A STUDY ON IMPACT OF OPTIMUM WORKPLACE CULTURE POLICY THAT PROVIDES WORK-LIFE BALANCE

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ABSTRACT

Workplace culture is one word that talks about the unique characteristics and values of an organization. It reflects the individualities of an organization that is revealed through the attitude and personality of employees working in that group. The workplace culture has a direct link with the work-life balance of the employees. An excellent workplace culture should provide the employees lead a peaceful personal life and a successful professional life, thus helping to have a work life balance. But there might be challenges in implementing an excellent job place culture as the employees come from different social, cultural, economic and political background. This makes a tougher situation for the management to bring in appropriate policy for workplace culture, but once a suitable work-life culture system is implemented, it leads to the organizational commitment of the employees and increases their loyalty and dedication towards the organization. This article looks into the concerns of a group in framing a best-fit policy that suits all the employees and tries to see solutions as to how such an optimal policy could be structured and implemented that could make the organization as the most preferred place to work.

Key words: Workplace Culture, Work-Life Balance, Organizational Development, Ideal Workplace Policy.


1. WORKPLACE

The workplace is an area or a physical location where people get together for work, such as an office or a factory. Having a workplace for the employees is a universal concept used by the employers, and it is considered as one of the important social spaces. In the modern days, a set up just opposite to this common set up is evolved that is known as a virtual workplace where the workplace is not situated in
one particular space and where the employees can work from anywhere. This virtual setup has become possible due to the innovation of modern communication technologies.

2. WORKPLACE CULTURE
As mentioned by Denison Consulting, “culture is the way things are done around here.” An organization’s culture is the beliefs, values, and behaviors that a group has adopted over time as a way to survive and succeed.

The Workplace culture as defined by Edgar Schein, Ph.D., Professor at MIT and a recognized authority on Organizational Culture and Leadership, “The bottom line for leaders is that if they do not become conscious of the cultures in which they are embedded, those cultures will manage them. Cultural understanding is desirable for all of us, but it is essential to leaders if they are to lead.”

The Wikipedia takes the statement of the Business Dictionary that Organizational Culture encompasses values and behaviors that "contribute to the unique social and psychological environment of an organization.

There is no specified organization culture found anywhere in the world. The workplace culture is formed different based on many parameters like the type of organization, the type of employees working in the workplace, and depending on the kind of management, etc., but similarities could be found in the policies of different organizations.

3. WORKPLACE CULTURE POLICY
Every organization has a formal or informal workplace culture that it follows. This system is based on the traditions, values, and beliefs developed by the organization. That policy is enrooted into the minds of the employer and employees. It talks about the values and ethics to be carried out, code and conduct rules, etc., systems and procedures to be followed by the people of the organization. This workplace culture policy is critical and could be called as the life of the organization.

The workplace culture policy may change from one organization to another, and there is no hard and fast rule in framing the policy. Of late, this workplace culture policy has taken a prominent place in the research arena and researchers make a lot of study in this field. The more the businesses grow, the more the employees find around and more are the studies raised in the area of workplace culture. This study has gained importance because the organizations are rigorously competitive, and retaining employees has become a challenge with the modern trend of youngsters jumping into too many jobs in a short period. With virtual workplace also in place, the organizations are forced to attract and retain talent by making flexible workplace culture policies that suit different individuals of the organization. At the same time, it has also become quite challenging to bring in an optimal workplace culture policies as each employee comes from different social, economic, cultural and religious background.

4. WORKPLACE CULTURE POLICY VS WORK LIFE BALANCE
Work-Life Balance is another concept that has emerged widely and has gained immense importance among all internal stakeholders of an organization. An organization cannot stay away from the concerns of an employee stating that it has no obligation to the family life of an employee. The Human Resources managers have more roles to play in the modern days. They are not expected just to manage the manpower, but they are also expected to do more significant roles than just the role of a department. The role of an HR manager has expanded its horizon and grown up to more enlightening ways like motivating, counseling, understanding the needs of the employees, leading the team with ideal policies that help them in balancing their life and work, etc. There should be a top-down approach to understanding the requirements of the employees and to frame policies that could help work life balance. This top-down approach helps the management to gain the confidence of the employees and earn their loyalty that gives the dedication and hard work.

5. EVOLUTION OF WORKPLACE CULTURE
The term workplace culture that is also known as company culture or organization culture or corporate culture was coined in the late 1980s and early 1990s. As could be understood from the Wikipedia study, Hofstede (1980) first studied about organization culture. He took a study between IBM employees around the world and identified five dimensions of culture which is Power Distance, Uncertainty Avoidance, Individualism Vs Collectivism, Masculinity Vs Femininity and Long Term Vs
Short Term Orientation. He also established that there are national and regional based cultural groupings that influence the organizational behavior.

O’Reilly, Chatman & Caldwell (1991) believed that organization culture can be based on values and further developed a model called Organizational Cultural Profile (OCP) which made distinctions on Innovation, Supportiveness, Stability, Respect for People, Outcome Orientation, Attention to Detail, Team Orientation, and Aggressiveness. Daniel Denison’s model (1990) debates about four scopes, and they are Mission, Adaptability, Involvement, and Consistency. Deal and Kennedy (1982) states that the organizational culture is the way in which things could get done in that workplace and focuses on Work-hard - Play-Hard Culture, Tough-guy Macho Culture, Process Culture and Bet-the-company Culture. Schein (1992) held that organization cultures are difficult to change.

6. REVIEW OF LITERATURE

Denison, who had a particular interest in studying organizational culture and leadership, observes that these two topics have an influence on the performance and effectiveness of organizations. His research in the field of corporate culture is highly referred to by the researchers. His model of organizational culture is widely known and used in academic research in organizational culture, effectiveness and performance.

Dennison (1996) notes that the organizational climate had a predate to the corporate culture. He furthers that both terms are completely different; the researchers who studied organization culture concentrated and concerned about the social systems. Many authors attempted to examine and compare these two terms and explore the areas of integration between them. He differentiates the sharp contrast found between culture and climate. Culture talks about the deep roots of the organization that replicates the values and beliefs held by the organization that can be discussed qualitatively; whereas the climate of the organization portrays the environment as being rooted in the value system of the organization that could be explored quantitatively.

In a recent study, Arif and Farooqi (2014) examined the life of University Teachers in Gujrat of Pakistan and studied the influence of work life balance on job satisfaction and the influence of work life balance on organizational commitment among teaching employees and found that positive relationship does exist on both the hypothesis. They observed that the employees who had an exquisite balance in their work and life were satisfied with their job.

Nwagbara and Akanji (2012) studied about the influences of work life balance on the organizational commitment and motivation of women employees in Nigeria. The authors observed how these two variables, that is, motivation and commitment lead to organizational betterment and higher performance. It is emphasized that in a country like Nigeria where the patriarchal practice is prevalent, and women face manifold pressures from both work and family, there is an urgency to promote policies where women employees are motivated as it will lead to higher commitment level.

Azeem and Akhtar (2014) also made a study on the similar lines and took a survey among 275 respondents in the healthcare sector. Their survey results proved that the level of work-life balance in a person’s life has a significant relationship to that of job satisfaction and organizational commitment. The authors observed that work-life balance and job satisfaction were important factors to develop and enhance organizational commitment and concludes that management support is required to have work-life balance, for which a proper workplace culture policy needs to be provided.

Tayfur and Catin (2014) conducted a survey among 391 respondents to examine the relationship between the work-life balance of the employees in the healthcare sector and the level of their commitment towards their organization. They also made an attempt to find out the difference between the perception of work-life balance, the level of engagement and employee’s age, education, the number of years of service, etc. The results showed a positive impact on work-life balance and commitment, but a long-term commitment could not be exhibited and commented that having worked life balance policies and work culture will have significant importance in increasing employees’ affective and normative commitment.

Daly and Hawkins (2005) in their research see the problems that men are facing in this field. As work-life balance has almost become the women-centric issue, the problems that the men face in handling a balance between his life and work is not looked into a matter of consideration. But in reality, with the change of lifestyle and cultures, men also take a prominent role in handling the house core activities whereas the support they receive very limited. The authors highlight that the men’s role as a caretaker at home has become almost invisible. Many organizations still do not understand the role

of a male employee at his home front. It is assumed that there will be women or paid caretaker at home to take care of the responsibilities in his family. The authors find that the workplace culture policies of most of the organizations do not support men in having work-life balance.

Higgins and Duxbury (2005) studied the trends in change of technology during the two decades and said that as expected by the experts, the virtual workplace has come into existence but their other expectation of the reduction of stress and more time with family did not come true. They discuss the role overload, work-to-family interference, and family-to-work interference and also the work-life conflict and workplace trends happened during the two decades and observe that the reason for the work-life imbalance in spite of technology miracle occurred due to downsizing, the culture of hours and money, changing demographics, lack of support and curse of technology.

In a report prepared for Mustafa and Jayashree (2014), the authors Kurmayeva et al. says that in capital countries, there is no social, public or governmental pressure to implement work-life balance policies; but in socialist countries, there is a pressure found for implementation of work-life balance policies. The author also quotes that age of the employees and the culture in which the employee is brought upon have an impact in demanding work life balance. The author further insists that the work like policies will increase job satisfaction and motivation that leads to high level of job performance. The author has highlighted another interesting point that the managers are allowed to work flexible hours, but the workers have set hours of working during which they are expected to be in the workplace. This may be because the workers are assessed based on their performance but the managers are appraised based on the objectives of the organization. The managers are afforded the luxury of flexibility as they are managed by objectives, and their subordinates are deprived of that luxury that may create a dispute in the organization. The survey findings from a study based on bus body building firm suggest that the employees tend to change their job to achieve a better work-life balance as they received complaints from the family and achieving work-life balance have led to stress.

Kossek, Lewis, and Hammer (2009) examined the organizational perspectives on work-life initiatives and it changing phenomena and discussed two main challenges that are the cultural and structural challenges. The authors noted mixed consequences of work-life initiatives for individuals and organizations and suggested that both experts and companies need to frame structural as well as cultural work-life changes as part of primary employment systems to improve organizational effectiveness rather than just having strategies to provide support to disadvantaged, non-ideal workers. The authors also discuss the diversity of nations as it varies from country to organizational context and for different workers and its implications for bringing in appropriate work-life policies.

Chalofsky, in her article for Organization Development Journal, attempts to connect the concept of workplace community to the humanitarian values that are essential to have a positive workplace environment. The author emphasizes that it is not primarily required that equal time needs to be spent at office or family, but it is honoring the emotions and requirements of the employee. The policy should not be for ‘either-or’ proposition, but it should be provided equal value to both needs.

Townsend, Lingard, Bradley, and Brown (2012) made a case study on the Australian Construction industry reveals that it is tough for the managers to manage working time initiatives by allocating alternative-rostering arrangements that would allow the workers balance their family and work. The authors appreciate the efforts taken by Alliance Management Group, who took the brave step of bringing in a five-day week for bringing in work life balance that has proved that such initiatives are possible to implement even in such complicated sectors.

Omari and Paull (2014) in their made in the field of legal profession observed that competition, work intensification, and the strict work requirements result in stress, imbalance in work and life and interpersonal conflict. The legal profession also had adverse impacts due to the high level of competitive environment found in the profession. The study also reveals that most of the issues arise are due to the negative workplace cultures, work practices, and the leadership style. The rigorous competitions, win-at-all-costs mentality and the pressure lead to negative consequences. There is also a trend practiced such as billable hours that pushed the others to perform at extraordinary levels that affected their well-being, quality of work and life and even the tenure in the organization of profession.

Gordon (2014) in her multiple case studies made on small level IT firms articulates that Flexible workplace practices (FWP) are followed in the smaller level IT firms. The author reviewed the cases of small businesses that had employed 4 to 21 employees. The study is undertaken in 17 firms, and it was observed that smaller companies do have flexible workplace practices that are more informal and hence are not considered essential as there are no formal HR policies found. It is noted that the management
who had implemented flexible workplace practices had the trust in their employees and in turn the employees were also dedicated to the management.

B. Ravindran and R. Baral (2014) made a study on the factors affecting the work attitudes of Indian re-entry women in the IT sector. The authors find that the career outcomes and attitudes of such re-entries are related to the organizational factors. They suggest that the organizations need to support women employees by making good workplace culture and create a workplace environment that is more supportive and inclusive for women returners.

7. NEED FOR AN IDEAL WORKPLACE CULTURE POLICY

Any organization will have its policies and rules and regulations that govern the organization and determine the culture of the organization. But does that system talks about only stringent and rigid rules and is it an employee-friendly policy is an interrogation to be made. If the system is found to be stiff and tight, it is high time for any organization to change the same so as to make it employee-friendly and employee-supportive policy. In this world where technology dominates and rules the human kind, employees are no longer loyal and dedicated to any organization. They are concerned about making money at the shortest time and get promotions to reach the top position at the earliest opportunity. But if there is one simple way that could help the organization to attract enough talent and retain them, it would be the workplace culture.

Any employee would like to work in the better environment, and the culture of the organization mirrors its character and personality to the outside world. The employee of such organization that provides the best place to work will always feel proud to talk about his organization and would be the right brand ambassador.

It is imperative for any organization to have an ideal workplace culture policy as this is a core document that draws the boundary line of acts for every individual of the group, be it the employer or the employee. Creating an ideal policy for the workplace is a challenging job, but if it could get hold of the right point of the thread that flies the kite, the organization can fly atop with its policies and can smoothly travel to the place of best players in the business world.

If we take the list of best employers in the world, it would be open to seeing that they have created an ideal workplace culture where the policy is aligned with their business; they give complete support to the employees both in professional and personal front and promote innovations. The survey results of the World’s Best Multinational Workplaces 2015, after making a detailed research among the world’s best companies recommends that organizations should seek to offer fun, comprehensive, friendly, collaborative and family-life workplace. They need to set clear organizational strategies and establish teams smartly. Above all these, the employees also expect their workplace to be in safe conditions and give priority to having the proper equipment.

Management should help in creating an environment where cooperation among employees and coordination between teams becomes easy and unanimous. This is possible when an appropriate workplace culture policy is available which caters to the needs of its employees, understand them and support them physically, emotionally and financially at times of need. The work life place culture policy should not be a rigid one. It should be a strategically placed document that helps the management to look into the individual needs of the employee and renders the helping hand to the employee in times of need.

Any individual works for his self-need and his family. The person works to achieve to fulfill his dreams, realize ambitions, support family, and lives for his values, beliefs, and self-respect. A person cannot be a full person when he is alone: he has his family or loved ones and friends around him for whom he needs to spend his time. He needs to fulfill the requirements of his family and spend ample time with them. He needs to balance his professional life and family life together to achieve success in professional front and happy and peace in family life. He cannot do this without the support of the family and organization.

The conglomerate is expected to understand these requirements of an individual who is also an employee of the entity and frame an ideal workplace culture policy. If such an ideal workplace culture system that suits everyone is formed and implemented successfully, the employee will feel the pride and joy of working with such an organization and his dedication, loyalty, and oneness towards the organization will increase. The team can then concentrate on achieving its goals towards which the management can move smoothly without wasting time and energy towards unwanted internal politics.
The organization also needs to take care of the cultural and social practices prevailing in the place where the group exists. The policy that is used to the best of the organizations elsewhere may not suit the organization in other areas as the diversity plays a vital role in forming an optimal work-life balance culture. The management needs to concentrate on the social practices, and fundamental systems of the place of organization and appropriate policies are required to be framed so as to provide optimum benefits to the employees.

8. CHALLENGES FACED BY THE ORGANIZATION IN CREATING AN IDEAL WORKPLACE CULTURE POLICY

There are manuals or documents found in every organization that talks about the culture of the organization. But how best it suits the needs of the employees is debatable in most of the organizations. It is right time that the old companies look into their workplace culture policies and make amendments that suit the modern, challenging world. When modern technologies grow and innovations are made on an everyday basis, it is not an easy task to manage employees and lead them to job satisfaction.

The Mission, vision and objectives of the organization should reflect the workplace culture, and it should be the primary focus of any organization to incorporate an ideal workplace culture. The young talents of the modern age are not only brilliant and inquisitive, but they also expect equality and respect in the organization. It is a challenge to attract talent in the recent days and retaining the talent is another tough task handled by the management. As more and more women workforce enters the workplace, the challenges get multifaceted, and it is growing day by day. Not only the women face problems in balancing the work and life, but men are equally facing issues in handling life and profession.

As five fingers of a hand, each employee of the organization, though come under one umbrella are not found to be similar. They come from different culture, religion, social and economic conditions. Their priorities may change, and their dreams may not be the same. While one may be too ambitious, another person may like to lead a simple life. When one is much devoted to his office work, the other person may like to spend more time with his family. When one may find to be introvert, someone else might be extrovert. When some person seems to be super-fast, some may be little slow. When some can understand things quickly, some may not be so. But the management needs to take them all together and move forward towards achieving its goal.

The management should understand that working extended hours need not always be fruitful. When a genuine person may be appreciated for the extra effort that is put in, it need not give a wrong signal to those who leaves office on time after completing the eight hours of work devotedly. Their work needs to be appreciated and encouraged rightfully. The organization should understand the priorities, challenges, ambitions, values, living environment and family culture of the employees and the workplace culture policy should be such that it extends its warmth to the employees of all levels.

The workplace culture system should be unique, and it should reflect the best of the values, principles, traditions, belief, behaviors, attitudes, and interactions of the organization. It should not be forgotten that the employees reflect the culture of the organization to the external stakeholders. The culture of the organization should show the style and elegance with which the organization operates or functions. It is obvious that the workplace culture found in the best organizations is like tailor-made or perfect ones that suit each of the organization. It should not be like a one-size-fits-all type of the policy that is formed by the group.

Hence, a workplace culture policy is to be created in such a way that it finds a solution to the common problems faced by the employees. It also should be framed in such a way that it helps the employees at times of special and exceptional needs. It is a challenge to create an ideal workplace culture policy of the organization, but it is not an impossible task.

9. BENEFITS FOR THE ORGANIZATION

Questions may arise as to whether the workplace culture needed so much prominence. But the importance of having an appropriate workplace culture that suits the employees of the organization might not be ruled out. The employers will realize the benefits of an ideal workplace culture once it is formed and implemented faithfully.

The following points might be taken as the benefits that the employers could get by implementing an excellent workplace culture policy:

The employees will take pride in being a part of that organization that has an ideal workplace culture;
Attraction of talent would be easy as words of mouth will make the best talents to try for a job in that organization;
Recruitment, induction programs, and training of the employees will become smooth as the recruited people would be talented ones;
Retention of workers will become much easier as the employees will like to stick to the company and they will not try to go out of the organization that they would love to work, thus bringing the attrition rate of the employees to the minimum low or nil;
Absenteism would be low as people like the workplace culture and would like to spend time in the organization willingly;
There would be cooperation and coordination found everywhere as people unite with willingness and oneness of a family;
Since there a family feeling prevailing already, there are no unwanted issues found in the organization where the interference of the management is required. This saves a lot of time and energy of the management which they could spend on achieving their goals and objectives;
The employer would be considered as the best player in the competitive world and would be respected by the business community;
The time, energy and money invested in people will start earning fruitfully when compared to the organization that has not invested much in the policy;
Employees can concentrate on their family side as well due to the family-friendly policies of the organization;
When the families of the employees are happy and contended, the positivity would be crossed over to the organization that will lead to more productivity;
The happy and satisfied employees will bring in more results as there will not be any stress found around;
Absenteism due to ill health issues would be less as the employees would be stress-free and would be in absolute health;
The tension and unrest would not prevail among the employees and the employees would be able to concentrate on their priorities;
The organization will quickly reach the highest level and would be considered as the best place to work inviting envy from the competitors.
They try to put in extra efforts for the success of the management goals and objectives;
They do not attempt to move on or jump on to various jobs for the purpose of high salary alone;
They understand the real value, faith and culture of the organization and strive hard to uphold the tradition of the organization;
They reflect the culture of the organization and stand tall wherever they go mirroring the values of the organization;
The organization should provide a safe, professional environment that is conducive to quality customer service, good morale and that boosts the level of productivity;

10. BENEFITS TO THE EMPLOYEES

The following points might be taken as the benefits that the employees could get by working in an excellent workplace culture:

- the employees would be able to work in the best environment that makes them happy and grateful to the employers;
they get the feeling of being respected by the top management as well as from among all levels of management;

- they feel the pride to work in such an organization where an ideal workplace culture prevails;

- they would like to give back to the firm by way of hard work, dedication and teamwork;

- they can concentrate more on their family front that brings in happiness and peace in the personal life;

- health issues that arise due to tension, stress, etc., do not arise as they work in a peaceful atmosphere, and there is no tension found on anything for the employees;

11. RESPONSIBILITIES OF AN EMPLOYER IN IMPLEMENTING A POSITIVE WORKPLACE CULTURE POLICY IN THE ORGANIZATION

The employees expect to have a happy atmosphere in the group and fun-filled workplace. Another important factor that the employees expect is that they need to have family feeling among themselves, cooperation from the colleagues, non-discrimination among employees, etc. Employees expect their management to be competent and have dynamic leaders who lead them with team coordination, non- partial, and without bossism. Safe working conditions are to be provided in the organization and the employees who work at the organization work fearlessly. The more the modern equipment are installed, the more the precautions are required to be taken in properly installing them and maintaining them which is quite expensive. But if they are done methodologically, it will lead to a dangerous working condition.

The workplace basics are required to be available for the employees. This includes having sufficient equipment in proper conditions, all resources available on hand for work, and a very safe physical environment around them. Employees also look into hygienic working conditions and expect clean and neat place around. Non-routine, innovative and colorful workplaces are also welcoming on these days as many of the top preferred companies look more colorful and bright.

Needless to say that many other non-physical environments needs to be available for the employees to feel safe, contended and satisfactory. They are the policies of the organization that provides them the adequate emotional touch. Few such basics are the freedom to work on their own, no undue pressure on an individual, safe and peaceful working environment without nuisances and harassments, ability to take break or time off when required, flexible working hours, fun-filled working conditions, non-discrimination of employees, no power showoff, etc.

It is the duty of the employer to provide an environment that is built on trust and faith. The employees should be treated with due respect and dignity that comes from the mind and not just by words. The employees should feel that they are a full member of the working family irrespective of his / her position in the organization. Trust, pride, and camaraderie is found to be the primary requirement for any organization to become the most wanted employer.

The employee also expects a perfect leadership from the top management who could assign job in an unbiased manner, who can coordinate the different individuals and teams and take the organization forward. The organization that shows the appreciation for good work and additional effort is being adored by the employees. Hence, it is the duty of the employer to understand the emotions and match the wavelength of the employees. There is no doubt that the company plays a prominent role in supporting the employees to have a balanced work and life.

The organizations should have trust in the employees and should not hesitate to invest in them by way of recruitment, induction, and appropriate promotions, etc. The employees should not have the fear of losing the job at any point of time. This will make the employees fearful and will not be able to concentrate on the job properly; they will simultaneously try to get some other job that brings in a lot of stress to them. Hence, the workplace should gain the confidence of the employees, and they should be allowed to work with full force and trust. They will then be able to concentrate on their job, complete them efficiently and will make them an efficient worker of the organization. It is the duty of the organization to recruit right talent and once it is done, they should not be allowed to move out of the organization for whatsoever reason.

The workplace culture policy should not be a mere paperwork, but it should be implemented thoroughly with confidence and effectively helping the employees lead a life of work life balance. It is the responsibility of the top management and the human resource personnel to frame a policy that suits every individual of the organization with employee-supportive and family-friendly policies.
Once the procedure is laid down, the top management should take initiatives to train the employees about the workplace culture and educate them on how best they can utilize this policy for their welfare.

12. RESPONSIBILITIES OF EMPLOYEES

When an organization provides a non-stringent, flexible workplace culture, the employees are required to use it in an appropriate manner. They are required to understand their responsibility and are expected not to misuse the policies that are made friendly and supportive for them. This will make the working environment lively and fun-filled, and the working space will become the place of happiness and joy. The employees can balance their work and personal life in a peaceful manner by properly adhering to the workplace culture of the organization.

The employees are responsible for their behavior and attitude while working in the group. They need to understand that there are internal and external stakeholders who observe them and perceive their code of conduct in the workplace. They should not indulge in inappropriate manners and should not be harassing or physically threatening their subordinates or include in verbal or physical threats.

It is the responsibility of the employees to uphold the respect and dignity of the organization, and they should reflect the values, ethics and culture of the organization at all times.

13. CONCLUSION

The study made in different working sectors and professions explicitly says that the workplace culture is a dominant factor that decides the work-life balance of an individual. The Workplace culture of an organization defines the character, value and personality of the environment of the workplace and the state of affairs of the employees in that place. This workplace culture that is determined by the management needs to be optimal in such a way that both the management and the employees benefit from the policies framed by the organization. The management needs to be concerned with the emotional needs of the employees, and the workplace culture system should give equal importance to that part of his life also as it is directly and indirectly linked with the performance of the employees. If a win-win model of the workplace culture is implemented in an organization, the employees will work for peace, and the organization can move towards achievement of its goal.

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