The Role of Philosophical Counselors in Human Resource Management: A Theoretical Framework and Practical Applications

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Abstract

In today's organizations, human resource management faces ethical, cultural, meaning-related, and cognitive challenges that go beyond purely technical and conventional managerial tools. These issues fundamentally influence employee behavior, managerial decision-making, and the quality of organizational interactions. The present study aims to clarify the role and function of philosophical counseling in organizations by employing conceptual analysis and library-based research methods, and by reviewing domestic and international literature, it offers a conceptual framework.

The findings indicate that philosophical counselors, through analyzing underlying assumptions, clarifying values, engaging in fundamental questioning, and promoting organizational reflection, can reduce emotional, stereotypical, and biased decision-making, while strengthening critical, dialogical, and ethics-oriented thinking among managers and employees. This role includes facilitating ethical and cultural dialogues, evaluating the consequences of decisions, increasing transparency, reducing conflicts, and enhancing organizational accountability.

Philosophical counseling, as an analytical and value-oriented tool, has the capacity to "hack organizational problems," meaning that by identifying the conceptual, value-based, and meaning-related roots of issues, it enables the development of innovative and fundamental solutions. This approach allows managers to analyze problems more deeply and make more informed decisions, thereby fostering innovation, organizational learning, and improvement in human resource processes.

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Moreover, the application of philosophical counseling is not limited to large or complex organizations; it is also applicable and effective in educational institutions, schools, small organizations, and even clinical settings. This stems from the history of philosophical counseling in psychotherapy, where philosophers such as Achenbach, Marinoff, Cohen, and Schuster have demonstrated that philosophical analysis of beliefs, values, and reasoning can contribute to improved mental health, meaning-making, and ethical decision-making.

Accordingly, this study shows that philosophical counseling, not only as a theoretical tool but also in practical terms, can contribute to enhancing the quality of decision-making, aligning employees with organizational goals, and promoting sustainable organizational development, thereby partially addressing the gap in the organizational literature regarding the practical application of this approach.

Keywords: Philosophical Counseling, Human Resource Management, Organizational Decision-Making, Organizational Problem-Solving

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