

SYSTEMATIC LITERATURE REVIEW: MANAGEMENT AS A PHILOSOPHICAL AND SYSTEMATIC SCIENCE

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Abstract

Management has developed into a complex and multidimensional scientific discipline, with a strong philosophical foundation and systematic methodology. However, the concept of management as a philosophical and systematic science is still not fully understood and explored in academic literature. This research aims to fill this gap by conducting a comprehensive systematic literature review (SLR) to analyze and synthesize studies relevant to this topic. Using a systematic and structured SLR method, this research identified and analyzed 67 studies that discussed philosophical and systematic aspects of management. The main findings are grouped into four themes: (1) philosophical foundations of management: values, ethics, and leadership; (2) systematic methodology in management: planning, organizing, directing and controlling; (3) integration of philosophical and systematic aspects in management practice; and (4) challenges and opportunities in implementing management as a philosophical and systematic science. This research contributes to the development of knowledge in the field of management by mapping and synthesizing relevant academic literature, as well as providing new insights for management academics and practitioners in integrating philosophical and systematic aspects in more effective and meaningful management practices. Limitations of the study and recommendations for future research are also discussed.

Keywords: *Management, philosophy, systematic, systematic literature review.*

1. INTRODUCTION

Since the beginning of human civilization, the need to organize and manage limited resources has been an important factor in the survival and progress of society. The concept of management, although perhaps not explicitly recognized at that time, has become an integral part of human life (Wren & Bedeian, 2009). However, with the development of civilization and the growth of organizational complexity, management has evolved into a well-established scientific discipline with a strong philosophical foundation and systematic methodology. In the 20th century, management began to be considered a field of study worthy of in-depth exploration. Figures such as Frederick W. Taylor, Henri Fayol, and Max Weber made significant contributions in laying the foundations of scientific management (Shafritz et al., 2016). Taylor, with scientific management theory, emphasized the importance of efficiency and productivity in the work process.

Meanwhile, Fayol developed management principles which included aspects such as division of labor, authority, discipline, unity of command, and others (Fayol, 1949). Meanwhile, Weber, with his concept of rational bureaucracy, emphasized the importance of a clear organizational structure, orderly division of tasks, and written rules (Weber, 1947). Since then, management has developed into a complex and multidimensional scientific discipline, with various theories, concepts and approaches that continue to develop along with changes in the business and social environment. Management is no longer seen as just a collection of practices and techniques, but also as a field of study that has a strong philosophical foundation and systematic methodology. In essence, management is a process of organizing and managing resources (human, material, financial and information) to achieve organizational goals effectively and efficiently (Daft, 2021).

However, behind this simple definition, there is a deep philosophical complexity that needs to be understood to fully understand the essence of management. One of the important

philosophical aspects in management is the concept of value. Management is not only concerned with achieving organizational goals, but also about how to create value for all stakeholders, both internal and external (Freeman, 2010). This includes value for owners or shareholders (shareholder value), value for employees (employee value), value for customers (customer value), and even value for society and the environment (societal and environmental value) (Porter & Kramer, 2011). Therefore, management also has a very important ethical dimension. Good management practices must be based on strong ethical principles, such as honesty, integrity, social responsibility, and respect for diversity (Ferrell et al., 2019). This is becoming increasingly relevant in today's global context, where organizations are faced with the challenge of maintaining a balance between achieving business goals and social and environmental responsibilities.

Another philosophical aspect that needs to be considered in management is the concept of leadership. Leadership is a key factor in the success of an organization, and leaders must have vision, integrity, and the ability to motivate and empower others (Northouse, 2019). However, the concept of leadership also has deeper philosophical dimensions, such as questions about the nature of effective leadership, leadership styles that suit organizational culture, and how to build trust and commitment within teams (Yukl, 2013). Furthermore, management is also closely related to the concepts of change and innovation. In a world that continues to change rapidly, organizations must be able to adapt and innovate to remain relevant and competitive (Christensen, 2011). However, change and innovation also bring their own philosophical challenges, such as how to manage resistance to change, how to maintain a balance between stability and change, and how to create an organizational culture that supports innovation (Kotter, 2012).

Apart from a strong philosophical foundation, management also has a systematic methodology to achieve organizational goals effectively and efficiently. This methodology covers various aspects, such as planning, organizing, leading and controlling (Fayol, 1949; Daft, 2021). Planning is the process of setting organizational goals and developing strategies to achieve these goals. This involves analyzing the internal and external environment, identifying opportunities and threats, and developing detailed action plans (Wheelen & Hunger, 2012). Good planning requires the ability to understand the complexity of the business environment, anticipate changes, and make informed decisions. Organizing involves dividing tasks, responsibilities and authority within the organization, as well as allocating appropriate resources (Daft, 2021). This requires an understanding of effective organizational design, appropriate hierarchical structures, and good coordination mechanisms. Good organization can increase efficiency, minimize conflict, and ensure a smooth flow of information within the organization.

Direction or leadership is a key aspect in management, where managers must be able to motivate, guide and empower employees to achieve organizational goals (Northouse, 2019). This involves the ability to communicate effectively, build positive relationships, and create a work environment that is conducive to optimal performance. Control involves monitoring and evaluating organizational performance, as well as taking corrective action if necessary (Daft, 2021). This requires a reliable performance measurement system, effective feedback mechanisms, and the ability to analyze deviations and take appropriate corrective action. This study aims to provide a comprehensive overview of the concept of management as a philosophical and systematic science through a systematic literature review (SLR). By analyzing and synthesizing relevant academic literature, this study will answer the research questions. The significance of this study lies in several important aspects. First, this research will contribute to the development of management theory by exploring in depth the philosophical foundations and systematic methodology that underlies it. Second, this study will map and synthesize previous research findings related to this topic, so as to provide a more comprehensive and integrated picture. Third, the results of this research can provide new insights for management practitioners in integrating philosophical and systematic aspects into more effective and meaningful management practices.

2. RESEARCH METHODS

This research uses a systematic and structured Systematic Literature Review (SLR) method to explore and synthesize academic literature relevant to management as a philosophical and systematic science. SLR was chosen because this method allows the identification, evaluation and synthesis of studies relevant to the research question in a comprehensive and objective manner (Denyer & Tranfield, 2009; Snyder, 2019)

2.1 Literature Search Strategy

A comprehensive literature search strategy was developed to identify studies relevant to the research topic. A literature search was conducted on several major academic databases, such as Web of Science, Scopus, ProQuest, and EBSCOhost. Apart from that, searches were also carried out in leading journals in the field of management, such as the Academy of Management Review, Administrative Science Quarterly, Journal of Management, and Organization Science. Keywords used in the literature search included combinations of terms such as “management,” “philosophy,” “systematics,” “methodology,” “theoretical foundations,” and other variations. Boolean operators such as “AND” and “OR” are used to combine keywords effectively. A search was also conducted on the titles, abstracts and keywords of relevant studies

2.2 Inclusion and Exclusion Criteria

To ensure that only high-quality and relevant studies were included in the SLR, strict inclusion and exclusion criteria were applied. Inclusion criteria include:

1. Studies that discuss philosophical and/or systematic concepts in management explicitly.
2. The studies are published in reputable academic journals and have gone through a peer-review process.
3. Studies written in English.
4. No publication time limits are applied.

Meanwhile, exclusion criteria include:

1. Studies that only discuss the technical or practical aspects of management without exploring the philosophical or systematic foundations.
2. Studies that are not published in reputable academic journals or do not go through a peer-review process.
3. Studies written in languages other than English.
4. Non-academic publications such as books, reports, or conference papers.

2.3 Study Selection Process

The study selection process is carried out in several stages. First, a literature search was carried out on predetermined databases and journals. These search results are then filtered based on inclusion and exclusion criteria at the title and abstract level. Studies that pass this stage are then thoroughly examined by reading the full text to ensure their relevance to the research topic. Furthermore, studies that pass this selection stage will be analyzed in more depth to extract and codify relevant data. This process was carried out by a minimum of two researchers independently to ensure objectivity and reduce bias.

2.4 Data Extraction and Codification

Relevant data from each selected study will be systematically extracted and codified. Extracted information includes:

1. *Bibliographic details*(author, year of publication, title, journal)
2. Research purposes
3. Research methodology
4. Main findings
5. Contribution to management theory and/or practice
6. Philosophical and/or systematic aspects discussed in the study

The data extraction and codification process will be carried out by a minimum of two researchers independently to ensure reliability and reduce bias. Any discrepancies in the extraction and codification process will be discussed and resolved through consensus.

2.5 Data Analysis and Synthesis

Data that has been extracted and codified will be analyzed and synthesized using appropriate qualitative and/or quantitative methods. Qualitative analysis, such as thematic analysis and meta-synthesis, will be used to explore and integrate findings from qualitative studies (Rousseau et al., 2008). Meanwhile, quantitative analysis, such as meta-analysis, can be used to synthesize findings from quantitative studies, if possible (Borenstein et al., 2009). Thematic analysis will be used to identify and explore key themes emerging from the studies reviewed. These themes will be categorized and discussed in depth to provide a comprehensive understanding of the philosophical foundations and systematic methodology in management.

Meta-synthesis will be used to integrate qualitative findings from the reviewed studies, with the aim of identifying patterns, similarities, and differences in the conceptualization and implementation of philosophical and systematic aspects of management. Where possible, quantitative meta-analyses will be conducted to synthesize the findings of relevant quantitative studies. This will allow estimation of combined effect sizes and identification of moderator factors that influence the relationships between variables relevant to the research topic. The final results of this analysis and synthesis will provide a deep understanding of the concept of management as a philosophical and systematic science, as well as its implications for more effective management theory and practice. By following this systematic and structured SLR methodology, it is hoped that this research can make a significant contribution to the development of knowledge in the field of management, especially related to philosophical and systematic aspects of management.

4. RESULTS AND DISCUSSION

An extensive literature search process yielded a total of 842 potential studies for inclusion in this systematic review. After going through a selection process based on inclusion and exclusion criteria at the title, abstract and full text level, a total of 67 studies were finally identified as relevant and quality studies for further analysis. where philosophical and systematic aspects in management have been explored and conceptualized in academic literature. The four main themes are:

1. Philosophical Foundations of Management: Values, Ethics, and Leadership
2. Systematic Methodology in Management: Planning, Organizing, Directing, and Controlling
3. Integration of Philosophical and Systematic Aspects in Management Practice
4. Challenges and Opportunities in the Application of Management as a Philosophical and Systematic Science

4.1 Theme 1: Philosophical Foundations of Management: Values, Ethics and Leadership

This theme explores how the studies in this systematic review have discussed the philosophical foundations of management, especially related to the concepts of values, ethics and leadership. Some of the main findings from this theme include:

1. The concept of value in management has been expanded from only focusing on value for shareholders (shareholder value) to include value for all stakeholders (stakeholder value), including employees, customers, society and the environment (Freeman et al., 2010; Sternberg, 2019 ; Laasch, 2018).
2. The importance of upholding ethical principles in management practices has been widely emphasized, such as honesty, integrity, social responsibility, and respect for diversity (Ferrell et al., 2019; Schwartz, 2017; Rendtorff, 2020).
3. The concept of leadership has been explored from a philosophical perspective, such as the nature of effective leadership, leadership styles that suit organizational culture, and

how to build trust and commitment within teams (Northouse, 2019; Yukl, 2013; Ciulla, 2020).

4.2 Theme 2: Systematic Methodology in Management: Planning, Organizing, Directing and Controlling.

This theme focuses on how the studies in this systematic review have discussed systematic methodology in management, covering aspects such as planning, organizing, directing, and controlling. Some of the key findings from this theme include:

1. Strategic planning and decision making have been explored in depth, with emphasis on the importance of analyzing the external and internal environment, identifying opportunities and threats, and developing appropriate strategies (Wheelen & Hunger, 2012; Eisenhardt & Zbaracki, 1992; Grant, 2016).
2. Effective organizational design, appropriate hierarchical structures, and good coordination mechanisms have been discussed as key aspects in organizing to achieve organizational goals efficiently (Daft, 2021; Mintzberg, 1979; Burton et al., 2015).
3. Leadership and direction have been explored from a systematic perspective, with a focus on how to motivate, guide, and empower employees to achieve optimal performance (Northouse, 2019; Yukl, 2013; Avolio et al., 2009).
4. Reliable performance measurement systems, effective feedback mechanisms, and the ability to analyze deviations and take appropriate corrective action have been identified as important aspects of control and continuous improvement (Daft, 2021; Simons, 1995; Merchant & Van der Stede, 2017) .

4.3 Theme 3: Integration of Philosophical and Systematic Aspects in Management Practice

This theme explores how the studies in this systematic review have discussed the importance of integrating philosophical and systematic aspects in effective management practice. Some of the key findings from this theme include:

1. The need to bridge the gap between the philosophical foundations of management and systematic implementation in practice, by emphasizing the importance of consistency and coherence between organizational values, decision making and operational actions (Laasch, 2018; Sternberg, 2019; Rendtorff, 2020).
2. The importance of creating an organizational culture that supports the integration of philosophical and systematic aspects, such as a culture that promotes ethical values, meaningful leadership, and structured management processes (Schein, 2010; Kotter, 2012; Cameron & Quinn, 2011).
3. There is a need to develop a comprehensive framework for managing complexity in integrating philosophical and systematic aspects in management practice, taking into account factors such as organizational context, culture and business environment (Bauman, 2013; Tsoukas & Chia, 2011; Tsoukas, 2018).

4.4 Theme 4: Challenges and Opportunities in the Application of Management as a Philosophical and Systematic Science

This final theme explores the challenges and opportunities faced in implementing management as a philosophical and systematic science. Some of the key findings from this theme include:

1. Challenges in managing conflicts and tensions between philosophical and systematic goals, such as maintaining a balance between creating value for stakeholders and achieving operational goals (Hahn et al., 2018; Van der Byl & Slawinski, 2015).
2. Opportunities to develop new models in management that integrate philosophical and systematic aspects more effectively, such as leadership models based on ethical values or decision-making models that consider social and environmental impacts (Maak & Pless, 2006; Patzer et al., 2018).

3. Challenges in measuring and evaluating the effectiveness of the integration of philosophical and systematic aspects in management practices, as well as the need to develop more holistic performance metrics and indicators (Aguinis & Glavas, 2012; Eccles et al., 2014).

5. DISCUSSION

The findings from this systematic literature review provide in-depth insight into how the concept of management as a philosophical and systematic science has been explored and conceptualized in academic literature. The results of the analysis show that philosophical and systematic aspects in management have become topics that are increasingly researched and discussed in the last few decades. From a philosophical perspective, the studies in this review emphasize the importance of considering aspects such as values, ethics and leadership in effective management practices. The concept of value has been expanded to not only focus on value for shareholders, but also includes value for all stakeholders, including employees, customers, society, and the environment (Freeman et al., 2010; Sternberg, 2019; Laasch, 2018). This reflects a paradigm shift in management that places greater emphasis on corporate social and environmental responsibility.

In addition, the importance of upholding ethical principles in management practices is also a topic that is widely discussed in the studies reviewed (Ferrell et al., 2019; Schwartz, 2017; Rendtorff, 2020). This shows that there is a growing awareness of the importance of conducting business in an ethical and responsible manner, not only to meet business objectives alone, but also to make a positive contribution to society and the environment. Aspects of leadership are also explored from a philosophical perspective, with a focus on the nature of effective leadership, leadership styles that suit organizational culture, and how to build trust and commitment within teams (Northouse, 2019; Yukl, 2013; Ciulla, 2020). This reflects the importance of having leaders who not only have managerial skills, but also have vision, integrity, and the ability to inspire and empower others.

From a systematic perspective, the findings in this review explore structured management methodologies, such as planning, organizing, directing, and controlling (Wheelen & Hunger, 2012; Daft, 2021; Northouse, 2019; Simons, 1995). These aspects are considered key elements in achieving organizational goals effectively and efficiently. The studies in this review emphasize the importance of solid strategic planning, effective organizational design, strong leadership, and reliable control and performance evaluation systems. However, the findings also reveal challenges in integrating philosophical and systematic aspects in effective management practices. Several studies emphasize the need to bridge the gap between the philosophical foundations of management and systematic implementation in practice, as well as creating an organizational culture that supports the integration of these two aspects (Laasch, 2018; Sternberg, 2019; Rendtorff, 2020; Schein, 2010; Kotter, 2012). Additionally, there are challenges in managing conflicts and tensions between philosophical and systematic goals, such as maintaining a balance between creating value for stakeholders and achieving operational goals (Hahn et al., 2018; Van der Byl & Slawinski, 2015). Studies also identify opportunities to develop new models in management that integrate philosophical and systematic aspects more effectively, such as leadership models based on ethical values or decision-making models that consider social and environmental impacts (Maak & Pless, 2006; Patzer et al., 2018).

6. CONCLUSION

Systematic literature review This has provided deep insight into the concept of management as a philosophical and systematic science. Through analysis and synthesis of 67 relevant studies, this research reveals how philosophical and systematic aspects of management have been explored and conceptualized in academic literature. The main findings of this research include four main themes: (1) the philosophical foundations of management: values, ethics, and leadership; (2) systematic methodology in management: planning, organizing, directing and controlling; (3) integration of philosophical and systematic aspects in management practice; and

(4) challenges and opportunities in implementing management as a philosophical and systematic science. From a philosophical perspective, this research emphasizes the importance of considering aspects such as value for all stakeholders, business ethics, and meaningful leadership in effective management practices. Meanwhile, from a systematic perspective, the findings explore structured management methodologies, such as strategic planning, effective organizational design, strong leadership, and reliable control and performance evaluation systems.

However, this research also reveals challenges in integrating philosophical and systematic aspects in effective management practices. Some of the key challenges include bridging the gap between philosophical foundations and systematic implementation, managing conflicts and tensions between philosophical and systematic goals, and measuring and evaluating the effectiveness of the integration of the two aspects. On the other hand, this research also identifies opportunities to develop new models in management that integrate philosophical and systematic aspects more effectively, such as leadership models based on ethical values or decision-making models that consider social and environmental impacts. Overall, this research contributes to the development of knowledge in the field of management by mapping and synthesizing academic literature relevant to the concept of management as a philosophical and systematic science. These findings provide new insights for management academics and practitioners in integrating philosophical and systematic aspects in more effective and meaningful management practices

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