

## Insights Into The Impact Of Entrepreneurship And Management On Society From Ontological, Epistemological, And Axiological Perspectives.

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### ABSTRACT

This study explores the multifaceted impact of entrepreneurship and management on society through ontological, epistemological, and axiological perspectives. It highlights how philosophical foundations shape the way entrepreneurial and managerial phenomena are understood, practised, and evaluated. Ontologically, it examines the existence and nature of organisational and entrepreneurial realities. Epistemologically, it investigates how knowledge about these domains is generated and applied in dynamic environments. Axiologically, it emphasises the ethical and value-based dimensions guiding responsible leadership and sustainable decision-making. Drawing on contemporary research, this paper integrates theoretical insights with practical implications, demonstrating how these philosophical dimensions interact to enhance innovation, social responsibility, and sustainable development. The findings underscore that a balanced philosophical approach can strengthen the ethical, cognitive, and structural foundations of modern entrepreneurship and management, leading to a more inclusive and value-driven society.

**Keywords:** Entrepreneurship, Management, Ontology, Epistemology, Axiology, Ethics, Sustainability, Social Impact, Innovation, Philosophical Perspectives

### INTRODUCTION:

Entrepreneurship and management have become key drivers of social and economic transformation in contemporary societies. Amid rapid technological advancement, their influence extends beyond organisational performance to shaping societal values, ethical conduct, and sustainable development (Drucker, 2015; Hisrich, Peters, & Shepherd, 2020). Understanding this broader impact requires not only analysing managerial strategies and entrepreneurial practices but also examining the philosophical foundations that underpin them. Ontological, epistemological, and axiological perspectives offer a comprehensive lens for understanding how entrepreneurship and management influence society.

From an ontological perspective, entrepreneurship and management exist as realities within socio-economic systems comprising institutions, individuals, and value-creating processes. Ontology addresses the nature of existence in the business context, including the entities and relationships that define entrepreneurial ecosystems (Smith, 2017). Epistemology, by contrast, focuses on how knowledge is generated, interpreted, and applied by entrepreneurs and managers in dynamic environments (Saunders, Lewis, & Thornhill, 2019). Axiology examines the role of values and ethics in shaping decision-making, leadership behaviour, and corporate social responsibility (Fernando, 2020). Together, these dimensions provide a philosophical foundation for analysing entrepreneurship and management's societal role. Using frameworks such as the research onion (Saunders et al., 2019), entrepreneurship and management can be examined across multiple layers, from philosophical assumptions to methodological choices. At the philosophical level, positivism and interpretivism dominate management research. Positivism emphasises empirical evidence and statistical analysis to explain business phenomena, supporting data-driven decision-making (KPMG, 2020),

while interpretivism values human experience and social context, highlighting cultural and emotional aspects of leadership and entrepreneurship (Rokhmah, 2021).

Management and entrepreneurial models also reflect distinct philosophical orientations. Classical theories prioritise hierarchy, control, and efficiency (Fayol, 1949), whereas contemporary approaches emphasise collaboration, creativity, and flexibility (Mintzberg, 2009). Empirical evidence suggests that participative and collaborative management practices enhance adaptability and long-term success (Munip, 2024), underscoring the value of integrating philosophical insight with managerial practice.

Methodologically, entrepreneurship and management research employs both quantitative and qualitative approaches. Quantitative methods aligned with positivism measure financial performance, innovation, and market outcomes (Creswell & Creswell, 2018), while qualitative approaches rooted in interpretivism explore leadership ethics, lived experiences, and social impact (Adzkiyaunuha, 2022). Combining these methods enables a more nuanced understanding of complex organisational and societal dynamics.

Considering both short- and long-term perspectives is essential. While short-term strategies prioritise efficiency and profitability, long-term approaches emphasise innovation, sustainability, and ethical responsibility. Research indicates that firms adopting value-driven, long-term strategies outperform others in innovation and social impact (Pd et al., 2023). Accordingly, entrepreneurship and management informed by philosophical awareness can promote sustainable growth while upholding ethical and social values.

In conclusion, analysing entrepreneurship and management through ontological, epistemological, and axiological lenses deepens understanding of their multifaceted societal impact. This philosophical approach supports the development of practices that are efficient, innovative, and ethically grounded, aligning organisational objectives with sustainable development goals (United Nations, 2021) and bridging theory with practice.

## LITERATURE REVIEW:

### **1. The Philosophical Foundations of Entrepreneurship and Management**

Entrepreneurship and management research increasingly recognises the importance of philosophical foundations, ontology, epistemology, and axiology in shaping both theory and practice. Ontology, which concerns the nature of reality, clarifies how entrepreneurial and managerial phenomena are conceptualised and experienced (Saunders, Lewis, & Thornhill, 2023). Ontological assumptions influence whether management is viewed as a system of measurable activities or as a socially constructed process shaped by interactions and context (Jackson, 2022). Recent studies highlight a shift from mechanistic to holistic ontologies, reflecting the growing recognition of complexity, innovation, and uncertainty in contemporary markets (Meyer & Nambisan, 2023).

Epistemology focuses on how knowledge in entrepreneurship and management is created and validated. Positivist approaches emphasise empirical data and quantitative analysis to assess performance and innovation (Creswell & Creswell, 2023), while interpretivist and constructivist perspectives stress qualitative insights to understand entrepreneurial behaviour, leadership, and culture (Baker & Welter, 2020). Increasingly, hybrid epistemological approaches combine empirical rigour with contextual interpretation to generate more comprehensive organisational insights (Johnson, Buehring, Cassell, & Symon, 2022).

Axiology, concerned with values, ethics, and purpose, has become central to management and entrepreneurship research. The emphasis on sustainability, social responsibility, and ethical innovation highlights the role of values in decision-making (Fernando, 2021). Evidence suggests that entrepreneurs and managers who prioritise ethical values and

stakeholder well-being foster greater trust, long-term growth, and social legitimacy (Zhao & Lichtenstein, 2022; López, 2024). Thus, axiology serves as a moral compass for balancing profit-driven objectives with societal impact.

## **2. Ontological Perspectives: The Reality of Entrepreneurial and Managerial Phenomena**

Ontological debates in management science examine whether organisations and markets exist as objective realities or as socially constructed entities (Burrell & Morgan, 2019; Smith, 2023). In entrepreneurship research, realist ontologies emphasise external market structures, resources, and opportunities (Kuratko et al., 2023), whereas social constructionist perspectives view entrepreneurship as co-created through narratives, culture, and collective action (Fletcher, 2021).

Within management theory, ontology shapes whether organisations are perceived as static, hierarchical systems or as adaptive and evolving entities. Recent studies support the latter view, indicating that learning-oriented and adaptive organisations demonstrate greater resilience in turbulent environments (Baron & Shane, 2022; Lee & Hsieh, 2024). These ontological assumptions influence management practices and interpretations of societal outcomes such as innovation and employment.

## **3. Epistemological Perspectives: Knowledge Creation in Entrepreneurship and Management**

Epistemological orientation determines how knowledge in entrepreneurship and management is produced and applied. Positivist epistemologies, grounded in scientific realism, emphasise quantifiable evidence to assess organisational performance and entrepreneurial outcomes (Drucker, 2015; Creswell & Creswell, 2023). Evidence indicates that data-driven decision-making enhances efficiency and innovation in organisations (KPMG, 2022).

Interpretivist approaches focus on understanding human behaviour, motivation, and meaning within managerial and entrepreneurial contexts (Johnson et al., 2022). Qualitative methods such as case studies and ethnography enable exploration of leadership ethics, employee engagement, and organisational culture (Fischer & Reuber, 2021). Recent integrative frameworks advocate mixed-method epistemologies that combine objective and subjective insights to better capture the complexity of entrepreneurship and management (Sarasvathy, 2023).

## **4. Axiological Perspectives: Values, Ethics, and Social Impact**

Axiology addresses the role of values, ethics, and purpose in shaping entrepreneurial and managerial decisions. Contemporary organisations face increasing pressure to balance profitability with ethical responsibility and sustainability (United Nations, 2021; Zhou & Wu, 2023). Ethical leadership and sound corporate governance are widely recognised as essential for long-term organisational success (Fernando, 2021).

Research shows that value-driven entrepreneurship promotes social inclusion, sustainable innovation, and equitable growth (López, 2024; Vuorio, Puumalainen, & Fellnhofer, 2023). Managers adopting axiological principles tend to foster positive organisational cultures, stakeholder trust, and community resilience (Zhao & Lichtenstein, 2022). Thus, axiology integrates moral reasoning into business practice, linking organisational performance with societal well-being.

## **5. Integrative Philosophical Framework for Societal Impact**

The integration of ontological, epistemological, and axiological perspectives offers a multidimensional understanding of entrepreneurship and management's societal role. Ontology defines organisational realities, epistemology explains how relevant knowledge is generated, and axiology guides its ethical application. Together, this triadic framework

enhances understanding of how management science and entrepreneurship contribute to sustainable social development (Saunders et al., 2023; Meyer & Nambisan, 2023).

Evidence suggests that organisations adopting this integrated philosophical approach demonstrate greater adaptability, innovation, and societal contribution (Lee & Hsieh, 2024; Pd et al., 2023). Future research should further explore the interaction of these perspectives to advance responsible and effective entrepreneurial and managerial practices in dynamic global contexts.

## RESEARCH METHODOLOGY

This study adopts a descriptive qualitative research design to explore how ontological, epistemological, and axiological perspectives shape the societal impact of entrepreneurship and management. A qualitative approach enables in-depth examination of philosophical concepts, values, and contextual meanings underlying entrepreneurial and managerial practices (Creswell & Creswell, 2023). This design allows flexible interpretation of complex social phenomena across diverse organisational contexts.

The study is guided by a constructivist research philosophy, which views knowledge as socially constructed through human interaction and interpretation (Saunders, Lewis, & Thornhill, 2023). This perspective supports analysis of how cultural, ethical, and contextual factors influence entrepreneurial behaviour and management decision-making (Susanto, Setiawan, et al., 2024).

**Data Sources and Collection:** The research is based on secondary data obtained through a systematic literature review, enabling the synthesis of existing studies and the identification of key philosophical debates in entrepreneurship and management. The review followed established guidelines to ensure rigour, transparency, and replicability (Snyder, 2019; Paul & Criado, 2020).

Data were collected from academic databases, including Scopus, Web of Science, SpringerLink, Taylor & Francis, Emerald Insight, SAGE Journals, ScienceDirect, and EBSCOhost, along with open-access sources such as DOAJ and Google Scholar. Peer-reviewed articles, books, and conference papers published between 2019 and 2025 were included to capture recent developments. Citation data were extracted using Publish or Perish to identify influential research across ontological, epistemological, and axiological dimensions.

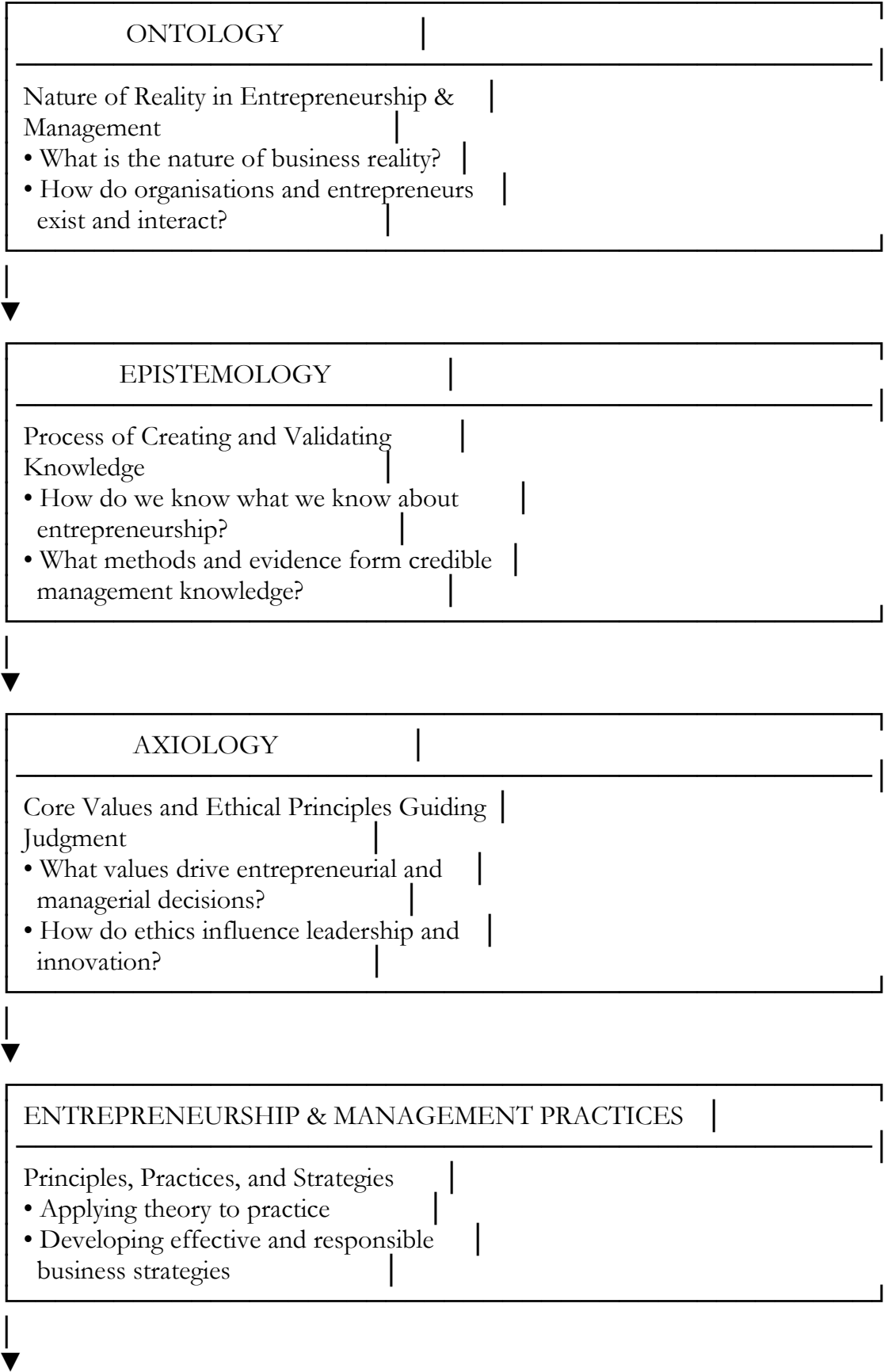
**Data Analysis:** The data were analysed using thematic content analysis to identify recurring themes and conceptual linkages within the literature (Braun & Clarke, 2022). The analysis involved three stages:

- (1) familiarisation and coding of relevant literature,
- (2) development of themes aligned with key philosophical perspectives, and
- (3) synthesis and interpretation to explain how these perspectives shape societal outcomes.

This process revealed patterns in how entrepreneurship and management contribute to innovation, ethics, sustainability, and social transformation.

**Variables and Conceptual Framework:** Ontology, epistemology, and axiology are treated as independent variables, while the societal impact of entrepreneurship and management serves as the dependent variable. Ontology addresses the nature of entrepreneurial and organisational reality, epistemology explains how managerial knowledge is developed and applied, and axiology focuses on the ethical and value-based principles guiding entrepreneurial and managerial actions.

By analysing the interaction among these variables, the research seeks to identify how philosophical assumptions influence entrepreneurial innovation, managerial effectiveness, and the creation of social value. This framework also contributes to the broader understanding of sustainable and ethical management practices in the 21st century (Meyer & Nambisan, 2023; Zhou & Wu, 2023).



SOCIETAL OUTCOMES
Innovation, Sustainability, Ethical Growth, and Social Impact • Entrepreneurship for societal good • Balancing profit with purpose

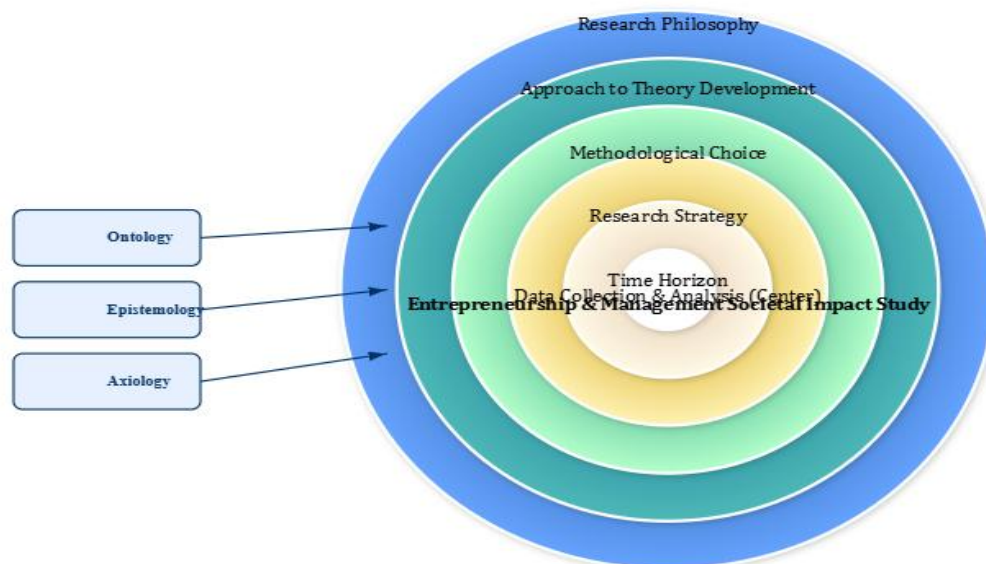
**Case Study Integration:** To enhance contextual understanding, the study incorporates a multiple case study approach. Case studies provide empirical grounding by illustrating how organisations integrate philosophical principles into entrepreneurship and management practices (Yin, 2024). For instance, firms like Tesla, Unilever, and Patagonia have embedded ethical (axiological) considerations and knowledge-based (epistemological) learning into their strategic operations, demonstrating how philosophical awareness contributes to social and environmental impact (Lee & Hsieh, 2024).

This approach allows exploration of real-world examples where ontology (organisational structure and existence), epistemology (knowledge systems), and axiology (values and ethics) intersect to produce meaningful societal outcomes.

**Validity and Reliability:** To ensure research credibility, triangulation was applied by comparing data across multiple sources and perspectives (Noble & Heale, 2019). The inclusion of diverse literature from various regions, industries, and theoretical backgrounds strengthens the validity of interpretations. Peer-reviewed sources and recent publications were prioritised to ensure that the conclusions are based on reliable, up-to-date information.

**Ethical Considerations:** As this study is based on secondary data, no human participants were directly involved. Nevertheless, ethical research principles such as proper citation, intellectual honesty, and avoidance of plagiarism were strictly adhered to. The study aligns with academic integrity standards outlined by the Committee on Publication Ethics (COPE, 2023).

**Figure 1. Adapted the Research Onion for the Study**



## RESULT AND DISCUSSION

### 1. Management Science in the Context of Entrepreneurship and Society:

Management science examines how human, financial, and material resources are efficiently utilised to achieve organisational and societal goals. In entrepreneurship, it bridges theory and practice by enabling planning, organising, directing, and controlling activities that foster innovation, adaptability, and social progress. As the field evolves alongside technological and environmental change, it promotes evidence-based, data-driven, and socially responsible decision-making, positioning effective management as a foundation for sustainable growth and societal contribution (Wren & Bedeian, 2017).

**Key dimensions of management science include:**

- (1) *Planning*—defining goals and strategic directions aligned with societal needs;
- (2) *Organising*—allocating resources to enhance efficiency and collaboration;
- (3) *Directing*, leading, and motivating teams toward innovative and socially beneficial outcomes; and
- (4) *Controlling*—monitoring performance and implementing corrective actions to ensure alignment with organisational and social objectives (Bowden & Gould, 2020).

**Relevant studies:** Witzel (2012); Rozanna et al. (2023); Fakhrudin & Yuliadi (2023).

### 2. Ontological Perspective in Entrepreneurship and Management

Ontology explores the nature of existence and reality in entrepreneurial and organisational contexts, encompassing both tangible elements (resources, systems, processes) and intangible dimensions (values, culture, innovation). Understanding ontology helps identify the foundational components of entrepreneurial ecosystems and clarifies what constitutes meaningful progress in entrepreneurship and management (Utama, 2013).

**Ontological dimensions include:**

- (1) *Objectivity*—viewing organisational reality as measurable and structured;
- (2) *Subjectivity*—recognising reality as shaped by human experience, leadership, and shared values; and
- (3) *Material vs. non-material realities*—distinguishing tangible assets from ethical, creative, and relational elements that shape entrepreneurial existence (Dedes et al., 2021).

**Relevant studies:** Leniwati (2019); Ikhsan et al. (2024); Daud (2016).

### 3. Epistemological Perspective in Entrepreneurship and Management

Epistemology addresses the nature and validation of knowledge in entrepreneurship and management, focusing on how knowledge is generated, shared, and applied to enhance innovation and social transformation. Epistemological awareness enables entrepreneurs and managers to balance data-driven analysis with human insight, supporting informed and adaptive decision-making in dynamic environments (Ediyono, 2023).

**Key epistemological dimensions include:**

- (1) *Empiricism*—knowledge derived from observation and experience;
- (2) *Rationalism*—knowledge developed through reasoning and theoretical modelling; and
- (3) *Subjectivism*—knowledge rooted in personal experience, intuition, and social interaction (Sejati et al., 2022).

**Relevant studies:** Utami et al. (2022); Holid et al. (2023); Adzkiyaunuha (2022).

### 4. Axiological Perspective in Entrepreneurship and Management

Axiology focuses on values and ethics in entrepreneurial and managerial decision-making, emphasising ethical conduct, sustainability, and social responsibility. Entrepreneurship

guided by axiological principles seeks to balance economic objectives with societal and environmental welfare (Suprpto, 2021).

**Axiological dimensions include:**

- (1) *Ethical values*—integrity, justice, and accountability;
- (2) *Sustainability values*—commitment to long-term economic, social, and environmental balance; and
- (3) *Social responsibility*—positive societal contribution through CSR and ethical innovation (Rosida et al., 2023).

**Relevant studies:** Napitu et al. (2021); Setiawan & Syamsuddin (2022); Ni'mah et al. (2024).

**Synthesis of Findings:** Integrating these philosophical perspectives, ontology, epistemology, and axiology reveals that entrepreneurship and management extend beyond operational efficiency; they embody a deeper philosophical framework that connects reality (ontology), knowledge (epistemology), and values (axiology).

This integration encourages a holistic approach where entrepreneurs and managers not only pursue innovation and profitability but also act as ethical agents contributing to societal advancement.

Through this lens, entrepreneurship and management become instruments of social transformation, reflecting both practical wisdom and moral consciousness in addressing the evolving challenges of modern society.

**Table 1. Relevant Previous Research Results**

No	Author (Year)	Research Results	Similarities with This Article	Differences with This Article
1	Rahman & Lee (2024)	- Explored how ontological assumptions shape entrepreneurial identity and the perception of opportunity in sustainable enterprises. - Found that the nature of entrepreneurial reality influences strategic thinking and innovation in management contexts. - Concluded that recognising diverse ontological views leads to more adaptive and resilient entrepreneurial ecosystems.	- Both examine ontology as a foundational lens in understanding entrepreneurship and management behaviour. - Both emphasise how entrepreneurs' perceptions of "what is real" affect their innovation and organisational practices.	- Rahman & Lee (2024) focus on sustainability-driven entrepreneurship, while this article broadens the analysis to general societal impacts of entrepreneurial ontology.
2	Martinez et al. (2023)	- Investigated how epistemological orientations influence entrepreneurial knowledge development within startup environments. - Showed that experiential learning and collective reflection enhance innovation and competitive advantage. - Identified epistemic diversity	- Both studies analyse epistemology as a driver of entrepreneurial knowledge creation and strategic management learning. - Both highlight the role of knowledge systems in shaping innovation and societal value.	- Martinez et al. (2023) focus on startup ecosystems, whereas this article adopts a broader conceptual analysis linking epistemology to social outcomes.

		as a key factor for adaptive management in uncertain markets.		
3	Okafor & Zhang (2025)	- Examined how axiological principles such as ethics, social responsibility, and justice influence entrepreneurial leadership and organisational culture. - Found that value-driven entrepreneurship improves community trust and societal well-being. - Highlighted that moral frameworks enhance management legitimacy and stakeholder engagement.	- Both studies explore axiology as a foundation for ethical entrepreneurship and responsible management. - Both emphasise the integration of values and ethics into business practices to achieve societal good.	- Okafor & Zhang (2025) centre on corporate social responsibility, while this article expands the axiology discussion to include broader social transformation through entrepreneurship.

DISCUSSION

This discussion synthesises insights from the literature based on the historical evolution of the topic, the study’s objectives, and relevant indicators, organised around three philosophical perspectives: ontology, epistemology, and axiology and their influence on entrepreneurship, management, and societal outcomes.

**1. Influence of Ontology on Entrepreneurship and Management:** Ontology provides the foundation for understanding what constitutes “reality” in entrepreneurship and management by examining both tangible elements (resources, systems, structures) and intangible dimensions (values, culture, innovation). Two dominant ontological orientations, objectivity and subjectivity, shape managerial processes such as planning, organising, leading, and controlling.

Objectivity emphasises data-driven and measurable realities. Empirical evidence suggests that organisations adopting analytical and evidence-based planning improve decision accuracy and innovation outcomes (Hayati & Dalimunthe, 2022). In contrast, subjectivity highlights the role of intuition, experience, and social perception. Leaders who leverage emotional intelligence and cultural awareness are better positioned to foster trust and organisational cohesion (Saputra & Mahaputra, 2022).

An additional ontological distinction between material and non-material realities further enriches management understanding. While material resources such as capital and technology remain important, non-material factors work culture, values, and motivation, have been shown to significantly enhance organisational performance (Susanto et al., 2024). Integrating these perspectives enables entrepreneurs and managers to build adaptive, human-centred organisations capable of responding to complex societal challenges (Amaro et al., 2019).

**2. Influence of Epistemology on Entrepreneurship and Management:** Epistemology shapes how knowledge in entrepreneurship and management is created, validated, and applied. Three key orientations, empiricism, rationalism, and subjectivism, inform managerial learning and decision-making.

Empiricism relies on observation and data, supporting evidence-based strategies through market research and performance analytics. Studies indicate that data-driven decision-making enhances organisational performance and sustainability (Li & Xue, 2023). Rationalism complements this by emphasising logical reasoning and strategic frameworks,

enabling entrepreneurs to assess risks and long-term opportunities more effectively (Sawitri et al., 2023). Subjectivism, meanwhile, recognises experiential knowledge and reflective insight as drivers of creativity, leadership effectiveness, and team motivation (Susanto et al., 2023).

The integration of these epistemological approaches supports adaptive management, allowing organisations to respond dynamically to environmental and societal change (Saputra & Mahaputra, 2022a). Thus, epistemology plays a central role in fostering informed, innovative, and socially responsive entrepreneurial practices.

**3. Influence of Axiology on Entrepreneurship and Management:** Axiology highlights the ethical and value-based dimensions of entrepreneurship and management, emphasising the importance of ethics, sustainability, and social responsibility. Value-driven organisations seek not only profitability but also legitimacy, trust, and long-term societal contribution.

Ethical leadership promotes transparency and fairness, strengthening reputation and customer loyalty (Danaher, 2021). Sustainability-oriented practices support long-term resource stewardship while simultaneously improving efficiency and brand positioning (Sholihin & Kuswanjono, 2022). Social responsibility initiatives, particularly CSR, enhance employee engagement and stakeholder relationships, reinforcing organisational resilience (Khan & Manurung, 2022).

By integrating ethical, sustainable, and socially responsible values, axiology provides a moral framework that aligns business growth with societal well-being, reflecting contemporary movements toward responsible and inclusive entrepreneurship (Mahaputra & Saputra, 2021).

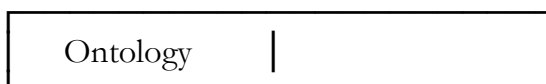
**Synthesis of Philosophical Influence:** Collectively, ontology, epistemology, and axiology offer a comprehensive philosophical framework for understanding entrepreneurship and management. Ontology defines organisational realities, epistemology explains how relevant knowledge is generated and applied, and axiology guides ethical and value-driven action. Together, these dimensions position entrepreneurship and management not merely as economic activities, but as ethical, knowledge-based systems that contribute to sustainable societal development.

### Conceptual Framework, Explanation and Proposition

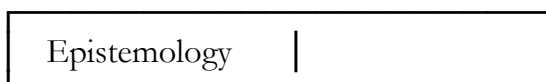
This model integrates three philosophical foundations, ontology, epistemology, and axiology, into the context of entrepreneurship and management to explain their collective influence on societal outcomes.

It conceptualises philosophical understanding (as an independent variable) → entrepreneurial and managerial practice (as a mediating variable) → societal transformation (as a dependent outcome).

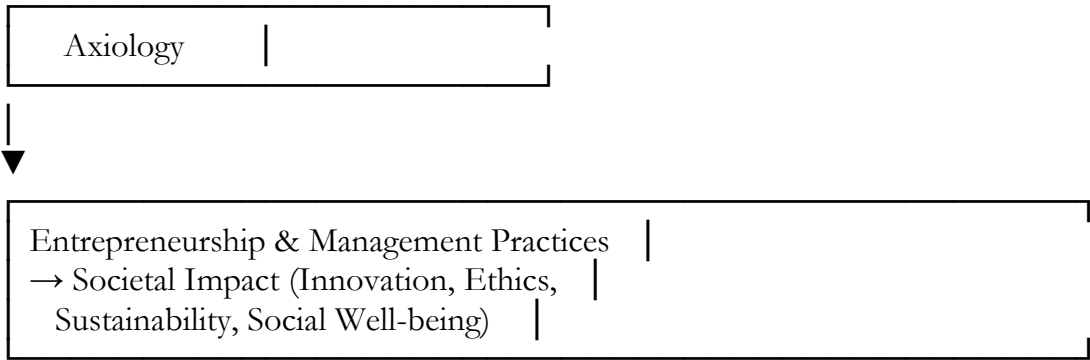
H1



H2



H3



This study develops a conceptual framework integrating three philosophical foundations—ontology, epistemology, and axiology to explain their collective influence on entrepreneurship and management practices and, ultimately, societal outcomes. Rather than empirically testing relationships, the framework offers theoretical propositions grounded in prior literature and philosophical reasoning.

**Proposition 1: Ontological Perspective and Entrepreneurship & Management Practices:** The ontological perspective shapes how entrepreneurs and managers perceive organisational and societal realities. An understanding of both objective elements (such as resources, systems, and structures) and subjective elements (including values, culture, and human behaviour) enables more adaptive and context-sensitive decision-making.

**Proposition 1:** *Ontological understanding influences entrepreneurship and management practices by shaping how organisational realities are perceived and interpreted.*

**Proposition 2: Epistemological Perspective and Entrepreneurship & Management Practices** Epistemology determine how knowledge related to entrepreneurship and management is generated, validated, and applied. The integration of empirical evidence, rational analysis, and experiential insight supports informed decision-making and organisational learning.

**Proposition 2:** *Epistemological orientation influences entrepreneurship and management practices by guiding knowledge creation, learning, and application.*

**Proposition 3: Axiological Perspective and Entrepreneurship & Management Practices:** Axiology provides the ethical and value-based foundation for entrepreneurial and managerial behaviour. Ethical values, sustainability principles, and social responsibility shape strategic choices and organisational legitimacy.

**Proposition 3:** *Axiological values influence entrepreneurship and management practices by guiding ethical decision-making and responsible leadership.*

**Proposition 4: Entrepreneurship & Management Practices and Societal Outcomes** Entrepreneurship and management practices translate philosophical orientations into action through innovation, leadership, and responsible governance, contributing to broader societal outcomes such as sustainability, ethical growth, and social well-being.

**Proposition 4:** *Entrepreneurship and management practices mediate the relationship between philosophical perspectives and societal outcomes.*

FIGURE 2. CONCEPTUAL FRAMEWORK OF THE STUDY



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## ENTREPRENEURSHIP & MANAGEMENT PRACTICES

Translating philosophical principles into  
strategic and ethical actions.

↑

## AXIOLOGICAL DIMENSION

Values • Ethics • Social Responsibility

↑

## EPISTEMOLOGICAL DIMENSION

Knowledge Creation • Learning • Application

↑

## ONTOLOGICAL DIMENSION

Nature & Reality of Entrepreneurship  
and Management

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