



# Hermeneutic Features of Management Activities

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**Abstract:** This article explores how philosophical principles such as ethics, power dynamics, and social responsibility intersect with management practices. By examining relational leadership, stakeholder engagement, and contemporary theories of corporate social responsibility (CSR), this study emphasizes that effective management is not only about enhancing efficiency and profitability but also about fostering meaningful relationships, promoting inclusivity, and ensuring sustainable development. The research discusses how social structures, communication forms, and ethical values shape managerial decisions, ultimately influencing organizational success and societal well-being. This approach allows for a deeper understanding of management as a social practice that transcends traditional economic and administrative perspectives. The article highlights the intersection of social philosophy and management, emphasizing the role of philosophical principles in informing management practices. It focuses on human relationships, ethical considerations, and the development of social capital within organizations. Through comprehensive literature review and theoretical analysis, the study underscores the importance of integrating philosophical values into management to enhance organizational efficiency and employee well-being. The socio-philosophical aspects of management emphasize the complex relationships between individuals, organizations, and society. A relational approach to management stresses the significance of social interactions, ethical reasoning, and cultural contexts in decision-making and organizational structures.

**Keywords:** Relational Management, Ethical Leadership, Social Philosophy, Corporate Social Responsibility (CSR), Organizational Culture, Stakeholder Engagement, Power Dynamics, Inclusivity, Communication, Sustainable Development

## Introduction

The socio-philosophical aspects of management encompass ethical leadership, social justice, communication dynamics, and corporations' moral obligations to society. These dimensions highlight that management is not merely about improving efficiency and productivity but also about fostering social cohesion, inclusivity, and long-term sustainability. By analyzing how social constructs, ethical considerations, and philosophical perspectives shape management practices, this article examines the evolving perception of management as a socially and philosophically embedded practice.

The study argues that a deeper understanding of interdependencies among managers, employees, and external stakeholders leads to more effective, ethical, and sustainable management practices. Integrating concepts from social philosophy, leadership

studies, and organizational theory, this research provides a comprehensive framework for reimagining management as a relational and socially rooted practice.

Traditionally viewed through economic and administrative lenses, management is increasingly recognized as a socio-philosophical practice. Managers' interactions with employees, stakeholders, and the broader community reflect deeper social values, ethical considerations, and power structures. A relational approach acknowledges that organizations do not operate in isolation but exist within networks of social relationships that influence decision-making, leadership styles, and corporate responsibility.

## **Methodology**

This study employs a theoretical analysis approach grounded in socio-philosophical inquiry. By synthesizing relational theories, ethical leadership principles, and communication models from existing literature, the research constructs a conceptual framework for understanding management as a relational and value-driven practice. The methodology integrates hermeneutics, content analysis, and comparative interpretation of philosophical and managerial texts to highlight the ethical and human-centered dimensions of organizational leadership.

## **Result and Discussion**

Managers adopting a philosophy-based relational approach are better equipped to motivate employees, facilitate effective communication, and cultivate a culture of mutual respect and collaboration. Key findings include:

- Decentralized Leadership: Organizations adopting collaborative structures demonstrate greater adaptability and innovation.
- Impact of Digitalization: Virtual workplaces require new strategies to preserve relational dynamics and engagement.
- Diversity and Inclusion Practices: Inclusive leadership significantly enhances workplace morale and innovation.
- Trust and Collaboration: Organizations prioritizing trust report higher employee satisfaction and performance.
- Ethical Decision-Making: Managers integrating ethical principles create sustainable and socially responsible businesses.

## **Discussion**

Relational approaches in management are rooted in social constructivism and intersubjective relationships. Mary Parker Follett (1924), an early advocate of relational leadership, argued that management should focus on "power with" rather than "power over" employees. Modern relational theories, such as social capital theory (Putnam, 2000) and stakeholder theory (Freeman, 1984), emphasize networks, trust, and collaborative relationships.

## **Relational Theories in Management**

Social philosophy provides a broad framework for understanding the ethical, political, and relational dimensions of management. Key thinkers like Karl Marx, Max

Weber, and Jürgen Habermas explored power dynamics, bureaucratic structures, and communicative action within organizational contexts (Weber, 1947; Habermas, 1984). Their insights into fairness, participatory decision-making, and ethical leadership inform contemporary management practices.

### **Key Socio-Philosophical Dimensions**

Power dynamics in management are influenced by theories of disciplinary power. Foucault's (1975) analysis of hierarchical structures highlights their impact on employee autonomy and participation. Relational approaches advocate for participatory management and decentralized decision-making, challenging traditional top-down models (Mintzberg, 1979).

### **Power and Organizational Structures**

Ethical leadership is a critical component of relational management. Virtue ethics (Aristotle, 1985) and deontological ethics (Kant, 1785) underpin modern debates on corporate social responsibility (CSR). Studies show that ethical leadership enhances trust, employee engagement, and long-term organizational sustainability (Brown & Treviño, 2006).

### **Communication and Organizational Culture**

Organizational culture, shaped by shared values and narratives, significantly impacts management effectiveness and employee satisfaction (Schein, 1985). Habermas' (1984) theory of communicative action underscores the importance of dialogue and rational discourse in legitimate decision-making.

### **Digital Transformation and Virtual Workplaces**

Ethical concerns related to data privacy and AI-driven management complicate relational landscapes (Zuboff, 2019). The rise of digital technologies has transformed relational dynamics in management. Remote work research emphasizes the importance of trust, collaboration, and digital communication in preserving organizational culture (Cascio & Montealegre, 2016).

### **Diversity and Inclusion**

A human-centric approach to management highlights the importance of social needs, motivation, communication, and group dynamics. Jerab (2023) argues that addressing these aspects fosters a positive and productive work environment. Similarly, Samnani (2023) discusses cultivating social capital through relational HR practices. Intersectionality theory (Crenshaw, 1989) illustrates how social identities shape workplace experiences. Inclusive leadership promotes innovation, psychological safety, and organizational performance (Nishii, 2013). Esvanti et al. (2023) propose that integrating philosophical values like empathy and ethics into management leads to more ethical decision-making and mutual respect.

Using a theoretical analysis approach, this study synthesizes ideas from various scholarly works to create a framework for applying philosophical values in relational management.

## Conclusion

The socio-philosophical aspects of management underscore the importance of relationships, ethics, and communication in organizational success. A relational approach fosters participatory leadership, ethical decision-making, and inclusive workplaces. Future research should explore how emerging technologies and global challenges impact relational management practices.

Integrating socio-philosophical perspectives into management enables more ethical, efficient, and human-centered organizations. By aligning strategies with philosophical values, managers can achieve better organizational outcomes and employee satisfaction. Future studies should validate these theoretical concepts through empirical research and examine the practical application of philosophical principles across diverse organizational contexts.

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