

# Exploring the Correlation between Philosophy of Science and Business Administration, with a Focus on Organisational Behaviour and Human Resource Management

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**Abstract:-** This study examines the interconnectedness between the field of Philosophy of Science and the disciplines of Business Administration/Management, with a specific focus on Organisational Behaviour and Human Resource Management (HRM). The present research, characterised by its fundamentally exploratory nature, is organised into five distinct sections. The first portion provides a comprehensive discussion of the philosophy of science, with a particular emphasis on the fields of epistemology and ontology. This discourse centres on the philosophical aspects of business and management, specifically delving into the philosophy of organizational behaviour and human resource management. Additionally, it explores the interconnection between the philosophy of science and the field of business administration and management. Numerous scholarly investigations have demonstrated the intricate linkages existing between the field of philosophy of science and the disciplines of business administration and management. Ontological considerations provide the capacity to provide precise theoretical explanations of human resource management (HRM) initiatives by focusing on generative causal mechanisms. Additionally, the epistemic complexity of team members plays a crucial role in influencing the outcomes of knowledge exchange within teams. Hence, it is imperative for organisations to prioritise the cultivation of employee relationships and provide training for their knowledge workers in a manner that fosters heightened information sharing. This approach ultimately leads to improved team outcomes, as epistemological philosophies are recognised to be adaptable and acquired through valuable learning experiences.

**Keywords:-** *Philosophy of Science, Epistemology, Ontology, Organisational Behaviour, Human Resource Management.*

## I. INTRODUCTION

In order to initiate any research endeavour, it is crucial to analyse a diverse range of philosophical assumptions and research patterns. Philosophy serves as the foundation for adopting relevant strategies and methodologies in doing research (Saunders, Lewis, & Thornhill, 2003; Greener, 2008). The significance of philosophical viewpoints lies in their ability to elucidate the underlying assumptions and generalisations that researchers hold regarding their research. When these perspectives are explicitly articulated, they inform decisions regarding the research's objectives, design, approach, methodology, and data analysis. Determining the subject of inquiry in scientific endeavours confers significance upon one's specific vocation (Moon & Blackman, 2017). Naive realism, also known as an applicable methodology, is of utmost importance in any research endeavour as it ensures the credibility and dependability of the findings (Palagolla, 2016).

A paradigm refers to a collection of perspectives that provide direction, particularly in the context of a study. It represents the researcher's standpoint, encompassing four fundamental philosophical concepts: ontology (concerning truth), methodology (pertaining to inquiry), axiology (relating to morality), and epistemology (focused on understanding) (Morgan, 2022). It is essential to comprehend the philosophical foundations of science, as Moon and Blackman (2017) explain, in order to ensure that research findings are correctly and conclusively interpreted. Examining the significant disparities and connections among philosophical approaches can engender substantial contemplation and discourse regarding our capacity for awareness, the acquisition of knowledge, and the potential impact of this knowledge on scientific conduct and subsequent decisions and actions, particularly in light of the increasing prevalence of interdisciplinary studies. The increasing prevalence of interdisciplinary studies has prompted a closer examination of the fundamental distinctions and interrelationships among various philosophical approaches. This exploration fosters profound introspection and facilitates scholarly discussions concerning the limits of human knowledge, the acquisition

of knowledge, and the subsequent impact of this knowledge on scientific endeavours as well as decision-making and behaviour. Understanding the philosophical underpinnings of science, as well as the interconnectedness of ontology and epistemology with organisational behaviour and human resource management, is of utmost importance for scholars across various disciplines.

According to Beltramin (2018), contemporary management scholars rarely use the term "philosophy of management" in their discussions, opting instead for the term "management theory." In the domain of management research, the transition from management theory to management philosophy is a subject of inquiry (Lanka et al., 2020). Professional philosophers exhibit a similar lack of interest in the field known as philosophy of management, which continues to face challenges in establishing a presence within academic discourse on management research (Rodriguez-Pomeda, 2023). During the spring of 2017, a survey was conducted among the highest-ranked philosophy departments in the United States. The results indicated that none of the permanent faculty members from these departments had chosen the philosophy of management as the subject of their research (Duhaime & Widman, 2017). American philosophers commonly engage in the field of management philosophy during the early years of the twenty-first century (Gallagher, 2022). It is observed that professional philosophers exhibit a greater inclination towards contemplating a theoretically grounded conception of human nature and society within the context of a technologically advanced era rather than actively engaging in philosophical inquiry pertaining to the field of management (Goulding, 2002; Fuller & Collier, 2003). The matter at hand pertains to the perspective that management philosophy, if present, ought to be regarded as a method of inquiry rather than a subject of study within the field of management (Antwi & Hamza, 2015; Singh, 2019; Makri & Neely, 2021).

Nwanegbo-Ben (2013) asserts that the field of Philosophy of Science has regrettably neglected the examination of the philosophy of management science. The lack of attention given to the concerns presented or analysed by management science philosophy has been a source of disappointment, as there is significant potential for learning through a more dedicated philosophical examination of these matters. Human Resource Management (HRM), a component of business and management, commences by delineating a philosophical perspective that aids in formulating an organisation's strategic long-term vision (Ramaraju, 2019). According to Prasad (2019), existing research indicates a notable absence of philosophical discussion within the literature on human resource management. While research on the philosophy of human resource management (HRM) is not widely conducted (Blom et al., 2021), Kellner, Townsend, Wilkinson, Greenfield, and Lawrence (2016) argue that the philosophy of HRM provides a crucial basis for the HRM system. Additionally, philosophical reflection has the potential to contribute to the development of a coherent methodological framework that is widely accepted (Collins, 2021;

Fleetwood & Hesketh, 2006). However, every research endeavour is grounded in a fundamental philosophy that is shaped by researchers' perceptions of the world. Worldviews serve as the fundamental underpinning for conducting research, rendering them indispensable in the study process (Greener, 2008; Rabetino, Kohtamäki, & Federico, 2021).

In light of the aforementioned line of thought, we explore the correlation between the field of philosophy of science and the discipline of business administration, specifically in connection to organisational behaviour and human resource management. The main question that this study seeks to find an answer to is "What is the extent of the relationship between philosophy of science and business administration?" This study makes a valuable contribution to the existing body of literature on organisation and human resource management (HRM) by effectively addressing the research question at hand. The philosophy of management science has been neglected within the field of philosophy of science. In contemporary discourse within the philosophy of science, there is a prevailing sentiment that a priori resolutions to philosophical quandaries in the field of management sciences have become outdated. This sentiment is contingent upon the inclusion of specific details derived from the evaluation of concepts, theories, and policies pertaining to the management of organisations and societies (Nwanegbo-Ben, 2013). Furthermore, this study enhances the understanding of the connection between the philosophy of science and business management, thus assisting organisational leaders and owners of capital in developing a comprehensive understanding of strategic long-term concepts for their organisations. Our debate commences by examining the inception of the philosophy of science.

## II. PHILOSOPHY OF SCIENCE

According to Velasquez (2009), philosophy encompasses the contemplation of fundamental beliefs in one's life as well as the examination of their justifications, sometimes accompanied by a sense of uncertainty or concern. The objective of philosophy is to empower individuals to independently confront these inquiries, formulating their own perspectives on topics such as self, existence, art, religion, information, and principles, without relying on parental, peer, media, instructional, or societal influence (Bleazby, 2020). Throughout history, philosophy has consistently endeavoured to provide a systematic elucidation of the nature of reality and our position within it. It seeks to understand appropriate conduct, encompassing both personal and social moral principles, while also striving to comprehend the nature of knowledge and truth. According to Velasquez (2009), there exist further philosophical investigations that seek to question and examine the fundamental assumptions of a given discipline, such as the field of philosophy of science. What, therefore, constitutes the philosophy of science?

According to Cunningham (2013), the field of philosophy of science arises from a reflective examination of scientific endeavours. The term encompasses two distinct aspects: the overarching philosophy of science, which delves into the epistemological and metaphysical foundations of empirical sciences, and the philosophical examination of individual scientific disciplines such as physics, biology, and cognitive science. This entry pertains to the specific field referred to in the initial, broader interpretation of the term. According to the source, the field of philosophy extensively engages with the concepts, methodologies, and ramifications of science. The primary subjects of investigation in this study encompass the delineation of science, the assessment of scientific theories' reliability, and the determination of the ultimate objective of research (Shaw, 2019). The relationship between science and truth encompasses several intersections with disciplines such as metaphysics, ontology, and epistemology. Scientific philosophy is concerned with the metaphysical, epistemological, and semantic aspects of science. The categorisation of bioethics and scientific misbehaviour as ethics or science studies, rather than the philosophy of science, is a common practice (Morris, 2020).

According to Marcos (2021), the formal recognition of the philosophy of science as a distinct subject did not occur until the 1920s, namely within the frameworks of logical positivism and rational empiricism. However, it is worth noting that philosophical contemplation on the nature of science can be traced back to Plato's writings. According to Marcos (2021), there was an attempt to replace traditional philosophy with an unrecognised philosophy of science. From the emergence of neopositivism to the contributions of Karl Popper (1959) and Thomas Kuhn (1962) in the 1960s, the philosophy of science was perceived as a dominant paradigm for a relatively brief period of thirty years. However, subsequent developments led to a gradual shift in the philosophy of science, bringing it back to a more conventional philosophical framework. The inception of the philosophy of science may be traced back to the works of prominent figures such as Galileo, Descartes, Newton, and Bacon, as well as late mediaeval philosophers and Aristotle, coinciding with the emergence of modern science (Baldin, 2022).

In order to enhance comprehension of social science and the development of organisational concepts, it is crucial to grasp the philosophy of science. This understanding enables one to distinguish between ontology and epistemology, as these terms represent abstract concepts. Many researchers do not explicitly articulate their fundamental assumptions, thereby implying a particular ontology and epistemology stance. Consequently, it is essential to discern the author's perspective in order to engage with research at a more scholarly level (Lukasiak, 2020).

### ➤ *Epistemology*

According to Martinich and Stroll (2021), the philosophical exploration of the nature, cradle, and limitations of human information is known as epistemology. The expression comes from the Greek words *episteme* ("information") and *logos* (reason), and the discipline is habitually alluded to as the hypothesis of information. Epistemology is a part of the Western way of thinking that traces all the way back to the ancient Greeks and continues right up until today. It is one of the four fundamental disciplines of theory, close by transcendentalism, rationale, and morals, and essentially all prominent savants have made to it. Lukasiak (2020) advances that the concern of how to acknowledge reality in a standard manner arises in epistemology, and this gives rise to two perspectives: empiricism and rationalism. Sangeetha (2021) posits that most philosophers believe that the senses, as well as the internal senses (such as emotions) and even the five outside senses, are the genesis of our ideas (sight, smell, hearing, taste, and touch). Other philosophers even suggest that our senses are the source of all our thoughts. According to this notion, every one of us is conceived with a mind that is like a "tabula rasa" on which nothing has been recorded and with which people add content as we get more accustomed to the world. A posteriori knowledge is knowledge that is based on or derived from prior experience. Empiricism refers to the fact that a posteriori knowledge is empirical (based on observation or experience) (Müller-Merbach, 2007).

According to Blanshard (2020), rationalism is a philosophical viewpoint that posits reason as the primary and ultimate source and criterion of knowing. The pragmatist argues that there exists a category of insights that the brain may readily accept due to the inherent logical structure of reality. According to pragmatists, there are specific intellectual standards that are essential to adhere to. Neglecting these standards would lead to inconsistency, particularly in the realms of logic, science, ethics, and power. Consequently, realists tend to diminish their regard for alternative forms of knowledge as their trust in reason and verification wanes. Rationalism posits that reason possesses the capacity to apprehend truths that lie beyond the realm of sensory perception with a combination of certainty and comprehensiveness. The meanings of rationalism vary across different disciplines, depending on the specific idea it is being contrasted with. The notion that the world is a coherent and logically interconnected entity, characterised by a rational organisation and comprehensible structure, is a belief held by proponents of various forms of speculative rationalism (Martin & Hjortland, 2022).

Nonetheless, according to Eichorn (2019), metaphysics presents a contrasting viewpoint to the notion that reality is a chaotic assemblage of disjointed elements that cannot be comprehended through rational means. Within the realm of epistemology, or the study of knowledge, proponents of rationalism assert that certain aspects of human knowledge are attained through a priori means, or rational comprehension that precedes empirical experience. This stands in contrast to sense experience, which often yields ambiguous and tentative outcomes (Blanshard, 2020).

### ➤ *Ontology*

Gruber (2016) posits that ontology is a theoretical framework concerned with the fundamental nature of existence. Ontology is a branch of philosophy that looks at existence as a whole. It involves a fair and unbiased look at everything that is considered valid and true (Garner, Ferdinand, and Lawson, 2020; Peter, 2015). Aristotle, born in 384 BCE and passing away in 322 BCE, was a prominent figure in ancient Greek philosophy. Aristotle (384–322 BCE) made a reference in Book IV of his work, *Metaphysics*, to the notion of it being the foundational philosophy. According to Peter (2015), Wolff (1730) portrayed philosophy as a comprehensive form of mysticism that encompassed all aspects of existence, including supernatural entities such as God, bodies, and spirits. In the 18th century, David Hume and Immanuel Kant criticised Wolff's assertion that ontologies were a derived discipline capable of revealing the inherent qualities of objects. During the mid-20th century, Edmund Husserl, a German phenomenologist, critically evaluated Wolff's overarching transcendentalism as a formal philosophical framework. In response, Husserl presented various spatial ontologies, including those pertaining to creation, mathematics, mental science, culture, and even religion. During the 20th century, American scientist W.V.O. Quine played a significant role in reinvigorating cosmology amidst the growing discourse and uncertainty surrounding the antimetaphysically movement known as logical positivism. The reestablishment of ontology as a fundamental discipline within philosophy towards the conclusion of the 20th century can be attributed, at least in part, to the contributions made by Quine. The utilisation of ontology enables the description of a particular domain and aids in the cognitive process of conceptualising ideas by formally representing knowledge as a comprehensive framework inside a certain category while also capturing the interrelationships among these concepts (The Global University Alliance, 2022).

According to existing research, the majority of social scientists approach their subject matter by considering its relationship to the social realm and the methodologies employed to investigate it (Bapuji, Patel, Ertug, & Allen, 2020; Burell & Morgan, 2005). According to Saunders (2005), there exists a fundamental ontological debate regarding whether the nature of reality can be understood as an objective realm that exists independently of social actors or if reality should be conceptualised as a social construct shaped by the beliefs and actions of individuals within society. According to Josephine's (2022) study, the fundamental objective statement of philosophy revolves around the concepts of existence, consciousness, and identity. Metaphysical objectivism emphasises the ontological reality of the world by altering the foundational tenets of philosophical thought. The act of directing one's attention towards an object inherently implies an acknowledgement of its existence, serving as a means to affirm one's awareness of its presence. There exists a phenomenon known as identity consciousness. The acceptance of this notion in objectivist philosophy is *ipso facto* considered fundamental. According to Burell and Morgan (2005), objectivism posits that the public domain is

a dynamic and tangible realm that exists independently of individuals' perspectives. Therefore, objectivism has thus far served as the fundamental basis for conducting social investigation in a rational manner. In essence, the fundamental ontological stance of objectivists posits that reality exists independently of human consciousness, that it possesses an objective nature, and that it is influenced by societal factors.

### III. THE PHILOSOPHY OF BUSINESS MANAGEMENT/ADMINISTRATION

Beltramin (2018), advanced that there has been scholarly attention given to the philosophy of management in recent times. However, there are still lingering inquiries regarding the nature of the work. Nonetheless, existing research, suggested that the philosophy of management serves as a means for progressing from a hypothetical framework to a philosophical foundation for management. Moreover, it should be noted that the extent of this shift is still being deliberated (Griseri, 2011; Fontrodona & Mele, 2002).

Darwin (2010), posits that the philosophy of management aligns well with the principles and theories of management science. Yet, Nwanegbo-Ben (2013) argues that the philosophy of management science has been neglected. In contemporary discourse within the field of philosophy of science, there is a prevailing sentiment that a priori resolutions to philosophical quandaries in the realm of management sciences have lost their relevance unless they incorporate insights derived from the evaluation of concepts, theories, and policies pertaining to the administration of both organisations and societies (Nwanegbo-Ben, 2013).

Nevertheless, it is worth noting that the philosophy of HRM provides a substantial basis for the HRM system, as highlighted by Kellner et al. (2016). According to Beltramin (2018), the philosophy of management is considered as a minor aspect within the broader academic discourse in the area of management. While the concepts hold significant importance in the field of management, the environment in which they are examined is considered secondary to the primary disciplinary perspective of management.

Blok (2019a), contends that contemporary observations suggest that business management might be seen as a subset of management, including a broader scope of human activities. Self-management, social network management, household management, and global management in relation to global warming are all instances of management. This prompts an inquiry into the meaning and implications of the word "business management." A more comprehensive knowledge of the contemporary significance of management philosophy could be attained by delving further into this sub-discipline. However, this particular sub-discipline often fails to adequately engage the philosophical inquiry into the nature of management. The current dilemma is absent in both historical and empirical studies within the field of management philosophy. Numerous scholars (such as Koontz, 1961; Wicks et al., 2023) acknowledge business



management as commonly understood to encompass the authority and control mechanisms used by managers, although it seems that management philosophers tend to disregard the fundamental question of 'what constitutes management?' This phenomenon may be attributed to the influence exerted by political philosophers such as Michel Foucault, Walter Benjamin, Erich Peterson, Carl Schmitt, and Ernst Kantorowicz on the conceptualization of management. The concept of management encompasses a governmental practice that sheds light on the prevailing governmentality of the world (Foucault, 2009).

Agamben (2011) and other political philosophers have identified an alternative perspective that establishes a connection between the concepts of administration, government, and the economy. The story posits a distinction between the urban environment, commonly referred to as the city or polis, and the domestic setting, known as the house or oikia. According to Aristotle's Treatise on Politics, the author argues that there exists a distinction between politics and administration, analogous to the differentiation between a city and a home (Aristotle, 1945). Politics pertains to the domain of governance for individuals holding positions of power such as politicians and kings, whereas administration pertains to the realm of household and familial affairs for individuals fulfilling roles such as oikonomos and despotes. Consequently, the term "oikonomia" conveys the notion of managing the household, while "oikonomos" denotes an individual responsible for administering the household, and "despotes" refers to the one who has authority as the head of the family (Wurts, 2021). The perspective of political administration as population authority is taken into consideration while examining economic management (Orlov, Khamidov, Poliakova, & Shylova, 2020). The aforementioned circumstances have led to the recognition of executives as a biopolitical paradigm, given its pervasive presence in all modern societal organisations, which has rendered it seemingly incapable of adequately capturing the distinctiveness of corporate governance. The comprehensive depiction of the executives' framework within our study on "social orders of control" provides insight into the reasons why business management scholars refrain from investigating the concept of "what is management?" and instead focus on the inquiries of "what is work?", "what is an organisation?," and "what is leadership?" (Agamben (2011).

The discourse surrounding the definition of business management is a legitimate topic within the field of management philosophy (Deslandes, 2018; Komporezos-Athanasidou & Fotaki, 2015). Business management encompasses a range of activities involved in the strategic planning, efficient operation, and effective administration of an organisation. The successful functioning of a firm necessitates the right alignment of various operations, which is the responsibility of business management to coordinate. Typically, organisations rely on general managers to provide leadership and address interpersonal conflicts among teams. Individuals proficient in direct communication often derive satisfaction from the interpersonal dimensions inherent in

the provision of business management services. The possession of effective diplomatic skills and the ability to resolve disputes can be crucial components of achieving success in corporate management. The field of business management encompasses various areas of study, each with distinct typologies that are considered fundamental. These areas include human resource management, financial management, operational management, information technology management, strategic management, and sales and marketing management (Geyan, 2022). Management, in its comprehensive scope, encompasses individuals who are involved in various managerial activities, including the coordination of corporate processes, planning, and directing (Statt, 2004; Law, 2009). The field of organisation theory has a rich and extensive historical background when it comes to the philosophy of business management. The concept under discussion is frequently known as management power and control mechanisms, and it is further reinforced by a management system that is grounded in research. This system continues to be imparted in business school environments. The pioneers of management theory encompass Henry Fayol and Frederick Taylor, who introduced the concept of scientific management (Taylor, 1911). Additionally, they delineated five distinct management roles, namely coordination, organisation, integration, leadership, and control (Prasad, 2020).

Scholars such as Gulick and Urwick (2012) and Urwick (1952) have contributed to the understanding of business management by building upon Fayol's (1949) work. They introduced the acronym POSDCORB, which represents the key functions of management: planning, organising, staffing, directing, coordinating, reporting, and budgeting. Mintzberg (2005) and Veidlinger (2021) posited that fundamental aspects of management, including planning, staffing, and organising, have prompted scholars to emphasize the importance of soft skills in effective management and in both formal and informal organisational processes. The work by Follet (1940) examined management via the lens of organisational behaviour, as discussed by Minner (2002). According to Blok (2020), management encompasses three fundamental domains. Firstly, it pertains to the organisational agility required to establish and improve business activities within the context of business education. Secondly, it involves the ability to motivate and inspire subordinates. Lastly, it encompasses entrepreneurial acumen, with a focus on identifying and exploiting new business opportunities.

#### ➤ *Philosophy of Organisational Behaviour*

The area of business administration encompasses the philosophy of organisational behaviour, which delves into the fundamental inquiries and principles that underlie the functioning of organisations, the behaviour of persons within them, and the appropriate methods for studying and comprehending these phenomena (Dougherty, 2017). This field of study encompasses multiple schools of philosophy and is intricately linked to the broader realms of management philosophy and social science philosophy (Butts & Rich, 2021).

The field of philosophy of science is primarily focused on inquiries pertaining to the fundamental characteristics of knowledge, evidence, and the methodologies employed in the pursuit of knowledge (Anderson, 2000; Kaushik & Walsh, 2019). Within the field of organisational behaviour, this gives rise to inquiries regarding the process by which we comprehend and interpret human actions within organisational settings (Griffin & Phillips, 2023). Philosophical discourse often centres on the epistemological standing of ideas and notions within the field of organisational behaviour (Patomäki & Wight, 2000). For example, what constitutes credible evidence in the realm of organisational behaviour research, and how do various research approaches impact our comprehension of human behaviour within organisational contexts?

The examination of ontological assumptions that underlie scientific hypotheses is a common focus among philosophers of science. The field of organisational behaviour encompasses the critical examination of underlying assumptions pertaining to the characteristics of persons and organisations (Bell et al., 2022; Sabatier, 2019). Do humans have a predominant inclination towards self-interest as a motivating factor, or do they also possess intrinsic motivations? Is the organisation best conceptualised as a rational, goal-oriented entity, or is it more accurately characterised as a complex system with emergent properties? The exploration of ontological inquiries can have profound implications for the conceptualization and examination of organisational behaviour.

The philosophical discourse around reductionism and holism revolves around contrasting approaches to understanding complicated phenomena. Reductionism is the process of elucidating intricate phenomena by deconstructing them into more elementary constituents (Mason, 2008; Fehr, 2004). Conversely, holism involves the examination of complex phenomena as unified entities, emphasising their integrated nature (Bibri, 2018). Within the field of organisational behaviour, an ongoing discourse pertains to the extent to which human behaviour may be deconstructed into individual psychological processes or should instead be examined as a comprehensive socio-cultural phenomenon (van Zyl et al., 2023). The utilisation of philosophical concepts can assist researchers in effectively managing this inherent tension.

The discipline of philosophy assumes a pivotal position in the examination and analysis of ethical principles and values within the context of organisational behaviour (Cooper et al., 2020). The field of philosophical ethics has the potential to provide insights into inquiries regarding the ethical permissibility of organisational practices, the appropriate allocation of power and authority, as well as the obligations that organisations bear towards their employees and society at large (Gray & Chivukula, 2019; Goodpaster, 1991).

Philosophers frequently emphasize the significance of accurate and explicit conception. Within the field of organisational behaviour, it is imperative to establish precise and unambiguous definitions for fundamental terms such as motivation, leadership, culture, and performance (Chatman & O'Reilly, 2016). The application of philosophical analysis can contribute to the clarification and identification of any ambiguities inherent in these ideas.

The philosophy of science promotes the integration of interdisciplinary viewpoints. Within the realm of organisational behaviour, it entails the process of extracting valuable knowledge and understanding from several academic fields such as psychology, sociology, economics, and related disciplines (Fellows & Liu, 2021). Philosophical discourse has the potential to foster integration between various disciplines and provide a more holistic comprehension of human behaviour within organisational contexts. Philosophical inquiry promotes the cultivation of critical contemplation regarding established theories and paradigms. The incorporation of philosophical critique in the field of organisational behaviour is likely to prove advantage for researchers, as it enables them to discern underlying assumptions, biases, and limitations within their theories and methodologies.

#### ➤ *Philosophy of Human Resource Management*

Ramaraju (2019) posits that the rationale behind human resources (HR) is contingent upon the assumptions and beliefs held by management regarding individuals' inclinations, requirements, principles, and competencies. These assumptions and beliefs then govern the manner in which others should be treated. The categorisation of treatment for people can be delineated into three distinct classifications: commodification, mechanisation, and humanism. In the commodity approach, individuals are regarded as commodities that can be bought or sold at a specified price, similar to the earlier system of slavery. The individual is perceived as a component of the machinery, subject to installation in a manner akin to any other element within the framework of the machine-oriented paradigm. Both models incorporate the concept of an individual as a biological human organism. In the humanistic perspective, an individual is seen as a human being who possesses psychological challenges. According to Becker and Gerhart (1996), the concept of the benchmark for HRM encompasses the philosophy of human resource management and holds a significant position within the HRM framework (Kenner, 2016).

In addition, Porthuma et al. (2013) and Lepak et al. (2004), suggest that the HRM philosophy encompasses a broad and all-encompassing approach that guides the development of policies formulated and disseminated by management. According to Schuler (1989), there are three typologies of philosophies that elucidate an organisation's approach to the consideration and management of its workforce: accumulation, facilitation, and utilisation. The author posits that a facilitation philosophy places emphasis on both the cultivation of knowledge and the acceleration of capacity building. The organisation places significant

emphasis on the attributes of determination and motivation among its personnel, particularly in relation to the development of abilities that are considered vital for the organisation's strategic objectives. The philosophy of accumulation emphasizes comprehensive inclusivity and focuses on actively involving the workforce with significant skills and increasing their abilities to meet the organisation's requirements (Maclean, Harvey, Yang, & Mueller, 2021). The philosophy of utilisation seeks to optimise the efficiency of human resources, with a major focus on technical competencies. But Iheriohanma and Austin-Egole (2020), posit that labour is utilised for a limited duration, mostly to address immediate organisational requirements. According to Ramaraju (2019), the underlying principles of a business organisation's human resources philosophy are based on seven fundamental concepts, including self-governance of resources, potential, limitations, work-life quality, meritocracy, participation, and achievement.

#### **IV. RELATIONSHIP BETWEEN PHILOSOPHY OF SCIENCE AND BUSINESS ADMINISTRATION**

Research shows that ontology is a theoretical framework for explaining concepts, with a focus on how they are linked in the mind. This makes it easier to come up with a broad, universally applicable way to explain technical knowledge (Di Paolo, 2021). Ontology also makes it possible to build domain models, which helps classify models (Phan et al., 2016). It also plays a key role in Industry 4.0 systems by making it easier to do semantic mapping and logical reasoning, which helps make intelligent production systems (Jaskó, Skrop, Holczinger, Chován, and Abonyi, 2020). The creation of a consolidated perspective involves the amalgamation of diverse content from many etymologies into a unified ontology entity (Jules et al., 2015).

In their study, Stacchezzini et al. (2019) employed the social ontology theory proposed by philosopher Searle (1995, 2006, and 2008) to examine the social generation of intellectual capital (IC) in the context of integrated report (IR) preparation. This study provides evidence to support the notion that information content (IC) possesses a subjective ontology, as proposed by Searle (1995). The persistence of IC is contingent upon the extent to which input is defined by international relations (IR) experts in order to generate value. The ontology of information content (IC) possesses a subjective nature, indicating that the specific role of the IC is explicitly defined rather than presumed during the process of information retrieval (IR) preparation. The development of this ontology of intellectual capital is based on subjective criteria aligned with the company's accomplishments and business model, which are influenced by a defined set of corporate values and objectives.

Existing literature (e.g., Dries, 2013) suggests that, the drawbacks associated with employing a 'big science' approach in the field of HRM primarily stem from its emphasis on identifying observable patterns at a superficial level. One potential approach to effectively navigate the issues of complexity and context within job relationships is by augmenting ontological complexity (Harney, 2016). According to Harney (2016), critical realism maintains the perspective that concepts inside the transitive field are frequently flawed, making definitive closure unattainable. However, it does permit the possibility of examination and critique. This phenomenon allows for an extensive and continuous exchange of critical perspectives, promoting adaptability to conflicting influences rather than offering simplistic resolutions. From this perspective HRM can be perceived as a managerial activity that is subject to the effects of external circumstances and internal dynamics rather than being a tangible asset owned by a corporation. The focus on ontological concerns allows for the provision of detailed theoretical explanations within the context of HRM activities by emphasizing generative causal mechanisms.

Rawwas et al. (2014) study on epistemology to business ethics focusing on marketing managers advances that an effective and compassionate manager embodies the qualities of a virtuous epistemologist, demonstrating a commitment to acquiring understanding and information. Additionally, such a manager displays intellectual daring and curiosity by being receptive to novel ideas and approaches. Moreover, they exhibit open-mindedness by considering and valuing other perspectives, including those of their subordinates. After considering factual evidence (careful thought), the leaders make moral judgements and explore numerous resolutions to several marketing ethical dilemmas (creativity). According to the authors, the study made significant contributions to the development of a model that fully integrated epistemic as well as moral suppositions, Chinese moral philosophy, thoughts, and hopefulness, as well as scientifically confirming different relationships; it discovered that a supervisor who scored high on virtue epistemology and optimism also scored high on producing moral remedies.

Weinberg (2015) posits that organisations have the potential to gain insights into the internal psychological mechanisms that drive knowledge exchange within individuals in the workplace. The model suggests that the level of epistemic complexity among team members has a significant role in determining the outcomes of knowledge exchange within the team. Organisations have the ability to cultivate the expertise of their knowledge workers, who operate in teams, with the aim of promoting more sharing of information and ultimately improving team performance. This is due to the recognition that epistemological ideologies may be shaped and acquired through beneficial learning experiences.

In their 2003 study titled "Evaluating Organisational Change: The Role of Ontology and Epistemology," Butler, Scott, and Edwards examined the distinctions between epistemological and ontological positions within organisations. They specifically explored the Newtonian or Transmissivist paradigm and the complex adaptive or constructivist paradigm. The researchers concluded that these two paradigms are based on different assumptions about the nature of reality and knowledge. They found that both paradigms have implications for individual and organisational learning, as well as for the transformation of behaviours. These transformations are rooted in the underlying beliefs and assumptions that guide organisational change processes. The study proposes that an epistemological analysis should address the ontological aspects of learning organisations. This is because the process of learning and the transformation of the learner's existing mental models play a crucial role in determining what is considered knowledgeable when examining the design and implementation of organisational change activities.

## V. CONCLUSION

Is there really any connection between the philosophy of science and business management or administration? If so, then an individual does not need to become a specialist philosopher to understand that business administration and management as a field of study have heretofore been scarcely dealt with in the philosophy of science. Philosophy academic journals scarcely greet with open arms literature on any facet of business administration or management philosophy. The philosophy of science has woefully overlooked the philosophy of management. This omission has been disappointing because much can be learned by devoting more philosophical attention to the issues stated or analysed by management philosophy. Human Resource Management (HRM), which is an element of business and management, begins with defining philosophical orientation, which contributes to establishing an organisation's strategic long-term conception (Ramaraju, 2019). Literature on human resource management is virtually entirely bereft of philosophical discourse (Fleetwood & Hesketh, 2006). Even though the study of the philosophy of HRM is uncommon (Blom et al., 2021), the philosophy of HRM offers a significant foundation for the HRM system (Kellner, 2016), and the fact that philosophical reflection has its effects makes it difficult to develop a comprehensible proposition of methodology to be accepted (Fleetwood & Hesketh, 2006).

The concerns related to ontology can provide explicit hypothetical explanations of HRM drivers that are conceptually rich and demonstrative. These explanations rely on generative causal systems. Additionally, the epistemic complexity of colleagues plays a vital role in the exchange of information within the group. Organisations strive to effectively train their team-based knowledge workers in order to facilitate enhanced knowledge sharing and ultimately improve team outcomes, as epistemological beliefs are considered to be adaptable and acquired through

meaningful illustrations. The prominence of philosophy of business and management within philosophy of science can be achieved by restoring equilibrium to the notions that arise from the ongoing advancements in business organisations.

The study of human behaviour in organisations can be greatly enriched by delving into the philosophical underpinnings of the field of organisational behaviour, which include the underlying concepts, assumptions, and research methodology. It provides academics and practitioners with the ability to critically assess their methods and encourages a deeper knowledge of the philosophical underpinnings of this significant topic within the discipline of business administration.

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