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## **Understanding the Organizational Budgeting Climate Taking as a Basis the Holistic Concept of Man**

The point of departure in this study was a desire to achieve a more profound understanding of the connections between budgeting activity and human behaviour than the traditional behavioural research in budgeting has allowed. The chief reason for the inchoate, superficial and partly conflicting results of the traditional approach was seen here to lie in the prevailing positivistic ideal and especially in its excessively mechanistic conception of man. With these shortcomings in mind it was now sought to establish a conceptual framework for an understanding of the interrelation between the budgeting function and human behaviour in general. The objective was to place the links between the two in their organizational and social contexts, taking as a basis Lauri Rauhala's (1983) holistic, emphatically subject-oriented concept of man.

The organizational budgeting climate was defined here as a collective attitude to budgeting, a shared spirit, formed in the course of mutual interaction among the budget-responsible actors, and was supposed to have remarkable reflections in the budgeting behaviour and performance. The aim of the study was thus to understand what the organizational budgeting climate is and how it is involved in the budgeting process and how this climate is formed over time. The actual research procedure was divided into three phases: 1. the establishment of a theoretical framework, 2. the testing of its applicability in the interpretation of the budgeting climate in an empirical target organization, 3. linkage of the results to the doctrine of budgeting research.

The most significant yield in this investigation in relation to the traditional positivistic approach to budgeting behaviour can be said to consist in the possibilities the frame of reference affords for an interpretation of the associations underlying the apparently conflicting "part-truths" so far elicited, and thence for some understanding of these conflicts. A further significant asset in this undertaking was the protracted empirical period covering about ten years, to the writer's knowledge rather rare in behavioural research in budgeting. The empirical results here were a clear demonstration of the presence of a network of subjective perceptions and interpretations in the background to the behaviour of budget-responsible actors. Broadening and deepening of the basis to the traditional actor conception provides a viable point of departure in the effort to understand the complex associations obtaining between the human individual and the activity of budgeting, behind all of which lies the problem of individual meaning relationships.