A Study on Management Philosophy in the Context of Philosophy and Basic Concepts of Management

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Turan Akman Erkılıç *

* Doç. Dr., Anadolu University, Faculty of Education, Eskişehir/Turkey
E-Mail: terkilic@anadolu.edu.tr   **ORCID:** 0000-0002-2507-2663

Abstract

Philosophy is the field which investigates the perspective on and attitude against life in the dimensions of logic, values, knowledge and existence. It is obvious that management, which is defined as directing and management process, involves a philosophical dimension. Main purpose of this study is to discuss the basic issues regarding management philosophy and field of philosophy in the context of organizational management. The views on management in the dimensions of ontology, epistemology and axiology; nature of the knowledge of the aforesaid dimensions and definitions of basic issues and concepts in management are investigated and discussed. The study is based on document analysis and systematic compiling pattern. It is observed in the study that organizations are at the extremes in terms of material and moral values based on idealist and materialist philosophies within the context of ontology. In the context of epistemology, management of organizations is differentiated based on true, practical, pragmatist, idealist and realistic knowledge. In the context of axiology, values are formed based on subjective, constant, unchangeable, absolute and objective, variable and factual situations. In the second sub-dimension of the study, social responsibility, quality, efficiency, effectiveness, organizational justice, ruling class, management authority and individual as basic concepts in management are examined in terms of various philosophies. According to idealism, dedication, rationalism and sense of ideal bureaucracy become prominent while control, consideration of reality and assessment prevail in realistic philosophy. According to materialism, labor, collective ownership and class struggle themes are the premises. In reference to liberalism, freedom, individual, private property, efficiency, effectiveness and quality notions are dominant. Pragmatists highlight the principles of benefit, functional work and industrial democracy. As for Postmodernism, labor entrusted to market, deregulation, total quality, liberalism, the concept of bureaucratic elitist groups versus bureaucratic cosmopolite power and the motto of anything goes are prominent. It is suggested that issues regarding management be examined in detail by qualitative and quantitative studies.

Key Words: *Philosophy of management, management of organization, management of education, ontology, epistemology.*

Yönetimin Temel Kavramları ve Felsefe Bağlamında Yönetim Felsefeleri Üzerine Bir Çalışma

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Öz

Felsefe varlık, bilgi, değerler ve mantık boyutlarıyla yaşama karşı bir tavır alış ve bakışı irdeleyen çalışma alanıdır. Sevk ve yöneltme süreci olarak tanımlanan yönetimin felsefi bir boyutu olduğu açıktır. Araştırmanın temel amacı, örgütlerin yönetimi bağlamında felsefenin çalışma alanları ile yönetim felsefesine ilişkin temel konuları tartışmaktır. Yönetimde ontoloji, epistemoloji ve aksiyoloji boyutlarında hangi görüşlerin yer almakta olduğunu; boyutlara ilişkin bilgilerin nasıl olduğu ile yönetimde temel konu ve kavramların nasıl tanımlandığı araştırılmış ve tartışılmıştır. Araştırma, doküman analizine dayanılarak sistematik derleme desenine dayalı bir çalışmadır. Araştırmada ontolojik bağlamda idealist ve materyalist felsefelere bağlı olarak örgütlerin manevi ve maddi değerler açısından uçlarda olduğu görülmektedir. Epistemolojik bağlamda örgüt yönetimlerinin doğru, kullanışlı, pragmatist, idealist ve gerçekçi bilgiler göre farklı şekillenmişlerdir. Aksiyoloji bağlamında değerler; öznel, sabit, değişmez ve mutlak ya da nesnel, değişken ve olgusal durumlara göre oluşmaktadırlar. Araştırmanın ikinci alt boyutunda felsefi açıdan yönetimde temel kavramlar olarak birey, yönetim erki, yönetici sınıf, örgütsel adalet, etkililik, verimlilik, kalite ve sosyal sorumluluk kavramları değişik felsefeler açısından irdelenmiştir. İdealizme göre adanma, akılcılık, ideal bürokrasi anlayışı öne çıkarken realist felsefede kontrol, gerçeği dikkate alma, somut durum tespitleri daha yaygındır. Materyalizme göre emek, kamusal mülkiyet, sınıf mücadelesi temaları öncüldür. Liberalizm de ise özgürlük, birey, özel mülkiyet, etkililik, verimlilik ve kalite anlayışları baskındır. Pragmatistler yarar, işlevsel çalışma, endüstriyel demokrasi ilkelerini öne çıkarmaktadırlar. Postmodernizmde ise piyasaya emanet işgücü, kuralsızlaştırma, toplam kalite, liberalleşme, bürokratik elit gruba karşıtlık ve bürokrasinin kozmopolit bir güç oluşu anlayışı ile her şey gider bilgisi öne çıkmaktadır. Çalışma sonunda yönetime ilişkin konuların nicel ve nitel araştırmalarla daha detaylı incelenmesi önerilmiştir.

Anahtar Kelimeler: *Yönetim felsefesi, örgüt yönetimi, eğitim yönetimi, ontoloji, epistemoloji.*

Introduction

Philosophy is a field of study which has its own questions and answers as well as results adapted to various areas. On one hand, Philosophy has specific fields of study such as ontology, epistemology and ethics; on the other hand, various social institutions or disciplines such as law, education, religion and politics have sub-disciplines which can be studied based on philosophy (Cevizci, 2011; Yazıcı, 2017). However, while the subject of political philosophy is widely addressed in terms of social management, the subject of management philosophy is little discussed. As a matter of fact, the field is extremely limited with a few studies such as Keskin (2012) and Küçükali (2015).

Philosophy is a concept which can be defined in terms of various aspects. In a broad sense, it is an attitude to and perspective on life in relation to daily life (Sönmez, 2016). Philosophy is also a systematic of thinking, principle, methods and strategies. At the same time, it is the creation of a whole of ideas, principles, methods and strategies; as well as perspective and thought formation through logic (Topdemir, 2010). All definitions imply that all social life; either conscious or unconscious, direct or indirect, individuals or institutions, is intertwined with philosophy. Therefore, every subject as well as every event or organization interacts with philosophy in one way or another. Considering this, it is obvious that it is a must to analyze and review the issue of the management philosophy of organizations.

Overall, the studies and discussions on the management philosophy in Turkey are considerably limited. In fact, it is asserted that the philosophical dimension of management remains an "unknown area" in the Johari window due to its demanding and theoretical nature (Keskin, 2012, p.19). Considering the studies on Management Philosophy in Turkish literature, it is observed that it is limited to the studies which have been co-edited by Küçükali (2015) and Keskin (2012) and Tsoukas and Chia (2013). Furthermore, it is also seen that management philosophy is not covered enough in both general management and educational management works. This is a clear indication of the need to increase the number of researches on management philosophy.

It is possible to make the following summary, inferences and determinations considering common philosophies in general in order to examine the subject of management philosophy. **Idealism** means commitment to an ideal, opposition to materialism, and transference of idea. Idealism is also used as the opposite of realism, materialism and naturalism as it asserts that existence exists independently of thought (Cevizci, 2017). In a sense, idealism can be interpreted as a philosophy which is the opposite of materialist understanding. Idealism argues that the main purpose of human being as a spiritual object is to represent and demonstrate his nature suggesting that absolute truth is spiritual rather than physical (Çüçen, 2012). At this point, it can be discussed that an important problem area is whether or not ideal management exists.

Realism means factuality (gerçekçilik tn) in Turkish. It is the philosophy arguing that outside world exists independently of our knowledge and senses (Yıldırım, 1991). Truth is what exists in life outside of the human mind. Real knowledge exists independently of individual. Reality is the world where the observed, proven nature continues to exist in physical harmony (Wiles and Bondi, 2002). In a sense, realism is the view that advocates a reality which has "spontaneity" and is independent of subject and would continue to exist whether or not subject is present (Topdemir, 2010). In this context, the most important problem is the question of whether the ideals of management or the reality or a different understanding should be attached importance to.

Turkish equivalent of **Pragmatism** is utilitarianism and it is generally known as American philosophy. Pragmatism is the philosophy which determines the meaning or accuracy of a concept, principle or view with its practical consequences (Yıldırım, 2011). It is a functionalist approach based on Darwin and Lamark's theory of biology. According to this approach, the criterion of truth is utility. What is useful is true (Topses, 2006). In this context, the real question is whether or not pragmatism leads to self-interest-seeking.

Existentialism is a philosophical trend which puts individual in the center and aims at liberating people against alienation. The substance of philosophy is human beings (Hilav, 2003). According to the existentialist philosophy, education should create the individual, develop freedom, identify and neutralize hidden and open sources of pressure. The purpose

should be the emancipation of the individual, not the harmonization (Tozlu, 2003; Kutluay, 2016). In a sense, existential philosophy is neither a shallow philosophy which is squeezed into rigid patterns of a doctrine nor a singular school of thought. The essence of existentialism is to understand the absurdity of life and overcome it (Aydın, 2009). In the context of existentialism, the most critical problem is the question of to what extend the existence of the individual affects the achievement of the organization's goals.

Liberalism is often used etymologically as the equivalent of "freedom". Liberalism is an ideology, tradition of politics and a movement of thought which considers freedom as the primary political value (Yayla, 2002). In this context, liberalism is a socioeconomic political approach rather than a philosophical trend. Liberal ideology is the ideology of the clergy and aristocratic class as well as the new bourgeoisie, which seeks equality in legal rights before the law (Öztekin, 2016). Liberalism is considered as a holistic economic and political philosophy based on the principles of individualism, freedom, natural order (spontaneous order), market economy, and limited state as well as liberal democracy (Çetin, 2001). Liberalism focuses on the extent to which the goods are produced fairly and how the problems which are caused by unequal distribution can be solved.

Materialism, "maddecilik" and "özdekçilik" are the Turkish equivalents for this concept. It is the world perspective which regards the essence and basis of all kinds of reality, not only objective but also spiritual and spiritual reality, as matter; and claims that matter is the unique substance (Akarsu, 2019). Materialism is the philosophical theory which advocates that nothing exists except matter and its movements and changes. On the other hand, in popular culture, materialism is also used to imply attaching more importance to material beings and physical comfort than spiritual values (Timuçin, 2007). It suggests that only matter is real, nothing exists except matter and its changes, and being is manifested in terms of matter. It adopts the understanding of existence which defends that matter is the only or fundamental component of the universe (Cevizci, 2017). The question of whether or not materialism creates effectiveness, efficiency and quality problems in organizations in practice arises as a field of discussion and problem.

Positivism, "olguculuk" is a philosophical thought which takes modern science as basis and refuses superstitions and metaphysical speculation For positivism, understanding of science based only on the facts of the physical or material world is valid (Üstüner, 2005). The main claim of positivism is that metaphysics has no value. Comte opposes Kant's understanding that metaphysics bears at least moral value and does not accept this notion (Arslan, 2007). Interpretivists criticize positivism particularly for their totalitarian approach.

Postmodernism is used to mean post or beyond modernism. Postmodernism is the formulation of all political and social changes, intellectual and theoretical products and cultural practices which differ from modernism either in positive or negative sense. Rather than being a major formulaic stereotypical ideology; It is a post-modern understanding of perception, production and consumption rather than a formulaic ideology (Gümüş, 2015). Defining is contrary to postmodernist philosophy. Once defined, it becomes part of what is already accepted. For this reason, it describes the existing period as 'postmodern situation'. It is a critical opposition rather than a complete opposition or the end of modernism. Contrary to the Marxist approach, post-modernism claims that society is shaped by modeled media not by the modes of production (Giddens, 2006). Although differences among the basic features of postmodernism are present, its basic features can be grouped under the headings of reality and accuracy, objectivity, continuous change, multi-focalism, baselessness, self, interpretivism, locality versus universality locality, social engineering, meta-narratives, pluralism and eclecticism (Aydın, 2006).

The study is important for the following reasons: In literature review process, it has been observed that the works such as books, articles and researches on the relation of management and philosophy are considerably limited. The scarcity of the management philosophy studies in the context of the national identities of the countries narrows the field of management and the perspective of related works. Therefore, it is an obligation rather than a necessity to conduct theoretical studies and research on the management philosophy in Turkey. All these observations and determinations indicate the need for a methodological and epistemological study of management philosophy.

The question of how the relationship between management and philosophy will be or what the management philosophy will be about is still ambiguous. Considering the general characteristics of philosophy and management, the following questions can be asked based on both theoretical and practical perspectives. Based on what criteria can the basic philosophies of life and management be determined? How do management and philosophy interact? How do the philosophical fields of study, that is ontology, epistemology and axiology, affect management? How can the preferences, actions and enforcement of the manager or management in management processes be interpreted in terms of different philosophies? As a matter of fact, it is not known exactly what the answers to these questions are or will be. This uncertainty can be interpreted as management philosophy, at least in Turkey, is still "barren". In this respect, the present state of management in the context of the given questions can be considered as a problem.

Purpose

Main purpose of this study is to reveal and discuss certain basic issues related to management philosophy by referring to basic philosophical fields of study.

For this purpose, answers to the following questions were sought.
1) What opinions are included in the philosophy of management in the dimensions of ontology, epistemology and axiology which are the main fields of philosophy and what is the existing knowledge on these dimensions?
2) What are the subjects and basic concepts in management philosophy and how are they defined?

Methodology

This study is designed as a systematic review based on document analysis. Systematic review methodology is a study which aims to synthesize findings, results and evaluations by examining a number of studies (Burns and Grove, 2011). Although they may include some weaknesses, review

studies carry intellectual value and offer theoretical depth in identifying general trends and making broad general inferences (Kaşık, 2015).

In this study, considering research problem, the studies on management philosophy have been gathered under two main themes as philosophy and management. English and Turkish books published after 2000 with the names of "philosophy, introduction to philosophy" were examined for the first theme. English and Turkish books published after 2000 with the names of "management" or "introduction to management" or having the related contents were included for the second theme.

In the context of data collection, the following works have been performed: The study dimensions of philosophy were determined by ten education management and management experts who graduated from at least a graduate program with thesis in order to determine basic concepts in management and how questions addressing consideration of the mentioned concepts are answered in the selected works with related key words. The determined topics are synthesized in accordance with the classical review methodology.

The topics-dimensions-themes selected for the study were determined by the researcher based on field research. The selected concepts and topics were presented to the opinions of the experts who are graduates with thesis in the related fields and work on business management, philosophy, educational philosophy and educational management, and the questions and study subjects were finalized. Subject areas created in the light of the data obtained were discussed based on the distinction of "agreement" and "disagreement" and necessary arrangements were made. For the reliability calculation of the study, the reliability formula suggested by Miles and Huberman (1994) as Reliability = Agreement / (Agreement + Disagreement) was used. As a result of the calculation, the reliability of the study was calculated as 82%. A reliability calculation above 70% is considered reliable for the study (Miles and Huberman, 1994). The study dimensions and the questions which have been answered are given in Table 1 below.

Table 1. Creating a Design and Detailing the Study Question

Components of the Question	Definition-explanation –question
The study fields of Management- Philosophy	What are the study fields of philosophy?
	What are the views on management in terms of the study fields of philosophy
Basic concepts in Management	Which concepts are basic in management?
	How are the basic concepts defined?
	How are the basic concepts considered in the context of different philosophies?
Results and Interpretation	Results based on the views

Findings and Interpretation

The first sub-aim of the study is formulated as what views on the philosophy of management are included in ontology, epistemology and axiology which are the basic study fields of philosophy and what the quality of information about the dimensions is. Findings regarding this dimension are given and interpreted below.

In general, answers to the following questions are sought in ontology. For example, the answers are sought to the questions of whether or not being exists, the universe is in a smart order, events occur in a predetermined order (Yazıcı, 2017).

The existence of organization and management is questioned in the context of ontology. At this point, what is accepted as "arche" is a very "critical" question. For example, in this dimension, the question of "what is the organization's existence based on?" can be asked. If the existence of the organization is based on 'material' elements, it is possible that 'materialist' perceptions and understandings will prevail in the organization. However, if the existence in the organization is based on 'spiritual' elements, organizational tendencies will incline to idealist philosophy. Apart from these two extremes, if organizational perception or acceptance is processed in the form of a synthesis of material and spiritual elements; organizational pragmatism may prevail. In a sense, in the context of the first substance, there is a distribution where two different philosophies are at the extremes. The philosophies based on the "arche" and the distribution of philosophies which can be guided by the management are given below in Figure 1.
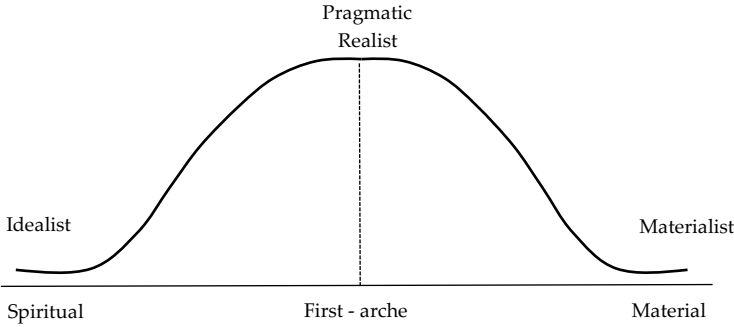
Figure 1. Philosophies and organizational management in the context of arche

Figure 1 can be interpreted as follows. The general acceptance is that pragmatism is not a 'doctrinal' school of thought considering its essence and practices (Ekkjaer and Simpson, 2013). For this reason, it is assumed that the more the management approach focuses on practice and reality, the more its applications can be concrete and realistic. Furthermore, it can be said that the more the management approach is based on idea, the more subjective it is; the more it is based on commodities, the more materialistic it can be. However, the more management takes the reality into account, namely the concrete situation, the more realistic and situationalist it is likely to be. In essence, it is clear that organizations are at the extremes in terms of moral and material values, depending on idealist and materialist philosophies in an ontological context. It can be said that organizations are dispersed within this range of perspectives according to their functions and positions. For example, traditionalism is dominant in religious institutions and conservative structures. On the other hand, it can be said that a materialist culture is dominant in marketist societies.

In the context of **epistemology**, that is **philosophy of knowledge**, methods of knowledge acquisition and the information sources of organization and management are discussed. In this context, the possibility of knowledge, the source and criteria of knowledge, the scope of knowledge, its limits and standards are questioned (Arslan, 2017). Philosophy in the context of epistemology guides on the issues of which knowledge is more useful, practical and preferable in management. Management enables knowledge to be used at work. This implies the existence of an

interactional relationship between epistemology and management. It is the purpose of epistemology to find answers, based on a certain context and perspective, to questions like "what is the source of knowledge for management? how does management obtain knowledge?

Epistemological gains are, in a sense, the mind of organization and management. Since all management processes are decision-making processes at their core, knowledge itself and the acquisition and use of knowledge is of "critical" value. Metaphysics, ethical philosophy of science requires the establishment of correct knowledge, clarification of concepts specific to each field. Moreover, it is a relationship between logic and epistemology to deliver solutions to problems. In this case, correct reasoning and use is, in a sense, the introduction of the epistemology dimension of philosophy (Cevizci, 2017).

Considering general philosophies in the epistemological context, as can be seen in Figure 2, a series of processes regarding the acquisition and acceptance of knowledge are discussed.
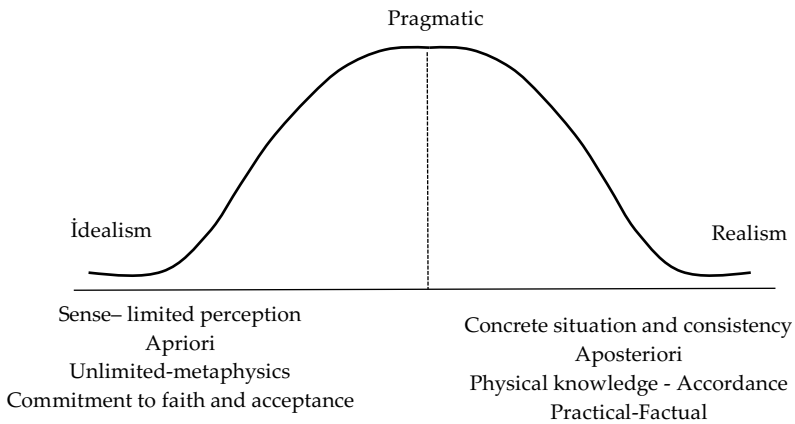

Figure 2. Philosophies and organizational management in the context of knowledge acquisition

Figure 2 shows that according to pragmatism, "correct" knowledge is based only on the truths proved in practice and the "fact-driven" approach is absolutized. On the other hand, meta-physics and idealism express that the truth is only in the human mind and argue that knowledge cannot be

limited to senses and perceptions (Yazıcı, 2017). Likewise, correct knowledge and knowledge which is compatible with reality, that is, the theory of correspondence, is based on realist philosophy. Defining correct knowledge based on not an outside phenomenon but being in conformity with another design in the mind, that is, consistency, mostly indicates idealist philosophy in general and rationalism in particular (Kale, 2009; Sönmez, 2010). In the epistemological context, it can be suggested that organizational managements are formed differently according to correct, useful, pragmatist, idealistic and realistic information. As a matter of fact, it can be claimed that if organizations are based on effectiveness and efficiency; they are quite likely to become liberal; if the focus is on the employees, the possibility of being progressive and pragmatist increases.

In the context of **axiology,** which is **philosophy of values**, the following topics are topics: What are the sources of values for organization and management; whether or not the values have changed and what the correct values are. The answers to many questions including the source and criteria of good, right and beautiful, whether or not ethical, aesthetic and social politics have been changing, is the subject of axiology (Çilingir, 2014). Axiology is significantly concerned with moral understanding in everyday life. This is because, while knowledge is 'factual', moral values and perceptions are related to 'fact-value problem' and they are value-based knowledge; therefore moral values and perceptions are very controversial. In this context, it can be stated that decisions, perceptions, sanctions and practices are very critical for management in axiology dimension. Formation of axiological qualities with different philosophies is given in figure 3.

Examining Figure 3, the following considerations can be included. Values in the context of axiology are formed according to subjective, fixed, unchangeable and absolute or objective, variable and factual situations. Values sometimes address a rather idealistic perception which is subjective, fixed, unchangeable and absolute. On the other hand, as values are defined objective, variable and factual, based on certain organizations and eras, they demonstrate a transition to a progressive and materialist perception. In the context of organization and management, it is a necessity for realist and pragmatic values to be prevalent for effectiveness and efficiency of institution.
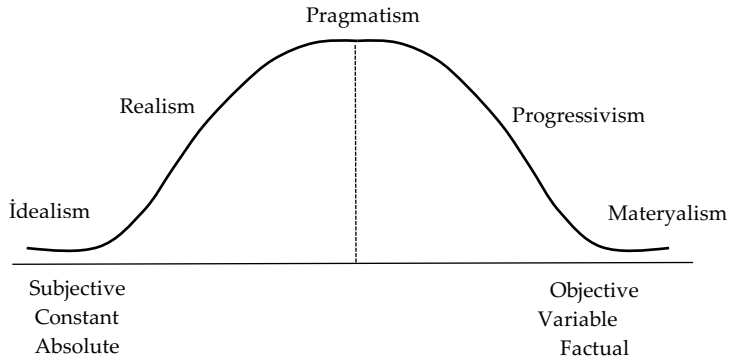
Figure 3. Interaction between axiology and philosophies

What can be the basic concepts of management philosophy?

The second aim of the study is the question of what the subject and basic concepts in management philosophy and how different philosophies' views on these concepts are. Management is generally defined as the process of directing and managing of the work according to the objectives. Based on this definition, if management is examined philosophically, the concepts of direction and orientation and administration should be taken as a basis. Therefore, basic concepts can be listed as **individual (worker - member - employee), management power - sovereignty, exercise of power, bureaucracy - ruling class, organizational justice, effectiveness - efficiency, quality** and **social responsibility.**

Individual (worker - member - labor - employee): Employee is a crucial component in terms of production process and management. Considering the production and management processes together, it is observed that human being is the only social, psychological and biological entity of the production process as the "labor" factor. In this respect, human being can be defined as the critical element of organizations and organizational management. Particularly, as machinery, means of production and technology have become similar, organizations have also resembled one another; as a consequence of this, human resources have gradually become

a specialty which differentiates organizations from others (Selamoğlu, 1998). In this context, the position of human or labor in the organization has also been evaluated differently by various philosophical approaches. How to interpret labor in the context of idealist philosophy is, in a sense, related to the type of idealism, in other words, the ideal of organization. However, according to functionalists which can be considered as the reflection of idealist and realist philosophies in sociology, "labor" is viewed as "human capital" which should perform its function. Liberalism has made the most effective explanation for the notion of individual; in addition to the determination of natural relations, individual is an empirically, rationally, morally and politically superior entity (Kocaoğlu and Altundal, 2017). Thus, individual should be creative, self-confident, productive and visionary. It is clear that pragmatists envision a productive labor based on knowledge and action dynamics within the theory-practice integrity (Ekljear and Simpson, 2013). According to the materialist approach, 'labor' is the highest value and exploited through surplus value in the capitalist system (Aren, 2018). Postmodern approach, on the other hand, is a cultural phenomenon that adopts the principle of reinterpreting modernism as an alternative historical explanation model which interprets the global victory of capitalism (Gül, 2016). As a result, postmodernism adopts a classical capitalist approach to labor. In addition, the deregulated and cheap labor which works in inconvenient conditions has emerged with the introduction of unipolar world. In this context, the summary of the discussions is given below in Table 2 with the heading of "individual (worker – member-labor-employee) and philosophies."

Table 2. Individual (worker –member-labor-employee) and Philosophies

	Production factor	Valuableness	Political economy
Pragmatism	Labor is critical Tendency to put labor in the center	Social component of production Functional operation	Productive labor with its knowledge and actions
Liberalism	A production factor Productive, effective and efficient	Shareholding and value based on market	Only a production factor; No political value attachment
Materialism	Forces of production	Working class– Socio-political leadership	Leadership for socialist revolution – pioneer class
Postmodernism	Cheap labor in difficult conditions which is entrusted to market	Loss of prestige and power Educated and qualified labor	Global production based on automation – deregulation

Management power – sovereignty, exercise of power: Power is defined as the exercise of management power in the management process or as an option for whom exercises sovereignty and how. At this point, certain characteristics distinguish government from management and science from politics. The sovereignty of the state is expressed to be absolute, indivisible, unlimited and non-assignable (Cevizci, 2011). However, corporate management differs from state government due to the fact that the management is not in the name of the whole "nation-people" and the sovereignty is limited. Therefore, the essential question of whom manages the organization; based on what and why, arises as well as the question of whom exercises the decision-making sovereignty. It is a social, economic and politically grounded philosophical problem to determine whether the exercise of power in the organization is based on tradition, reason, material-financial power or ownership of means of production. For example, according to the dialectical materialist philosophy; sovereignty in organizations is formed by ownership of means of production. Sovereignty in the socialist political system, at least theoretically, should be assigned to the working class. According to the liberal philosophy, sovereignty should be turned to entrepreneurs and owners of capital for the market economy to function (Kışlalı, 2016). On the other hand, materialists, especially according to the dialectical materialist theory, claims that bourgeoisie derives his management power from ownership of the means of production (Husson, 2013). However, it should be noted that most philosophies do not express a direct opinion in this context, and that the opinion to be passed will be controversial. In this context, the summary of the discussions is given below in Table 3 with the heading of "management power – sovereignty, exercise of power and philosophies".

Table 3. Management Power– Sovereignty, Exercise of Power and Philosophies

	Valuableness	Political economy
Pragmatism	Shared, share from production and profit	Participation in management, industrial democracy
Liberalism	Close to sharing, economical individualism	Capital must rule, economical freedom, private
Materialism	Working class sovereignty	Means of production owned by public
Postmodernism	Smaller communities, alienation	Total quality– new capitalist relationships

Bureaucracy - the ruling class: Although bureaucracy is a concept related to the state government, it is used to address groups of elite and white-collar people who manage and have relative administrative power in all institutions. The question to be answered in the context of management philosophy is what the authority, power and enforcement instruments of the bureaucratic class are. What role this class should play in the organization considering its power; what its function should be is a philosophical problem area with a set of social, political and administrative implications. Three different opinions can be included about what the position of the bureaucracy as a class or social stratum is compared to the 'working class'. "Materialist" and "liberalist" philosophies oppose each other. . On the other hand, bureaucracy appears as a management approach, apart from being a social layer, with the style by Max Weber. The system emphasizes hierarchy of authority, functional specialization, registration and filing, directed competence, rationalism in management, competence and rule-based management (Kaya, 1993). Bureaucracy is also known as large organizational formations where the rules are quite specific and appropriate behaviors are essential (Başaran, 2000).

In the context of the bureaucracy and the ruling class, the philosophical problem is the question of who dominates or manages the organization as well as how and why. At this point, how much the bureaucrats have their share in management power as "appointed" is an important problem area. In this context, the views of realists, pragmatists, rationalists and other philosophies appear as important questions for the academic and philosophical field. Although different philosophies or approaches have different opinions on the subject, it is possible to summarize the views in general as follows. According to Karl Marx, bureaucracy is the ultimate goal of the state; it emphasizes form rather than content. Bureaucracy legitimizes the state and the ruling class (Zengin, 2014; Marks, 2014). According to the liberal point of view, bureaucracy is the dominant class in real socialism (Aktan, 1999). From the idealist point of view, the ideals which bureaucracy should be directed to is a more important question. According to the ideal bureaucracy approach, the organization can create more productive and effective organizations with division of labor, merit, objective evaluation (Bateman and Snell, 2007). In the context of functionalists and realists, bureaucracy is a reality, but it causes conflict among

groups. Bureaucracy creates organizational incompetence, rigidity and unwieldiness. However, bureaucracy is a tool for institutional control and guiding individuals to institutional objectives (Black and Porter, 2000). Bureaucracy is also a tool for organizational domination. As a more central view, it is a group of 'officers' who are assigned to perform technical work (Cevizci, 2011). Postmodern philosophy and view have a critical approach to bureaucracy for a different reason. Especially in developing countries, bureaucracy has been used as the leading force of development and as a means of sovereignty. In this respect, postmodern point of view can be regarded as the reaction to positivist understanding and it criticizes bureaucrats (Vergin, 2008). In this context, the summary of the discussions is given in Table 4 with the heading of "bureaucracy - ruling class and philosophies".

Table 4. Bureaucracy – Ruling Class and Philosophies

	Valuableness
Idealism	Ideal bureaucracy approach– objective promotion, division of labor, effective and productive organization
Realism	Tool for organizational control– Directing to common goals through rules and regulations
Pragmatism	Bureaucracy, delay in works– strictness –unwieldiness
Liberalism	A stratum which should not exist– should be minimal
Materialism	Ultimate tool for state – Legitimatizing instrument – Dominant class in actually existing socialism
Postmodernism	Opposition to bureaucratic elite group– Effective and efficient service – A more cosmopolitan power

Effectiveness Efficiency Quality Social Responsibility

Effectiveness and efficiency are an important problem area for organizations. In order to better comprehend this issue, the meanings of effectiveness and efficiency can be summarized as follows. Effectiveness, in short, is the degree to which the organization achieves its goals. Efficiency is to obtain the highest possible output with the least possible input (Certo, 2000).

In terms of management philosophy, main problem is not merely about defining effectiveness and efficiency, but about how effectiveness and

efficiency are considered in the context of the organizational components. For example, 'yes' to effectiveness and efficiency, but to whom, according to what and how much effectiveness and efficiency are controversial. Considering various philosophies, they are not "opposed" to being effective and efficient directly. However, especially liberal and dialectical materialist philosophies approach the problem differently. According to liberals, an effective and efficient organization is a must. Especially with total quality management (TQM), it is the existing tendency towards social responsibility within and outside the organization with both environmental relations and participation in decisions (Tuckman, 1994). The market economy defends an effective and productive organization under all circumstances, with the perspective of " laissez faire, laissez passer" (let things alone, let them pass tn). On the other hand, for dialectical materialism and politics, socialists interpret the effective and productive organization as an exploitation of surplus value due to ownership of property (Marx, 2014).

In addition to effectiveness and efficiency, another area of interest of new era organizations is social responsibility. Undoubtedly, it is important to produce. However, the positive and negative effects of the production process on the near and far environment are unquestioned. In this context, following questions are important: "How should organizations and their management approach environment? What kind of environment? What is the positive and negative impact on the social and natural environment?". The problem of how to approach environment, in whole-part conception without isolating the problem from natural environment, is actually the determination of the philosophy on which the mentioned approach is based. Pragmatism aims to provide efficiency, transformation efficiency, especially through the principles of experience, inquiry, habit and operation. It is essential to use knowledge for practical solutions to organization and environmental problems (Ekljear and Simpson, 2013). From this point of view, while particularly the American version of pragmatic philosophy evolves into 'self-interested' understanding, it is a fact that pragmatists are social utilitarian in general. As a result, it is generally claimed that pragmatism is not opportunistic, but rather aims to produce knowledge for social benefit (Czarniawska, 2013). It is quite difficult to find the opinions of idealist and realist philosophies directly related to the issues of effectiveness, efficiency, quality and social responsibility.

However, it is clear that certain argumentation can be mounted based on the answer to the question of what kind of idealism and realism it should be. In this context, the summary of the discussions is given in Table 5 with the heading of "effectiveness, efficiency, quality, social responsibility and philosophies".

Table 5. Effectiveness, Efficiency, Quality, Social Responsibility and Philosophies

	Effectiveness	**Quality**	**Social responsibility**
Idealism	Habit- - transaction	Important and function-ality	Solution oriented Social sharing
Realism	Effectiveness and ef-ficiency for organiza-tional life	Important – Sense of quality	Gain oriented attention to environmental rela-tions
Pragmatism	Increasing surplus value	Program of bourgeoisie	Reformist movement
Liberalism	Important	Important, liberalization through total quality	New concepts and pro-jects

Examining Table 5, functionality, solution- oriented view and social sharing become prominent in pragmatic philosophy. For liberalism, emphasis is placed on efficiency, quality and gain-oriented environmental relations. Materialism, on the other hand, interprets the production and management process as the effort of increasing the surplus value exploitation by the dominant classes. Quality and similar activities are described as the program of the bourgeoisie and social responsibility activities as reformist actions.

According to the second sub-purpose, the results can be briefly summarized as follows: According to idealism, dedication, rationalism and ideal bureaucracy are essential, while control, considering truth, and determination of concrete situations are more common in realist philosophy. Materialism interprets all management processes in terms of social class and ownership of the means of production. According to materialism, the themes of labor, public ownership and class struggle are critical. In liberalism, concepts of freedom, individual, private property, efficiency, efficiency and quality are dominant. Pragmatists suggest the principles of utility, functional work, industrial democracy. In postmodernism, on the other hand, the labor entrusted to the market, deregulation, total quality, liberalization, opposition to the bureaucratic elite and the concept of

bureaucracy as a cosmopolitan power and the motto of "anything goes" come to the forefront.

Conclusion and Discussion

Academic studies on management philosophy are considerably limited. These works, consisting of several books and articles, are undoubtedly an important beginning as they are the first. However, the quantity is only an inadequacy in terms of continuity, skepticism and explanation principles and functions of scientific research and it is a necessity to perform new studies. This study is one of them.

In the process of study preparation, it has been observed that the subject of philosophy was mostly studied in the fields of religion, politics, education and law. It is a need to adapt philosophy to other new special areas through studies on both general and special fields. For example, new expansions on management philosophy can be made by utilizing studies in such fields as politics, education, and philosophy of religion.

It is notably difficult to study management philosophy. In other words, management is not a social institution and it is rather complicated to address the relations of management and philosophy compared to religion, education and political philosophy. In addition, it is problematic to derive and interpret the views of some philosophies such as idealism and realism especially on concepts such as labor, management power, sovereignty, exercise of power, bureaucracy, ruling class, effectiveness, efficiency, quality and social responsibility. On the other hand, it is more convenient to determine the views on pragmatism, liberalism, materialism and postmodernist philosophies which are the source of today's social, economic and political debates. As a matter of fact, the questions of the existence of the management in organizations, for what, where and how they exist are as much a philosophical discussion as the scientific research of the management. Answers on the subject matter from various perspectives from liberalism to materialism are included in the study. It is clear that studying these issues will make new contributions to the world of management science.

Political philosophy is the field to which can be referred most in the study of management philosophy. Although politics and management are

different disciplines, the discipline which is most benefited by the development of management philosophy studies is politics. In a sense, if politics is social management; management is the direction and administration of organizations. In this respect, it can be said that political philosophy is the most consulted field in management philosophy studies. Gundogan in Turkey (2010). The field of management philosophy can be strengthened theoretically by domestic and foreign works based on basic philosophy references such as Gündogan(2010), Çüçen (2012), Çilingir (2014), Cevizci (2017) and Yazıcı (2017).

It is very difficult to find a direct answer to some of the questions asked in order to get answers in the management philosophy in some of the philosophies. The formation of philosophies is the result of events and phenomena specific to different social, economic and political periods. Various philosophical thoughts can be mentioned from idealism to postmodern philosophy, with very different historical stories, narratives and inferences. It is clear that the reinterpretation and improvement of the missing points must be performed as stated by Kale (2009), Black and Porter (2000), Husson (2013), Czarniawski (2013) and Gül (2016). In this respect, it is difficult to obtain a product on an ordinary experience in a field which has been less studied. More detailed studies on management philosophy are a necessity.

Studies on management philosophy will enrich the field of business management and management in general theoretically. As a matter of fact, the scarcity of philosophical studies in the field of management causes the field to be limited to only basic concepts, studies of management processes and theories. In general, it can be observed that management and business management works and studies are limited to basic concepts, management processes and management theories. In this context, studying the philosophical view and the effects of different philosophical fields on management may create intellectual wealth with the change of perspective and paradigm in the fields of general management, business management and education, health management.

Approaching the management processes and operations from a single perspective is a defect or even mistake. Considering that philosophy is a point of view and an attitude to life, it is clear that management mentality is also philosophy. In this respect, it is clear that management philosophy

will contribute to the multi-directional and holistic development of management approaches with its ontological, epistemological and axiological dimensions.

Suggestions

Management philosophy is a field which has not been studied enough yet. It is a necessity to study different fields of philosophy such as ontology, epistemology and axiology in a more detailed and specific manner in the context of management. In this context, quantitative and qualitative studies can be performed having dimensions of the study areas of philosophy and selecting target audiences as sample.

It is recommended that studies on management philosophy should be studied in a more detailed manner such as idealistic philosophy and management, materialism and management.

Views of various philosophies discussed in the study on individual (employee - member - employee), management power - use of sovereign power, bureaucracy - ruling class, organizational justice, effectiveness efficiency quality social responsibility can be studied individually Thus, it is possible to investigate the views of philosophies on the subjects in a more detailed manner and detailed information can be obtained.

Qualitative or quantitative studies with different sample groups such as employee, teacher, field experts can be performed developing various measurement tools regarding individual (employee - member - employee), management power - sovereignty use, bureaucracy - management class, organizational justice, effectiveness, efficiency, and social responsibility dimensions of different philosophies discussed in the study. It can be determined to what extent the organization and its management exhibit the characteristics specific to which philosophical fields by developing the mentioned measurement tools.

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