



The Role of Philosophy of Science in Strengthening Human Resource Management Research and Practice

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ABSTRACT

Human Resource Management (HRM) has developed into a strategic and knowledge-based discipline, yet many studies apply theoretical and analytical approaches without explicitly examining the philosophical assumptions underlying HRM research and practice. This limited reflection may reduce theoretical coherence, methodological consistency, and ethical accountability. This study examines how the ontological, epistemological, and axiological dimensions of the philosophy of science contribute to strengthening the theoretical, methodological, and ethical foundations of Human Resource Management. Using a qualitative thematic literature review, 54 academic publications published between 2018 and 2025 were systematically analyzed through iterative coding and thematic synthesis. The findings show that philosophical assumptions are widely embedded but rarely made explicit in HRM research. Ontological perspectives are often rhetorical, epistemological approaches are dominated by quantitative and data-driven methods, and axiological considerations are acknowledged but weakly institutionalized. This uneven integration sustains a gap between philosophical principles and HRM practice. The study proposes an integrative conceptual model linking philosophical dimensions to HR practices and organizational outcomes. The study concludes that philosophy of science can serve as a reflective framework to support more coherent, ethically grounded, and context-sensitive HRM research and practice.

Keywords Philosophy of science; Ontology; Epistemology; Axiology; Human Resource Management (HRM)



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INTRODUCTION

Advances in science, technology, and digitalization have fundamentally transformed organizational practices, including Human Resource Management (Angelika et al., 2023). Contemporary HRM is no longer limited to administrative or operational functions but has evolved into a strategic and knowledge-driven discipline that influences organizational sustainability, ethical governance, and employee well-being (Berty & Mandasari, 2025; Yulianto, 2021). In this context, the philosophy of science plays a critical role in shaping how HR knowledge is constructed, validated, and applied through its ontological, epistemological, and axiological dimensions.

Ontology in HRM addresses fundamental assumptions about the nature of human beings within organizations whether employees are viewed merely as economic resources or as complex social actors with values, identities, and agency (Adinda et al., 2025; Hidayat et al., 2024). Epistemology determines how HR knowledge is produced and justified, influencing methodological choices such as quantitative analytics, qualitative inquiry, or mixed methods (Carter & Little, 2007; Herber et al., 2025). Axiology, meanwhile, provides ethical and normative guidance, ensuring that HR practices align with principles of fairness, justice, sustainability, and human dignity (Adinda et al., 2025). Together, these philosophical dimensions form the foundation of scientific rigor and ethical responsibility in HRM.

Although previous studies acknowledge the importance of philosophy of science in management and HRM research, the existing literature remains largely fragmented, descriptive, and conceptually isolated (Macke & Genari, 2019). Most studies discuss ontology, epistemology, and axiology separately, without systematically explaining how these dimensions interact and translate into concrete HR practices, such as recruitment systems, performance appraisal, HR analytics, talent management, or digital HR governance. Furthermore, many HRM studies adopt philosophical concepts only at a normative level, without offering an integrative framework that connects philosophical assumptions to organizational outcomes (Kurniawan et al., 2025).

More importantly, a clear contribution gap persists in the HRM literature. First, there is a lack of integrative models that explicitly link philosophy of science to HR practices and outcomes in a coherent structure. Second, philosophical discussions in HRM rarely engage with contemporary empirical challenges, such as algorithmic bias in HR analytics, ethical dilemmas in AI-based recruitment, evidence-based decision-making, and the tension between humanistic values and performance-driven organizational logics. Third, there is limited critical reflection on the boundaries and limitations of applying philosophical frameworks in fast-paced, efficiency-oriented organizational environments.

This gap indicates that the philosophy of science has not yet been fully operationalized as a guiding framework for HRM research and practice. Existing studies tend to emphasize “why philosophy matters” rather than “how philosophy works” in shaping HR decisions and organizational behavior. Consequently, HRM continues to face a disconnect between theoretical reflection and managerial practice.

To address these gaps, this article makes a distinct scientific contribution by proposing an integrative conceptual framework that systematically connects the dimensions of ontology, epistemology, and axiology with HRM practices and organizational outcomes. Unlike prior descriptive studies, this research synthesizes philosophical reasoning into a practical and theoretically grounded HRM model that is relevant to contemporary issues such as HR analytics, digital ethics, and evidence-based management. Additionally, this article critically examines the limitations and contextual

challenges of applying philosophy of science in HRM, thereby offering a more balanced and realistic understanding.

Based on this background, the study addresses the following research questions:

1. How do the ontological, epistemological, and axiological dimensions of the philosophy of science shape HRM research and practice?
2. In what ways does philosophy of science strengthen the theoretical, methodological, and ethical foundations of HRM?
3. What are the limitations and challenges of applying philosophical frameworks within modern HRM contexts?

By answering these questions, this article aims to contribute to the development of a more reflective, ethical, and scientifically grounded HRM framework capable of balancing organizational performance with respect for human dignity in an era of digital transformation and global competition.

LITERATURE REVIEW

Conceptual Model of Philosophically Informed Human Resource Management Description:

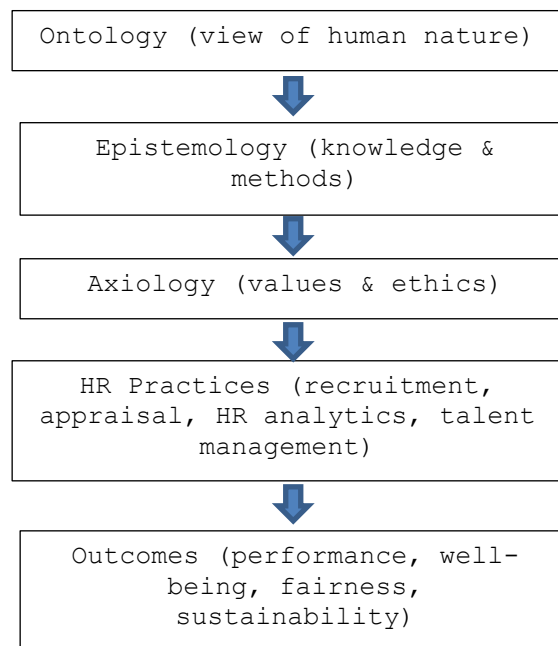


Figure 1. Conceptual Model of Philosophically Informed Human Resource Management
Source: Own Compilation (2025)

This conceptual model illustrates how the philosophy of science through its ontological, epistemological, and axiological dimensions shapes HRM practices and organizational outcomes. Ontological assumptions define how humans are perceived in organizations, epistemological frameworks guide knowledge production and decision-making processes, and axiological principles ensure ethical orientation. These dimensions jointly influence HR practices such as recruitment, performance management, HR analytics, and talent development, which in turn affect outcomes including employee well-being, organizational performance, and ethical sustainability. This study extends existing HRM

literature by moving beyond descriptive discussions of the philosophy of science. Rather than merely emphasizing its importance, the article explains why the integration of ontological, epistemological, and axiological dimensions has remained limited in practice. It also proposes an integrative conceptual framework that connects philosophical assumptions with HR practices and outcomes, providing a more coherent and applicable foundation for HRM research and practice.

Table 1. Philosophical Dimensions and Their Theoretical and Practical Implications for HRM

Philosophical Dimension	Core Assumptions	Theoretical Implications for HRM	Practical Implications for HRM
Ontology	Humans are multidimensional beings with values, identities, and agency	Shifts HRM theory from mechanistic to humanistic and strategic paradigms	Value-based recruitment, meaningful work design, diversity & inclusion, employee well-being
Epistemology	HR knowledge is produced through empirical evidence and social interpretation	Encourages mixed-methods and evidence-based HRM research	Use of HR analytics combined with qualitative insights; data-informed but context-sensitive decisions
Axiology	HRM must be guided by ethical values and social responsibility	Integrates ethics, justice, and sustainability into HR theory	Fair performance appraisal, ethical AI use, transparency, data privacy, sustainable HR policies

Source: Own Compilation (2025)

RESEARCH METHOD

Research Design and Methodological Positioning

This study adopts a qualitative thematic literature review (TLR) approach to examine the role of the philosophy of science in strengthening Human Resource Management (HRM) research and practice. This methodological choice is intentional. While Systematic Literature Review (SLR) emphasizes exhaustive coverage and statistical aggregation, the objective of this study is conceptual integration and theoretical synthesis, which is more appropriately addressed through a thematic literature review.

A thematic literature review enables the identification, interpretation, and synthesis of recurring philosophical patterns ontology, epistemology, and axiology across diverse HRM studies. Therefore, this research does not aim to quantify effect sizes or conduct meta-analysis, but rather to construct an integrative conceptual framework that bridges philosophical theory and HRM practice.

Data Sources and Search Strategy

The literature corpus was compiled from reputable academic databases, including Scopus, ScienceDirect, Taylor & Francis, Google Scholar, and DOAJ. These databases were selected to ensure coverage of high-quality, peer-reviewed publications across management, philosophy of science, and HRM disciplines.

The search process employed combinations of the following keywords:

- philosophy of science
- ontology, epistemology, axiology
- human resource management
- HRM research
- ethical HRM, HR analytics, evidence-based HRM

Publications were limited to the period 2018–2025, with the exception of classical philosophical works (e.g., Popper, Kuhn) used for theoretical grounding.

Inclusion and Exclusion Criteria

To enhance methodological transparency and rigor, explicit inclusion and exclusion criteria were applied as follows:

Table 2. Inclusion and Exclusion Criteria

Criteria	Inclusion	Exclusion
Publication type	Peer-reviewed journal articles, academic books, reputable conference proceedings	Non-academic blogs, opinion pieces, non-reviewed reports
Time frame	2018–2025 (classical philosophical works exempted)	Publications before 2018 without theoretical relevance
Topic relevance	Explicit discussion of philosophy of science, ontology, epistemology, axiology, or HRM	General HRM studies without philosophical or conceptual relevance
Language	English and Indonesian	Other languages
Disciplinary scope	HRM, management, organizational studies, philosophy of science	Pure technical or operational HR studies without conceptual analysis

Source: Own Compilation (2025)

Article Selection Process

The selection process followed a multi-stage screening procedure to ensure relevance and quality.

Table 3. Article Selection Process

Stage	Description	Number of Articles
Initial search	Keyword search across databases	132
Title screening	Removal of duplicates and irrelevant titles	96
Abstract screening	Assessment of conceptual relevance	68
Full-text review	In-depth evaluation based on inclusion criteria	54
Final sample	Articles included for thematic analysis	54

Source: Own Compilation (2025)

This structured process ensures that the final dataset is both conceptually relevant and methodologically credible, while remaining aligned with the objectives of a thematic review.

Data Analysis and Coding Procedure

Data analysis was conducted using a qualitative thematic analysis approach, combining content analysis and iterative coding techniques. The coding process followed three systematic stages:

1. Open Coding

Relevant concepts, arguments, and philosophical references related to ontology, epistemology, axiology, and HRM practices were identified and labeled directly from the text. At this stage, codes remained descriptive and exploratory.

2. Axial Coding

The initial codes were then grouped and connected based on conceptual relationships. For example, codes related to “human nature,” “employee dignity,” and “humanistic HRM” were clustered under ontological themes, while “HR analytics,” “method selection,” and “evidence-based decisions” were linked to epistemological dimensions.

3. Selective/Thematic Integration

Core themes were refined and integrated into higher-level analytical categories corresponding to the three philosophical dimensions and their implications for HRM research and practice. This stage enabled the development of the proposed conceptual model.

This coding strategy allows for both theoretical depth and analytical coherence, ensuring that philosophical concepts are systematically linked to HRM practices and outcomes.

Trustworthiness and Analytical Rigor

To enhance the credibility and trustworthiness of the findings, several strategies were applied: Source triangulation, by comparing insights across multiple authors, journals, and disciplinary perspectives. Analytical transparency, through documentation of coding stages and thematic decisions. Peer discussion, conducted in a limited academic setting to refine thematic interpretations. Although the study does not employ inter-coder reliability metrics common in SLR or grounded theory it maintains rigor through systematic procedures and conceptual consistency.

This study has several limitations. First, as a thematic literature review, the findings rely on the authors' interpretative synthesis rather than empirical verification. Second, the absence of bibliometric analysis or meta-analytic techniques limits the ability to generalize statistically. Third, variations in organizational and cultural contexts across the literature may influence the applicability of the proposed framework. Nevertheless, these limitations are consistent with the exploratory and conceptual nature of the research and do not diminish its theoretical contribution.

RESEARCH RESULTS

This section presents the core findings derived from the thematic analysis of 54 selected publications. Rather than reiterating philosophical definitions, the results focus on patterns of integration, application, and limitation of the philosophy of science within Human Resource Management (HRM).

1. Philosophy of Science Shapes HRM Through Implicit Assumptions Rather Than Explicit Frameworks

The analysis reveals that ontological, epistemological, and axiological assumptions are widely embedded in HRM research and practice, yet they are rarely articulated explicitly. Most HRM studies operate on implicit philosophical premises particularly regarding human nature, knowledge production, and ethical priorities without systematically reflecting on their philosophical foundations.

This implicit use results in conceptual inconsistency, where humanistic rhetoric coexists with mechanistic HR practices, and evidence-based claims are not always supported by epistemologically coherent methodologies.

2. Uneven Integration Across Philosophical Dimensions

The findings indicate asymmetrical integration of philosophical dimensions within HRM. Ontology is most visible in discourse (e.g., employees as strategic assets), but weakest in implementation. Epistemology is operationalized primarily through quantitative HR analytics, often at the expense of interpretive understanding. Axiology appears prominently in ethical declarations but lacks enforcement mechanisms in managerial practice. This imbalance suggests that HRM tends to privilege efficiency and measurability over reflective understanding and ethical deliberation.

3. Persistent Gap Between Philosophical Theory and HRM Practice

A consistent theme across the literature is the disconnect between philosophical ideals and organizational realities. While philosophical frameworks offer conceptual clarity and ethical direction, their application is constrained by organizational pressures, time sensitivity, managerial pragmatism, and limited philosophical literacy among HR practitioners. As a result, philosophy of science functions more as a normative reference than as an operational guide in HR decision-making.

4. Lack of Integrative and Actionable Models

Finally, the review confirms the absence of a comprehensive model that connects philosophical assumptions to HR practices and outcomes. Existing studies tend to focus on isolated dimensions or theoretical arguments, leaving a gap in actionable frameworks that could guide evidence-based, ethical, and human-centered HRM.

DISCUSSION

This discussion interprets the findings through critical engagement with prior studies, emphasizing why philosophical integration remains limited in HRM and how it could be strengthened.

Why Philosophical Integration in HRM Remains Fragmented

Although numerous scholars emphasize the importance of ontology, epistemology, and axiology in management research (Adinda et al., 2025; Hidayat et al., 2024), this study demonstrates that integration remains largely symbolic. One key reason is that HRM has historically evolved as a practice-oriented discipline, prioritizing problem-solving and operational efficiency over philosophical reflection.

This explains why ontological shifts toward humanistic HRM, widely discussed in the literature (Bhoir & Sinha, 2024) do not fully materialize in practice. Organizations may adopt human-centered language while continuing to rely on performance metrics and control-oriented systems rooted in mechanistic assumptions. This finding aligns with (Veranita et al., 2025), who note that bureaucratic and efficiency-driven contexts often neutralize humanistic intentions.

Epistemological Dominance of Quantification: How HR Analytics Reshapes HR Knowledge

The findings show that epistemology is increasingly dominated by positivist logic through HR analytics and data-driven decision-making. While prior studies celebrate analytics as enhancing objectivity and rigor (El-Sharkawy et al., 2023), this review highlights a critical limitation: data is treated as neutral, while the assumptions embedded in measurement tools are rarely questioned.

This explains why evidence-based HRM often privileges what is measurable over what is meaningful. Compared to (Hack-Polay, 2024), who advocates epistemological pluralism, many HR practices still rely on single-method approaches, reducing complex human experiences to numerical indicators. Thus, epistemological imbalance persists not because alternatives are unknown, but because they are perceived as inefficient or impractical.

Axiology Under Pressure: Why Ethics Struggles Against Performance Logics

The analysis confirms that ethical principles are widely acknowledged in HRM literature, particularly regarding fairness, transparency, and well-being (Bocean et al., 2022).

However, the persistent challenge lies in institutionalizing ethics within performance-driven systems.

This study extends previous findings by showing that axiology often loses influence when ethical values conflict with short-term organizational goals. Unlike (Hina Chauhan & Dr. Neha Dubey, 2025), who frame this tension as a moral dilemma, this research suggests it is also a structural issue, rooted in governance mechanisms that reward efficiency over ethical reflection.

The rise of AI and algorithmic decision-making further intensifies this challenge. While (Sora *et al.*, 2021) warn of algorithmic bias, this study explains why such risks persist: epistemological trust in data overrides axiological scrutiny, creating ethical blind spots in HRM systems.

How Philosophy of Science Can Function as an Integrative HRM Framework

Unlike prior descriptive studies, this research argues that the philosophy of science should not be treated as an abstract foundation, but as a reflexive integrative framework. Ontology clarifies assumptions about human nature, epistemology governs how HR knowledge is generated and validated, and axiology determines how power and information are ethically exercised.

When aligned, these dimensions enable HRM to move beyond compliance and efficiency toward reflective, evidence-informed, and ethically accountable practice. However, this alignment requires organizational support, philosophical competence among HR professionals, and institutional mechanisms that embed ethical reasoning into HR governance.

Theoretical and Practical Advancement Over Prior Studies

Compared to earlier research that emphasizes the importance of philosophy of science in isolation (Berty & Mandasari, 2025; Obeng, 2023) this study advances the literature by:

- Demonstrating why philosophical integration fails in practice
- Explaining how epistemological and axiological imbalances emerge
- Offering an integrative perspective that connects philosophy, HR practices, and organizational outcomes.

Thus, this article contributes not only to HRM theory, but also to the ongoing debate on the limits of technocratic and data-centric management.

Overall, the findings confirm that philosophy of science remains underutilized as an operational framework in HRM. Its greatest value lies not in providing definitive answers, but in enabling critical reflection on assumptions, methods, and values that shape HR decisions. Without such reflection, HRM risks becoming technically sophisticated yet ethically fragile.

CONCLUSIONS

This study aims to examine how the ontological, epistemological, and axiological dimensions of the philosophy of science strengthen Human Resource Management (HRM) research and practice. The findings demonstrate that philosophical foundations play a crucial role in enhancing theoretical coherence, methodological rigor, and ethical orientation in HRM. However, the integration of these dimensions remains largely implicit and has not been consistently translated into operational HR practices, particularly in the context of HR analytics and digital decision-making.

From a practical perspective, the findings suggest that HR analytics should be approached not merely as a technical or value-neutral tool, but as a decision-support system shaped by ethical considerations. For example, data-driven performance evaluation and predictive HR models can be complemented with axiological criteria such as fairness, transparency, and sensitivity to potential bias, ensuring that efficiency gains do not come at the expense of employee dignity. At the same time, HR policies can reflect a more humanistic ontological assumption by recognizing employees as multidimensional individuals rather than solely as economic resources. This can be illustrated through policies that balance performance targets with attention to meaningful work, employee voice, and well-being, thereby aligning HR practices with both ethical values and a broader understanding of human nature.

Future research is recommended to empirically test the proposed model across different organizational and cultural contexts using qualitative, quantitative, or mixed-method approaches. Further studies may also explore institutional mechanisms that facilitate the internalization of ontological, epistemological, and axiological principles in HRM policies, particularly in relation to ethical AI governance and evidence-based decision-making.

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