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Executive Summary

The national culture is defined as the set of beliefs, customs and behavior of the country which crucial for identifying the stability of the country. The national culture is crucial to enhance the identity of the country. The national culture is also important for the organizations. The organizations are alarmingly giving importance to the culture of the countries to which the employees of the organizations are engaged. In this paper the different aspects and dimensions of culture in Australia are evaluated. The management behaviors are different for different countries. In Australia, the management and the employees share a good professional relationship. The different characteristics of the management are discussed in this paper which include the problem solving behavior, rewards and recognition, maintaining work ethics, punctuality, decision making process and even the cultural values practiced within the workplace. With the advent globalization, the companies are expanding globally and they are hiring employee from different cultures. This is mainly because of communicative with the consumers of each of the countries in which the companies expand. Thus, any decision regarding the management policies as well as the business operations, the organizations must consider the aspect of national culture. In this regard the different management behavior of Australia is discussed which throws light to the concept of Tall Poppy syndrome which discourages the employees to improve their performance. They criticized by the management to the extent that

they leave the country. In the next section the relationship between the national culture and the management behavior of Australia are discussed.

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1. Introduction:

National culture of any country can be defined as those sets of behaviors, norms, customs and beliefs that are found to exist within the population of a country or is found to be practiced by the general population of an independent nation. The concept of national culture is characterized by those factors that are unique to the particular region or the particular country being considered: some of the factors being the language used by the citizens of the nation, the religion practiced by them and/ or the various religious beliefs that are prevalent among the nationals of the country, the racial and/ or the ethnic identity of the citizens of the country, the socio-cultural practices of the country and the traditional values of the country. The effects of national culture are often perceived in various other aspects of the nation, like that of the family lives of the people of the country, the level of education they achieve, the political and economic structures of the country, besides affecting the business culture and management policies practiced in the country.

The cultural beliefs, practices and traditional values of the employees of an organization are considered to be the most important factors that influence the management policies and decisions that are implemented in that particular organization. With the advent of globalization, the companies are expanding globally and they are hiring employees from different cultures. This is mainly because to communicate with the consumers of each of the countries in which the companies expand. Thus, any decision regarding the management policies as well as the business operations, the organizations must consider the aspect of national culture. When international organizations design and develop management and/or other business policies in an organization, the national culture of the nation are thoroughly considered and incorporated in the operational activities of the organization. Since the individual beliefs, values and attitudes of the employees are reflected in the way they perform their organizational activities, it is very important that the

management of the multinational organizations consider the national culture of nation in which they are operating to device and design their organizational policies.

In this report, the national culture of Australia has been discussed in details, besides providing a brief description of all the management policies, strategies and behaviors that are commonly perceived in the various multinational organizations operating in the country.

2. National Culture and Management Principles:

2. 1 National culture of Australia:

National culture is defined as the set of norms, beliefs, customs and behavior that is depicted by the population of the sovereign country. The multinational companies develop management practices in compliance with the national culture of the country in which they operate. The concept of National Culture has gained importance in the literature of general management. The interest in national culture drives the strategic alliances across the world. The population of Australia is 21 million and Australia is located between the South Pacific Oceana and the Indian Ocean. It is considered to be sixth largest nation in the world with a stable democratic society and a strong economy with an informal culture. Australia had become the destination of different kinds of business prospects hence it is necessary to develop awareness and understanding the culture and the values of Australia. Culture is considered to be multi dimensional is comprised of reality, different historical evidences, practices and the institutions. In this regard, (Collins, 2014) had developed conceptual framework to understand the complexities of Australian cultures. The five dimensional include the Western culture, Anglo cultures, National cultures, Subcultures and organizational cultures. The Western Culture is defined as the behaviors and the beliefs that are developed from the European colonization. The Anglo culture is the culture in which the

Australians share with the English speaking cultures. The national culture is the different cultural construct with regards to the Australian context includes Aboriginal population. The subcultures are regarded as those people of the country that depict behavior and beliefs different from the behaviors of the dominant culture. The organizational culture refers to the mix of cultures and subcultures within the workplace along with the norms and values of the organizations.

The National culture of Australia is crucial in all respect includes the self-image, status. Communication, leadership styles and may other aspects of the cultures. The culture of Australia is of western culture. The multi-ethnic migration also helped to build different cultures within the country. Australians have developed two cores value help to identify the cultural specificity of that country which is the egalitarianism and fairness. These are the values learned from the socialization from families, peers and mass media help the Australians to develop unique experience. In one of the excerpts, Australian culture is depicted to be the mainstream cultures of Britain and the USA. The communication in the country is fascinating as the country is characterized by six varieties of English mainly American, British, Filipino, Indian and Canadian (Barnhardt, 2000). There are no regional variations or any kind of class pressures enables the people to change from the broad to cultivated Australians. The Australians are not critically about the way people communicate and they tend to be fond of jokes and humor. The leadership styles in Australia is important as the Australian business culture is somewhat similar to semi-American nature where the leaders are quick thinkers and the rapidly makes decision. The cultural black hole is regarded as the Tall Poppy Syndrome in Australia which states that the Success of the Australians is down sized by the abusive techniques. This discourages the Australians as they regret their achievements and get offended by the humiliations. In this way sometimes the Australians tend to leave the country and relocate to countries where there is a

culture of encouraging the success. This cultural issue is prevalent in Australia affects the well being of the people (Cerroni-Long, 2001). The image of the Australians is such that they are regarded as the battler where the people of Australia appreciate the humble beginners who work hard with a spirit of adventure.

2.2 Management principles practiced in Australia:

Australia had witnessed flattening trend in productivity. The Australian economy had depicted GDP annual growth rates is important for the business and management within the companies of the organizations. The performance of Australia is important is in this respect which deliver the important aspect of the management behavior in Australia. The management behavior problem-solving characteristic in which the problems within an organization are analyzed first and then there are three ways in which the problems are solved which is either direct or individualized (Harris, 2007). The management of any company sometimes leave the problems on the employees and the managers so that they themselves are able to handle and solve the problem without the involvement of the management. Another distinguishing feature of the management is the motivation of the employees within an organization. This is contradictory in nature due to the evolution of the Tall Poppy Syndrome. Some of the organizations maintain healthy work environment and they encourage the employees to maintain the work-life balance. The organizations sometime engage employees from different cultures affect the overall productivity of the workplace. The rewards and recognitions within a company would motivate all types of employees to work efficiently. In this way the behavior of the management will encourage the employees. But there are other organizational cultures where the successful employees are criticized to the level that they tend to relocate to other countries. Thus, it is very difficult to establish the management behavior in Australia. The Australian organizations are also concerned

with good work ethics, means that the organizations are task oriented and motivate the employees to complete their task within deadlines and so they do not entertain working overtime. This implies that the organizational culture in Australia is best. Management also participate in the decision making process which is the duty of the senior managers. The behavior is such that the decision is in accordance with the employees. This is means that the employee and the management maintain a good relationship and so the organizational outcomes are efficient. The management behavior includes the values of the business, punctuality is maintained, the agenda of the business are followed and the organizations brainstorm and discuss issues about the business. The management also believes that the organizational differences must be minimized which means that there would be no management conflict or war within the organizations. The difference within an organization is derived from the aspect of different culturally diversified workforce (McMahon, 1995). The employees with different cultural backgrounds have different viewpoints, opinions and values about certain situations. This means that the management had to train the employees so that there communicative skills are enhanced and in this way the organizational differences can be reduced. The mate-ship plays an important within the organization so that the management is able to take the decisions of hiring or dismissal. The management behavior is related to the national culture. In this regard, Hofstede argued in the case that the managers are not influenced not only by the job performance of the employees within the organization but they are also concerned with the cultural values that the employees bring to the organization (Sarros et al., 2005). The management behavior in Australia is such that the organizational outcomes are positive and so the cultural diversity within the organizations is managed (Harrison and Baird, 2014). The organizations in Australia are able to maintain the

cultural workforce as the business environment in Australia is friendly and this implies that the management behavior within the country is positive (Mills, 2012).

2.3 Making management practices fit into the national culture of Australia:

The principles using which the management practices of multinational corporate organizations can fit in into the national culture of any nation has been discussed in the following section:

2.3.1 Principle 1: Identifying the cultural characteristics of an organization

Prior to developing any management policy or strategy to be implemented in an organization, the cultural characteristics of the nation where the operational activities would be conducted need to be identified (Collins, 2014). In case of Australia, the national culture should be considered as a mix of the Western culture combined with the culture of the aboriginal tribes of the country, the effects of the British colonization had been implemented in the early 18th century, and the effect of the multiple races from different parts of the world migrating to the country. Thus, when multinational organizations design management strategies, they would need to consider the above- mentioned factors and devise the plans accordingly.

2.3.2 Principle 2: Understand the employees and the cultural values that they represent

An individual self grows by imbibing various knowledge or understanding that prevails in a particular community or group of people, as far as culture is concerned (Hayashi and Baldwin, 2008). The commitments that an individual has towards his community or the society in general, and the enduring attachments or cultural baggage that lingers with an individual become helpful in defining the individual (Hodgetts and Luthans, 2003). It is often found that people strive to gain positive perceptions about their own selves, in order to experience well-being and self

worth. While efficiency, enhancement and consistency are considered to be the most sought after characteristics of an individual, the definitions of these concepts differ across cultures.

It is considered that the motivations which lead to the improvement of self are largely imposed by the cultural values of the individual: and these values, on the other hand, influences the standards using which an individual evaluates himself or herself (Hughes, 2014). Thus, it can be said that the traditional values or cultural values of an individual shapes the 'individual': thus a detailed understanding of the cultural values of the employees is essential before implementing rules or strategies that would be used to manage the employees (Muzzio, 2010).

2.3.3 Principle 3: Understanding the meaning of the various cultural aspects that are associated with the managerial tasks

The different managerial policies and strategies that are practiced in various organizations could be thought of as the representative of various philosophical or ideological frameworks, a brief description of which has been provided in the following section (Popper and Lipshitz, 2000). The various reward systems that are implemented across organizations, and the various systems that are used to provide flat salaries for the employees reflect the exploitation of various value systems. While the former system represents such cultural values in which inequality and individualism are highly sought after, the process of providing flat salary system to the employees is an ideal example of a cultural value system where the productivity of the employees are is measured on the basis of how the entire team operates and compensation are made on the basis of the efforts of the entire team (Spector, 2000).

The communication systems followed in such managerial activities also reflect the various value systems: while top down communication approaches reflect the authority of the high power, a

two way communication approach represents the authority of both ends of the communication on the management system (Williams, 2015). In a similar way, the rules and regulations, when available in a written form and implemented in a formal way, represents a value system which is all against the occurrence of any uncertainty, the implementation of flexible rules and regulations, and a low level of formality represents that the organization is open to uncertainty in their operational activities.

When organizations implement research and developmental strategies on a long term basis, it is indicative of the organization changing its orientation to meet the requirements of the future: while targeting on short term goals and prepare balance sheets in each quarter reflect the fact that the organization is considering its short terms goals to be much more important than the long terms ones.

Last but not the least, the gender ratio of the employees reflect the attitude of the society in general: when the number of women at the higher management of an organization are considerably high, the scenario reflects the presence of feminine cultures in the society and the lower number of female employees in the top management reflects a masculine cultures (Mills, 2011). This, each and every of the operational activities associated with management tasks reflect a wide range of cultural values: in order to implement a successful management policy, the higher management should understand the cultural values that are associated with each of these activities and implement them in accordance to the cultural values and standards that are prevalent in a nation.

2.3.4 Principle 4: Matching the management practices to the cultural variations

Management practices demonstrate how managers perform various managerial activities in an organization. Such activities include the procedures and methodologies used to provide rewards to the employees, to delegate authority, to make decisions and design jobs, and to implement various programs that would be helpful in evaluating the performance of the employees, like that of quality improvement (Muzzio, 2010).

In the following section, the policies using which the management policies can be matched with the cultural variations:

2.3.4.1 Reward Process:

Individual reward processes are highly appraised in societies or communities that emphasize on the growth of individuals, while the very same policy is not well accepted by the communities, which value the growth of the entire team, or community as a whole.

2.3.4.2 Participation of the employees:

Communities emphasize on the value of democracy are able to value the management decisions when the organizations encourage the employees to participate in the various strategy making activities of the organization, However, in societies where the culture of autocracy is valued more than democracy, such decisions are not well accepted (Williams, 2015).

It is evident from the discussions made in the section above that the management policies implemented by various organizations incorporate a wide range of cultural views and multinational companies, while setting up business units in new markets need to consider the national culture of the country in order to exploit the available resources in an optimized way and to improve the performance of their employees.

3. Conclusions:

Australia is considered to be culturally strong and a stable country. The different dimensions of the culture in Australia are discussed in this report, which implies that the country is multi-dimensional. The cultural issue is an important aspect of any country, especially when it is interconnected with management behaviors. Several theories maintain the fact that as a country is concerned with management behaviors, they also consider the cultural values that employees attract to organizations. The different behaviors of management in Australia are discussed in this report, which states that the country also depicts the Tall Poppy Syndrome, where employees are abused for their success, which sometimes contradicts the behaviors of the organization. The relationship between culture and management in Australia is then discussed in this respect.

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Executive Summary

Some set of beliefs, civilizations and the behavioral facts of a country are the key factor for identifying the national culture of a country. These cultures are crucial for enhancing the distinctiveness of the country. There is a vital role of the national culture in every existing organization. These organizations also value the diversity of their working persons like the culture of the countries they belong to. This assignment holds the theories of different perspective and dimension of Australian Culture. The management behavior varies with different culture of the organization. Exemplifying the scenario of Australia, the managing authorities and the working persons share a noble professional association. Numerous characteristics of those managing power will be analyzed in the paper that encompasses the problem resolving behavior, appraisals and recognition, ethical consideration, regularity, process of decision making with cultural values of the workplaces of the organizations. In this industrialized era, organizations welcome employees from dissimilar cultures and share their diversity as a crucial developing factor in their business approach. This also helps the organization to develop a strong communication with other countries where they intend to grow their business in the future. Consequently, any verdict concerning the business processes and management policies, the business organizations should value the diverse national culture. Relying on these factors, various concepts of the national cultures of the company will be highlighted. *Tall Poppy syndrome* that mainly focuses on the discouragement of the performance of the employees. They are critiqued by the management for leaving their country. Furthermore, in the succeeding segment, the relationship amongst national culture and management behavior in Australian organizations will be discussed.

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1.Introduction:

Language, religious beliefs, racial identity, historical norms and principles that influences personal lives, economic and political structures, and the activities undertaken for accomplishment of a business is define as national culture. This can also be defined as a collective programming approach that differentiates the associate of one group than others. These differences impacted the trading process to a great extent. The impact of national culture can be seen in the customs, target audience, language barriers, technological factors they used and the political condition of the nation. Language barriers signifies the way a person communicate in that nation like in some countries people uses assertive and aggressive approach while in some countries people use to share their thoughts softly. The religious principle respected by the people of the nation also plays a crucial role to deal with the activities possessed by the concerned nation. Moreover, the ethnic individuality of the common being and the socio-cultural observation also has to be consider while assessing the impact of national culture.

Organizational culture comprises of unity, loyalty, competition, direction and identity that makes an organization attractive for the employees. Organization shares diverse culture to unite employees belongs to different culture. This also provides them the sense of unity and better understandability towards each other and motivates them to get associated with the organization in the end. As a consequence, with the advent globalization, every organization intends to hire people belong from diverse culture and countries. Moreover, it helps the employees motivated and loyal to the management of the organization and this ensures the contribution of the employee for the entity's success. Any pronouncement concerning the management strategies and business maneuvers, the aspect of nation's culture must have to be valued. Apart from the mentioned strategies healthy competition among the employee that

signifies the sharing ability of the knowledge that they perceives individually. In order to accomplish the designing and developing business strategies a multinational organization must value the national culture of the nation. Moreover, valuing the nations culture it also provide a sense of direction and expectation within the employee to get the work done efficiently. It is obligatory for that organization to examine and combine those cultures in the operational activities to attain ultimate success with better productivity and profitability. In addition to that an organization's culture defines the identity of their trading procedures perceived by both the individuals and the end-consumers. Proceeding in this way, an organization can enable to contribute their effort in the brand success. Performance of the working personals comprise of the principles, standards and attitude hence it is essential for the organizations and their higher authorities to consider the countrywide philosophy of the nation.

In this assignment, the researcher emphasize on the national culture of Australia. Furthermore, all the management strategies, approaches and performances followed by an organization are considered and describe below:

2. National Culture and Managing Principles:

2.1 National culture of Australia:

Australian culture is influenced by diverse input of Aboriginal, Torres Strait Islander other Oceania people. Australia's population exceeds the margin of 21 million and is located between the Indian Ocean and the South Pacific Oceana. Moreover, set of standards, principles, civilizations and performance followed by the Australians is their national culture. Shafritz and Jang mention that the national culture along with the managerial policies makes an effective standard for the multinational company to head towards prosperity. The dominant language since

colonization in Australia has been English. It also combines with little multi-lingualism among the majority population. The awareness of diverse national culture initiatives an effective association within numerous organizations and cultures across the world Nevertheless, both the diverse Aboriginal groups and many immigrants continue to use languages other than English. Moreover, Australia is the sixth largest country in the world having an unchanging autonomous civilization and a resilient economy with a casual philosophy. In recent decades there has been increased inner-city redevelopment aimed at attracting locals as well as others to adopt the associatively of the existing organizations. Australian economy is strong in the service segment in relation to goods-producing industries. Industrialization make this country to successful implement the trading procedures, management values their culture. Multi-dimensional culture like Australian culture comprised of authenticity, diverse historical facts, practices and the foundations.

Collins, (2014) depict that Five dimensional conceptual frameworks comprises of the Western culture, Organizational cultures, National cultures, Anglo cultures, and Subcultures and is followed by Australian organizations in order to achieve high productivity. Culture in Australia emphasizes on reception to new ideas rather than building a relationship with new associates for making their business approach flexible. Performances and philosophies that are industrialized from the European colonization signify the western culture. A culture where Australian shares an English speaking tradition with their nation people is known as Anglo Culture. Organizational culture raises blend of different cultures and subcultures surrounded by the place of work along with the standards and principles of the concerned organizations. National culture defines the Australian culture that includes indigenous population.

In order to attain more success and a unique identity, people from all over the world migrated in Australia. They look for a stable organization where they can utilize their qualification and knowledge. In addition to that, they also search for such organization where they can be comfortable with their colleagues and managing authorities. Other features of their cultures are. To recognize the cultural perspective of Australia, the communal values more on communication skills and leadership styles to accomplish their work. Barnhardt, (2000) depicts that communication in Australia is captivating as the country upholds six varieties of English chiefly American, British, Filipino, Indian and Canadian. They also give importance to impartiality and fairness to the social people. They also believe that people have some ability and by utilizing every method together, an optimized way can be formulated by which the task can be completed efficiently. It can also be stated that Australian people are not judgmental and they communicate with each other in a humble and respectful way.

However, Tall Poppy Syndrome can be found in Australia in the ancient era. The managers of the organization behave abusively with their working personnel. This not only hampers the satisfaction level of the employee; however, it also decreases the profitability of the organization. In such organization higher authorities manipulate their lower ranking employee to such an extent that they bound to leave the organization forcefully. Cerroni-Long, (2001) mention that this cultural problem is customary in Australia that adversely affects the comfort of the people. In such scenario, common being decided to migrate to other places for a better opportunity and to obtain a more stable and prosperous status.

2.2 Management principles practiced in Australia:

Australian economy is a mixed economy and they are improving throughout the years in terms of trading, accepting diverse culture and hospitality. Their economic growth is developing

exponentially. This growth is considered as an important factor for the commercial success and effective management within the establishments of the administrations. Such growth is not possible by the individual endeavor; however, this success is achieved by the combined effort of both the managing people and the working personnel. Problems may arise in the development of such scenario. According to Harris, (2007), ability of the organization can be measured by the managerial skill to resolve the adversity for the betterment of the organization as well as to their workers. Mutual understanding plays a crucial role for resolving their conflict among themselves between the managing authorities and the working personnel. Some managers in the organization motivate their employees and encourage them to enhance their performance by implementing their innovative ideologies. These aspects oppose the theory of Tall Poppy Syndrome. Organization in Australia also enhances the working environment of the workplace that the employee can work with interest and can serve their best to the organization. These organizations also give appropriate rewards to their employee

Negative aspects are also evident in organization where managing authorities misbehaves with their workers and sometimes there are certain situation where employees leave the organization and searches for a new location to establish themselves. Thus, it is very challenging to inaugurate the administrationactivities in Australia. McMahon, (1995) depicts that decision-making process also allows managing authorities, who participate in the betterment of the organization. The management performance embraces the principles of the industry, maintain punctuality, the outline of the trade and the organizations brainstorm are some discussing subjects about the business. The Australian administrations are also concerned with respectable work consciences, which mean that the organization encourages the personals for accomplishing their tasks hence satisfies the task orientation of the organization.

In Australia, the organizations are able to preserve the friendly nature among national workforce and imply this as a management behavior within the country (Mills, 2012). It is evident that the working procedure and the understanding of the employee vary according to their culture. To satisfy this procedure, association plays a significant role for the management to take relevant decision for hiring and dismissing a personal within the organization. This makes an obligatory step for the organization to train the employee to adopt the diverse culture so that their performance gets better with effective collaboration with other team members (Harrison and Baird, 2014). Working personnel mainly looks for those organizations that balance between their trading and the ethical consideration regarding the social culture. Thus, institutes those who value the cultural aspect of the organization and society have more satisfied employees than the organization that does not value the cultural aspects of the nation (Sarros et al., 2005).

2.3 Making management practices accompanying with Australian culture:

The below mentioned section comprises of the connection between the principle of organization and the nation's culture:

2.3.1 Principle 1: Identification of the cultural characteristics of an organization

Following the viewpoint of Collins, (2014), it is mandatory for every organization to consider the cultural value followed and respected by the communal and the workers prior to the objective for implementing the set rules and regulations. This not only provides flexibility to the operational functionalities of the organizational procedures; however, it also helps them to gain communal trust and faith towards their business. Australian culture is executed in the 18th century and resembles the effect of British colonization. Moreover, Australian culture is a

combination of two cultures - Western culture and the indigenous culture that is followed by the tribal community. Therefore, the above-mentioned factors must have to consider by any multinational organization to set their business for the long-run.

2.3.2 Principle 2: Understand the employees and the cultural values that they represent

Among the various principle, organization must have to consider the cultural perspective of their employees from which they belong. According to Hayashi and Baldwin, (2008) the beliefs, practices, artifacts that an individual follows and the angle of viewing those aspects is define as the cultural perspective and that must be satisfied by the organization. It is evident that organization that supports the cultural beliefs of the individuals also able to ensure the organizational commitment for those employee within the organization. Moreover, Hodgetts and Luthans, (2003) depicts that It is evident that some people endeavor to achieve constructive perceptions regarding their nature and activities, for experiencing ultimate welfare and dignity. Commitments that is adopted by an individual in the direction of their community, endures attachments or cultural belongings that remains with them turn out to be helpful for defining individualism.

Following the viewpoint of Hughes, (2014) self-motivation is considered the most crucial measure for the improvement of employee performance. It ensures less dependability on other for accomplishing task within the organization. It also endures the moral values of the working personnel and develops a sense of belonging in them for the organization. It also makes them believes that they are a crucial part of the organization and are motivated to serve their best for the association. According to Muzzio, (2010), cultural values of the employee must have to give more preference that the objective of the organization.

2.3.3 Principle 3: Understanding various cultural aspects linked with the managerial tasks

According to Popper and Lipshitz, (2000) an effective manager plays a crucial role for developing the organizational culture and it is described in the following section of this assignment. Organization must have to consider numerous cultural perspectives in order to attain maximum productivity and those comprise of role culture, task culture and person culture. Role culture signifies the role an organization intends to perform. Managerial task also considers task culture where the right resources are provided to right employee and reward them accordingly so that a job can be accomplished. As a result, manager implements employee appraisal deeding on the quality of the work they provide to the organization. Moreover, organization can value national culture by offering same wages to employee belong to same designation. According to Spector, (2000) organization values the performance of the entire group for measuring the success of the organization, hence fulfills the perspective of the person culture.

Moreover, effective communication flow among the managing authorities and the working personnel is another managerial task that is crucial for understanding the cultural of the nation. There are numerous approaches by which effective communication flow can be achieved. Williams, (2015) depicts that one aspect is to follow a given set of rules and regulations and another is to formulate flexible guidelines for the outcome of the organization. In the former approach, it is easy to obtain the goals, as every individual is clear about the idea while in the latter case there is high probability for the organization to fall down in terms of achieving the goals. This can be furthermore resolved by maintaining top down communication where the managing authority values the perspective of their employees by asking for their views and opinion regarding the social culture and numerous work approaches. Moreover, two-way

communication resembles the communication among the managers to formulate effective regulation in order to satisfy the undertaken goals and national culture.

Numerous organizations follow different ways to accomplish their objectives like an organization may prefer to invest more in the research and development department to attain maximum productivity whereas some organizations value more to invest in short-term objectives to achieve success in every step.

Lastly, gender ratio is considered that signifies the manager's attitude towards the social culture and the objective of organization. Organizations nowadays emphasize on national culture by giving importance to feminine culture within the organization by hiring more female candidates than the male candidates. According to Mills, (2011), some organizations employ more male candidates while some prefer to hire female personnel to accomplish their work. In the prior scenario, the culture followed by the organization is masculine culture; however, in the latter section feminine culture is depicted. Moreover, managers also give importance to the moral of the individuals in order to connect the cultural values with the organization's objective.

2.3.4 Principle 4: Matching the management practices to the cultural variations

According to Muzzio, (2010) effective managerial decision and activities are one of the important factors that affect the productivity of the organization. These activities comprise of regular appraisal of efficient employees, hiring talented individuals based on their education and qualification, their working ability to accept challenges and accomplishing the goals of the organizations. It also relies on the ability of the managing authorities to find issues in the chosen approaches and make proper amendments to resolve adverse circumstances.

Some of the managerial activities that are followed by the managers in Australian culture to enhance the productivity of the organization are described as:

2.3.4.1 Reward Process:

Every organization intends to adopt some methodologies and technologies to enhance the productivity of the organization in order to obtain high profitability. Australian organizations also follow some of these traits like appraisal of their employees depending on their performance encourages them to get associated with the organization and serves their best to achieve the organization's objectives. However, some people in the community are there who opposes this strategy for the effective growth of the organization when the entire team or group is considered.

2.3.4.2 Participation of the employees:

It is not only the managers or the high designated authorities who are responsible for effective growth of the organization; however, self-governing nature of the employees also influences the productivity for association. Employee can participate either by following rules and regulations set by the authorities or by suggesting some effective measures to formulate an effective method for achieving ultimate success. Williams, (2015) negates the above approach by stating that participation of employee is not considered as an effective approach in communities, where equality between the high and low ranking personnel is not preferred.

In order to achieve high productivity in an optimized manner, every institute and organization must have to consider the cultural values in accordance with concerned culture of the nation in which they intend to reside. This approach not only enables the organization to gain the faith of local communal; however, it also allows the organization to access the available

resources in an optimized way. Hence, by valuing the national culture an institute can able to work for the betterment of their employees and the economic growth of the country.

3. Conclusions:

Among all the existed countries, Australian is considered to be one of the best culturally strong and steady country. People or the managing authorities of the nation must consider culture of the nation to encourage the interconnection of the management behaviours. In this assignment various perspective of the culture followed by Australia has been discussed and how they impacted the trading policy of that country. Along with the people's belief, managerial behavior is also considered that affect the business of an organization. It is not mandatory that all traits regarding the nations culture is advantageous; however, some organization manipulates their employee to such an extent that they are forced to leave the country. This scenario is termed as Tall Poppy Syndrome that is disadvantageous for the organization as well as for the Australian culture. The researcher also emphasizes on the relationship between the Management policies undertaken by the Australian organization and their culture.

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