INTEGRATION OF PHILOSOPHICAL VALUES IN HUMAN RELATIONS MANAGEMENT: SYSTEMATIC LITERATURE REVIEW

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Abstract

Human relations management is an important aspect of an organization's success, especially in creating a harmonious, productive, and ethical work environment. This study aims to explore the integration of philosophical values in human relations management through the Systematic Literature Review (SLR) approach. The Systematic Literature Review (SLR) method was used in this study to analyze and synthesize various previous studies related to human relations management. The SLR process involves identifying, screening, and evaluating studies from a variety of sources, including international indexed journals, to gain an in-depth understanding of key trends and issues in the implementation of humanitarian relations management. Of the 150 articles found, 52 articles met the inclusion criteria for further analysis. By analyzing the literature from various academic databases, this study identifies key concepts in philosophy, such as humanism, deontological ethics, utilitarianism, and existentialism, that are relevant to support the management of interpersonal relationships in organizations. The results of the study show that the application of philosophical values can improve the quality of relationships between individuals through more ethical decision-making, value-oriented leadership, and strengthening mutual respect in work interactions. In addition, this study reveals a significant gap in the literature related to the practical implementation of philosophy in the context of modern management, especially in certain sectors. These findings make a theoretical contribution in expanding the understanding of the role of philosophy in human relations management as well as offering recommendations for further research and practical applications in organizational environments.

Keywords: Human Relations Management, Philosophical Values, humanism, ethics, Systematic Literature Review (SLR).

1. INTRODUCTION

Human relations management is an important aspect in the modern organizational world, where human interaction is central to operational and strategic success. However, results-oriented approaches often ignore ethical and humanitarian values, which can lead to morality issues, such as employee exploitation, injustice, and dehumanization in the work environment. In this context, the integration of philosophical values is an important solution to create a more humane and sustainable management approach (Doz, 2020). The philosophical perspective provides a conceptual basis for

understanding human nature, interpersonal relationships, and moral obligations in an organization. For example, the ethics of virtue pioneered by Aristotle emphasizes character development and moral virtue as the foundation of healthy and productive relationships (Sitohang, 2023). Similarly, Immanuel Kant's deontological approach emphasizes the principle of universal obligation, in which each individual is seen as an end, not just a tool to achieve the benefits of the organization. This approach is relevant in management to ensure that organizational decisions and policies are not only oriented towards efficiency, but also on fairness and employee well-being.

In the era of globalization and digitalization, the complexity of relationships between individuals is increasing, involving a diversity of cultures, values, and expectations. This creates the need for a management framework that is not only pragmatic but also rooted in moral and ethical values (Waluyo et al., 2022). Philosophies such as utilitarianism, which emphasizes the greatest benefits for as many people as possible, can provide guidance in designing fair and inclusive policies. In addition, distributive justice theory highlights the importance of equitable distribution of resources to prevent inequality and conflict within organizations. Empirically, research has shown that organizations that integrate ethical values in their management practices tend to be more successful in the long run (Febriani & Tanuwijaya, 2022). For example, work environments that focus on fairness and empathy have been shown to improve job satisfaction, employee loyalty, and productivity. Therefore, the incorporation of philosophical values in human relations management is a strategic necessity to answer the challenges of modern management that are increasingly complex and dynamic.

Although many studies have addressed ethics and human relations in management, there is a gap regarding the integration of philosophical values as a theoretical and applied foundation. Existing studies focus more on pragmatic approaches, such as efficiency and productivity, without delving deeply into philosophical principles, such as distributive justice, virtue ethics, and deontology in shaping policies (Goestjahjanti et al., 2020). This research makes a new contribution by integrating theories such as Aristotle's ethics of virtue, Kant's deontology, and Bentham's utilitarianism into a systematic framework of human relations management (Quintillán & Peña-Legazkue, 2020). With an interdisciplinary approach, this research bridges the fields of philosophy and management, creating a model that prioritizes human values, sustainability, and relevance in the context of globalization. Its analysis covers the business, education, and public service sectors, enriching theoretical perspectives while providing practical applications in a variety of organizational contexts.

LITERATURE REVIEW

The findings of a review from several previous researchers. Researchers who feature several researchers whose articles will be used for literature review. Review results from several studies The integration of philosophical values into human relations management has been widely explored in various studies. One study emphasizes socially responsible human resource management (SRHRM), underscoring the importance of Kantian ethics in guiding HR practices focused on justice and fairness. Another study reviews corporate responsibility, highlighting the application of utilitarian and deontological ethics to promote organizational ethical behaviors and employee welfare(Suherman & Yusuf, 2021). Philosophical foundations of organizational behavior suggest that Aristotle's virtue ethics and existentialist views can enhance leadership styles that focus on individual growth and autonomy. Furthermore, humanistic management theory integrates Carl

Rogers' ideas about self-actualization, advocating for a shift towards people-centered practices in HR. Additionally, research in corporate social responsibility suggests that utilitarian ethics and justice principles contribute to improved employee engagement and organizational sustainability(Telagawathi et al., 2022). Studies on leadership ethics and existential philosophy explore how personal freedom and responsibility shape managerial practices, while Kantian ethics is applied to conflict resolution strategies within teams to ensure respect and moral dignity. Finally, the role of existential philosophy in promoting authenticity and purpose within organizations is discussed, alongside its potential to improve work relationships and decision-making processes. These studies collectively highlight the significant role of philosophical principles in shaping ethical human relations management across various organizational contexts.

Integration of Philosophical Values in Human Relations Management

Philosophical views on humanity, including ethical theories such as deontology and utilitarianism, provide the basis for the management of human relations that values individuals in organizations. Deontology, developed by Immanuel Kant, emphasizes moral obligation and respect for human dignity as goals, while utilitarianism, introduced by Jeremy Bentham and John Stuart Mill, focuses on collective well-being by maximizing happiness and reducing suffering (Goestjahjanti et al., 2020). Existentialism, pioneered by Søren Kierkegaard and Jean-Paul Sartre, prioritizes individual freedom and responsibility within organizations, supporting active participation and the search for meaning in work (Mian et al., 2020). The humanism approach of Abraham Maslow and Carl Rogers emphasizes the development of human potential through the fulfillment of basic needs and unconditional acceptance, which supports individual growth and creates a work environment that supports performance and collaboration (Tarigan et al., 2022). The integration of these philosophical values provides the foundation for creating management that focuses on the well-being of individuals, while improving the productivity and well-being of the organization as a whole.

Human relations management has evolved from classical theories that emphasize organizational structure and efficiency to a contemporary approach that focuses on individual well-being and interpersonal dynamics. In classical theory, as proposed by Frederick Taylor through scientific management, human relationships are often viewed from the point of view of productivity (Menon & Suresh, 2020). In contrast, contemporary approaches, such as Elton Mayo's human relations movement, emphasize the importance of employees' psychological needs, engagement, and social relationships in improving performance. Modern practices include efforts to create an ethical work environment by applying principles such as fairness, transparency, and respect for diversity (Duran & Sanchez, 2021). The implementation of policies such as mediation-based conflict management, communication skills training, and strengthening an inclusive work culture are examples of how organizations create harmony that supports individual well-being and performance sustainability.

The integration of philosophical views in management involves the application of values such as ethics, justice, and respect for human dignity in every aspect of decision-making and leadership. Value-based decision-making emphasizes consideration of the long-term impact and morality of decisions, rather than focusing solely on financial gains. Ethical leadership, inspired by Kant's deontological views, emphasizes the leader's responsibility to lead with honesty and integrity

(Fajriyah & Handayani, 2022). When it comes to interpersonal communication, Rogers' humanism approach can be applied to create empathetic and respectful interactions.

Various sectors have shown the success of this integration. In the education sector, for example, philosophical values are applied through strengthening character-based school culture (Chen et al., 2023). In the business sector, ethical leadership is at the core of organizational sustainability, especially in the face of the pressures of globalization. In the health sector, respect for patient autonomy and fairness in the distribution of services reflects the application of philosophical principles such as utilitarianism and ethics of virtue (Juliana et al., 2021). This case study shows that the integration of philosophical views in management is not only relevant, but also has a significant impact in creating human-focused organizations.

2. RESEARCH METHOD

This study adopts the Systematic Literature Review (SLR) approach to review, analyze and synthesize various previous studies related to the Integration of Philosophical Values in Human Relations Management. The SLR process involves identifying, screening, and evaluating studies from a variety of sources, including international indexed journals, to gain an in-depth understanding of Philosophical Value Integration in Human Relations Management. The literature search in this literature study uses the Emerald Insight and Scientdirect databases. Of the 150 articles found, 52 articles met the inclusion criteria for further analysis. The data is classified based on key themes such as policy trends, implementation challenges, and success strategies. In this case, the researcher managed to collect 5 articles through Google Scholar with a filter for 2022-2024. The SLR approach allows researchers to formulate a more comprehensive and in-depth understanding of the topic being researched, as well as identify knowledge gaps that can be filled through this research (Creswell, 2019). Thus, the results of the SLR analysis are expected to make a significant contribution to the in-depth understanding of the Integration of Philosophical Values in Human Relationship Management in the context of this research. For more information, it looks like in the following image:
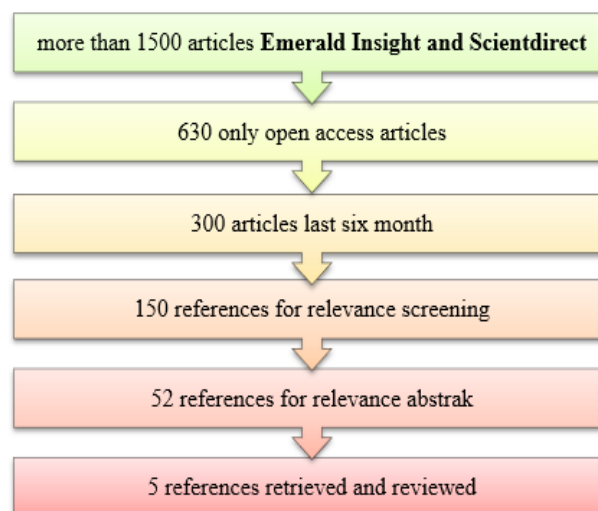

Figure 1. Article Filtering Flow Chart

3. RESULTS AND DISCUSSION

The results obtained from the *literature review* regarding the in-depth understanding of the Integration of Philosophical Values in Human Relations Management are presented in Table 2 below.

Table 2. Literature Research Review

No	Journal Name	Journal Link	Indexsi	Sum
1	Journal of Equal Opportunities International	Journal of Equal Opportunities International	Emerald Insight	4
2	Journal of Production and Operations Management	Journal of Production and Operations Management	Elsevier	2
3	Journal of Equality, Diversity and Inclusion: An International Journal	Journal of Equality, Diversity and Inclusion: An International Journal	Emerald Insight	3
4	Journal of International Encyclopedia of the Social & Behavioral Sciences	Journal of International Encyclopedia of the Social & Behavioral Sciences	Scientdirect	2
5	Journal of Globalization, Flexibilization and Working Conditions in Asia and the Pacific	Journal of Globalization, Flexibilization and Working Conditions in Asia and the Pacific	Elsevier	3

In the process of reviewing articles using the Systematic Literature Review (SLR) method, there are variations of methods used in the studies that have been reviewed. Some studies use the same method, while others adopt different methods. The final results of these studies also show several issues discussed, namely related to the Integration of Philosophical Values in Human Relations Management.

Integrating philosophical values in human relations management is essential for building an ethical, inclusive, and supportive organizational culture that supports the well-being of individuals within an organization. The philosophy of deontology popularized by Immanuel Kant, with the main principle that moral action should be driven by obligation, not mere results, offers a solid foundation for management that values human dignity. This principle teaches that every individual in an organization, from leaders to employees, should be treated with respect, and decisions taken should respect basic human rights regardless of profit or outcome alone. On the other hand, utilitarianism, developed by Jeremy Bentham and John Stuart Mill, focuses on achieving collective happiness by minimizing suffering, which guides leaders to seek a balance between individual needs and overall organizational goals (Daraba et al., 2021). This approach supports the creation of a harmonious and productive work environment, where managerial decisions are not only concerned with the profit of the organization but also the well-being of all its members.

In addition, existentialism, initiated by Jean-Paul Sartre and Søren Kierkegaard, provides a perspective that is very relevant in the context of modern organizations. These two philosophers emphasized individual freedom and responsibility in determining their fate. Sartre, for example, teaches that every individual should be responsible for their choices, a principle that can be translated

in organizations as an encouragement for employees to be more active and responsible in their work. Kierkegaard, who emphasizes the importance of subjectivity, helps organizations to understand that each individual has unique personal goals and values, which should be valued in social and work interactions (Goralski & Tan, 2020). Thus, existentialism favors the creation of organizations that value individual freedom and individual aspirations within a larger collective framework.

The humanist approach, which is based on the thinking of Abraham Maslow and Carl Rogers, emphasizes the importance of developing individual potential in an environment full of empathy and unconditional acceptance. Maslow's hierarchy of needs theory suggests that individuals must feel safe and valued before they can reach their peak potential, which is self-actualization. Carl Rogers further developed this idea by stating that an environment full of acceptance and empathy allows individuals to develop to the fullest (Walumbwa et al., 2008). In the context of an organization, implementing this approach means creating a workplace that supports the personal and professional growth of employees, and encourages positive collaboration and innovation. Overall, this integration of philosophical values focuses not only on ethical decision-making, but also on the creation of a work culture that prioritizes individual and collective well-being (Jantan et al., 2023). By combining principles from deontology, utilitarianism, existentialism, and humanism, organizations can create a work environment that is not only productive, but also respectful of individual rights and the emotional needs of employees. This approach, in turn, contributes to improved job satisfaction, employee engagement, and overall organizational performance and effectiveness.

4. CONCLUSION

Based on the results of the literature that has been reviewed, it can be concluded that integrating philosophical values in human relations management can create an ethical, inclusive, and supportive work environment for employee welfare. The deontology, utilitarianism, existentialism, and humanism approaches provide a strong guide for decision-making, leadership, and communication in organizations. By applying these principles, organizations can increase employee engagement, improve interpersonal dynamics, and encourage productivity and job satisfaction. The implication of this study is the importance of organizations to consider philosophical values in the management of human relationships, by suggesting that managers integrate ethical principles, individual responsibility, and the development of human potential in organizational policies and practices. Organizations are also advised to provide training on these philosophical values to strengthen a work culture that supports the psychological and social well-being of employees. Suggestions for further research are to explore the application of philosophical values in different industry contexts, as well as assess their impact on organizational sustainability and employee satisfaction in the long term.

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