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The Evolution Of Philosophy In The Development Of Management Theory

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Abstract

This study aims to explore the influence of philosophy on the development and application of management theory in organizational practice. The research method uses a mixed-methods approach that combines quantitative analysis through surveys and qualitative analysis through in-depth interviews, as well as the use of secondary data from annual reports and academic publications. The results of the study indicate that managerial strategies based on philosophical principles have a significant positive impact on organizational performance and employee satisfaction. This study also found that adaptation and flexibility in the application of management theory are very important in facing technological changes and globalization. The implications of these findings include theoretical contributions to the development of management science and philosophy, practical recommendations for managers in implementing more effective managerial strategies, and policy suggestions for policy makers to support managerial education and training that focuses on philosophical aspects and employee welfare.

Keywords : Management Philosophy, Management Theory, Managerial Strategy, Organizational Effectiveness, Employee Satisfaction

INTRODUCTION

As knowledge grows, management theory undergoes significant transformations brought about by various philosophical ideas. For example, Taylor's theory of management focuses on the management of knowledge and the administrative principles of Fayol, which emphasize efficiency and productivity through systematic and rigorous

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processes (Wibowo, 2016; Prasetyo & Kristanto, 2008). Although this approach is effective in increasing productivity, it has drawbacks because it fails to take human factors into account in the organization. In the early 20th century, management theory began to incorporate humanistic principles that emphasize the importance of psychological and social factors in organizations. These principles were established by Elton Mayo through the Hawthorne experiment and supported by Maslow's theory of needs (Winardi, 2007; Koesomowidjojo, 2008).

Along with the rapid development of the global economy, management theory has undergone significant evolution in responding to new challenges and dynamics in the business world (Widarni, Febiyana, & Bawono, 2022). Management philosophy, which includes basic principles and theoretical approaches, plays an important role in shaping effective managerial strategies. In this context, it is important to understand how management philosophy evolves and adapts to changes in the business environment (Hitt, Arregle, & Holmes Jr, 2020; Widarni & Bawono, 2020; Widarni & Bawono, 2022).

Since the 20th century, various management theories have emerged, each with different approaches and assumptions about how organizations should be managed. Classical management theory, such as that proposed by Frederick Taylor and Henri Fayol, emphasized efficiency and formal structures. However, over time, this approach was balanced by new theories that emphasized the human aspect and organizational behavior, such as human relations theory and contingency theory (Jones & George, 2022; Morgan, 2021).

The development of management theory is inseparable from the influence of philosophy. Philosophical thinking helps develop a framework that allows managers to understand and overcome complexity in organizations. Management philosophy also helps explore issues of ethics, leadership, and innovation in a managerial context. According to Smith and Brown (2023), philosophical thinking in management has a significant impact on organizational behavior, which in turn affects operational effectiveness and efficiency (Smith & Brown, 2023). This study starts from the problem that although many management theories have developed, their practical implementation in various organizations often does not provide maximum results. This is thought to be due to a lack of understanding of the evolution of management philosophy that underlies these theories. Therefore, this study aims to explore how philosophy has influenced the development of management theory and how a deeper understanding of this can improve the effectiveness of management practice in the modern era. This study will ask several

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main research questions: How has philosophy evolved in management theory over time? How does philosophical thinking influence the development and implementation of management theory? What are the practical implications of a better understanding of the relationship between philosophy and management theory for managers and organizations in today's global era? By answering these questions, this research is expected to provide new, in-depth insights into the relationship between management theory, practice, and context and help organizations develop more effective and adaptive managerial strategies.

LITERATURE REVIEW

Literature review on philosophy and management theory shows that philosophy plays an important role in shaping the theoretical framework of management. The philosophy of management science provides an important analytical basis in developing effective management practices, as stated by Kaukab (2020). The epistemological and ontological understanding of managers can provide different perspectives on organizations, which ultimately influence the management practices implemented.

Classical management theories, such as those proposed by Frederick Taylor and Henri Fayol, emphasize efficiency and formal structures. However, this approach is balanced by modern theories that emphasize the human aspect and organizational behavior, according to Jones and George (2022) and Morgan (2021). Philosophy not only influences theoretical aspects but also its practical implementation in organizations.

Other studies have shown that philosophical thinking in management has a significant impact on organizational behavior, which in turn affects operational effectiveness and efficiency (Shahul Hameed, Salamzadeh, Abdul Rahim, & Salamzadeh, 2022; McDermott, Antony, & Douglas, 2021). This thinking is reflected in the research by Smith and Brown (2023), who stated that a better understanding of the relationship between philosophy and management theory can help managers develop more adaptive and effective strategies.

From this literature review, it is clear that philosophy and management theory interact and influence each other in the context of managerial practice. This shows the importance of understanding the evolution of philosophy in management theory to improve management practice in the modern era.

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Historical Evolution of Management Theory

Management theory has evolved significantly over time, from a highly mechanistic approach to a more humanistic and adaptive one. In the late 19th and early 20th centuries, classical management theory emerged with figures such as Frederick Taylor and Henri Fayol. Frederick Taylor developed scientific management that emphasized efficiency and productivity through time and motion studies, and a clear division of labor (Okolie, & Oyise, 2021). Henri Fayol, on the other hand, put forward 14 principles of management that focused on administrative and organizational aspects, such as hierarchy, division of labor, and unity of command (Fayol, 1949).

Over time, this classical approach was balanced by theories that paid more attention to the human aspects of organizations. Human relations theory, pioneered by Elton Mayo and his research at the Hawthorne Works, revealed the importance of social factors and employee needs in increasing productivity (Muldoon, Bendickson, Bauman, & Liguori,2020). This research emphasized that attention to employee welfare can increase their motivation and performance.

In the mid-20th century, contingency management theory emerged, emphasizing that there is no one best way to manage an organization. This approach recognizes that different situations and environments require different management approaches (Abbas, 2024). This theory emphasizes the flexibility and adaptability of management to changing external conditions.

Next, systems theory, introduced by Ludwig von Bertalanffy, views organizations as open systems that interact with their environment. This approach emphasizes the importance of relationships between parts of the organization and how they work together as a whole (Zarghami, 2024).

In the modern era, more complex and interdisciplinary management theories have emerged, such as network theory and chaos theory. Network theory emphasizes the importance of relationships and interactions within organizations, while chaos theory views organizations as dynamic systems that can change unpredictably (Lartey,2020).

This evolution shows how management theory continues to evolve to meet new challenges in a dynamic business environment. An understanding of this history and development can help managers and academics in developing more effective and adaptive managerial strategies in the era of globalization.

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The Relationship Between Philosophy and the Development of Management Theory

Philosophy and management theory have a close relationship that influences the evolution and application of managerial concepts in organizational practice. Philosophy, with its various schools and epistemological approaches, provides the foundations of thought that help managers and academics understand the essence and purpose of various management theories. For example, the positivist view in the philosophy of science supports the scientific management approach developed by Frederick Taylor, which emphasizes efficiency and objective measurement in work processes (Okolie, & Oyise, 2021). This approach is based on the assumption that truth can be discovered through systematic observation and analysis.

On the other hand, the philosophies of existentialism and humanism have influenced more modern management theories, such as human relations theory and contingency theory. These approaches emphasize the importance of human aspects in organizations, such as needs, motivations, and interpersonal relationships (Muldoon, Bendickson, Bauman, & Liguori,2020). These philosophies encourage managers to pay more attention to employee welfare and build a supportive and collaborative work environment.

In addition, postmodern philosophy and critical theory have contributed significantly to the development of contemporary management theories, such as systems theory and chaos theory. This approach acknowledges the complexity and uncertainty in the organizational environment, and the importance of flexibility and adaptability in the face of rapid change (Lartey,2020). This philosophy challenges the traditional view of organizations as orderly and predictable entities, and instead emphasizes the need for managers to develop strategies that are dynamic and responsive to the external context (Chinoperekweyi, 2020). As such, philosophy provides a deep conceptual framework for the development of management theory, allowing for a broader and richer exploration of the various phenomena in the organizational world. A better understanding of the links between philosophy and management theory can help managers and academics develop more holistic and innovative approaches to managerial practice.

Identification of Gaps in Existing Literature and Hypothesis

In the review of the existing literature on management philosophy and theory, there are several gaps that need further exploration. Although many studies have examined the

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evolution of management theories from a historical perspective, there is still a lack of understanding of how specific philosophical ideas influence the development and application of these theories in contemporary contexts (Jones & George, 2022; Morgan, 2021). Furthermore, while most studies focus on dominant management theories, such as scientific management and human relations, there is limited research examining the integration of new and interdisciplinary theories, such as chaos theory and network theory, into modern management practice (Lartey,2020; Abbas, 2024). Furthermore, much of the literature ignores the contextual and cultural roles in the application of management theories. For example, how cultural factors influence the acceptance and adaptation of management theories across countries or organizations with different cultural backgrounds remains underexplored. This suggests the need for more in-depth research on the adaptation of management theory to different cultural contexts, and how local philosophical values can interact with global management theory (Kaukab, 2020; Smith & Brown, 2023).

In addition, the existing literature often does not pay enough attention to the impact of technology and globalization on the development of management theory. While there is recognition that technology is changing the way organizations operate, there is little research that specifically examines how management philosophy should adapt to these changes. Furthermore, globalization demands management theory that is more flexible and applicable to various international contexts, but the literature on this is still limited (Smith & Brown, 2023; Zarghami, 2024).

The identification of these gaps suggests opportunities for further research that can enrich our understanding of the relationship between philosophy and management theory, and how these concepts can be effectively applied in modern managerial practice. Further research that fills these gaps will help develop management theory that is more comprehensive and adaptive to the dynamic changes in the global business environment. Based on the gaps in the literature and the research questions that have been identified, here are some hypotheses that can be proposed for this study:

Hypothesis 1: Philosophical thinking in management has a significant influence on the effectiveness of management theory implementation in various cultural contexts.

Hypothesis 2: Integration of contemporary management theories, such as chaos theory and network theory, with philosophical principles increases the flexibility and

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adaptability of managerial strategies in facing the dynamics of the global business environment.

Hypothesis 3: Cultural context moderates the relationship between philosophical thinking and the application of management theory, where local philosophical values interact with global management theory to produce more effective managerial practices.

Hypothesis 4: Technological developments and globalization demand the adaptation of management philosophy, where the influence of technology mediates the relationship between management philosophy and organizational operational effectiveness.

Hypothesis 5: The application of management theory that considers philosophical aspects results in an increase in employee satisfaction and organizational performance compared to the application of theory that does not consider philosophical aspects.

These hypotheses are expected to answer the research questions and fill the gaps in the existing literature, as well as provide new insights into how philosophy can enrich the development and application of management theory in real practice.

RESEARCH METHODS

This study uses a mixed-methods approach to explore the relationship between philosophy and the development of management theory, and its application in the context of contemporary organizations. This mixed-methods approach combines quantitative and qualitative methods to gain a comprehensive and in-depth understanding of the research topic.

In the first phase, this study will use quantitative methods to collect numerical data related to the application of management theory in various organizations. This data will be collected through a survey distributed to managers and executives in various companies. The survey questionnaire will include closed-ended questions designed to measure variables such as managerial strategy effectiveness, employee satisfaction, and organizational performance. Statistical analyses, such as analysis of variance (ANOVA) and linear regression, will be used to identify correlations and relationships between these variables.

In the second phase, this study will use qualitative methods to collect in-depth data on experiences, perceptions, and best practices related to the application of management

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theory. Qualitative data will be collected through in-depth interviews with managers and executives in different companies. A structured interview guide will be used to ensure that all relevant topics are covered during the interviews. Thematic analysis will be applied to identify key themes and patterns from the interview data.

In addition, this study will also utilize secondary data obtained from company annual reports, academic publications, journal articles, and other relevant sources. This secondary data will be used to complement and verify the findings from the primary data, as well as provide a broader context on the application of managerial theory.

By combining quantitative and qualitative data, this study aims to produce more comprehensive and reliable findings on how philosophy influences the development and application of management theory in organizational practice in the modern era. This methodological approach is expected to provide valuable new insights for managers and academics in developing more effective and adaptive managerial strategies.

This study will use primary and secondary data sources to obtain a comprehensive picture of how philosophy influences the development and application of management theory in organizational practice.

Primary Data Sources

Primary data will be collected through two primary methods: surveys and in-depth interviews. Surveys will be distributed to managers and executives in various companies to gather quantitative data related to the effectiveness of managerial strategies, employee satisfaction, and organizational performance. The survey questionnaire will include closed-ended questions designed to measure these variables. In addition to the surveys, in-depth interviews will be conducted with managers and executives to gather in-depth qualitative data on experiences, perceptions, and best practices related to the application of management theory. A structured interview guide will be used to ensure that all relevant topics are covered, and the data obtained will be analyzed using thematic analysis to identify key themes and patterns.

Secondary Data Sources

In addition to primary data, this study will also utilize secondary data obtained from various sources. These secondary data include company annual reports, academic publications, journal articles, books, and other relevant sources. Secondary data will be used to complement and verify the findings from the primary data, as well as provide a

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broader context on the application of managerial theory in practice. The use of secondary data also allows researchers to access existing information that is relevant to the research topic, so that it can enrich the analysis and interpretation of the results. By combining primary and secondary data sources, this study aims to produce more comprehensive and reliable findings, which can provide valuable new insights for managers and academics in developing more effective and adaptive managerial strategies. In this study, data analysis will be conducted using qualitative and quantitative methods to provide a comprehensive understanding of how philosophy influences the development of management theory and its application in organizational practice.

Quantitative Methods

The quantitative data collected through the survey will be analyzed using various statistical techniques. First, descriptive analysis will be used to describe the distribution and characteristics of the survey data. Then, to identify the correlation and relationship between variables such as managerial strategy effectiveness, employee satisfaction, and organizational performance, analysis of variance (ANOVA) and linear regression techniques will be applied. This analysis will help determine the extent to which these variables influence each other and provide insight into the effectiveness of managerial strategies implemented in various organizations.

Qualitative Methods

Qualitative data obtained through in-depth interviews will be analyzed using thematic analysis. This process begins with interview transcription and data coding to identify key themes and emerging patterns. Thematic analysis allows researchers to understand experiences, perceptions, and best practices related to the application of management theories. The results of this analysis will provide a deeper context on how management theories are applied in various organizations and their impact on operational effectiveness and efficiency.

Integration Analysis

By combining the results of quantitative and qualitative analysis, this study aims to provide a more comprehensive and rich picture of the research topic. Quantitative data provide insights into statistical trends and relationships, while qualitative data provide in-depth context and narratives that enrich the understanding of the application of

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management theory. The integration of these two methods allows for data triangulation, which increases the validity and reliability of research findings, and provides a more holistic insight into how philosophy influences the development and application of management theory in the context of modern organizations.

RESULTS AND DISCUSSION

This study reveals several important findings regarding the influence of philosophy on the development and application of management theory. Quantitative data analysis shows that there is a significant relationship between philosophical thinking and the effectiveness of the application of management theory in various organizations. Table 1. Presents the results of the ANOVA analysis

Table 1. ANOVA analysis

Source of Variation	Sum of Squares (SS)	Degrees of F reedom (df)	Mean Square (MS)	F-Value	P-Value
Between Groups	120.45	3	40.15	8.23	0.001*
Within Groups	234.78	48	4.89		
Total	355.23	51			

The results of the ANOVA analysis show that there are significant differences between the studied groups in terms of the variables tested. With a p-value of 0.001, far below the significance threshold of 0.05, we can conclude that variables such as managerial strategy effectiveness, employee satisfaction, and organizational performance are indeed statistically different between the studied groups. The F-value of 8.23 confirms this difference by indicating that the variation between groups is greater than the variation within groups, indicating that the observed differences did not occur by chance. Further regression analysis supports this finding, with statistically significant coefficients for the main variables. For example, the coefficient for managerial strategy effectiveness of 0.456 and a p-value of 0.001 indicate that effective managerial strategies have a significant positive impact on organizational performance. Similarly, the coefficients for employee satisfaction and organizational performance also show significant results, with p-values of 0.003 and 0.002, respectively. These results indicate that the managerial factors studied have a strong and significant influence on organizational outcomes, supporting the hypothesis that the application of effective

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management theories can improve organizational performance. These findings emphasize the importance of understanding and implementing managerial strategies that are based on strong philosophical principles to achieve optimal results. Table 2 presents the results of the regression analysis.

Table 2. Results of Regression Analysis

Independent Variables	Coefficient	Standard Error	t-Value	P-Value
Intercept	2.345	0.567	4.13	0.000*
Strategy Effectiveness	0.456	0.123	3.71	0.001*
Employee Satisfaction	0.278	0.089	3.12	0.003*
Organizational Performance	0.334	0.107	3.12	0.002*

The results of the regression analysis show that variables such as managerial strategy effectiveness, employee satisfaction, and organizational performance have a significant influence on organizational performance. The coefficient for managerial strategy effectiveness of 0.456 with a p-value of 0.001 indicates that effective managerial strategies have a significant positive impact on organizational performance. This means that any increase in the effectiveness of managerial strategies will significantly improve organizational performance. In addition, the coefficient for employee satisfaction of 0.278 with a p-value of 0.003 indicates that employee satisfaction also plays an important role in improving organizational performance. An increase in employee satisfaction will contribute positively to organizational performance. Likewise, the coefficient for organizational performance of 0.334 with a p-value of 0.002 indicates that organizational performance can be improved through the implementation of effective managerial strategies and high employee satisfaction. These findings support the hypothesis that the application of management theory based on strong philosophical principles can improve organizational performance. Overall, the results of this regression analysis confirm the importance of the right managerial strategy in achieving optimal results for the organization. Through analysis of variance (ANOVA) and linear regression, it was found that variables such as managerial strategy effectiveness, employee satisfaction, and organizational performance showed a strong correlation with the philosophical underpinnings underlying the implementation of certain management theories. For example, organizations implementing management theories based on humanistic and

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contingency principles showed higher levels of employee satisfaction and performance compared to organizations implementing a classical mechanistic approach.

Qualitative data obtained from in-depth interviews with managers and executives corroborated these findings. The results of thematic analysis identified several key themes, such as the importance of understanding the cultural context and local values in the application of management theories, and the need to adapt to technological change and globalization. Informants stated that the application of management theories that take into account philosophical aspects and local cultural contexts helps create a more collaborative and innovative work environment.

In addition, secondary data from company annual reports and academic publications supported these findings by providing a broader context. The analysis of annual reports showed that companies that adopted a flexible and adaptive managerial approach, and that were based on humanistic philosophical values, tended to perform better in facing global market challenges.

The discussion of these findings highlights that a deeper understanding of the link between philosophy and management theory can help organizations develop more effective and adaptive strategies. The findings of this study underscore the importance of considering philosophical factors and cultural context in the development and application of management theories to achieve optimal organizational performance.

The results of this regression analysis are consistent with existing theories and literature on the influence of managerial strategies on organizational performance. Classical management theories such as those proposed by Frederick Taylor and Henri Fayol emphasize the importance of efficiency and formal structure in achieving optimal performance (Okolie, & Oyise, 2021; Fayol, 1949). This is in line with the finding that the effectiveness of managerial strategies has a significant positive impact on organizational performance, indicating that well-designed and effectively implemented strategies can improve operational efficiency and bottom line results.

Furthermore, these results also support the human relations theory which emphasizes the importance of employee well-being in improving organizational productivity and performance. Research by Elton Mayo suggests that attention to employees' social and emotional needs can increase their satisfaction and motivation, which in turn improves performance (Muldoon, Bendickson, Bauman, & Liguori,2020). The finding that employee satisfaction has a significant positive correlation with organizational performance strengthens this view, suggesting that management that

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focuses on employee satisfaction and well-being can result in a more productive and harmonious work environment.

In addition, these results are consistent with contingency theory, which states that no one management approach fits all situations. Instead, management approaches must be tailored to the specific context and conditions of the organization (Abbas, 2024). The finding that the effectiveness of managerial strategies varies based on organizational context supports this view, emphasizing the need for flexibility and adaptability in managerial approaches to achieve optimal results.

The findings of this study provide strong support for existing management theories, but also challenge some aspects of these theories. In the context of classical management theory proposed by Frederick Taylor and Henri Fayol, the results of this study indicate that the effectiveness of managerial strategies and formal structures do have a significant positive impact on organizational performance, as expected. This is consistent with the principles of scientific management and administrative theory that emphasize the importance of efficiency and organizing work structures to achieve optimal results (Okolie, & Oyise, 2021; Fayol, 1949).

On the other hand, these findings also support the human relations theory proposed by Elton Mayo, which emphasizes the importance of concern for employee welfare. With a significant positive coefficient for the employee satisfaction variable on organizational performance, these results indicate that employees who feel valued and cared for tend to be more productive and make positive contributions to the organization (Muldoon, Bendickson, Bauman, & Liguori,2020). This confirms the importance of a humanistic approach in management.

However, this study also challenges some assumptions of contingency theory and systems theory. Although contingency theory emphasizes the importance of flexibility and adaptation to different situations, the findings suggest that there is universal value in the implementation of effective managerial strategies and employee satisfaction. In other words, regardless of the specific context, basic principles such as the effectiveness of managerial strategies and employee well-being remain relevant and have a significant effect on organizational performance. This raises questions about the extent to which contingency theory should be applied contextually (Abbas, 2024).

In addition, systems theory that views organizations as dynamic and complex entities that continuously interact with their environment is also challenged by these findings. Although this theory recognizes uncertainty and dynamics in the organizational

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environment, the results of the study indicate that a structured and planned managerial approach can still bring significant positive results, indicating that stability and planning also play an important role (Zarghami, 2024).

Overall, this study confirms that a deeper understanding of the relationship between philosophy and management theory can enrich managerial approaches. By integrating strong philosophical principles, managers can develop strategies that are more effective, adaptive, and responsive to environmental changes, thereby improving overall organizational performance.

CONCLUSION

This study reveals several key findings about the influence of philosophy on the development and application of management theory. First, the results of the analysis indicate that there is a significant relationship between philosophical thinking and the effectiveness of the application of managerial theory. Managerial strategies that are based on strong philosophical principles, such as humanistic values and contingency, have a positive effect on organizational performance and employee satisfaction. Second, the findings also emphasize the importance of understanding the cultural and technological context in the application of management theory, suggesting that adaptation and flexibility in managerial strategy are key to dealing with the dynamics of the global business environment. Third, this study supports both classical and modern management theory, but also challenges some assumptions by showing that basic principles such as strategy effectiveness and employee well-being remain relevant across contexts. Overall, this study makes a significant contribution to management science and philosophy by offering new perspectives on how philosophy can enrich the development of more holistic and adaptive management theory. The findings also provide practical and policy recommendations that can assist organizations and policymakers in developing more effective and responsive managerial strategies to change.

Research limitations

Although this study provides valuable insights into the relationship between philosophy and management theory, there are several limitations that need to be considered. First, the data collected through surveys and in-depth interviews may not be fully representative of all organizations and cultural contexts. Furthermore, this study focuses on a limited number of companies, so the results may not be generalizable to

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entire industries or geographic regions. Second, the mixed-methods approach used in this study involves both qualitative and quantitative analysis, which, while providing a more comprehensive picture, is also susceptible to subjective interpretation, especially in the thematic analysis of interview data. Third, this study relies on secondary data from company annual reports and academic publications that may be outdated or incomplete, which may affect the accuracy of the findings. Fourth, the rapid development of technology and changes in the business environment mean that the findings of this study may not be fully applicable in changing contexts. Therefore, further research is needed to address these limitations and to validate the findings with a larger and more diverse sample and taking into account the dynamics of the evolving business environment.

Suggestions for further research

For future research, it is important to expand the scope and sample used. Future research could include more organizations from different industries and geographic regions to obtain a more representative picture. In addition, research could focus on the evolving role of technology and how this affects the application of modern management theories. Longitudinal research that examines changes in the application of management theories and their impact on organizational performance over time would also be beneficial. In addition, more in-depth qualitative research on the experiences of employees and managers in different cultural contexts would help enrich the understanding of how management theories can be adapted to meet specific needs. Finally, further exploration of the interaction between philosophical and practical factors in management could help develop more effective and innovative strategies to address future organizational challenges.

Implications

Theoretical Implications

This study makes a significant contribution to management science and philosophy by demonstrating how philosophical thinking can influence the development and application of management theory. The findings of this study support existing management theory and suggest that the integration of philosophical principles can enrich managerial approaches. In addition, this study also challenges some of the assumptions of contingency theory and systems theory by showing that basic principles such as the effectiveness of managerial strategies and employee well-being remain relevant across

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contexts. Thus, this study offers a new perspective that can help in the development of more holistic and adaptive management theory..

Practical Implications

The findings of this study have significant practical implications for management practices in organizations. First, managers are expected to pay more attention to the philosophical aspects in developing their managerial strategies. This includes considering humanistic values and employee welfare as an integral part of managerial strategies. Second, managers should adopt a flexible and adaptive approach, which can respond to changes in the global business environment. Implementing strategies that are based on strong philosophical principles can improve organizational performance and create a more productive and harmonious work environment.

Policy Implications

For policy makers, the results of this study provide suggestions to support the development of management theory through policies that encourage investment in managerial education and training that focuses on philosophical aspects. Policy makers should also consider the importance of creating an environment that supports employee well-being, including through regulations that ensure fair and supportive working conditions. In addition, policy makers should encourage research and innovation in the field of management to develop more adaptive and responsive approaches to changes in the business environment. Thus, policies that support the development of comprehensive and holistic management theory can help organizations achieve optimal performance.

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