

(2007) who viewed culture based on two continuums – the strength of bonds between people on one axis and the degree of similarity between people, from which a grid of four types can be derived (Douglas, 2007).

**Table 2 - Grid Group Cultural Model – adapted from Douglas (2007)**

	<i>Weak bonds</i>	<i>Strong bonds</i>
<i>Multiple differences</i>	<b>Fatalism</b>	<b>Collectivism</b>
<i>High Degree of Similarity</i>	<b>Individualism</b>	<b>Egalitarianism</b>

Organisational cultures are also not established in isolation from the broader cultural context, that is to say, they are also influenced by national cultures (Wallace, Hunt, & Richards, 1999, p. 549). Given the context of this paper which seeks to compare organisational cultures across two differing nations, the linkage between organisational culture and national culture is particularly relevant. Citing the work of Hofstede (1980), Wallace et al (1999) contend that there are four distinctive (and discrete) dimensions of culture which are individualism (considered on a spectrum between interest in self vs interest in the collective, uncertainty avoidance (ability to manage change), power distance (formality of relationships) and masculinity (considered on a spectrum between a focus on ambition vs focus on empathy for others (Wallace, Hunt, & Richards, 1999, p. 549).

For the purposes of this paper, the definition of organisational culture is defined as the shared values, attitudes and goals that determine the behaviours and actions of an organisations members (derived from O'Reilly & Chatman, 1996) p 160.

## Organisational culture in Australia

Australia can be characterised by its large land mass, rich natural resources and multicultural society (Central Intelligence Agency, 2017). Given this diversity and scale, defining culture at the national level or for organisations within Australia can be challenging however based on a review of the literature, a picture emerges of the cultures that exist in different organisations within Australia including the public sector, small and medium companies as well as large organisations.

For small and medium organisations in Australia, Gray et al (2003) identified through their research the cultural elements that were most prevalent, based on a nationwide survey of 5000 organisations and correlative analysis of responses. Their findings showed that in smaller Australian organisations there was a stronger culture based around attributes including supportive, stable, innovative and high performing, particularly when compared against larger Australian organisations. Gray et al (2003) also contend that the organisational attribute of being innovative was not just beneficial in and of itself but also correlated favourably with the attribute of competitiveness – perhaps leading to the conclusion that a culture of innovation can translate into a real (and profitable) competitive advantage (Gray, Denste, & Sarros, 2003, p. 35).

Within public sector organisations in Australia, Parker and Bradley (2000) assessed the organisational culture within six public sector organisations as well as assessing their ability to manage change (Parker & Bradley, 2000). Using a survey methodology, they observed cultural attributes including a shift from rules based organisations to a more modern culture based on flexibility, efficiency, productivity and even an entrepreneurial spirit (Parker & Bradley, 2000, p. 126).

Sarros et al (2005) investigated the dimensions of organisational culture in Australia using Organisational Culture Profile (OCP) methodology based on a sample of nearly 5000 organisations

