NEED FOR SUPPORTIVE WORK PLACE CULTURE IN ORGANISATION

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Abstract
Work Place Culture can be defined as set of Rules, Policies, Believes or Rituals followed by an organisation. Supportive workplace culture is seen as a way of attracting and retaining the labour force needed to support the well-being of the employees. Work life quality and work life balances have become issues in recent times. The advent of Globalisation has made employees to work in various countries and in different cultures thus providing the exposure of cross culture working environment. Technology has made it possible for companies to expand beyond horizons. It is important to make a positive and supportive work environment to achieve successful and loyal employees. This article presents the consolidated literature related to Supportive Workplace Culture.

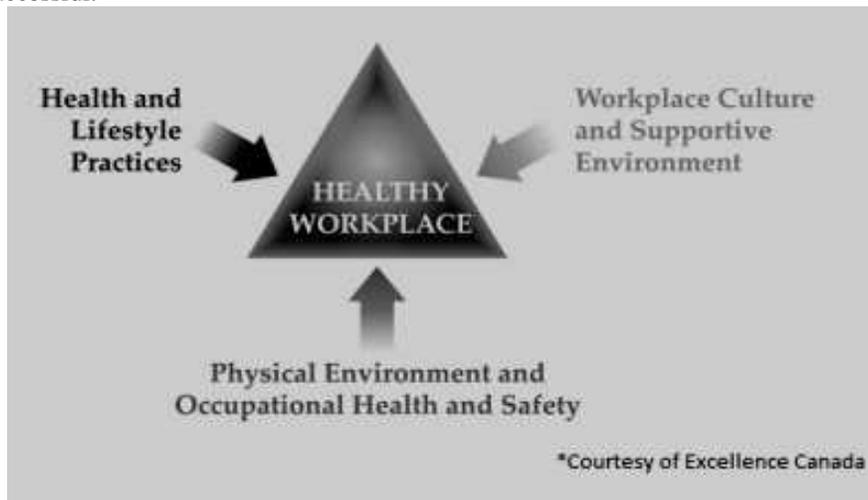***Keywords: Work place culture, Supportive work environment, Work life quality.***

INTRODUCTION
Workplace culture can be defined as a "way of life" in a work environment. In business, workplace culture can be shaped by the HR and also the types of policy and procedures developed to hire people. Things such as dress code, language, job titles, behavioral policies and even the gender or ethnicity of the work force play roles in shaping the culture. Other factors that contribute to workplace diversity and cultural differences in the workplace like differences in attributable to work styles, education or disability. Ethnicity or national origin are often examples of cultural differences in the workplace, particularly where communication, language barriers or the manner in which business is conducted are obviously different.

Employee Performance will not be in the maximum level when there is low support to work culture, high job stress and low job satisfaction. Studies reveal that the results relating to relationship between the variables of work culture, work stress, job satisfaction and employee performance vary across regions. Some of the researchers claimed that supportive work culture could reduce stress and have a positive effect on employee performance. According to Robbin (2003), Culture is closely linked to the values and the environment that lead to the meaning and philosophy of life, which would influence the attitudes and behavior at work. Culture is the result of life experiences, habits, and the selection process (accept or reject) the norms that exist in a social interaction or put oneself in the middle of a particular work environment.

Significance of Workplace Culture
The culture of a workplace plays a significant role in productivity of the organization as well as the satisfaction towards work. If there is a strong and overarching workplace culture the people in organization feel they are part of larger, well defined organization to work. Organizations with stronger cultures outperform their competitors in financial performance and are generally more successful.

Source: http://carleton.ca/healthy-workplace , Figure **1: Factors Influencing Healthy Workplace**

REVIEW OF LITERATURE

The reviews related to supportive workplace culture are consolidated and presented below.

David Palferman (2011) in his study discusses the Health and Safety Executive Management Standards approach for tackling the cause of work-related stress. The Health and Safety Executive management has worked with many thousands of organizations within the United Kingdom to implement the Management Standards approach. This work has provided the HSE with the opportunity to learn how best to manage the causes of work-related stress in the workplace. It is found that there are many similarities to both the causes and effects of stress and bullying within the workplace. This means that interventions aimed at improving the management of psychosocial risk factors should reduce the incidence of both stress and bullying. The study suggests that HSE management standards, or a similar type of approach, can deliver strategies that start to address the underlying psychosocial risks within the workplace.

Miner et al., (2012) attempts to show that a target of organizational incivility is associated with negative outcomes, including decline in job satisfaction, physical health and psychological well-being. Two studies (90 property management company employees; 210 undergraduate students) were conducted to examine whether 2 types of social support such as emotional and organizational act as buffers of the relationship between incivility and outcomes in workplace and academic contexts. Two types of incivility were also examined: general workplace incivility and gendered incivility. Consistent with the hypotheses, the results of both studies indicated that employees and students who experienced higher levels of incivility reported better outcomes when they felt organizationally and emotionally supported.

Valerie Francis (2004) investigates the prevalence of organizational values supportive of work life balance as well as the level of work family conflict perceived by civil engineers in Australia. The research has found that male civil engineers experience moderate level of work family conflicts, (M=22.37). There is a strong correlation between supportive organizational values and lower intention to quit job and less stress. The study suggests that providing organizational work family policies is important and should strongly be embedded within culture of the organization.

Focus of the study by Tatiana Ivanova et al., (2012) is on the well-being at workplace. Data was collected using a questionnaire that included various versions of situational motivation scale and life orientation test. The sample included 4700 employees of a major national electric company at Russia. Exploratory and confirmatory factor analysis of the scales measuring personality resources formed a single factor that was labeled personality potential. The results of the study demonstrated that personality resources mediate the impact of work place factors such as salary, work conditions and work achievement. Eisen berger, Huntington, Hutchison, and Sowa (1986) state that perceived organizational support is the employees' beliefs that their organization values their contributions and prioritizes their welfare.

Ellen Erust Kossek et al., (2011) has made a research on the Relationship between employee perceptions of general and work family specific supervisor and organizational support, work family conflict. The sample consists of 115 employees and the study compares the four types of workplace social support to work family conflict. AMOS 5.0 and chi-square are used for analyzing the relation. It is found that work to family conflict was negatively and significantly correlated with organizational support. Supervisor work family support was significantly stronger than the mean correlation between work to family conflict and general supervisor support (Chi square value=10.07, P=0.002). The study concludes that by changing work family relationships work family conflict could be healed. Allen (2001) found that decreased levels of work-life strain results in increased job satisfaction decreased employee turnover and improved levels of organizational commitment.

Epstein (2010) has assessed the theoretical antecedents of managers work life supportive behaviors by applying trait and situational leadership approaches. The degree, to which a manager is viewed as having an empathetic personality, was significantly related to manager's worklife supportive behaviours. The situational antecedent of a manager rating of leader subordinate exchange quality also had a positive relationship with manager's work life supportive behaviours. The situational variable of the subordinate's worklife conflict had a negative relationship with managers worklife supportive behaviours. The study concludes that managers need to understand their role in employee perceptions and work life supportive programs and policies which helps in greater organizational and individual benefits. Likert (1961) proposed a relationship between supervisors' concern for employees' well-being and greater resulting productivity. His principle of supportive relationships dictates that supported employees are more likely to believe that they contribute to organizational goals and that these goals are meaningful, which creates a sense of esteem and worth in employees.

Kamala Ramadoss (2012) has examined the role of job demand, job control, support at work place and one's own coping resources on positive spillover from work to family among employees in Information technology enabled services in India.

The regression analysis shows high job control, supervisor support for family related issues and coping resources were significantly related to positive spillover from work to family and the direction of the relationship were positive. The study extends the understanding of the situation of employees in the IT Sector in India which focuses on negative spillover and stress of employees experienced in IT. The study concludes that individuals with high coping resources to combat stress reported more positive spillover from work to family. Corley (2009) included several demographically, institution and career-related factors in their research model and found that men were significantly less satisfied than women at work.

Merideth Ferguson et al., (2014) investigates on how two workplace condition resources, supervisor instrumental support and organizational segmentation support are valuable resources that help individuals acquire work boundary flexibility. Also the authors investigates the impact of work boundary flexibility on the current both at work in the form of affective commitment and in the family functioning. The sample consists of 503 pairs of spouses and uses survey sampling international method. The study uses exploratory factor analysis. It is found that work family conflict was negatively and significantly related to family functioning. The study suggests that work boundary flexibility relates not only to outcomes at work, but spillover and relates to the employees life outside of workplace by its positive relationship with family. Russell et al., (2000) argue that the underlying cultural assumption is that an employee's presence at work is seen as an indicator of their commitment and contribution; employees put their careers at risk in terms of poor performance evaluations or promotions, if they participate in work-family programs that make them less visible at work.

Kelly Donald et al., (2013) have taken effort examining the role of management in reducing and preventing workplace incivility through care focused and conflict transformation theory. The elements which are used in study includes care ethic, humility, pragmatism, treasure relations, embracing change, diversity, relationship building, dialogue, engagement, understanding, reflects and critique. Textual analyses with qualitative methods are used. The study explores the research data and finding from the ethnographic content analysis. The findings occur in three parts based on, care-centered moral imagination framework, and ethnographic content analysis. The findings shows workplace incivility was mainly limited to organizational and management theoretical perspectives which placed the responsibility of managing workplace incivility on management. The conclusion emphasis the need for new approaches using a care focused and conflict transformation perspective in managing and engaging with workplace incivility.

DISCUSSION AND CONCLUSION
The paper discusses the relationship between perceptions of a supportive work place culture and organizational commitment, job satisfaction, workload, turn over as well as employee health and life satisfaction. Supportive Workplace helps the organization to maintain harmony among employees in the work environment and make them feel recognized for their work. A good work environment addresses the culture of the group and the humanity of the individual. It also acknowledges that some habitat needs are universal. Work culture is important for the growth of a company, in turn the growth of a country depends on the companies by its production turn over. There exist many differences, pros, and cons in work culture of any country. Organizations have to pick and adapt the best practices of work culture around the globe and implement them in their organizations. Understanding elements of workplace culture may help managers create a comfortable workplace in which employees become more efficient and productive.

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