

## SOCIAL-PHILOSOPHICAL ASPECTS OF MANAGEMENT ACTIVITIES: A RELATIONAL APPROACH

*Aslanov Said Karimovich, Navai state university independent  
researcher in the department of social sciences*

## BOSHQARUV FAOLIYATINING IJTIMOYIY- FALSAFIY JIHATLARI: MUNOSABATLARGA ASOSLANGAN YONDASHUV

*Aslanov Said Karimovich, Navoiy davlat universiteti "Ijtimoiy  
fanlar" kafedrası mustaqil tadqiqotchisi*

## СОЦИАЛЬНО-ФИЛОСОФСКИЕ АСПЕКТЫ УПРАВЛЕНЧЕСКОЙ ДЕЯТЕЛЬНОСТИ: РЕЛЯЦИОННЫЙ ПОДХОД

*Асланов Саид Каримович, независимый исследователь  
кафедры "Социальные науки" Навоийского государственного  
университета*



<https://orcid.org/0009-0007-9494-131X>

e-mail:

[saidaslanov@gmail.com](mailto:saidaslanov@gmail.com)

**Abstract:** This paper explores the intersection of social philosophy and management, emphasizing a relational approach. It examines how philosophical principles inform management practices, focusing on human relations, ethical considerations, and the cultivation of social capital within organizations. Through a comprehensive literature review and theoretical analysis, the study highlights the importance of integrating philosophical values into management to enhance organizational effectiveness and employee well-being. The social-philosophical aspects of management activities emphasize the intricate relationships between individuals, organizations, and society. A relational approach to management highlights the significance of social interactions, ethical considerations, and cultural contexts in decision-making and organizational structures.

**Key words:** management, value, ethics, corporate, construction, philosophy, governance, power, communicative, relational, dialogue, rational.

**Annotatsiya:** Ushbu maqola ijtimoiy falsafa va menejmentning kesishishini o'rganib, aloqador yondashuvni ta'kidlaydi. U falsafiy tamoyillar boshqaruv amaliyotiga qanday ma'lumot berishini o'rganadi, bunda inson munosabatlari, axloqiy mulohazalar va tashkilotlarda ijtimoiy kapitalni rivojlantirishga e'tibor qaratiladi. Keng qamrovli adabiyotlarni o'rganish va nazariy tahlil qilish orqali tadqiqot tashkilot samaradorligi va xodimlarning farovonligini oshirish uchun falsafiy qadriyatlarni boshqaruvga integratsiya qilish muhimligini ta'kidlaydi. Boshqaruv faoliyatining ijtimoiy-falsafiy jihatlari shaxslar, tashkilotlar va jamiyat o'rtasidagi murakkab munosabatlarga urg'u beradi. Boshqaruvga relyatsion yondashuv qarorlar qabul qilish va tashkiliy tuzilmalarda ijtimoiy o'zaro ta'sirlar, axloqiy mulohazalar va madaniy kontekstlarning ahamiyatini ta'kidlaydi. Ushbu maqola etika, kuch dinamikasi va ijtimoiy mas'uliyat kabi falsafiy tamoyillar boshqaruv amaliyoti bilan qanday kesishishini o'rganadi.

**Kalit so'zlar:** menejment, qadriyat, axloq, korporativ, konstruksiya, falsafa, boshqaruv, hokimiyat, kommunikativ, relyatsion, muloqot, ratsional.

**Аннотация:** В этой статье рассматривается пересечение социальной философии и менеджмента, подчеркивая реляционный подход. В ней рассматривается, как философские принципы формируют управленческие практики, уделяя особое внимание человеческим отношениям, этическим

соображениям и развитию социального капитала в организациях. Благодаря всестороннему обзору литературы и теоретическому анализу исследование подчеркивает важность интеграции философских ценностей в менеджмент для повышения организационной эффективности и благополучия сотрудников. Социально-философские аспекты управленческой деятельности подчеркивают сложные отношения между людьми, организациями и обществом. Реляционный подход к менеджменту подчеркивает значимость социальных взаимодействий, этических соображений и культурных контекстов в принятии решений и организационных структурах

**Ключевые слова:** менеджмент, ценность, этика, корпоративный, строительство, философия, управление, власть, коммуникативный, реляционный, диалог, рациональный.

**INTRODUCTION.** Management, traditionally viewed through economic and administrative lenses, is increasingly recognized as a social and philosophical practice. The way managers interact with employees, stakeholders, and the broader community reflects deeper societal values, ethical considerations, and power structures. A relational approach to management acknowledges that organizations do not operate in isolation but exist within a network of social relationships that influence decision-making, leadership styles, and corporate responsibility. The social-philosophical aspects of management activities encompass key themes such as ethical leadership, social justice, communication dynamics, and the moral obligations of businesses toward society. These aspects highlight how management is not merely about maximizing efficiency and productivity but also about fostering a sense of community, promoting inclusivity, and ensuring long-term sustainability. This paper explores the relational approach to management by examining how social constructs, ethical considerations, and philosophical perspectives shape managerial practices. It argues that a deeper understanding of the interconnectedness between managers, employees, and external stakeholders leads to more effective, ethical, and sustainable management practices. By integrating insights from social philosophy, leadership studies, and organizational theory, this study provides a comprehensive framework for rethinking management as a relational and socially embedded practice.

**LITERATURE REVIEW.** Social Philosophy in Management Social philosophy provides a broad framework for understanding the ethical, political, and relational dimensions of management. Key thinkers such as Karl Marx, Max Weber, and Jürgen Habermas have explored power dynamics, bureaucratic structures, and

communicative action in organizational contexts (Weber, 1947; Habermas, 1984). Their perspectives inform modern management practices, emphasizing fairness, participatory decision-making, and ethical leadership.

**Relational Theories In Management.** Relational approaches in management build on social constructivism and intersubjectivity. Mary Parker Follett (1924) was an early advocate of relational leadership, arguing that management should focus on “power with” rather than “power over” employees. Modern relational theories, such as social capital theory (Putnam, 2000) and stakeholder theory (Freeman, 1984), emphasize networks, trust, and cooperative relationships.

**Key Social-Philosophical Aspects.** Ethical leadership is a crucial component of relational management. Theories of virtue ethics (Aristotle, 1985) and deontological ethics (Kant, 1785) inform contemporary discussions on corporate social responsibility (CSR). Studies indicate that ethical leadership fosters trust, employee engagement, and long-term organizational sustainability (Brown & Treviño, 2006).

**Power and Organizational Structures.** Power dynamics in management are influenced by social theories of authority and control. Foucault’s (1975) analysis of disciplinary power highlights how hierarchical structures impact employee autonomy and engagement. The relational approach challenges traditional top-down models by advocating participatory governance and decentralized decision-making (Mintzberg, 1979). Communication and Organizational Culture Effective communication is central to relational management. Habermas’ (1984) theory of communicative action suggests that dialogue and rational discourse are essential for legitimate decision-making. Organizational culture, shaped by shared values and narratives, significantly affects managerial effectiveness and employee

satisfaction (Schein, 1985). Digital Transformation and Virtual Workplaces The rise of digital technologies has transformed relational dynamics in management. Studies on remote work highlight the importance of trust, collaboration, and digital communication in sustaining organizational culture (Cascio & Montealegre, 2016). Ethical concerns about data privacy and AI-driven management further complicate the relational landscape (Zuboff, 2019). Diversity and Inclusion Relational management approaches also emphasize diversity and inclusion. Intersectionality theory (Crenshaw, 1989) underscores how social identities shape workplace experiences. Inclusive leadership fosters innovation and psychological safety, enhancing overall organizational performance (Nishii, 2013). The human relations approach in management underscores the significance of social needs, motivation, communication, leadership, and group dynamics. Jerab (2023) emphasizes that addressing these aspects leads to a more positive and productive work environment. Similarly, Samnani (2023) discusses the cultivation of social capital through relational human resource management practices, highlighting the importance of workplace relationships in organizational success. Furthermore, Esvanti et al (2023) explore the integration of philosophical values such as humanism and ethics into human relations management, suggesting that such integration leads to more ethical decision-making and mutual respect in work interactions.

**METHODOLOGY.** This study employs a theoretical analysis approach, systematically reviewing existing literature to identify key themes and principles related to the social-philosophical aspects of management. By synthesizing insights from various scholarly works, the paper constructs a framework that illustrates the application of philosophical values in relational management practices.

**RESULTS.** The analysis reveals that integrating philosophical values into management fosters a work environment characterized by ethical behavior, enhanced communication, and strong interpersonal relationships. Managers who adopt a relational approach, grounded in philosophical principles, are better equipped to motivate employees, facilitate effective communication, and cultivate a culture of mutual respect and collaboration.

**-Trust and Collaboration:** Organizations that emphasize trust and cooperative relationships report higher employee satisfaction and performance.

**-Ethical Decision-Making:** Managers who integrate ethical frameworks into decision-making create more sustainable and socially responsible businesses.

**-Decentralized Leadership:** Organizations adopting participatory governance structures demonstrate greater adaptability and innovation.

**-Impact of Digitalization:** Virtual workplaces require new approaches to maintaining relational dynamics and fostering engagement.

**-Diversity and Inclusion Practices:** Inclusive leadership strategies significantly enhance workplace morale and innovation.

**CONCLUSION.** Incorporating social-philosophical perspectives into management practices offers a pathway to more ethical, effective, and human-centered organizations. By embracing a relational approach, managers can align their strategies with philosophical values, leading to improved organizational outcomes and employee satisfaction. Future research should explore empirical studies to validate these theoretical insights and examine the practical implementation of philosophical principles in diverse organizational contexts. The social-philosophical aspects of management underscore the importance of relationships, ethics, and communication in organizational settings. A relational approach fosters participatory leadership, ethical decision-making, and inclusive work environments. Future research should explore how emerging technologies and global challenges influence relational management practices.

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