

ACCOUNTING, CULTURE AND ACCOUNTING-CULTURE

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Abstract — This paper presents a case study of the interplay between corporate culture, accounting systems and systems of accountability. The paper analyses empirically the meaning of corporate culture and the significance of accounting in shaping organizational reality. Goffman's distinction between front region and back region is used to characterize the difference between "soft" corporate culture and "hard" accounting controls. Accounting is seen as a cultural object since it carries "extended" signification. It carries social meaning about the role of productivity and profitability which goes beyond any individual business situation.

Key words: Management, corporate culture, accounting, accountability.

1. INTRODUCTION

The concept of culture has been important in much recent research not merely in the field of organization theory but also in accounting theory. The concept basically comprises a series of attempts to change the view of the nature of organizations, from seeing them in terms of formal structures and roles, towards the view that they are "soft systems" where individual agents in some sense are able to act according to their own intentions and aspirations.

Research into organizational cultures implies a concern on behalf of the researcher to investigate the motivation which lies behind human action, and not simply to dismiss as irrational any action which cannot be explained by classical models of rational behaviour. According to Smircich (1983a), there are two basic interpretations as to the meaning of the concept of culture: "as a critical variable and as a root metaphor" (p. 339). Understood as a variable, culture is seen as yet another contingency factor in the design of the most efficient organizational structures and the most efficient control packages (Flamholtz, 1983; Flamholtz *et al.*, 1985). As such, culture is something that an organization *has*. As a root metaphor, culture "is the shared interpretive schemes, expressed in language and other symbolic constructions that develop through social interaction" (Smircich, 1983b, p. 160). Thus, culture is something that an organization *is* (Mouritsen, 1987a,b).

This distinction between concepts of culture serves to reinforce the view that the concept of culture is a theoretical one. The emphasis is on its potential as a medium for conveying new theories about social systems. However, today, the concept of culture is not merely a theoretical concept. It is indeed *actual managerial practice*, for example mediated through the works of Ouchi (1981), Pascale and Athos (1981) and Peters and Waterman (1982). As such, culture is actively employed as a resource in management's attempts to improve employee morale and performance. It is, therefore, necessary to make a distinction between culture as the means management employs in order to

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