that staff do & (11) each employee knows what is expected for his/her role.

Section four covers one question only to cover *Staff Training and Development Fund.* (12) top management finds some difficulties getting fund.

7.3 Procedures

The study was conducted over five weeks. In the first two week, the researchers visited the place three times to observe the working environment of the place and collect data from employees. The six key leaders of the Markaz were also contacted by phone to give them an idea about the study. The position of these leaders ranged from the president or managing director, director of HR, director of marketing, director of pension and insurance, director of salaries, director of training and the ex president of the Markaz who is now working as a consultant trainer at the Markaz. In the second week, an in depth interviews were conducted over the whole week with the top six key positions at the Markaz individually and in focus groups to ensure accuracy of the information. In the third and fourth week, data collected was organized and analyzed in our findings. In the fifth week, the researchers came up with the conclusion and recommendations of the study.

8. Results and Discussion

Results of the study through the in depth interviews with the six top managers, some of the data collected from some employees, besides the researchers' observation revealed the following:

8.1 Work Environment

The human resource manager revealed that the Markaz has a special work environment that is unique about it.

Although it is under the umbrella of the civil service law no. 47, but the Markaz provides the work environment of the well established private companies.

● Acknowledgement for a job well done: All the six managers revealed that acknowledging the work of their employees is considered one of their major concerns to their employees. The reward is usually given to employees as monetary or non monetary motivational tools. Employees who achieve excellence in any specific task are usually apprised by their managers in their unit weekly meetings and are also recognized on the web site of the Markaz. Acknowledgement can also take several forms, it can be given like an incentive by the end of every three months since portion of the employees' salaries are tied to their performance to be given as incentives, or employees can be sent to training programs abroad through international relations with some countries like Singapore, Holand, Malaysia, Korea....etc.

● Support for change: Junior employees revealed that most of their managers welcome any of their creative ideas. They empower them not only through delegation of challenging tasks but support them for any new idea that will help with their performance (Mohamed & Tarek, 2014). The kind of support presented may take many forms through backing them all the time or approving any financial or additional resources needed.

● Initiatives are being introduced: Employees revealed that their managers always welcome any new initiative to enhance their work. They always encourage them for any new idea from their side and that what keeps them motivated or feel that they are engaged with their work. Managers are keen to have an open communication going on all the time between them and their employees (Safaa & Aamal, 2014).

● Helping keep staff morale high within department: The president of the Markaz revealed that the Markaz employees feel that the place is their home place and they all work like one family (Ashraf, 2014). Employees are never reluctant to come on weekends as lot of training and post graduate programs are held on Fridays and Saturdays as they will always have the choice on how they will be compensated as extra money or days off. The employees are also motivated by the flexible work system offered by their managers. Each manager offers his employees some flexibility with regards to his/her working hours as long as the job is done. Employees also have the choice to work either full time or part time with 60% of their salaries to help them achieve a work life balance. Many employees reported that the president of the Markaz is always keen to send a birth day note to each employee on his birthday (Mohamed & Tarek, 2014).

● Top management willingness to put in a great deal of effort in order to help with their organization success: Managers reported that they are imitating their role models for ex. leaders at Markaz. They sometimes can spend the whole month with no weekends taken but couple of hours as they feel the urge to finish tasks at peak periods. They might feel tired sometimes but motivated as they are committed to their employees and the Markaz (Fikry, Ezzat & Khedr, 2014).

8.2 Administrative/Job Workload: The Amount of Administration Expected per Staff Member Is Reasonable.

● The HR manager reported that in order to ensure that the jobs and responsibilities per employee is appropriate, the actual job description was written for each employee by the employee himself and his supervisor and revised by the HR manager in order to make sure that the work load is appropriate per employee. In case the work load is over the employees' capacity at peak period during the year, the employees' manager raises the issue to the HR manager who appoints temporary employees to help at these peak periods (Fikry & Ramadan, 2014).

● The number of staff each supervisor is expected to teach and/or supervise is reasonable. Usually every staff supervises an average of 6-8 employees. Supervisors may appoint some of their skilled staff to act as their

associates to ensure that work is under control and also to build a pool of new generation (Ayman & Fikry, 2014).

● Staff has time to do good quality work: Most of the managers reported that since the system is based on incentive based management and the work environment is supportive, staff usually has the time to do a good quality work which is reflected all the year in the Markaz customer's satisfaction and repeated service (Yehia, Fikry & Ayman, 2014).

● Working after hours to meet work requirements: It was reported that some departments like the administration staff responsible for the training or post graduate studies may have to work after work hours to meet the work requirements but are usually compensated and rewarded for that (Bassant & Safa, 2014).

8.3 Promotion and Evaluation System: Existence of a Fair System for Promotions Procedures

● Both managers and employees reported that the Markaz has developed informally its internal HR system which is far more developed than the Central Agency for Administration and Development or the governmental body responsible to do that. As for promotions, they have to abide by the seniority system of the government which is very impeding, but instead they motivate their employees by job rotation and enrichment. They apply informally also a system of staff promotions based on the merit system. Managers may appoint the most capable employee for the job as a supervisor, compensation is offered as incentives. Evaluation is done every three months with incentive based performance (Fikry et al., 2014).

● Top management recognize the variety of work that staff can do: The presence of a clear HR system helped top management to recognize the variety of work and skills that should be acquired for employees. Moreover, it helped each employee to know what is expected for his/her role.

8.4 Staff Training and Development Fund: The Top Management Usually Includes Their Staff in the Markaz Training and Development Programs

● Staff may also be encouraged to acquire a post graduate degree offered by the Markaz free of charge. The Markaz also awards their high performing and committed staff by sending them to receive specialized training abroad in Holand, Germany, Singapore, or Korea through dual international relations with their government (Fikry & Safwat, 2014).

8.5 Discussion

The study aims to investigate the organizational factors affecting human energy in LMDC or Makaz Idad El Kadah and the management strategies to manage these factors. The results of this study coincides with Karabryk, Eker and Anbar (2012) contribution about the factors that affect burnout among staff. This study also confirms with Johnson (1989), that major contributors to burnout were treatment of faculty, budget concerns, administrative style, the cluster system, communication problems and environmental problems. The results of the study revealed that the work environment of the Markaz was motivating and positive to the employees. The researcher familiarity with the Markaz employees and how the work was run on Friday and Saturday classes helped understand more the overall work environment. The positive motivating environment prevailed in the Markaz was mainly due to the top management balance between their concern for their employees and also their concern for the work. Employees were always rewarded for their good work performance by monetary and non monetary means. Their new ideas or initiatives were always welcomed and supported by their leaders. Their salaries and incentives were higher or similar to some of the well established private sector companies which gave these public employees a feeling of self worth or as they were privileged. Their offices are well equipped with new computers and modern furniture with the building located in Agoza overlooking the Nile. The type of leadership in the Markaz was built on participatory approach as leaders were always there to help and coach their staff. They trusted them by

empowering them to take over new tasks, adopt their new ideas.

As for the workload, employees were asked to document their actual tasks, so they were not taken for granted by giving them a factual job description that was designed by the Central Agency, while they do something else. The researchers noticed that most of these employees who were recently recruited by the Markaz used to work in their summer holidays during their university years as internships or temporary employees with monthly contract. According to the HR manager, the Markaz usually recruits its new staff from the high performing interns only, so that they guarantee that new hires are the right ones. The flexibility given to employees in working hours or their choice of their days off or work full or part time, not only motivated them, but helped with their work life balance which strengthened the bond between them and their work. The presence of an HR system even though not as proper as it should be but was better than abiding with law no. 47 for promotion or assessment. It gave a sense of fairness to employees that incentives, training abroad, earning a degree and fulfilling the supervisory duties were all based on their performance. Generally speaking, the Markaz provides a good example reflecting how a public organization should build their strategies through the organizational factors for affecting positively human energy at the work place and which in turn reflects the good employees' morale, attitude, customer satisfaction and profitability.

9. Conclusion

The study exposed the organizational factors that can affect human energy drainage through the case study of one of Egypt's public organizations responsible for Leaders Training and Development in Egypt, named Markaz Idad El Kadah. The study investigated all the organizational factors affecting human energy at the Markaz (environmental, work load, promotion, evaluation system and the availability of fund for staff training and development). The study revealed and discussed the strategies offered by the top management of the Markaz in creating a positive and motivating environment for their staff to avoid the drainage of human energy.

The lessons learned and the recommendations of the study can be summarized as follows:

(1) Human energy should be an issue of concern for public organizations in Egypt due to its effect on both the employees and the organizational performance.

(2) Building human energy at the workplace dedicates that top management should create a motivating work environment for employees through empowerment, support and rewarding system.

(3) The positive work relations or a family based environment will enhance the employees' commitment.

(4) The presence of a fair HR system with regards to the employees work load, promotion system, training and development are essential components for human energy management.

(5) The availability of adequate financial resource is necessary to ensure the existence of an adequate rewarding system adding to maintain a system for staff training and development, all of which are essential components for human energy management.

At the end, the management of human energy in public organizations requires essentially a supportive leader; a proper Human Resource HR system and an adequate financial resource.

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