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**“Determinants of flatter organizations: A Literature review”**

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## **Abstract**

As has been established throughout this study, organizational structure plays a fundamental role as a critical facet of businesses. Its significance is identified through the facilitation of managing operations, including managing employees, catalyzing coordination, and communication both within the respective business department as well as between different departments of an organization. However, despite the extensive research conducted in structuring organizations, the concurrence among most studies entails that no specific way exists for effectively implementing a flat organizational structure. As a result, the hierarchical organizational structure has remained dominant across businesses over the past few decades and continues to prevail in many sectors.

Nevertheless, as a response to the changes in the economic and environmental conditions, companies are now increasingly restructuring their organization to make the transition towards more flexible and flatter organizational structures. Based on this drive towards transformation, this study set out to identify the main research areas in the context of flat organizations and decentralization in recent years. Most fundamentally, it sought to determine the various ways in which organizations that follow a hierarchical structure can delay. The objectives were coupled with the determination of how the organizations that apply a flat structure can scale up and grow without adding new hierarchical layers. Basically, this study's objective entailed determining the way organizations can implement a flat organizational structure. Against this backdrop, the employed systemic literature review helps to identify key elements of flat organizations and research focuses centered around the research questions. These data sources facilitated the identification of the various ways in which organizations can successfully implement a flat and relatively flexible structure. These findings were based on the literature that indicated the benefits and significance of the flat structure to the sustainability of the various operations amidst the rapid changes taking place in the market. Most importantly, the findings articulated the essence of a flat structure in delaying the various hierarchies and scaling up without necessarily adding new management levels.

Wie in dieser Studie festgestellt wurde, spielt die Organisationsstruktur eine grundlegende Rolle als kritische Facette von Unternehmen. Ihre Bedeutung zeigt sich in der Erleichterung des Managements von Abläufen, einschließlich des Verwaltens von Mitarbeitern, der Koordination und der Kommunikation sowohl innerhalb der jeweiligen Geschäftsabteilung als auch zwischen verschiedenen Abteilungen einer Organisation. Trotz der umfangreichen Forschungsarbeiten auf dem Gebiet der Organisationsstrukturierung sind sich die meisten Studien darin einig, dass es keinen spezifischen Weg gibt, um eine flache Organisationsstruktur effektiv umzusetzen. Infolgedessen ist die hierarchische Organisationsstruktur in den letzten Jahrzehnten in vielen Unternehmen vorherrschend geblieben und ist in vielen Bereichen nach wie vor vorherrschend.

Als Reaktion auf die veränderten Wirtschafts- und Umweltbedingungen strukturieren die Unternehmen jedoch zunehmend ihre Organisation um, um den Übergang zu flexibleren und flacheren Organisationsstrukturen zu vollziehen. Vor dem Hintergrund dieser Umstrukturierungsbestrebungen wurden in dieser Studie die wichtigsten Forschungsbereiche im Zusammenhang mit flachen Organisationen und Dezentralisierung der letzten Jahre ermittelt. Im Wesentlichen ging es darum, die verschiedenen Möglichkeiten zu ermitteln, wie Organisationen, die einer hierarchischen Struktur folgen, dezentralisiert werden können. Die Ziele waren mit der Frage verbunden, wie Organisationen, die eine flache Struktur anwenden, skalieren und wachsen können, ohne neue hierarchische Ebenen hinzuzufügen. Im Grunde genommen bestand das Ziel dieser Studie darin, die Art und Weise zu bestimmen, in der Organisationen eine flache Organisationsstruktur umsetzen können. Vor diesem Hintergrund hilft die eingesetzte systemische Literaturrecherche bei der Identifizierung von Schlüsselementen flacher Organisationen und von Forschungsschwerpunkten, die sich auf die Forschungsfragen konzentrieren. Diese Datenquellen erleichterten die Identifizierung der verschiedenen Wege, auf denen Organisationen eine flache und relativ flexible Struktur erfolgreich umsetzen können. Diese Erkenntnisse basieren auf der Literatur, die die Vorteile und die Bedeutung der flachen Struktur für die Nachhaltigkeit der verschiedenen Operationen inmitten der schnellen Veränderungen auf dem Markt aufzeigt. Am wichtigsten ist, dass die Ergebnisse das Wesen einer flachen Struktur in der Verzögerung der verschiedenen Hierarchien und der Skalierung nach oben, ohne notwendigerweise neue Managementebenen hinzuzufügen, zum Ausdruck bringen.

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## List of Abbreviation

|        |                                                  |
|--------|--------------------------------------------------|
| AMT    | Advanced Manufacturing Technology                |
| CEO    | Chief Executive Officer                          |
| CWB    | Counterproductive Work Behavior                  |
| HR     | Human Resources                                  |
| HRM    | Human Resource Management                        |
| MCC    | Mass Customization Capability                    |
| R&D    | Research & Development                           |
| SARFIT | Structural Adjustment (Adaptation) to Regain Fit |
| SME    | Small-Medium sized Enterprises                   |
| VUCA   | Volatility Uncertainty, Complexity, Ambiguity    |

# 1 Introduction

As a critical facet of businesses, the organizational structure is seen as an inextricable aspect of managing operations, including managing employees, catalyzing coordination, and communication both within the respective business department as well as between different departments of an organization (Guadalupe et al., 2014). In the field of structuring organizations, widespread research has been conducted for many years, and one conclusion has been indubitable – there is no one particular means of undertaking organizational structure (Blau & Scott, 1962). Having said that, hierarchical organizations have been dominating over the past few decades and continue to prevail within many sectors, which leveraged the benefits linked to hierarchical organizations to emerge as one of the world's leading industries.

However, in response to the evolving economic conditions, companies are now increasingly restructuring their organization to make the transition towards more flexible and flatter organizational structures. The hierarchical and systematically bureaucratic kinds of organizations are steadily being rendered obsolete and replaced by novel, more flexible, and more ingenious types to address the nuances of altering environmental frameworks. In consonance with these alterations, "VUCA" is often alluded to. It is an acronym comprising the following terms: volatility, uncertainty, complexity, and ambiguity. Put succinctly, our environment's dimensions are changing at a rather swift pace amidst nebulous scenarios. Against this backdrop, volatility refers to the fact that the related to organizations is constantly changing, that too more frequently and at a faster pace than previously seen or expected. In terms of uncertainty, the implication is that future is becoming increasingly challenging to portend, which underscores the need to take small, steady steps to ensure organizational success. Similarly, complexity denotes the environment wherein organizations cannot be analyzed exhaustively as they are closely embedded. Interactions cannot be mapped and examined simplistically, whereas both problems and solutions have various layers. Ambiguity describes that it is rare for things to be precisely determinable in today's world. Interpretations related to our experiences are predicated on our value systems and implicit assumptions (Millar et al., 2018).

Within the VUCA environment, employees, and in particular, managers must not only be able to tackle contradictions, complexities, and uncertainties, but also withstand them efficaciously in the long term. More often than not, quick and sound decision-making is the need of the hour. The way companies view the area of leadership is being increasingly shaped by the speed at which new technological innovations are opening the market, changes in customer behavior, and the loss of trust in circumstances that were previously deemed reliable. In this regard, leaders, and their teams, need to build their competence and digital expertise to develop ideas for the future in the world of work 4.0, regardless of the areas in which they work.

Flatter organizations, which could accelerate the shift towards such organizational forms, might be favored by the changing environments in recent years, particularly in the automotive sector, which saw many changes in the last years and probably in the upcoming years in comparison to the previous decades.

This gives rise to the following question: How can hierarchal organizations delay, or how can flat organizations scale up and grow without adding new hierarchical layers?

One of the objectives of this study is to determine major research areas connected to these underlying questions over the past to identify key elements appealing while implementing a flat organizational structure. As part of the literature review, I will consider organizations and organizational structure in detail to approach the underlying research questions. I will also expound on the contingency theory to underline the evolving environment in today's organizational context.

Subsequently, I will conduct my systematic literature review and compare literature with each other to find similarities and differences to identify main research filed of prior research. Part 5 denotes the completion of this paper wherein the most important results will be summarized, and my study's limitations will also be outlined to benefit future researchers.

## 2 Literature Review

### 2.1 Organizational Theory

#### 2.1.1 Organization

Organization refers to coordinated actions between groups as well as individuals with deviating interests, preferences, information, or knowledge. In this context, organizational theory denotes the sensitive transition of conflict into cooperation, the coordination of endeavors, as well as resource mobilization leveraging the success attained by organizations and members (March & Simon, 1958).

While later researchers placed the emphasis on varied aspects while coming up with their own versions of definitions (Aldrich, 1979; Barnard, 1971; Etzioni, 1964), an organization's (see Table 1) multiple concept formations have inexorably entailed some overlapping attributes:

*Table 1: Definitions of "organization"*

| Author                | Definition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (Barnard, 1971)       | Formal organization is that kind of cooperation among men that is conscious, deliberate, purposeful.                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| (March & Simon, 1958) | Given a general purpose for an organization, we can identify the unit tasks necessary to achieve that purpose. These tasks will normally include basic productive activities, service activities, coordinative activities, supervisory activities, etc. The problem is to group these tasks into individual jobs, to group the jobs into administrative units, to group the units into larger units, and finally to establish the top-level departments and to make these groupings in such a way as to minimize the total cost of carrying out all the activities. |
| (Etzioni, 1964)       | Organizations are social units (or human groupings) deliberately constructed and reconstructed to seek specific goals.                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| (Stinchcombe, 2000)   | By an "organization" I mean a set of stable social relations deliberately created, with the explicit intention of continuously accomplishing some specific goals or purposes. These goals or purposes are generally functions performed for some larger structure.                                                                                                                                                                                                                                                                                                  |

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (J. D. Thompson, 1967) | We will conceive of organizations as open systems, hence indeterminate and faced with uncertainty, but at the same time as subject to criteria of rationality and hence needing determinateness and certainty.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| (Katz & Kahn, 1967)    | All social systems, including organizations, consist of the patterned activities of a number of individuals. Moreover, these patterned activities are complementary or independent with respect to some common output or outcome: they are repeated, relatively enduring, and bounded in space and time.                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| (Aldrich, 1979)        | Organizations are goal-directed, boundary- maintaining, and socially constructed systems of human activities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| (W. R. Scott, 1992)    | <p>(1) Organizations are collectivities oriented to the pursuit of relatively specific goals and exhibiting relatively highly formalized social structures.</p> <p>(2) Organizations are collectivities whose participants are pursuing multiple interests, both disparate and common, but who recognize the value of perpetuating the organization as an important resource. The informal structure of relations that develops among participants is more influential in guiding the behavior of participants than is the formal structure.</p> <p>(3) Organizations are congeries of interdependent flows and activities linking shifting coalitions of participants embedded in wider material-resource and institutional environments.</p> |
| (Daft, 2007)           | Organizations are (1) social entities that (2) are goal- directed, (3) are designed as deliberately structured and coordinated activity systems, and (4) are linked to the external environment...An organization exists when people interact with one another to perform essential functions that help attain goals                                                                                                                                                                                                                                                                                                                                                                                                                           |
| (Kates et al., 2007)   | The organization is not an end in itself; it is simply a vehicle for accomplishing the strategic tasks of the business. It is an invisible construct used to harness and direct the energy of the people who do the work.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

|                            |                                                                                                                                                                                                                                                                                                                 |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (Lawrence & Lorsch, 1967a) | An organization is defined as a system of interrelated behaviors of people who are performing a task that has been differentiated into several distinct subsystems, each sub- system performing a portion of the task, and the efforts of each being integrated to achieve effective performance of the system. |
| (Hunt, 1972)               | An organization is an identifiable social entity pursuing multiple objectives through coordinated activities and relations among members and objects. Such a social system is open-ended and dependent for survival on other individuals and sub-systems in the larger entity-society.                          |

*“In essence, they portray an organization as (1) a multiagent system with (2) identifiable boundaries and (3) system-level goals (purpose) toward which (4) the constituent agent’s efforts are expected to make a contribution”* (Puranam et al., 2014, p.163).

Besides being pivotal, every aspect of this definition elucidates widely accepted perceptions of what an organization is and entails in terms of being a full-fledged system. To begin with, the system must have several agents exceeding one, implying that two agents would be sufficient to call the system an organization in the event other criteria have been adhered to.

Secondly, the group of agents considered need to subsist within boundaries that are identifiable. A company signifies a particular form of organization with a boundary, but the nature of this boundary does not necessarily need to be legal. Importantly, the boundary demarcates the system under consideration from a particular context to imbue clarity about what system it is referring to. The mere presence of a boundary does not mean the organization is ensconced in a rigid, closed system. It could be possible for them to be vulnerable to the impact of extraneous aspects of the environment beyond their boundaries and vice versa. Furthermore, it is not mandatory for these boundaries to be constant all the way (W. R. Scott, 1992).

Third, the assignment of goals to the organization must not be in the realm of impossibility. An organization is essentially defined by a recognizable comprehension of its underlying purpose across a system, as exemplified by the Greek root of the term - "organon" (Perrow, 1986). An organization’s

goals are generally understood concerning exploiting gains from joint actions that individual members cannot undertake by working in an isolated manner, even if their definition is made only in terms of continued existence. Under this approach, organizations are seen as instruments contributing to the attainment of goals, without considering the possibility that goals lack a specific nature or that they have no linkage with particular values (W. R. Scott, 1992).

An organization's goals typically tend to be implicit. However, they need not be identical to the targets of individual agents even if they are explicit (W. R. Scott, 1992). As a case in point, the goals of traditional business organizations are stated explicitly; oftentimes these imply the pursuit of profitability. In this context, since the firm's overall objectives may not appeal directly to employees, there might be a divergence between organizational and employee goals; instead, employee compensation may be the focal area (Simon, 1951). At the same time, organizations may well independently develop their explicit goals in such a manner that no agent is cognizant of it (Selznick, 2009).

Fourth, the efforts of the agents within the organization as a whole must contribute to the organization's goals. This condition, however, can also be derived from viewing organizations as consciously designed systems that intend to achieve a goal (Aldrich, 1979). A mismatch between goal attainment and intention to do so would indicate that the system in question is not yet an organization but was formed with the intention of becoming one. A public sector bureaucracy may serve as an example of an organization in which the employees as a whole contribute nothing to an identifiable goal but also consider that the stated goal is often not the only relevant one. Therefore, this example would not be an organization within our definitional framework. However, there are theories in organizational science, which may come to different conclusions with their defined premises of an organization.

### **2.1.2 Universal Problems of Organizing**

Many researchers have concurred that any organization needs to feature approaches to encompass the challenges of the division of labor and integration of efforts (Burton & Obel, 1984; Lawrence & Lorsch, 1967b; March & Simon, 1958; Mintzberg, 1979; Smith, 1995).

In organizations, the division of labor involves how an organization categorizes its goals into sub-goals as well as tasks and the manner in which these tasks are assigned to individual organization members. On the other hand, the integration of effort requires mechanisms to inspire agents to expend cooperative

effort and make sure that the agents are able to access information pertinent to coordinate effort (Gulati et al., 2005; Lawrence & Lorsch, 1967b). Here, no sequencing of such tasks is assumed. The incentives and task assignments chosen for a present group to attain a defined goal may differ from those someone would opt for concerning a group of strangers coming together to achieve a shared goal. Thus, solutions to the problem of division of labor may consider approaches to the problem of integration of effort.

A key element of flat organizations is to shift authority along these challenges every organization needs to address. The approach of universal problems of organizing divides these elements into a framework of five solution sets. The integration of effort is further divided into the provision of rewards and the provision of information whereas the division of labor is further divided into task division and task allocation. In addition, exception management describes ways of dealing with the exceptions of four other solution sets (Puranam et al., 2014).

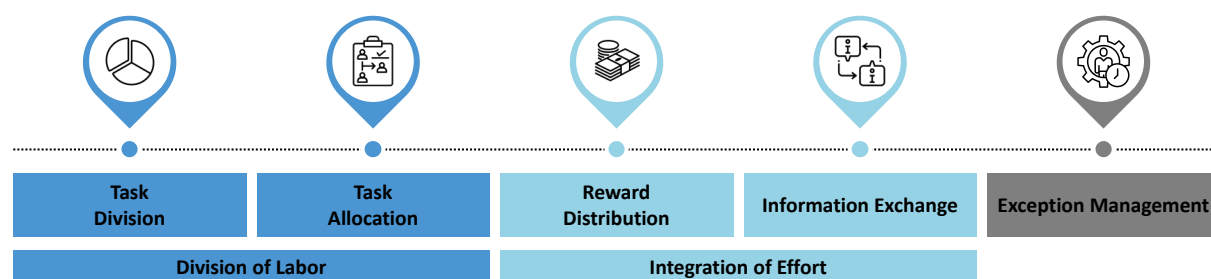


Figure 1: PAR 2014 framework

### Task Division:

Division of tasks explicates solutions to the problem of mapping organizational goals into tasks as well as subtasks. If this process is consciously undertaken by human agents, it is generally carried out by a (non-unique) means-ends decomposition of organizational goals. A slew of interrelated subtasks and information/material transfers that are deemed a necessary need to be defined to achieve the organization's goals (Newell & Simon, 1972). In the process of doing that, organizations end up using established ways of signifying these interrelationships, including value chains, business process maps, as well as workflow diagrams.

### Task allocation:

This deals with the issue of how the defined tasks are assigned to the respective groups of individual agents and employees. Here, subtasks are assigned to the respective competencies and quality of the

employees' profiles. Traditional companies hire employees for certain roles or assign formal roles to their employees to realize this approach. For example, task allocation may follow a particular approach by assigning certain task clusters of repeatable and similar tasks to one agent to leverage the ensuing advantages of specialization (Smith, 1995). Other goal-achieving approaches include assigning responsibility for tangible deliverables rather than intermediate outcomes, increasing task variety for the agents, or minimizing interdependencies among agents (Hackman & Oldham, 1976). Furthermore, to ensure motivation and cooperation, the integration of efforts can be slotted into sub-problems and the provision of rewards; it can also be divided into provisions of information to ensure competence and coordination.

### **Reward Distribution:**

This tackles the problem of how each organization needs to formulate incentive mechanisms for its agents so that they can be incentivized to stay in the organization and contribute individually (Simon, 1951). In this context, conventional organizations oftentimes implement reward mechanisms including procedures for providing monetary/non-monetary compensation specified within the employment contract and defined therein to select colleagues, opportunities for promotion, and working conditions (Gibbons, 1998; Prendergast, 1999).

### **Information Exchange:**

This addresses the problem of the manner in which an organization makes sure that all its agents possess all the relevant information they require to perform their tasks and to coordinate their tasks with others. Thereby, the presence of sufficient information is a prerequisite for coordinated action to help interacting individuals operate as if they can forecast the future actions of others (Schelling, 2015). There are two approaches to implement a solution to the problem of information provision: Under the first approach, task division/allocation is designed to minimize the need for such information in the organization via the use of plans schedules, policies, and standards, thus ensuring that employees follow the defined actions to pave the way for coordination actions. The other approach entails ensuring that channels providing necessary and poignant information such as electronic or face-to-face communication options are extensible (Srikanth & Puranam, 2014).

### **Exception Management:**

Problems of various kinds can also arise even if an organization implements solutions to the previously discussed problems to facilitate the functioning of the organization as a whole. This is attributed to the fact that at the end of the day, employees and managers are only human. For example, employees' circumstances can change, there can be inadvertent errors in execution and planning, the work performed can differ across different workdays, and employee turnover may unexpectedly increase. From these challenges, it can be surmised that processes defined previously are not optimally executed, thus giving rise to exceptions. In conventional companies, managers are often responsible for resolving these exceptions. Discrepancies arising in the distribution of tasks and the achievement of goals are some common conflicts that need to be resolved. Further conflicts between agents can also emerge because of diverging interests, incentive conflicts, or on account of contrasting views on handling a task - so-called coordination conflicts. Hence, to cover these fundamental problems of an organization, exception management belongs with the remaining dimensions to a framework (Puranam, 2018).

## **2.2 Organizational Structure**

Based on the previous derived organization definition: *"In essence, they portray an organization as (1) a multi-agent system with (2) identifiable boundaries and (3) system-level goals (purpose) toward which (4) the constituent agent's efforts are expected to make a contribution"* (Puranam et al., 2014, p.163).

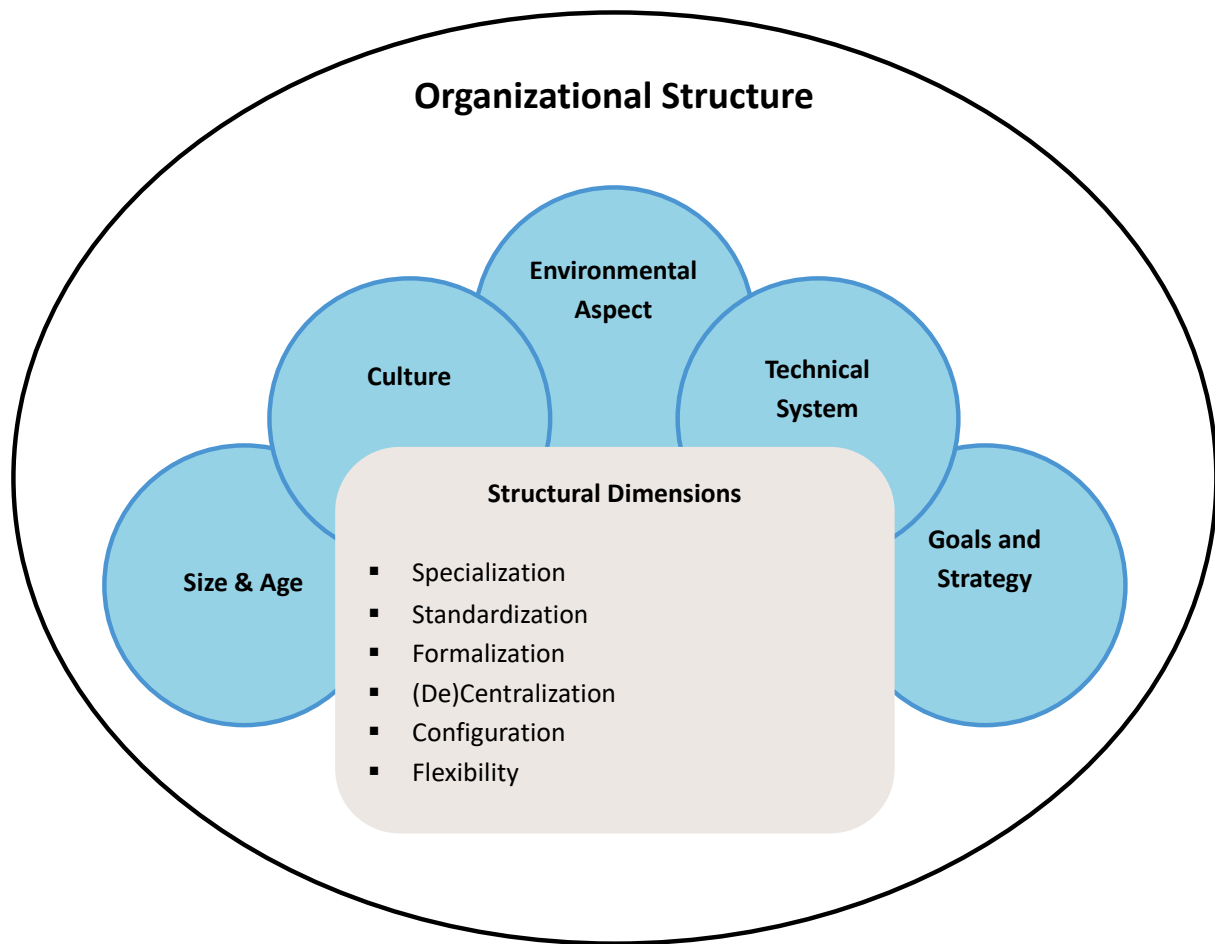
To identify an appropriate definition of organizational structure suitable to this paper, the organizational structure approach was considered from different perspectives.

The classical theory was characterized by the notion of "one best kind of organization" along with the preoccupation with general forms. Henri Fayol (Fayol, 1977) introduced the first variant of classical management theory. The theory combined Frederic Taylor's *efficiency science* (Taylor, 2012) with Max Weber's bureaucracy model, his *Protestant work ethic view* (Weber, 1978), and Fayol's instrumental perspective. In a broader sense, these theories "discovered the organization" as something tangible that can be assembled efficiently using the applied theory. Thus, leaders are cultivated on a top-down hierarchical basis so that they can efficaciously undertake organizational management and coalesce an effective configuration. While the early theories excluded aspects of organizational work, they did establish the foundation for a large part of contemporary organizational theory (Hatch, 2018).

Researchers have defined organizational structure from myriad perspectives. Lawrence and Lorsch (Lawrence & Lorsch, 1967a) focused on behavioral aspects influenced by "pre-existing programs and controls" in organizations. On the other hand, Pugh (Pugh, 1997) also posited that activities like task assignment monitoring or coordination, which are generally aligned on the basis of organizational goals, influence organizational structure. Contrastingly, Katz and Kahn (Katz & Kahn, 1967) opined that structure can be discovered in a sequence of recurring/linked events to conclude a cycle of activities. Stroh et al. (Stroh et al., 2002) expounded on the correlations between the different roles of an organization, represented by the organizational structure, and denote the various units of an organization. According to Miles et al. (Miles et al., 1978), an organization comprises both the purpose as well as the mechanism established to attain that purpose. They concluded that there is an inextricable link between the processes and structure operating in the organization. The viewpoint of Miles et al. (1978) sheds light on how organizational structure pertains to concepts like communication or leadership, as well as how this overlapping linkage helps shape processes in an organization's life cycle. As illustrated by the different definitional approaches, the term "organizational structure" encompasses various dimensions, and cannot necessarily be reduced to a unique characteristic.

## **2.3 Dimensions of Organizational Structure**

Organizational elements are connected and coordinated by various structural, and contextual dimensions or principal aspects of organizational structure (Daft et al., 2020; Mintzberg, 1979; Pugh et al., 1968). These elements or dimensions take on a supporting role to devise or draft an organizational setup that meets the strategic goals of the organization. Contingency factors or contextual dimensions not only characterize an organization as a whole, but also the larger organizational environment (Mintzberg, 1979). On the contrary, structural dimensions create a basis whereby organizational structures can be compared and can be utilized to obtain insights into why an organization has designed its structure in a specific manner (Daft et al., 2020; Mintzberg, 1979). As both contextual and structural dimensions interact with and affect each other to form the basis to further assess organizational attributes, these must be considered carefully to evaluate and comprehend organizations (Daft et al., 2020).



*Figure 2: Dimensions of organizational structure*

### **2.3.1.1 Structural Dimensions**

According to Pugh et al. (1968), there are six structural dimensions: (1) Specialization, (2) Standardization, (3) Formalization, (4) Centralization, (5) Configuration, and (6) Flexibility. Nevertheless, due to insufficient data for the flexibility dimension, only the first five dimensions of organizational structure were operationalized (Pugh et al., 1968).

#### **Specialization:**

The first of the sixth dimension refers to the manner in which an organization structures and distinguishes the division of labor between various facets of specialization. The number of functions performed by specialists (i.e., agents who conduct this lone function and are not in the direct line of command) can express the number of specializations (Shepard, 1970). An indicator of the relative importance of these functions would be the ratio of line to personnel staff. Here, it is prudent to make a distinction between general categories of specialists, e.g., those concerned with maintaining resources, and those concerned with innovation, among others.

The degree of role specialization here matches to the containment and specificity of the tasks linked to a certain role. To illustrate, due to the level of specialization and the work content of many unskilled agents, the role of the foreman in today's economy has been reduced to a few tasks.

The level of professional activity against the backdrop of relative status and influence on specific specialties and technical complexity wherein the level of the line hierarchy for which the agent is responsible is another relevant aspect (Pugh et al., 1968).

### **Standardization:**

Two fundamental aspects are considered within this dimension. The first one addresses the standardization of procedures along with the core issue of organizational structure, which would distinguish traditional and bureaucratic organizations from charismatic ones in Weber's sense. The basic problems of this aspect are represented by the definition of a procedure and the determination of which procedures should be investigated in the organization. A procedure signifies an event that takes place regularly within the organization (Pugh & Hickson, 1976).

One can derive an approach for the meaningful classification of procedures by modifying the interaction process analysis of Bales (Bales, 1976). In this context, a distinction is made between decision-making procedures, decision-seeking procedures, information-conveying procedures, and procedures for operating or implementing decisions. Procedures here are characterized as standardized if some definitions encompass all contingencies and that apply invariably. These rules also encompass a procedure for implicit contingencies.

The second aspect addresses how organizations standardize roles and refers to the standardization of role definition and qualifications, the role of performance measurement, titles for office, and symbols of role status, as well as rewards for role performance. Questions must be raised on the extent to which these scales consider the descriptive characteristics or performance that form the basis of Weber's distinction between bureaucratic and conventional organizational forms (Pugh & Hickson, 1976).

### **Formalization:**

This elucidates the dependence of organizations on written documentation. In this particular context, documentation includes job procedures, descriptions, regulations, and policy books.

Put differently, what is the extent to which there is a written form of procedures, instructions, rules, and their communication, and what is the extent to which these procedures and rules guide employee behavior (Pugh et al., 1968)?

As the size of an organization increases, formalization may become unavoidable since it can help in coordinating activities and employee supervision. In that regard, it comes across as an effective alternative to indirect communication channels and direct supervision, which come less effective once the organization reaches a certain size (Khandwalla, 1974). Thus, adhering to the defined rules can augment efficiency and performance. However, as creativity and flexibility are inhibited by the defined procedures and rules, a high degree of formalization can also cause disadvantages. Especially in a business, environment fraught with uncertainties and characterized by constant change, the need for flexible solutions is greater. Furthermore, many employees can feel disempowered by an environment in which procedural instructions must be strictly complied with (McShane, 2021).

#### **(De)Centralization:**

Unlike their centralized counterparts, decisions are made along the entire hierarchy in decentralized organizations. Improved coordination of overall activities is ascribed to centralized organizations, particularly when they operate in a stable environment. However, centralization, which arises from limited information flow between lower ranks and higher ones and vice versa, may lead to communication and performance challenges (Stroh et al., 2002). It may also be problematic in an uncertain and fickle environment. In several cases, to keep up with the changing environment, employees need the authority to make rapid decisions without awaiting instructions from officials to guarantee (George & Jones, 2012), which is possible with decentralization; based on the time-saving potential of having fewer levels of hierarchy to undergo to get approval for the next step, decentralization also focuses on value-adding processes by teams and workgroups. This factor is often found to play a key role as an organization becomes bigger as more time is needed to inform all involved parties across all affected hierarchical levels. Therefore, as size increases, some degree of decentralization is essential (Stroh et al., 2002). However, the right balance of de- and centralization must be achieved to obviate the challenges caused by excessive many initiatives of teams and employees that are often incongruent with

a company's interests or strategy. Also, problematic performances can be caused by inadequate communication between different departments, workgroups, and teams (George & Jones, 2012).

### **Flexibility:**

In the organizational structure, flexibility encompasses alterations in an organization within a given time span. Here, three main factors can be distinguished. Determining the scope of change involves identifying and evaluating the nature and significance of organizational change; to illustrate, an organization with numerous minor changes can be distinguished from one with a few salient changes. The rate of change explains the amount of change that can occur in a period. Determining an appropriate period is the primary issue here; hence, assessing the structural change of an organization from its inception to the current time is empirically impractical (Burns & Stalker, 1994).

### **Configuration:**

An authority structure describes the relationships between jobs and positions in every organization and can be characterized by the responsibility of employees as well as the authority of superiors. Against this backdrop, an organizational chart can be seen as a form of visualization to signify the concept. Comparisons can be made between different companies via this structure of the configuration. Theoretically, different aspects can be distinguished, including segmentation criteria such as the number of positions per segment, or the lateral and vertical span of control. However, problems can emerge in determining the positions that are at comparable levels when measuring the lateral span of control (Pugh et al., 1968). For this reason, the vertical span of control analysis may hold more promise. It is possible to determine authority levels along a particular line from the general manager to a production worker in a manufacturing firm (Woodward, 1975). These lines of authority can be visualized by means of an organizational chart.

#### **2.3.1.2 Contextual Dimensions**

Mintzberg (Mintzberg, 1979) discerns between four various forms of contingency factors: environmental aspects (diversity, complexity, stability, and hostility), the age and size of the organization, the robustness of relationships, as well as the technical system. In addition, these factors build the foundation for the contextual dimensions addressed by Daft et al. (Daft et al., 2020) in their later research and include: environment, organizational technology, size, culture, goals, and strategy.

Size as a contextual dimension can be divided into departmental plant or division level as it refers to the actual size of the organization. Here, the number of employees is used as a measure. The dimension of organization technology explicates the techniques, measures, as well as instruments required to convert inputs into outputs, expounding on how an organization manufactures its products and services. On the other hand, the dimension of organizational technology pertains to issues including adjustable production, sophisticated information systems, as well as the Internet. The environmental dimension includes all aspects that are outside organizational boundaries, such as stability, complexity, hostility, and diversity (Pugh et al., 1969). Additionally, salient elements outside organizational boundaries are occupied by industry, customers, government, clients, suppliers, and finance. As far as the dimension of goals and strategy is concerned, an organization determines its purpose and competitive techniques to distinguish itself from other organizations. It also defines the scope and affiliation with employees, competition, and customers. Here, a goal is viewed as a declaration of the intent and approach of a company defining an action plan to not only allocate resources but also determine the activities to be accomplished within the environmental dimensions. In terms of the cultural dimension, the organization and its employees are known to share the defined norms, key values, and beliefs. Notably, the underlying values may pertain to efficiency, employee engagement, customer service, or ethical behavior, and are often reflected in the organization's office design, history, ceremonies, or slogans (Daft et al., 2020).

## **2.4 Hierarchy and Authority in Organizations**

### **2.4.1 Weberian Bureaucracy and Authority**

Owing to his significant contributions to the functioning of bureaucracy as the dominating administration to have emerged with capitalism, Max Weber is considered one of the founding fathers of organizational theory. Weber's comparing historical orientation to the economy and the study of ideas influenced his overall thinking about organizations. This resulted in a conceptualization approach to organizations in a framework of the political sociology of economic life, as evidenced in his acclaimed work *Economy and Society* (Weber, 1978). A historical analysis of the progress of capitalism, authority, social organization, and systems of domination is necessary to better understand the depth of Weber's analysis and its ongoing significance to organizational theory. Weber underlined - by tracing the progress of capitalism in occidental societies – as per conventional forms of authority and reign within

social life were surrogated by novel types of reigns arising from the institutional progression of bureaucracy, democracy, and predictable law that facilitated the onset of capitalism. Weber postulated that the patterns of modern administrative and economic systems including bureaucracy loomed out of distinct developments not merely in the context of trade, technology, and markets but also in terms of religion, legal structure, political structures, and cultural institutions/ideas. Taking up his ideas, other researchers such as Selznick (1949), Gouldner (1954), and Lipset et al. (1962) then established a robust basis of organizational theory as an explicit specialty area. As postulated by Weber, early researchers conducted empirical studies to identify the ideal type of bureaucracy (Albrow, 1985).

Additionally, Weber analyzed intraorganizational power and conflict, as well as the association of system authority with other socio-historical dynamics (Hinings & Greenwood, 2002). According to him, the struggle for power and domination assumes significance not only in social life but also in bureaucratic and organizational life. A key aspect of Weber's analytical framework lies within the concept of domination often ingrained in authoritative systems (Weber, 1978). Opposing his definition of power as an actor's likelihood of enforcing his own will in contempt of resistance, Weber defined domination as the likelihood that someone will be submissive to an order passed by a group, usually via compliance by choice or backed by an intention of obsequiousness. Thus, domination is founded on a parted belief scheme organizing interdependencies between subjects and rulers and is not merely the forceful imposition of power. Thus, domination must be seen as an expression of the institutionalization of norms and values governing a plethora of political, economic, and social, behaviors. Weber's categorization of administrative systems into rational-legal, charismatic, and traditional characterizes three forms of authority systems primarily deviating from the type of cultural system that justifies the exercise of authority (R. Scott, 2014). Weber further analyzed and understood the key distinctive facets of modern bureaucracy as a rational-legal administrative scheme based on the aforementioned three ideal-typical administrative systems constituting an overarching framework. Unlike rational-legal authority, which hinges on official codes that vindicate normative regulation patterns and the rights of people in authoritative positions to exercise authority, charismatic authority is characterized by an individual's intrepidity and conventional authority provided by long-term beliefs and customs. To understand the root of modern modes of social action and economics, Weber concentrated more on the

historical shift towards rational-legal authority systems from traditional ones. Macro-historical changes linked to the development of capitalism arose in the transition from traditional rational forms of authority. Rather than the linear development of process evolution, Weber viewed the progression of capitalism based on a complex causal chain and incomparable structuring of events (Collins, 1986). The emergence of an economic ethic that resolves barriers between external and internal economies and the modern state at the focal point of the progression of capitalism bears significance. However, it is notable that capitalism did not establish domination in its rational-legal form; instead, it emerged based on multifactorial religious, economic, political, and social developments consisting of the genesis of bureaucracy enabled by rational-legal ideas. For this reason, bureaucracy served as the basis for the eventual progress of capitalism as opposed to its secondary product premised on the presence of factors such as long-distance transport and communication, and literate administrators. According to Weber, bureaucratic administrative systems constitute the most sophisticated manifestation of rational-legal authority. He evaluated the operation and ramifications of bureaucracy through a sophisticated historical analysis. Conflicting Weber's contention that bureaucracy was an extremely efficient administration system, Goldman (1994) opined that organizational theory has grossly misinterpreted Weber's views on the efficacy of his prescriptive model of bureaucracy on the organization of administrative systems. This incorrect interpretation was attributed to a mistranslation of Weber's opus by Parsons (Weiss, 1983). However, Weber did opine that due to the reliance of traditional systems on covering force and coercion, those traditional administrative systems were less efficient than bureaucratic systems. He also argued that since official positions within the systems were filled based on qualifications in contrast to personal allegiance to a master, the formation of bureaucracy aided in mitigating social differences. Despite the encouraging results of bureaucratic authorities, he was very concerned about the focus on authority and the dehumanization characteristic of existence in bureaucracy. According to Perrow (2004), conventional authority, controlled by certain masters that use it to pursue their own goals, is still similar to bureaucracy although its power, logic, and ability of opening administration to a larger group of people set it apart. The "organization man", wherein the orientation toward subjugation and rational technical rules to its notional principles of statutory rationality results in the conception of the notorious "iron cage", is a further negative result (Whyte & Nocera, 2002).

Although the majority of organizational theory scholars confined their analysis to positive and negative aspects of bureaucracy, the shortcomings of bureaucracy elicited attention by Intra organizations in the 1950s and 1960s who went on to assess authority conflict (Crozier & Friedberg, 2017; McEwen, 1956; Ruef & Scott, 1998) along with later studies that adopted a more critical approach (Barker, 1993; Ezzamel & Willmott, 1998). According to some scholars, despite his irrefutable impact on the progression of organizational theory, Weber was constrained by organizational scholars. Since Weber's arguments were available only in discontinuous fragments and, as a consequence, taken out of context, Current economic sociology and organizational theory have a restricted image of Weber's organizational theory, particularly in the United States (W. R. Scott, 1996; Swedberg, 1998).

#### **2.4.2 Hierarchy and Distribution of Authority**

The literature has established various definitions of authority. For example, in his fundamental treatise written in 1872, Engel defined authority as "the imposition of the will of another upon ours". On the other hand, Gary Yukl defined authority as "the rights, prerogatives, duties, and tasks associated with particular positions in an organization or social system". He also described the term "scope of authority" which denotes a range of properly performed actions within the organization by the leader (Yukl, 2010, p.168). In a hierarchical organization, authority's scope translates into a combination of rights of the superior, e.g., management boards over the subordinate employees (V. A. Thompson, 1961; Yukl, 2010). Instances of a supervisor's rights include demanding loyalty, expecting loyalty, seeking obedience from subordinates, initiating activities, monopolizing communication, or arbitrating conflicts. In this process, the supervisor can also exercise their rights to approve or veto proposals from the employees without having them appeal against such a decision an appeal (V. A. Thompson, 1961).

In the literature, several theories justify the process of distributing power and authority in an organization. Alluding to the strategic contingency theory, Yukl posits that power is predicated on various aspects of organizational subunits. These include problem-solving ability, security of the function within the workflow, as well as the degree to which expertise is inimitable and fungible (Yukl, 2010). In this theory, the process of natural selection also plays an important role as a person's selection hinges on whether he or she is best qualified for the organization and therefore catalyzes a prosperous adjustment to the surroundings. Further theory pertaining to the distribution of organizational authority

attributes it to the process of political power and "institutionalization" (Yukl, 2010). In this case, the process elucidates the ability of the top management to justify their policies by controlling information distribution. In this process, the greatest success is achieved by the institutionalization process when it is clear that arriving at a consensus of the dominant party is the most successful way of addressing environmental conditions.

However, in the recent past, hierarchical organizations and their authority distribution have drawn criticism because of the changing factors that affect a business environment's stability (Gursoy et al., 2008; Macky et al., 2008; Twenge & Campbell, 2008). Swifter innovation growth and technology adaptation have already been addressed. Here, a direct conflict emerges when compared to Yukl's theory, implying that due to the lack of strategic solutions in the face of major environmental changes, a high institutionalization of power within an organization can cause organizational inefficiencies or failure (Yukl, 2010). Moreover, unilateral authoritativeness has also come under criticism.

According to a 2020 employee survey, just 20% of employees feel engaged in the processes of their organization' (Harter, 2021). Notably, 230,000 employees were questioned, and an engagement rate was determined based on the questionnaire. In this instance, the employee engagement rate emerges as an interesting indicator due to many reasons. Firstly, it is possible to establish a correlation between significant business results and the level of employee engagement. According to the findings of this study, there was a substantially higher value for customer ratings, productivity, and profitability, and a high level of employee engagement. On the other hand, a low engagement score, impacts absenteeism, quality deficiencies, and turnover. At the same time, low employee engagement also influenced employees' motivational factors, such as self-esteem and self-actualization (Maslow et al., 2000). Here, the study also found a negative influence on the productivity of hierarchical organizations.

The evolving perception of duties and work tasks by the Millennial generation is another factor influencing the distribution and scope of authority (Gursoy et al., 2008; Macky et al., 2008; Twenge & Campbell, 2008). According to myriad studies, this generation is substantially different from previous ones in terms of organizational environments.

As per these studies, this generation is approaching an excessive level of self-awareness, the ability to multitask, and the inability to focus on routine tasks. They also have high expectations of

meaningfulness, rapid career advancement, and high levels of work authenticity (Gursoy et al., 2008; Macky et al., 2008; Twenge & Campbell, 2008). A high value is also placed on the fulfillment of meaningful work in comparison to factors that were given more importance by the past generation, such as salary increase, job stability, and vacation and maternity leave (Macky et al., 2008).

This generation gap creates a predicament for executives of conventional hierarchical organizations: They need to manage young workers through a reflective, flexible, and collaborative work environment. This is where a change in organizational structure can be beneficial. In this regard, it can be inferred that the distribution of authority is a key component of hierarchical organizational structure, which remains the predominant organizational form. However, emphasis is being placed on necessary changes in organizational structure as a result of emerging factors and ongoing criticism.

### **2.4.3 Hierarchy in Organizations**

According to Tannenbaum (1974) the definition of hierarchy as an organization's universal dimension is as close as any other social characteristic. This definition was sourced from the social system theory, which points to an inexorable societal inequality. On the other hand, Weber defined hierarchy based on class domination as a means of exploitation since employees in organizations are divided into "classes" in a vertical hierarchy (Weber & Nippel, 2000). In this manner, at least one department creates a branch of an organization to break down the most salient functional blocks.

Max Weber defined hierarchy as the vertical/ formal inclusion of official roles in a distinct organizational pattern wherein all offices or positions are under the supervision of senior positions (Diefenbach & Sillince, 2011; Weber & Nippel, 2000).

In their basic structure, traditional hierarchies within organizations are often partly based on military structures. Each employee is subordinate to another employee, except for the managing director. An organization's structure assumes the form of a pyramid, comprising several units descending into the employees' base from the lower end.

The culture of a hierarchical organizational structure is often characterized by the role culture whereby roles are created to set rules, coordinate communication processes, resolve disputes, and make internal organizational interventions (Handy, 2007). Such a culture shaped and promulgated by the management provides employees with stability and predictability, thereby satisfying the basis of the motivational

hierarchy of needs (Maslow et al., 2000). Due to its advantages of controlling task areas and well-defined authority, the hierarchical structure remains the predominant structure in the mostly static conditions in the 20th century. Agents at senior levels have substantially more power than agents at junior levels as power is disruptively distributed within the hierarchy (Tannenbaum, 1974).

The well-defined promotion structure for employees is another advantage of a hierarchical structure. There is transparency across individual levels of the hierarchy. Therefore, agents seeking promotion can determine the contours of a potential future leadership position. This possibility of promotion also motivates employees to achieve the accompanying privileges, such as salary increases and/or bonuses (Handy, 2007). The high level of expertise at higher levels denotes the third benefit. The hierarchical structure is known to provide the privilege to hire or promote managers with a narrow specialization or those who are qualified for specific departments or areas. This dimension assumes significance from an organizational standpoint while also encompassing a component of human relations as employees generally trust managers more when their expertise in their conducted tasks and area remains high.

Therefore, through monitoring of specialized management of the division, the entire organization can be benefited. The loyalty exhibited by the employees to the department is another advantage that finds mentioned in the extant literature. Via daily routine processes, the agents are brought closer to each other by specific goals of the department within the hierarchy in comparison to other structures wherein the employers are unified by a shared organizational goal. The aspect of loyalty merits attention at two levels: 1) for the supervisory level to secure employees and 2) for employees to feel a sense of belonging within the team, and are motivated to perform better (Handy, 2007).

However, hierarchical structures are not impervious to some challenges: Tannenbaum (1974) found in his study that hierarchy resulted in alienation, frustration, and conflicts among employees within different levels of the hierarchy. Important interpersonal relationship techniques for supervisors to counteract the previously described disadvantages included being empathetic and creating a trusting environment by eliminating the feeling of subordination (Tannenbaum, 1974).

Another shortcoming of hierarchy is referred to as the Peter Principle, according to which all employees tend to rise within their levels of incompetence (Peter et al., 2020). That is, upon being promoted, employees often erroneously assume that they know their new job and can perform it effectively.

The autonomy of departments signifies another disadvantage of hierarchy because it implies that they can make deleterious decisions for the organization in its entirety. This is particularly true in case there is a rivalry between departments. This can be attributed to insufficient communication between the vertical hierarchies as each department is determined to meet its specific objectives. For this reason, department management must ensure that no conflict exists with the overall goal of the organization or other departments.

Another shortcoming of hierarchy manifested in the 21<sup>st</sup> century amidst fast-paced changes in technology development and market conditions. In a survey comprising Fortune 500 companies conducted in 2015 72% of CEOs noted that one of the greatest future challenges was rapid technological innovation growth (Appendix 7). Also, large hierarchical organizations' market shares declined due to slow response to market/customer needs along with their internal bureaucracy.

Having said that, it must generally be observed that the previously cited advantages and disadvantages are characteristics of a large bureaucratic organization's conventional hierarchical structure. Moreover, these characteristics may differ based on the type of organization under investigation.

For instance, one study that examined types of organizations with a hierarchical structure made a distinction between representative-democratic, professional, bureaucratic, network organizations, hybrid, or postmodern, and varying hierarchical characteristics, based on typicality (Diefenbach & Sillince, 2011). The primary principle of the distribution of power within a hierarchy is clearly defined despite the listed controversial arguments about the reliability of hierarchical structures.

#### **2.4.4 Flat Organizations and Span of Control**

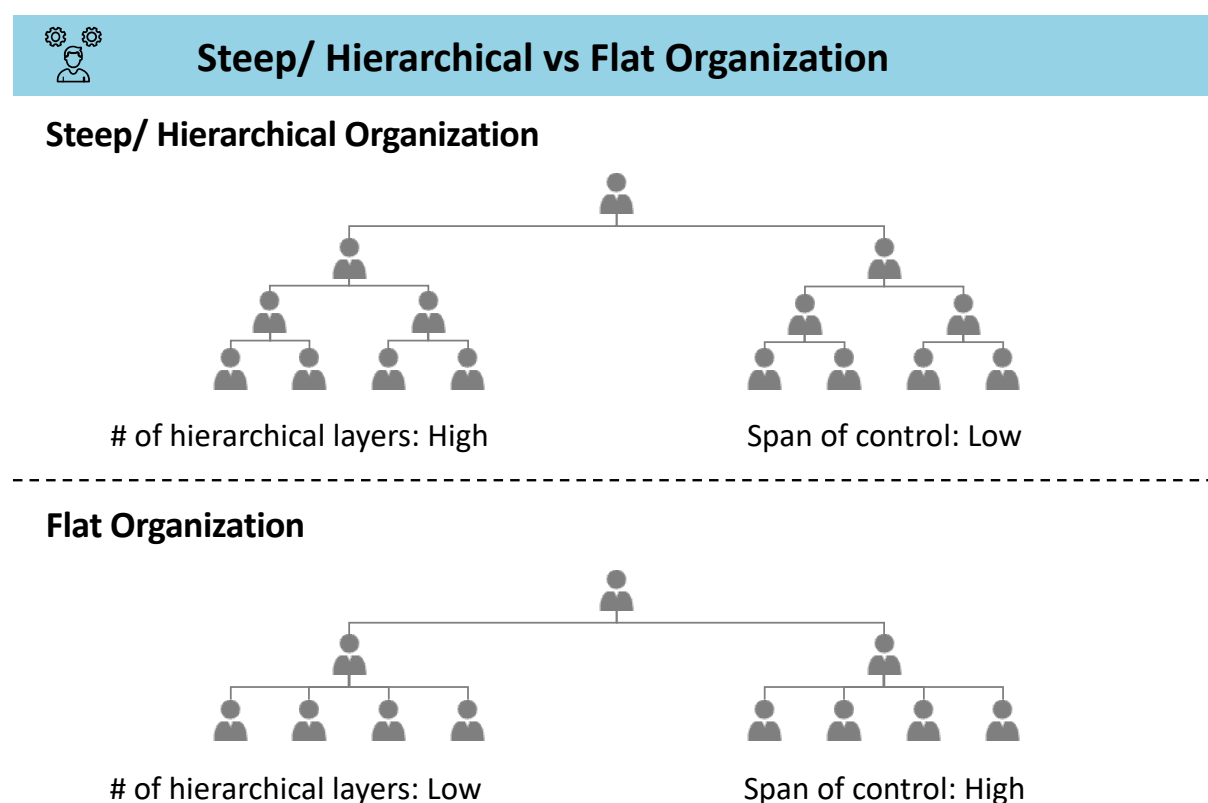
Ghiselli and Siegel (1972) explicated the difference between a flat and steep organization in the following manner: A flat organization is characterized by many employees being managed by one supervisor. In contrast, under a hierarchical/steep organizational structure, a few people are led by a superior, albeit a large chain of command (Ghiselli & Siegel, 1972) (Figure 3).

Thus, in flat organizations, managers must take on additional responsibilities compared to their counterparts in hierarchical organizations as guidance and support from supervisors are limited in flatter organizations. Managers in flat organizations must work autonomously and arrive at independent decisions to ensure efficacy at work (Ghiselli & Siegel, 1972). In an extreme example, Drucker (1988)

alluded to a symphony orchestra comprising very specialized agents that would be incapable of playing harmoniously without being supervised by a competent conductor. In addition, Drucker (1988) compared the organizations to structures with an information-driven entity such as a hospital or a clinical laboratory: In such organizations as well, employees tend to be highly specialized, which is why they need minimal instructions on how to work, although they do require a manager who is in total control – much like a conductor (Drucker, 1988).

The concept of span of control measuring the number of people who report to the same manager is also relevant in this context (Senior & Swailes, 2016).

In flat organizations, a larger number of employees report to a manager as the span of control is larger. One reason for shifting to a flat organization or reducing the hierarchy is the lesser response time to market changes, triggered by the small number of organizational hierarchy levels (Senior & Swailes, 2016).



*Figure 3: Hierarchical layers and span of control in organizations*

Extending the span of control, avoiding becoming too hierarchical but maintaining flexibility even in large organizations is one way to flatten the organizational structure (Bloisi et al., 2007).

Senior and Swailes (2016) propounded two theses relevant to restructuring organizations.

Firstly, the more tasks are standardized at an organizational level, the more employees a supervisor can manage and control. Meanwhile, the decentralization of decision-making is directly correlated to the span of control at one level due to the reduced burden of the supervisor (Senior & Swailes, 2016).

However, the effects of alterations in vertical/ horizontal structural dimensions can be both negative and positive. In flat organizations, employees could end up making decisions despite lacking the knowledge to do so. Additionally, a few levels of hierarchy can also lead to loss of control. However, hierarchical organizations' characteristics are often too inflexible, slow, and outdated to meet evolving demands (Leavitt, 2003). Hence, it is imperative to recognize and comprehend the unique needs and concerns of one's organization.

## **2.5 Contingency Theory**

### **2.5.1 Introduction to the Concept**

In their book titled *Organizations and Environment*, Lawrence and Lorsch raised a fundamental question: what type of organization is needed to deal with various market and economic conditions (Lawrence & Lorsch, 1967b)? They posited that dissimilar industrial environments require varying organizational structures and are admitted with the invention of the contingency theory (Donaldson, 1995). Put simply, the rudimentary assumption of this theory can be described as follows: an enterprise's effective operation depends on an eligible match between the internal organization and the type of demand posed to the needs of its tasks, its members, and its environment (Bourgeois, 1984; Burrell & Morgan, 1985).

Classical management schools often held the position of a single organizational structure that is highly effective across organizations of all types. In this context, a closed system approach is funneled on the best way of organizing under various circumstances (Donaldson, 1999; Lawrence & Lorsch, 1967b; Tosi & Slocum, 1984). Furthermore, this notion of an organization is indicated as a bureaucratic scheme typified with a high level of decision-making, also accentuating exact job definitions and hierarchy (Lawrence & Lorsch, 1967b).

A different management approach emerged in the 1930s: the human relations school, which focused on individual employees along with their accompanying psychological and social needs. This management approach is associated with the concept of participative decision-making and motivation, but

contingency theory serves as the basis to combine the idea of classical thought as well as human resources. Taking management decisions into consideration as a function of employee demands, it adjusts classical management to more flexible and precarious surroundings (Donaldson, 1999).

The key contingency dimensions are size, innovation, and task uncertainty, which is considered to be "the core contingency concept" (Donaldson, 1999). Task uncertainty implies that the greater the uncertainty, the less centralized/formal/specialized, an organization's structure can be. This is attributable to the expertise at lower hierarchical levels being exploited, which is why it is not possible to precisely define content. A centralized hierarchy conducts only tasks with low uncertainty most effectively as the accomplishment is expeditious and permits close coordination at keen costs (Donaldson, 1999). Meanwhile, the increased size is a structure-determining factor resulting in a bureaucratic organizational scheme (Donaldson, 1999).

Before the emergence of the concept of "contingency theory", Burns and Stalker (1994) had yet carried out empirical studies on market situations, organizations, and technical environments within the electronics sector. This resulted in the conclusion that there are two formally contrasting kinds of management systems: an "organic" and a "mechanistic" system (Burns & Stalker, 1994). Assuming a stable environment, the first system expresses a specialized, formalized, differentiated, and precisely defined organization premised on a tall hierarchy with incumbent vertical communication. The second system elucidates a customizable network scheme wherein communication is lateral as opposed to vertical and is rested on information as opposed to instructions. Under the second (organic) approach, the distinct task fosters involvement in the organization's holistic circumstances under evolving environmental conditions (Burns & Stalker, 1994). Similar conclusions were drawn using Woodward's field studies as well. Successful companies utilized either of these two structures conditional to the required adoption by the organization and the concomitant predictability of technological change (Burrell & Morgan, 1985; Donaldson, 1999).

On the basis of these findings, Lawrence and Lorsch (1967a) stated that the environment does not affect the whole concern in the exact equal manner. Various segments or types of the environment impact departments and units differently. *"Major environmental changes require that certain parts of the organization, such as the R&D department, face a high degree of uncertainty compared to other parts,*

*such as the production department"* (Donaldson, 1999, p.60). This, however, results in structurally and culturally varying divisions, inhibiting communication, coordination, and cooperation among departments. In their research, Lawrence and Lorsch (1967a) established that only those organizations whose structures were aligned with their environment, and which were able to meet the environmental dynamics with a larger level of integration were prosperous.

Donaldson goes on to add that all contingency theories assume a fit between the structural and contingency variables. This leads to improved performance and showcases a positive relationship between theoretically claimed fit and performance, which is why it forms a vital component of contingency research (Donaldson, 1999).

Apart from uncertainty and other contingency factors, the contingency of strategy merits a succinct mention as well. "Corporate strategy affects the diversification, horizontal integration, vertical integration, geographic extensiveness, and acquisition patterns of the corporation" (Donaldson, 1995, p.418). Thus, as evidenced by the research of Chandler (Chandler, 1969) and Donaldson (Donaldson, 1987), it is strategy that determines the structure. Formalized in the SARFIT (Structural Adjustment (Adaptation) to Regain Fit) model, it entails that altering the contingency factor of strategy causes a misfit, eventually leading to a loss of performance and impels the firm to restore the fit by making another imperative structural alteration (Donaldson, 1995).

Contingency theory is about recognizing the central connections between the organization and its surroundings that assures its survival. Its concept is summarized as follows: *"The organization can be considered as a biological organism which is in mutual interdependence and influence with its environment but, nevertheless, a unit of its own right"* (Burrell & Morgan, 1985, p.168). The interdependent yet distinct organizational subsystems are confronted with varying environmental situations that make all of them find a stance on a continuum among a mechanistic and organic alignment. The stance decides how the environmental demands are structured by functional subsystems, such as the human, operational, strategic, or managerial control subsystems (Burrell & Morgan, 1985).

## **2.5.2 Further Development of the Concept**

### **2.5.2.1 Comparative Organizational Analysis (1970)**

A group of researchers at the University of Chicago first implemented the empirical-quantitative analysis of organizational structures. They assessed the impact of contingent factors on the structure of public administrations and authorities such as tax offices, employment agencies, as well as hospitals in the USA within the framework of their *Comparative Organizational Analysis* (Blau & Schoenherr, 1971).

They utilized representative samples as well as very advanced mathematical evaluation methods for the time (regression analysis). Apart from these more advanced methods, concrete contingent factors were also considered for the first time to formulate more precise hypotheses concerning the development of organizational structures (Kieser & Kubicek, 1977).

### **2.5.2.2 Aston Program (1976)**

Sometime later, under the direction of Derek S. Pugh, the *Aston Program* (1976) was conducted at Aston University (Birmingham/UK). The program's success made a significant contribution to the development of Contingency Theory. Remarkably, the variables to be determined were measured using methodologies, which had only been applied in psychology at that time (e.g.: introduction of improved scales to measure the outcome values) (Pugh & Hickson, 1976). The utilization of these methodologies is partly attributed to the fact that Pugh was a psychologist. Moreover, to explore the link between structure, situation, and behavior of organizational members, context variables or several factors were measured simultaneously (Kieser & Kubicek, 1977).

Prior studies had examined only one contextual characteristic. To illustrate, Woodward (1981) or even Udy (1959) exclusively attributed divergent organizational structures to the impact of various manufacturing techniques. However, Pugh and Hickson (1976) could address this thesis within the framework of the Aston Program. Through their investigations, they discovered that while manufacturing technology does strongly impact the organizational structure, it must not be viewed as the sole variable. Their results that the type of manufacturing technology used affects only the work processes/ workflow as opposed to the overall organizational structure (Pugh & Hickson, 1976).

Both the methodological structure and substantive results of the "Aston Program" served as the basis for various quantitative-empirical organizational research from that point onward.

### **2.5.3 Concepts and Methods**

Two different conceptual variants can be distinguished within the Contingency Theory: the analytical and the pragmatic concept. In the subsequent sub-sections, I will explicate these two approaches and identify the areas of contingency theory that they influence.

#### **2.5.3.1 Analytical Concept**

The analytical approach also referred to as a theoretical scientific goal in German-speaking countries aims to derive insights into observable phenomena using empirical methods. Concerning the field of contingency theory, it aims to ascertain the conditions that result in different organizational structures or why members of different organizations display different behaviors.

An organization's structural variables denote the dependent variables, whereas independent variables are represented by situational or contextual variables. In addition, it is possible to extend this analysis to encompass the extent to which the aforementioned structural variables impact the behavior of organizational members as well as the attainment of organizational goals (Bourgeois, 1984; Inkson et al., 1970; Kieser & Ebers, 2014). Following Pugh and Hickson (1976), the basic model of the analytical approach formulated here can also be presented in the following manner:

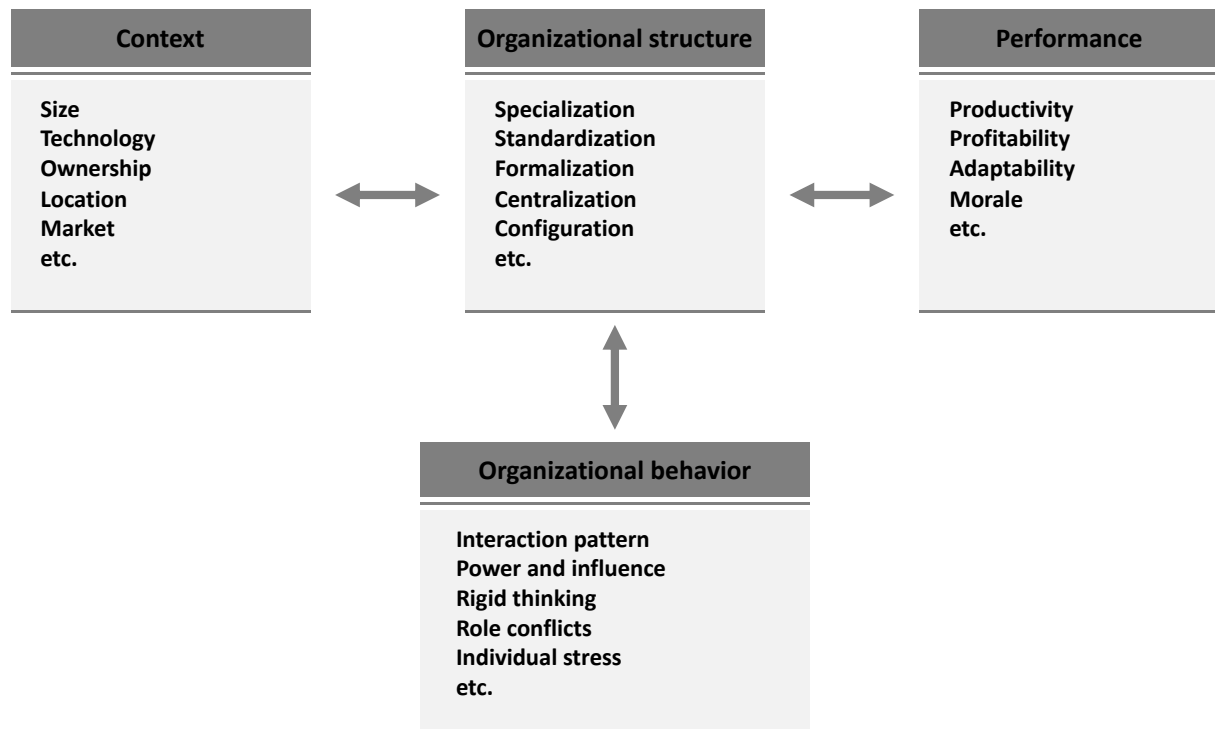


Figure 4: A scheme for organizational functioning

Via this model, Pugh and Hickson (1976) established corresponding correlations between the individual variables shown in Figure 5. In doing so, they first established a linkage between the organizational structure (specialization, formalization, etc.) and the organizational context (market, technology, etc.). The influence on performance (productivity, adaptability, etc.) can be determined from this concept. If a connection can also be established between the organizational structure and the behavior of the organization members (power relations, role conflicts, etc.), the principle of the analytical basic model is fulfilled (Pugh & Hickson, 1976).

In the Aston Program's framework, five categories were identified and differentiated to operationalize the interrelationships of the basic model's individual variables. A measurement was made of how the context (a) affects the organizational structure (b), how this impacts the functional roles (c), which, in turn, affects the behaviors (d) of the organizational members, and how these influence an organization's efficacy (e) (Kieser & Kubicek, 1977).

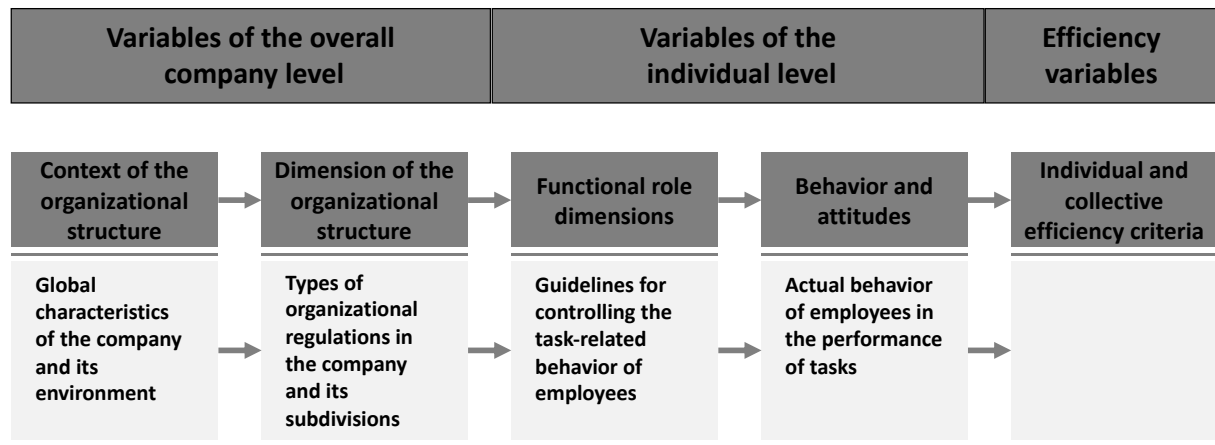


Figure 5: Graphical representation of the Aston concept

The above schematic structure makes it clear that an analytical study was conducted that aimed to identify the cause-effect relationships, rather than to determine ways of influencing the individual variables to enhance an organization's efficacy (pragmatic approach).

### 2.5.3.2 Pragmatic Concept

In the literature, the pragmatic approach, or the technological knowledge goal (prescriptive approach), aims to provide recommendations for an organization's design. Regarding the contingent approach, organizational structures are intentionally designed to fit the environmental conditions in a manner that maximizes the organization's performance (efficacy). Therefore, the organizational structure is instrumentalized into an action parameter in this model, which makes it possible to impact the organization's performance.

This implies that the possibilities of shaping an organization are predicated on the constraints of the external situation (environment) (Kieser & Kubicek, 1977). Apart from alluding to this fact, Drazin and Van de Ven (1985) emphasize that only those organizations that adapt best to external conditions will be able to survive. Methodically, Drazin and Van de Ven (1985). refer to this process as "FIT". Kieser and Kubicek (1977) have depicted this process using the below-mentioned diagram.

Their figure establishes a linkage between analytical and pragmatic dimensions. The single-drawn arrows denote an analytical, i.e., content-related relationship ("diagnosis"); whereas the double-drawn arrow refers to the necessary intervention ("FIT") to impact the organization's performance by adapting the organizational structure (therapy).

The design goals (1) are to be brought about by employing a feasible organizational structure (2), which prescribes specific behavioral structures (3) to the members of the organization. Nevertheless, the contingent conditions (4) also affect the behavior of the organization's members. As an implication, some direct influences on these members' behavior are not predetermined by the organizational structure (i.e., identification with the firm. Therefore, the fact that the impact of organizational regulations on the behavior of the members of the organization represents a combination of situational and structural influence is a characteristic of the contingent approach (5). Notably, among the contingent factors, it is necessary to also consider a direct influence (6) on the behavior of individuals (Ex: the organizational member's personal situation).

Now, the fit approach (7) either attempts to adapt the organizational structure to the scenario (for example, to conduct more marketing measures in the case of a product's sales problems) or to alter the situation in a manner that allows the pre-existing structure to remain intact (Kieser & Kubicek, 1977). The purchase of competing companies to attain absolute market power, on the one hand, and to maintain the existing structure, on the other, represents an illustration of the latter circumstance (Baran & Woznyj, 2021; Millar et al., 2018)

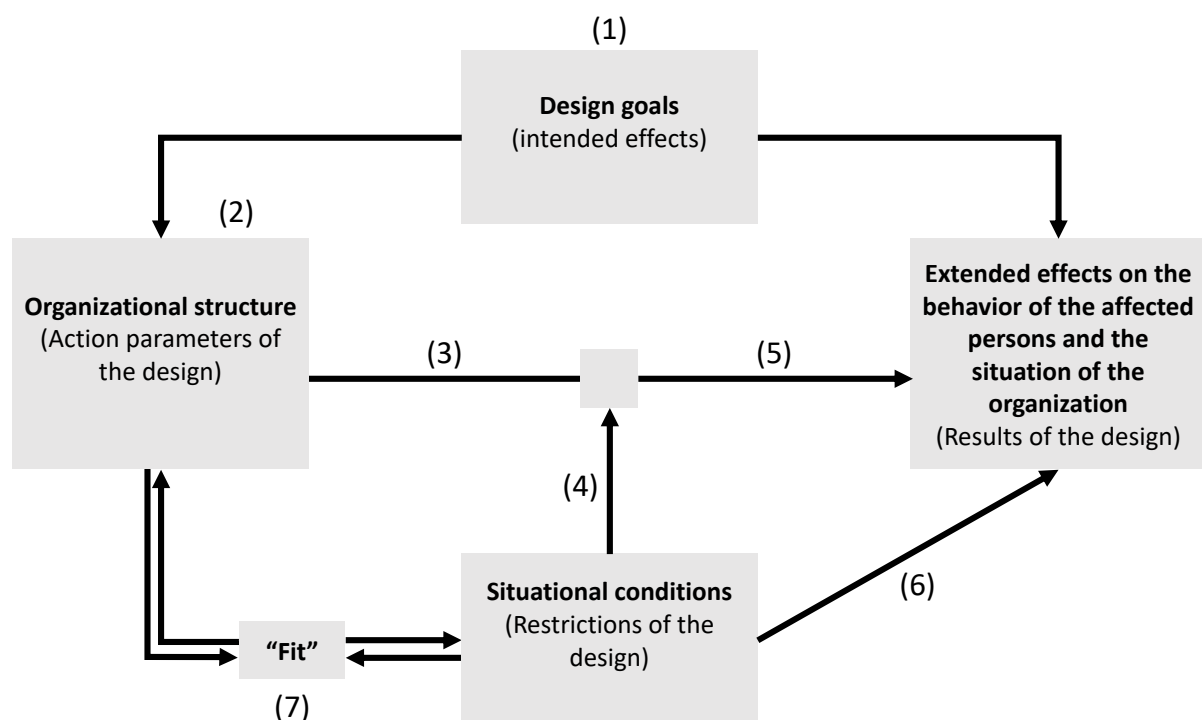


Figure 6: Basic pragmatic model of the contingent approach

## **2.6 Modern Organizational Design Theories**

Considering that, especially in the past decade, society is evolving at a vertiginous pace, literature is bound to evolve accordingly to maintain abreast of societal developments. Consequently, to reflect the current changes in the business landscape that have emanated from social developments, organizational design theories have evolved to reflect modern organizational structures and, in doing so, expand the literature of classic organizational design theories. The principal modern organizational design theories are Lean, Agile, and Holacracy. These will be described in more detail in the following subchapters.

### **2.6.1 Lean**

The organizational design theory known as “Lean” is one of the most relevant modern theories, but its origin already dates back to the end of World War II and the Japanese motor company Toyota. The economic situation of Japan was highly damaged in the wake of the defeat in World War II (Womack, 2014). There was scarcity of raw materials and insufficient capital to invest in state-of-the-art technology. The car market became small and widely diversified and, as a result, foreign companies aimed to establish themselves in the nation. In this scenario, the Japanese workforce became more conscious of their labor rights and, as a result, work contracts adopted a long-term character and employees yielded more participatory rights (Womack, 2014). Thus, Toyota was facing labor issues unknown to their western homologues. This led gradually to the “Toyota Production System”, or in other words, the implementation of Lean principles (Womack, 2014).

The goals of Lean organizational design theory rotate around two principal axioms: waste and customer value. The concept “waste” refers in this context to the processes and activities of a company that do not contribute to creating value for customers, whereas customer value refers to products or services desired by clients and that satisfy them (Womack & Jones, 1997). This means that the principles of Lean organizations are based on the belief that the performance of a company augments if it focuses on providing value to customers and only carries out activities that provide value to customers. Hence, the objectives of this theory are to minimize waste and enhance customer value (Womack & Jones, 1997). In the context of Lean theory, design is prescribed to focus on five parameters such as value stream, flow, pull, aim for perfection, and participatory management. In addition to that, this theory mandates reducing production times and ensuring the compliance with orders (Womack & Jones, 1997).

### 2.6.2 Agile

Agile is also considered a modern organizational design theory that has its origin in the early 2000s in the software industry. More specifically, the agile theory arose when Sutherland's software company struggled to meet the demand to replace its offerings in a period of six months (Rigby et al., 2020). To solve this issue, Sutherland commenced to study new ways to augment their production capacity and identified one method that was based on a rugby analogy —moving the ball back and forth, but still moving forward. Sutherland christened this method as “Scrum”, which would eventually lead to the Agile organizational design theory (Rigby et al., 2020). But Sutherland's organization was not the only company looking for more innovative productivity processes in the wake of the dot com bubble. All the developed models were grouped into the Agile organizational design theory, as all the developed methods were based on an organizational structure consisting of agile teams (Rigby et al., 2020).

Hence, according to Rigby et al. (2020), the heart of this sort of organizations are agile teams. This theory relies on the capacity to innovate of this type of teams in order to enhance the innovation capacity of the entire firm. A main characteristic of agile teams is that they are project-based and, in contrast to other theories, Agile is not an integral organizational design, as agile teams can exist in hierarchical firms and only apply to a specific sector of a company (Rigby et al., 2020). Apart from promoting the innovation of companies, further objectives of Agile are to empower employees and increase their satisfaction (Rigby et al., 2020).

This theory, as well as the other modern organizational design theories, is considered to be a response to support companies to face the challenges that have emanated from the digital revolution and the consequent transformation of society, economy, and industries. In fact, research confirms that agile organizations are not only better prepared to face the challenges of the new environment, but that their performance even improves when they are under pressure. Expressed in numerical terms, agile organizations were found to be 70% likelier to be in the top quartile of organizational health (Aghina et al., 2018).

Furthermore, companies with agile organizational structures are characterized by yielding a higher revenue growth, a decrease in productions costs, more engaged employees, faster production times, and greater customer centricity. Further characteristics of this form of organizational designs are a network

of empowered teams, a dynamic employee model capable of empowering workers, and the use of next generation enabling technology (Aghina et al., 2018).

### **2.6.3 Holacracy**

The last theory that will be reviewed in this chapter is Holacracy. Like the Agile theory, Holacracy has its origin in the software industry. Not long after the creation of the agile organizational design theory, Brian Robertson founded a new theory and decided to opt for implementing usual organizational design solutions. After years of trying, he created a new organizational design that enhanced even more the agility of companies (van de Kamp, 2012). Hence, this the Holacracy organizational design theory was first developed by Brian J. Robertson, who had previously worked in companies applying Lean and Agile (Robertson, 2015).

The main characteristic of this model is that it focuses on the control structure of an organization, instead of their production structure. It prescribes a decision and control structure, in which decision power is attributed to employees by what is christened as a constitution (Robertson, 2015). The main goal of Holacracy is to allow an organization to identify the tensions of all employees. To do so, this design theory prescribes the decentralization and the flexibilization of organizations by giving up predict and control patterns (Robertson, 2015). Authority and decision power is distributed throughout the organization and employees are defined by their roles and not their hierarchy (Robertson, 2015). In fact, their organizational structure consists of a holarchy of self-organizing teams (van de Kamp, 2012).

In his definition of Holacracy, Van de Kamp (2012) puts the emphasis on the fact that the core of this framework for organizational governance is replacing already established models and practices such as, “the top-down hierarchy and the need for management” (p. 13). In addition to that, this organizational design theory is found to create companies that are characterized by being adaptable, highly effective, having a decentralized and lean authority, and being purpose-driven (van de Kamp, 2012).

Mainly technology related companies, of a small and medium size, commence to implement this governance framework. Nonetheless, the changing point was marked by the announcement in 2013 of the online fashion retailer Zappos – with 1,500 employees – that they would implement a Holacracy in all layers of the company. In doing so, the retailer became the first large sized company to implement this organizational design theory (van de Kamp, 2012).

### **3 Methodology and Data**

The purpose of the present section is to describe the methodology of the performed systematic literature review. Firstly, the design of the research will be outlined and, subsequently, the process of the sample formation and the strategies to analyze the data sources will be described. In addition to that, the search strategy and the selection criteria will be explained.

#### **3.1 Research Design**

The research design of the present systematic literature review is produced following the methodological approach and the guidelines developed by Snyder (2019). The objective of this methodology is to perform a review that serves to create a firm foundation for advancing knowledge and facilitating further theoretical development. But also, to provide a synthesis of existing research findings and the state of the knowledge on the topic, to gather evidence on a meta-level, and to uncover areas in which more research is needed.

The process is divided into four phases in accordance with the methodology developed by Snyder (2019). These four phases are constituted by the design phase, the conduction phase, the analysis phase, and the structuring and writing phase. The approach developed by Snyder (2019) was utilized as a guide for the study identification and screening process in order to compile a summarized set of results. The search of research papers was performed in the databases Emerald Journals and ScienceDirect. These databases have been selected as they include extensive literature published on topics of relevance, on a global scale, and in the field of business research. They also contain reputable sources within the pre-determined time frame of the last 30 years.

Following Snyder's (2019) guidelines, the first phase of this methodological approach, the design of the research, will be described responding to the key questions raised by this author. The need and the contribution of this review have already been explained. Regarding the potential audience of this review, it is addressed to practitioners and researchers from the mentioned field. The purpose of this research is to gain understanding of the effect of hierarchical or flat organizations on growth without adding hierarchical layers. More specifically, the research questions, as was already mentioned in the introductory chapter of this thesis, are formulated as follows:

- 1) How can hierarchal organizations delay, ...
- 2) ... or how can flat organizations scale up and grow without adding new hierarchical layers?

As Snyder (2019, p. 337) states, “[...] if the purpose of the review is to investigate and synthesize evidence of the effect of a specific factor, an integrative review is not trustworthy; instead, a systematic review approach should be used”. Given the principal objective of this approach is to gain an understanding of the effects of hierarchical or flat organizations on growth without adding hierarchical layers, a systematic literature review was considered the most suitable methodology to fulfill this purpose. Further, this purpose guides the approach of this review (Snyder, 2019). Additionally, in the following subchapters the search strategy, including the search terms, and the selection criteria will be presented in more detail.

### **3.1.1 Search Strategy**

A pivotal part of the search strategy includes selecting search terms and appropriate databases and deciding on inclusion and exclusion criteria. Here, a series of critical decisions must be adopted, as these will eventually determine the quality and rigor of the systematic literature review. Search terms can be words or phrases used to identify journal articles, books, reports etc. relevant for answering a research question. Hence, the search terms should be based on words and concepts that are directly related to the research question. Depending on the aim of the review and the research question, these search terms can be broad or narrow. Additionally, a series of limitations should be included to ensure the accuracy of the search.

For completing the purpose of the search strategy and yielding a significant number of data sources, a search strategy was elaborated in the manner found most adequate to yield the highest possible number of sources relevant to respond to the research question and fulfill the research objective. For this purpose, a search strategy with terms relevant for the research objective was developed to introduce this in the indicated databases. Moreover, descriptors were used for the search. To come up with the search terms, the main terms of the research questions were taken into account:

- 1) How can hierarchal organizations delay, ...
- 2) ... or how can flat organizations scale up and grow without adding new hierarchical layers?

On this basis, the terms ‘flat hierarchy’, ‘decentralization’, and ‘organizational structure’ were found to be the key words around which the search strategy should revolve. On a secondary level, the term ‘growth’ was also found to be relevant in obtaining results that are specific to the intention of the research question, as these aspects are of interest with regard to their possibilities of growth. Additionally, it was considered adequate to find a synonym for hierarchy and it was opted to include the term ‘organization’ in the search strategy. The different terms enumerated here will be combined by the means of the use of the Boolean terms ‘AND’ and ‘OR’.

These considerations resulted in the following combination of terms, that resulted in the search strategy displayed in the following table:

*Table 2: Search Strategy*

|                    |                                                                                                            |
|--------------------|------------------------------------------------------------------------------------------------------------|
| Search Strategy 1: | ‘flat hierarchy’ AND ‘flat organization’ AND ‘decentralization’ AND ‘organizational structure’             |
| Search Strategy 2: | ‘flat hierarchy’ OR ‘flat organization’ AND ‘decentralization’ AND ‘organizational structure’ AND ‘growth’ |

In the following subchapter, the selection criteria for including sources in the final qualitative synthesis will be described.

### **3.1.2 Selection Criteria**

A series of selection criteria have been developed in order to, on the one hand, limit the number of results and, on the other hand, ensure that irrelevant sources for the research question will be excluded from the search results. The first established inclusion criterium is that sources should be written in English, as it is the commonly accepted language of research on a global scale. For the purpose of the present research, studies using empirical methodology were considered the most adequate to respond to the research question, hence, this was considered as an inclusion criterion. Additionally, it was opted to only include sources that were published in the last 30 years to avoid the inclusion of studies with outdated results.

Beyond that, it was decided to only consider journal studies for the final qualitative synthesis, as it was considered that studies are the type of source that most frequently examine the aspects required here to

respond to the research question. Ultimately, for the databases Emerald Journals and ScienceDirect, as it allowed this function, studies that did not belong to the subject areas business, management, and accounting were excluded to avoid results unrelated to a research area irrelevant to the purpose of the present thesis.

Regarding how it was assessed whether sources comply with the inclusion criteria or should otherwise be excluded, the main attributes of each source were assessed in the following order: titles of all identified sources, summaries and abstracts of studies selected in the previous step, and full readings of selected texts in the last step of the selection process. In the following table, the inclusion and exclusion criteria have been displayed visually:

*Table 3: Selection Criteria*

| <b>Criteria</b>                               | <b>Included</b>                                                            | <b>Excluded</b>                                                                                                                                                     |
|-----------------------------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Language</b>                               | English                                                                    | Sources written in languages other than English                                                                                                                     |
| <b>Date of publication</b>                    | Published in the last 30 years                                             | Published more than 30 years ago                                                                                                                                    |
| <b>Type of Source</b>                         | Journal Studies                                                            | Monographs, books, book chapters, reviews, conference papers, research in development and validation of scientific instruments                                      |
| <b>Methodology</b>                            | Empirical methodology                                                      | Literature reviews and meta-analyses                                                                                                                                |
| <b>Subject Areas (only for ScienceDirect)</b> | Business, Management, and Accounting & Economics, Econometrics and Finance | Social Sciences, Energy, Engineering, Environmental Sciences, Computer Science, Decision Sciences, Agricultural and Biological Sciences, and Medicine and Dentistry |

Once the selection criteria have been explained, the strategies applied to capture the obtained data will be explained in more detailed in the following subsection.

## **3.2 Sample Formation Process, Data, and Data Sources**

After deciding on the purpose, specific research questions, and type of approach, the systematic literature review is conducted. This second phase is labelled by Snyder (2019) as the conduction phase. The sample formation process to obtain the data sources and the results of the designed research will be explained in this section. The first aspect that was examined was whether the developed research design produces an appropriate sample or if it needs adjustment. A pilot test of the review process in the two selected databases to verify the protocol is adequate. This testing of search terms and selection criteria on a smaller sample serves to adjust the process performing the main review (Snyder, 2019). As a result of this pilot test, the process was adjusted two times before actually selecting the final sample. Snyder (2019) states that it is preferred to use two reviewers for the sample selection process to ensure the quality and reliability of the search protocol. However, due to the circumstances and the framework conditions provided for this thesis, it was only possible to use one researcher for this process against the recommendation made by Snyder (2019).

Regarding the process for selecting the identified sources, firstly, the search terms were introduced in the selected databases and the selection criteria applied. Once the final results of the search have been obtained, the results are screened firstly by examining its title and abstract. Then it is assessed which sources to include in the final qualitative synthesis by making an assessment based on the insights gained from reading the full text of the sources. Hence, it was opted for the option described by Snyder (2019) to conduct the review in stages by reading abstracts first and making selections and then reading full-text articles later, before making the final selection. The data search process will be documented, on the one hand, fully in a separate excel sheet, and, on the other hand, by the means of the following flow chart of study identification:

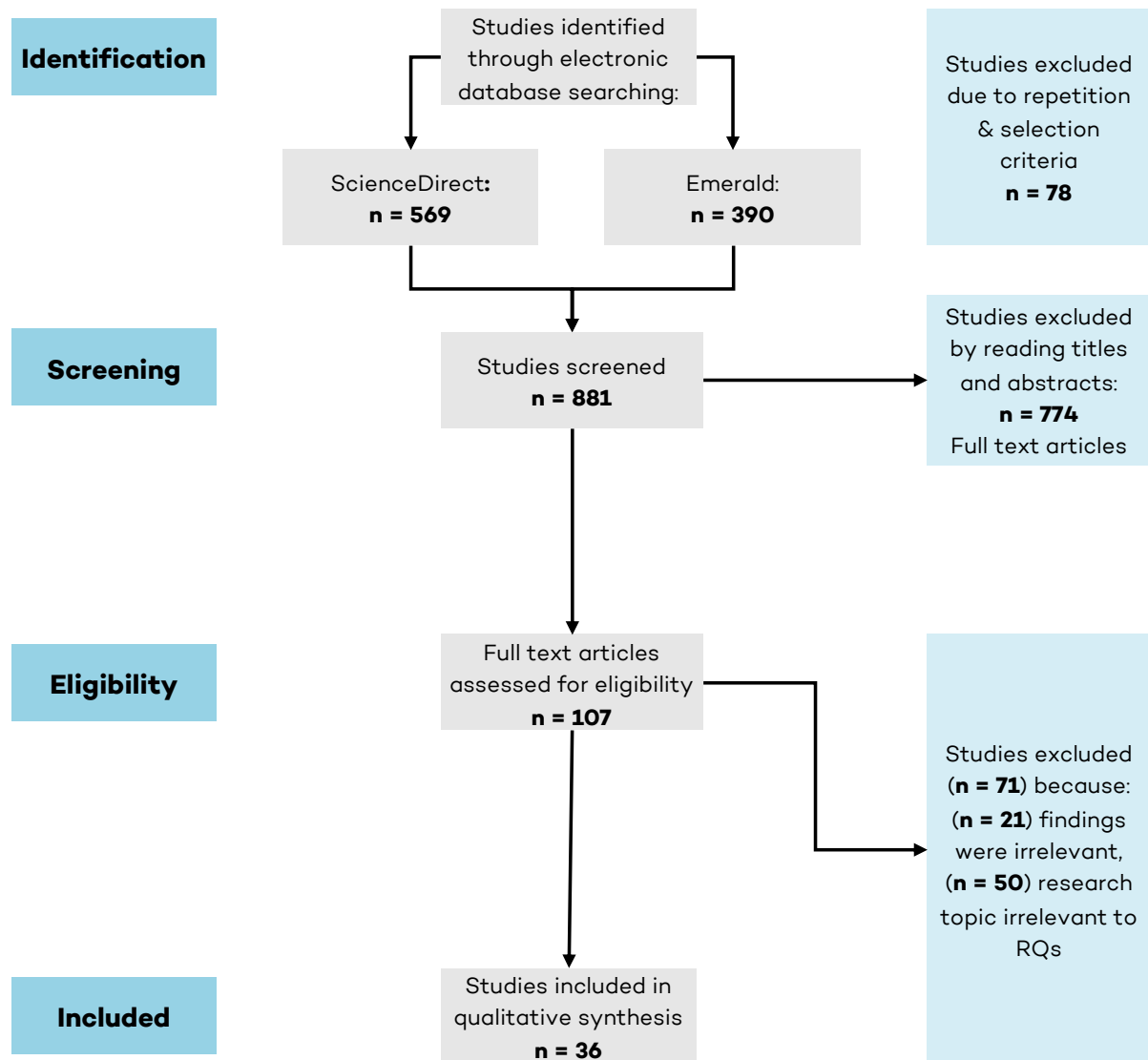


Figure 7: Flow Chart Diagram

After the screening and eligibility processes were completed, a total of 36 sources were selected for the final analysis. Given it was a selection criterion, all studies use an empirical methodology, from which (n=17) apply a quantitative methodology for the research design, (n=8) a qualitative method, and (n=11) other type of empirical method. In addition to that, (n=8) of the selected articles were published during or after the outbreak of the coronavirus pandemic. It has to be taken into consideration that the COVID-19 was a major disruptor for organization and, thus, these sources may provide more updated findings. The number of articles identified in the last three years may also be an indication that the present research topic has notably gathered momentum in recent years. The vast majority of the identified sources (n=29) have used companies for constituting the sample of their research designs.

### 3.3 Analysis Strategies

Once the systematic literature review has been conducted, the third phase, the analysis, commences. In this phase, it has to be clarified what type of information needs to be abstracted to fulfill the purpose of the review and what type of information is needed to conduct the specific analysis. That is, after selecting a final sample, a standardized means of abstracting appropriate information from each article should be used. For this purpose, a data extraction table will be utilized (table 4). Data have been extracted in the form of descriptive information such as authors, years published, topic, type of study, methodology, and findings, as suggested by Snyder (2019).

By displaying the results from the systematic literature review in a data extraction table, the process of cross-identifying key findings and considerations relevant to responding to the research questions is facilitated. In doing so, the results obtained from the selected sources were analyzed under the scope of the above-mentioned research questions. The information extracted from the data was divided into parts and analyzed in what sense and to what extent these data relate to considerations in other selected sources. As such, the sample formation process resulted in the Data Extraction Table (see Appendix 8). In a last step, the quality of the entire process as well as the risk of bias during the sample formation and data analysis process was checked. For this purpose, an assessment of the risk of bias for each included study was performed. Studies included in the final qualitative synthesis of the systematic literature review may include biases on different levels. On the one hand, errors in the research design may raise questions about the validity of the obtained results or an overestimate of intervention effect. On the other hand, the research may have been biased as well when deciding which source to include in the final selection. For the assessment, the ROBIS tool was applied (Whiting et al., 2016). This tool divides the assessment into three phases:

- (1) assessing the relevance of each source
- (2) exploring concerns regarding the review process
- (3) judging the risk of bias in the review

As such, the bias of each source was evaluated by following the signaling question established by the ROBIS tool for each phase of the assessment. As a result, none of the sources selected through the systematic literature review had to be discarded based on the obtained ROBIS ratings.

## **4 Results**

The present section constitutes the fourth phase of this systematic literature review, the structuring and writing of the review, i.e., the presentation of the obtained results. The gathered data will be presented by establishing thematic cross-references and correlations between studies and assigned to thematic categories that constitute the following subchapters.

### **4.1 Factors Promoting Growth**

The results of a series of studies enumerate the factors that promote the growth of a company in the context of organizational structure. The study of Andersson (2003) examines the growth patterns of three Swedish companies – IBS, IFS, and Intentia – in the business system industry. The selected companies are Swedish firms with the highest growth in their sector and the only firms of the sector listed on the Stockholm exchange. By means of personal interviews and secondary data regarding the enterprises' revenues, incomes, and employment, data were collected to examine the growth patterns of these firms. The findings of the study indicate that entrepreneurial spirit, firm level, sector, financiers, macro level, and internationalization are the main factors promoting growth (S. Andersson, 2003). Regarding the factor entrepreneurial spirit, it was concluded that it is pivotal for the growth of firms given entrepreneurs or managers are the ones who analyze the resources of a firm and formulate the growth objectives and visions of the company. They are the ones who take advantage of the opportunities of the environment and develop a strategy to control and mitigate risks. As such, each company was found to elaborate its own growth strategy by either giving preference to growth over profitability or vice versa. Moreover, the outcomes of this study confirm that the intention of entrepreneurs is essential for understanding the growth patterns of a company (S. Andersson, 2003).

The factor firm level refers to the planned strategies or flexibility of a company to achieve a goal. The results reveal that a decentralized organizational structure and the principal control instrument in the company being a culture based on dedication, freedom, and responsibility are decisive growth factors for an organization (S. Andersson, 2003). This study also concludes that profitability and growth are consequences of the choice of strategy and organizational structure. Companies prefer to implement an organizational culture that guides workers in the decision-making process, instead of strict norms. All

three companies were also found to have decentralized and flat organizational structures. Findings also suggest that, in changing environments, strict control methods are not sufficient to control companies (S. Andersson, 2003).

Regarding the factor sector, the industry a given company operates in influences the growth possibilities of organizations significantly. It also has to be taken into consideration that technology is evolving rapidly. Therefore, it is crucial that companies implement state-of-the-art technology (S. Andersson, 2003). Regarding the factor financiers, companies need capital to finance their growth, i.e., bank financing or being introduced to a stock exchange. Different financing strategies are critical in each phase in the development of a company (S. Andersson, 2003). With regard to the factor macro level, companies were found to grow despite boundaries like high taxation in Sweden, whereas it is still found to be an impediment for growth. Given the size of Sweden's domestic market is limited, internationalization was also considered as crucial for these firms to fulfill the formulated growth objectives. Defining for achieving growth was also concluded to be the Swedish culture characterized by decentralization, equality, and responsibility, which has permeated the business culture of organizations. The most common organizational structure of Swedish firms is flat and company culture is the preferred and most common control instrument. The three companies were found to have selected decentralization and shared responsibility to grow and face the volatility of the sector (S. Andersson, 2003).

Chatzoglou et al. (2011) also investigate which factors have a beneficial impact on the growth of companies. The study used a structured questionnaire for the data collection process. In total, 295 firms located in Northern Greece completed the survey between September and December 2008. Data were examined following a two-step approach (Chatzoglou et al., 2011). Their results concluded that factors such as strategic orientation, organizational structure, and IT affect business performance even separately, but the impact is even higher when aligned. The outcomes also suggest improving the coordination between organizational strategy and structure. The findings of Chatzoglou et al. (2011) also reveal that managers need to select the adequate IT infrastructure depending on the organizational structure of the firm in order to benefit from the advantages technology offers and to achieve higher performance levels.

The purpose of the study of Lester and Parnell (2002) is to examine organizational renewal by analyzing five companies that embarked on a change process by the proactive alteration of their situation, strategy, structure, or decision-making style. Their results highlight the relevance of aligning the four factors as well as choosing an adequate timing for the transformational process. The sample of companies was constituted by small, medium-size, and large organizations that have experienced significant changes in their revenues (Lester & Parnell, 2002). Three of the five companies changed their strategy to facilitate the renewal process, whereas the remaining two improved the implementation of the analyzer strategy. All five organizations opted for improvements in the processing of information to facilitate the change process. Also, the decision-making style was altered in all studied companies to make it more decentralized, which was considered as critical for facilitating growth and the transformation process (Lester & Parnell, 2002). It was also concluded that the size of an enterprise influences the tendency of a firm towards decentralization. While larger companies opted for centralization to facilitate growth, improved customer service, and efficiency, smaller companies opted for delegation and decentralization (Lester & Parnell, 2002).

Moreover, Verma et al. (2022) examine the implementation of a horizontal strategy in conglomerates. The study uses the survey method with a sample constituted by 189 participants. The findings of this study suggest that organizational cultural dimensions – namely, collectivism, clan culture, market culture, and long-term orientation – formal and informal relationship, and a horizontal organization structure have a significant influence on a horizontal strategy and the growth of a given company. Nonetheless, the study could not establish a relationship between uncertainty avoidance and adhocracy culture and horizontal strategy (Verma et al., 2022).

## **4.2 Decentralization and Performance**

A significant number of studies examine the effects of decentralization on performance. Chen and Eriksson (2019) investigate the mediating role of decentralization in the relationship between the strategy of a company and its performance in the context of an advanced economy. The study produced by these authors uses data collected by an online questionnaire with a sample consisting of 1238 companies operating in Denmark. The findings of this study indicate that a firm with a decentralized organization in fact mediates between the differentiation strategy of a firm and its performance. This

mediating role is influenced by contingency factors like firm size, strategic clarity, degrees of business environment risks, and industry competition (Chen & Eriksson, 2019). Therefore, a decentralized organizational structure was found to be more decisive in firms of a larger size, with less strategic clarity, and companies with multiple plants. A differentiation strategy was found to affect directly and positively decentralized organizations (Chen & Eriksson, 2019).

In addition to that, decentralization was concluded to mediate to what extent a differentiation strategy influences corporate performance. It was also concluded that a decentralized organizational structure is even more important for reaching organizational effectiveness in dynamic and competitive market conditions like in the case of Denmark (Chen & Eriksson, 2019). In the same line, a higher level of decentralization was found to correlate with a greater degree of innovation, and an adequate delegation of decision-making. Decentralization also results in an increase in productivity and efficiency. In addition to that, results indicate that the size of a company affects the organizational design and relationship between strategy and structure, i.e., the larger the company, the more complicated it is to achieve the fast response required by the differentiation strategy (Chen & Eriksson, 2019). In this scenario, decentralization was identified as a possible and effective solution. Equally, a company of a larger size needs more innovative ideas to implement a differentiation strategy. Here, again, decentralization was found to play a crucial role as it is more effective in promoting the talent of a company than a centralized structure. In uncertain environments, when strategic clarity is lower, a decentralized organization is recommended, as it helps with the communication and the transfer of information, which, in turn, have a positive effect on a differentiation strategy (Chen & Eriksson, 2019). The study of Sánchez-Bueno and Suárez-González (2010) identifies a continuing divisionalization of companies in Spain on the period between 1993 and 2003. In fact, companies with a flat organizational structure accounted for more than half of Spain's large companies in 2003. Nonetheless, in terms of organizational structure, it was found that Spanish firms prefer maintaining the status quo instead of embarking on a process of organizational change towards the adoption of a higher degree of decentralization. Hsiao and Wu (2020) analyze the role of organization-level determinants from the perspective of competence-based views. This empirical study utilizes a questionnaire for collecting data and validating the research hypotheses. The questionnaire enquired participants about a series of

variables interviewees had to assess via a Likert-type scale. The sample was constituted by 5.000 Taiwanese companies listed in the yearbook published by the China Credit Information Service Incorporation. The aim of this study was to examine the role of organizational structure and strategy orientation in determining the performance of new products (Hsiao & Wu, 2020).

The results reveal that formalization relates positively with new product performance, while it was found that decentralization has an inverse U-shaped curvilinear effect on new product performance. Also, a technology-oriented strategy was found to positively moderate the curvilinear relationship between decentralization and new product performance (Hsiao & Wu, 2020). The finding of an inverse U-shaped relationship between decentralization and new product performance indicates an optimal level of decentralization for new product performance. Decentralization below this level would improve the performance of new products. Equally, the performance of new products decreases if decentralization exceeds this optimal level. Put succinctly, new product development projects should neither be too centralized nor too decentralized. Instead, the optimal level of decentralization should be aimed to permit companies to achieve a better performance of their new product as, in doing so, positive and negative forces are reconciled (Hsiao & Wu, 2020).

These results imply for managers that they must be aware of the two governing forces in organizational decentralization. A decentralized structure benefits new product performance due to the level of delegation of responsibilities and the flexibility it permits, the idea generation it promotes, and the knowledge sharing it enables (Hsiao & Wu, 2020). On the contrary, centralized structures were found to avoid the detrimental impact on performance of coordination and communication costs. Hence, managers need to balance and understand both governing forces and, thus, it was found pivotal to clearly define organizational decentralization (Hsiao & Wu, 2020).

Sahoo (2021) investigates the effects of the implementation of lean practices on the operational performance of small- and medium-sized manufacturing enterprises (SME's) in India. The study uses a questionnaire for the data collection process. The findings of this empirical research suggest that lean practices as well as organizational culture have a significant and direct effect on the operational performance of the examined enterprises. In addition to that, organizational culture was found to have a mediating effect on sustaining lean processes within small-medium manufacturing companies (Sahoo,

2021). As such, the empirical data of this study indicate that organizational culture has a positive effect on the operational performance of SME's. Hence, the operational success of lean manufacturing depends on the culture and the prevailing work practices (Sahoo, 2021).

The research conducted by Zavyalova et al. (2020) investigates the human resource management (HRM) architecture in agile and traditional project-based organizations that results in high firm performance. The sample is formed by 154 Russian companies located in St. Petersburg and Moscow. The examined companies were selected on the basis of industry criteria. Data were collected by conducting telephone interviews with human resources (HR) directors/partners, chief executive officers, and other top managers involved in HR and project management activities (Zavyalova et al., 2020). The findings of this study suggest that HRM architectures of high-performance agile firms imply a broad use of ability-, motivation-, and opportunity-enhancing practices and a high degree of centralization of HRM processes, while the architecture of traditional firms is more diverse regarding the management of HR. It was also identified that 61 of the 154 surveyed companies applied agile management techniques with scrum being the most frequent one, followed by extreme development and Kanban (Zavyalova et al., 2020).

This means practically that the elimination or reduction of line managers in agile organizations results in HR functions being transferred back to HRM departments. As such, professionals from the HR department adopt a more strategic role, as they must design innovative HRM practices in accordance with the characteristics of the company in question (Zavyalova et al., 2020).

The purpose of the study conducted by Zhu and Jiao (2013) is the analysis of the efficiency of flat structures within a firm and to investigate its impact on capital allocation and corporate performance. For this purpose, the authors utilized a sample constituted by 6,065 Chinese firms in the securities market between 2001-2006 to empirically test the hypotheses (Zhu & Jiao, 2013). Their findings reveal that flat organizational structures are more adequate for companies operating in emerging markets, since this sort of structure increases the efficiency in capital allocation. It reduces overinvestment and alleviates underinvestment, which has a positive impact on corporate performance. This implies for managers that they should increase the flexibility in the workplace through the implementation of flat organizational structures. In doing so, companies may be able to seize opportunities and obtain advantages through an

efficient improvement of mobility and adaptability in the context of uncertain environments (Zhu & Jiao, 2013). Put succinctly, flat organizational structures are beneficial for the implementation of strategies in emerging markets. Hence, they also have a beneficial impact on corporate performance and efficiency. Thus, the findings of this study demonstrate that sustained competitive advantage can be achieved through organizational structure design (Zhu & Jiao, 2013).

The study of Zhang et al. (2014) explores the impact of flat and decentralized organizational structures, coordination on several levels, i.e., cross-functional coordination, cross-plant coordination, and supply chain coordination, and product modularity on mass customization capability (MCC) development. The sample of the study is constituted by 317 firms that are located in ten countries and belong to three different industries (Zhang et al., 2014). The findings of this study suggest that product modularity, cross-functional coordination, and supply chain coordination have a positive impact on MCC, whereas cross-plant coordination and organizational flatness were found to have an insignificant impact. Moreover, it was found that organizational flatness improves coordination practices and its impact on MCC is mediated by cross-functional and supply chain coordination (Zhang et al., 2014). Put succinctly, the study provides empirical evidence for a correlation between organizational flatness, coordination, and modularity and the joint improvement of these factors of MCC (Zhang et al., 2014).

MacCormack et al. (2012) researched to what extent the design of products mirrors the structure of the organization that has elaborated the products in question by performing a natural experiment in the software industry. Their findings establish a correlation between the design of products and the organizational structure of the company that has developed them. Commercial software firms characterized by organizational participants being tightly-coupled regarding, goals, structure, and behavior were used as a research objective, but also open-source software communities with organizational participants being more loosely coupled (MacCormack et al., 2012). More specifically, the results of this natural experiment reveal that products designed by loosely coupled open-source software companies are more modular than those produced by their tightly coupled counterparts. The study attributes these results to the fact that governance structures, problem solving routines, and communication patterns affect the search for new solutions within a company. This is a critical aspect

for companies as product architecture is found to be a predictor of product performance, product variety, process flexibility, and influence the evolution of the sector as a totum (MacCormack et al., 2012).

Mazzanti et al. (2006) explore the relationship between organizational innovation, industrial relations, and economic performance of companies by using the survey method in the food industry and performing a quantitative analysis of the obtained results. The examined organizations are characterized by flat organizational structures and a continuous innovation process that has resulted in the introduction of new work practices and incentive systems, which have had a deep impact on the transformation of traditional production processes (Mazzanti et al., 2006). The descriptive statistics of this research reveal that in the majority of companies, a flat and decentralized organizational structure had a beneficial impact on the capacity to innovate of a company. In addition to that, the authors also concluded that managerial initiatives have a decisive influence on organizational and technological innovation. The results also highlight the salience of decentralization when it comes to adopting decisions on an operative level (Mazzanti et al., 2006).

### **4.3 Implications of Decentralization for Companies**

Moreover, a series of studies shed light on the implications a decentralized organizational structure has on companies. The study of Safari et al. (2018) examines the consequences and antecedents of the implementation of organizational democracy in Iran. The sample of this study consists of 767 employees of the Gas Company of the Iranian Isfahan Province. Participants were enquired to complete a questionnaire. The findings of this study reveal that an organizational culture promoting self-criticism, teamwork, and a participatory culture as well as an organizational structure based on decentralization, a flat hierarchy, and less formalization have a significant, direct effect on organizational democracy (Safari et al., 2018). It was also concluded that organizational democracy has a significant direct effect on HR outcomes. In addition to that, six dimensions relevant for organizational democracy were identified: decentralized control, criticism system, organizational justice, free exchange of information, independent communities, and individual rights (Safari et al., 2018). The findings of this research also suggest that organizational structure has more effects on organizational democracy than organizational culture. In addition to that, outcomes reveal that organizational democracy has a beneficial impact on HR results and the outcomes of an organization as a whole. In other words, the implementation of a

democratic structure in the workplace is essential for increasing the organizational success of a company (Safari et al., 2018).

The purpose of the research produced by Delmastro (2002) is the examination of the relationship between the depth of the management hierarchy of plants and an array of plant and industry-specific variables. The sample of the study consists of 438 Italian manufacturing plants. The findings of this study reveal that the size of the plant and the production and communication technology used as well as the ownership status have a significant influence on the organization of a plant (Delmastro, 2002). Further findings of this study suggest that managerial innovations do not have an effect on the structure of an organization. These findings contrast with the results of management literature, which has usually linked the introduction of innovation with a flat organizational structure. These outcomes are justified in that given these innovations may be loosely defined, plants are not pressed to adjust the organization accordingly. Beyond that, production technology plays a fundamental role in shaping organizations, depending, though, on its type, antiquity, and extent of use. With regard to network technology, findings show that advances in intra-firm network technology increases the likelihood of adopting organizations characterized by deep management hierarchies, the opposite occurs in the case of inter-firm network innovations (Delmastro, 2002).

Reunamäki & Fey (2022) investigate how to adapt the agile method, i.e., a working method characterized by reactivity, collaboration, decentralized decision-making, and increased autonomy, to remote working modalities, as in the wake of the outbreak of the novel coronavirus pandemic, this modality has notoriously gathered momentum. The research performed an in-depth case study of the largest bank in Finland, the OP Financial Group. The study identifies five problems and provides solutions for the implementation of the agile methodology in remote settings (Reunamäki & Fey, 2022). The first identified problem was the creation of informal hierarchies in sub-teams, which was remedied by allocating equal time to all sub-teams in joint ceremonies and by rotating the order in which sub-teams shared their thoughts. The second identified challenge was that the engagement of employees is lower in remote agile settings. A solution for this problem was to implement measures to promote engagement in digitally mediated agile meetings, for instance, by encouraging employees to turn cameras on during digital team meetings (Reunamäki & Fey, 2022).

A further identified problem was considered employees not giving priority to team meetings, and not participating in them, because they have booked other personal meetings at the same time. This was recommended to be solved by the top management of a firm stating clearly that team's joint ceremonies should be the number one priority of employees. To solve the issue of remote agile working resulting in an overload of meetings, it was considered useful that employees non-meeting time in their own calendars to have time so that they can use it for individual work (Reunamäki & Fey, 2022). Paired with this was found to be a problem a possible lack of respect for calendar bookings due to double bookings. This could be solved by the top management stressing the relevance of employees having individual time (Reunamäki & Fey, 2022).

Leaders assuming more control and not providing enough support in remote agile and more micro-managing and less delegation were identified as further problems. The solutions for these problems were found to be leaders providing true support to employees and building opportunities to interact with them and build shared leadership within teams (Reunamäki & Fey, 2022). The last identified problems were less interaction within the organization that impedes knowledge sharing in remote agile work settings and additional burdens and varying activeness. These were found to be remedied by the implementation of software solutions and new roles that promote information sharing (Reunamäki & Fey, 2022).

Partington (1996) concludes that already in 1996 companies were pressed to change their organizational structures to a project-based approach to management, especially in the context of technical and organizational innovation. Evidence also suggests that organizations located in the United Kingdom were found to increasingly give up hierarchical structures in favor of project-based approaches (Partington, 1996). Nonetheless, it was also concluded that managers show a certain reluctance to give up their hierarchical authority and intend to resist the pressures to adopt changes towards a structure coined by a project-based approach (Partington, 1996).

Burke and Ng (2006) examine the effects of the changes occurring in the external environments of companies and how they influence the HRM of companies in the Canadian context. Their findings conclude that flat organizational structures are being utilized to overcome the skilled workers shortage and to attract the members of younger generations, as they also have high salary expectations and put a significant importance on the benefits and opportunities companies provide (Burke & Ng, 2006).

Consequently, companies are bound to offer highly competitive salaries and mentoring and developing opportunities to meet their expectations. A further pivotal aspect is the role technology is playing in the way communications takes place within a company. The availability of more communication channels has enabled more access to senior management and key decisions management. This also implies that the middle level management is losing its salience, given formal and hierarchical organizational structures are increasingly losing relevance. The authors also conclude that knowledge is power and that it has given power to subordinates as knowledge networks have provided information to all workers. As a result, this has implied the flattening and level of corporate structures (Burke & Ng, 2006).

Engelsberger et al. (2023) explore the relationship between open innovation and collaborative HRM practices to create the adequate environment and mindset for open innovation among personnel. The findings of their study suggest that flat and decentralized hierarchies and the establishing of a common direction and objectives alignment as well as a relational leadership promote common attitudes, values, and goals. Under these conditions, an open innovation mindset is more likely to flourish and even promoted by factors such as inclusion, collaboration, and shared values (Engelsberger et al., 2023).

In addition to that, it was concluded that certain collaborative HRM practices, more specifically, decentralized decision-making processes together with self-managed teams were found to encourage relational leadership based on individual members' expertise, experience, and high frequency of interaction. In the same line, Engelsberger et al. (2023) also state that collaborative HRM practices such as team-based performance management, team-based rewards, and decentralized decision-making encourage trust building activities, e.g., reciprocity and group gain, within open innovation teams. In doing so, a more fertile ground is created for the flourishing of new ideas, knowledge sharing, and the internalization of the importance of open innovation goals (Engelsberger et al., 2023).

#### **4.4 Leadership and Control in Decentralized Organizations**

Leadership and control exerted by managers in the context of companies with decentralized organizations was equally investigated by a series of studies (n=4). The research study of O'Grady (2019) is dedicated to examining the characteristics of formal control in non-hierarchical companies and the factors that influence the perception of control. To fulfill its research objective, 17 semi-structured interviews were conducted with managers from three different organizational levels of companies

located in Europe (O'Grady, 2019). Moreover, this study uses a qualitative case study approach to investigate the formalized controls operating in a single company. The company in question is highly decentralized and structured as a network of independent units. Managers have extensive autonomy and decision-making flexibility (O'Grady, 2019).

This study examined how enabled control is enacted in a highly decentralized company and its influence of the flexibility provided to managers through the organizational structure. Their findings suggest the importance of minimally coercive control features in creating a stable structure for controlling performance (O'Grady, 2019). The study concludes that managers prevented from accessing enabling control features could develop perceptions of coercive control. In the organization in question, company control was perceived as enabling despite the absence of a repair feature. These findings may support the view that multiple factors exist influencing perceptions of control that could be combined in different ways. This means that perceptions of control are influenced by the presence or absence or the extent of enabling features, but also the way these factors relate to the structure of the organization and the type of controls lacking enabling features (O'Grady, 2019).

Thus, the concept enabling control was considered useful in order to identify internal and global transparency as the predominant enabling feature in this context. Transparency also provides managers with the necessary information to respond flexibly to work contingencies. The lack of repair capability was not considered as coercive. As such, these findings reveal that the existence of positive perceptions of control are possible in decentralized companies depending on the presence or absence of enabling features and the type of controls lacking (O'Grady, 2019).

The research conducted by Breslin (2014) aims to investigate the notion of co-evolution and ambidexterity in companies. To do so, the paper creates an agent-based simulation model of multi-level co-evolution within an organization to shed new light on organizational adaptation. The results of this research study indicate that management control is needed in ambidextrous organizations during periods of stability, but also in periods of transformational change. During the change process, it was concluded that control should not consist in overpowering management or suppressing variations and innovation within the company. Instead, it should be rather interpreted as a calm voice during the storm and the

chaos it generates and telling the numerous actors within an organization which direction to take and accompanying them in the path to balance inaction and chaos (Breslin, 2014).

Moreover, Cäker and Siverbo (2014) explore the role and relationship between organizational structure, and socio-ideological and technocratic control by the means of a qualitative case study. The findings of this study confirm that socio-ideological controls are fundamental when it comes to having to ensure strategic alignment. In addition to that, this study also highlights the relevance of trust in experienced-based advice-giving in top-down direction. Moreover, technocratic controls contain information that provide visibility of local actions and are mostly used in hierarchical communication situations (Cäker & Siverbo, 2014). The interconnection between socio-ideological and technocratic control is dependent on the design of the organizational structure through time and proximity. In doing so, a high capacity to communicate is thereby established, enabling monitoring without impairing empowerment (Cäker & Siverbo, 2014).

Their findings of this study also reveal that socio-ideological controls play a fundamental role in assuring strategic alignment. Nonetheless, these controls were found to be insufficient by themselves. Hence, an array of technocratic controls may have an important role in complementing socio-ideological controls and enabling the monitoring of strategic alignment. Technocratic controls were aligned with the socio-ideological controls and facilitated communication of organizational core ideas (Cäker & Siverbo, 2014). These ideas contained information that supported empowerment through the confirmation of accomplishments or triggering actions. They were used in intra-organizational communication to enable the monitoring of strategic alignment without this being a threat to empowerment. The control system was not threatening due to the design of the technocratic controls and how these are used in practice. This implied that even though empowered employees were not subject to tight controls, they were reminded they were indirectly prompted to act in line with the core ideas of their organization (Cäker & Siverbo, 2014).

Pieterse et al. (2019) examine the concept of leadership in organizations with decentralized and flat hierarchies. These authors demonstrate empirically that self-managing teams or low authority differentiation are beneficial for teams with a homogeneous goal orientation, but detrimental for teams with a diverse goal orientation. Teams with low authority differentiation need members with aligned

goal orientations. Otherwise, the diversity in goal orientation may lead team members to waste valuable cognitive resources on aligning the effects of team members instead of focusing on elaborating information for the goal per se. Nonetheless, in the case of goal orientation homogeneity, it is considered as a substitute for leadership in these teams. On the contrary, teams with a hierarchical leadership are more effectively when oriented towards diverse goals (Pieterse et al., 2019).

In the same line, Chebbi et al. (2020) examine the mechanisms and the actions managers in an organization can adopt in order to involve and encourage employees and stakeholders at an internal level to promote change and opt for a corporate entrepreneurship strategy. The findings of Chebbi et al. (2020) are yielded by performing an exploratory study of the French biscuit manufacturer “Poult”, while the company was embarked upon an organizational change process to adopt a corporate entrepreneurship strategy to create a more flexible organization in the current dynamic environment. Their findings conclude that internal stakeholders were pivotal in the organizational change process and the adoption of an entrepreneurial culture. As such, an internal marketing strategy, that stresses the importance of the workforce of a firm, was found to be a prerequisite for an organizational change process to be successful (Chebbi et al., 2019). For creating a business culture, it was found critical to carry out activities that were an integral part of the organization-wide marketing effort destined to transform the company to be driver by innovation.

For the success of the process, the active participation of the entire workforce across all organizational layers was identified as essential. Therefore, the internal marketing strategy should adopt a holistic approach to be successful (Chebbi et al., 2019). The specific mechanisms, on an organizational and managerial level, and parts of this internal marketing strategy were found to be internal communication, external consultants coaching. Regarding organizational mechanisms, a participative culture, a flat structure, open communication, and a low bureaucracy were further relevant identified mechanisms. The managerial mechanisms identified were a supportive leadership style, trust, employees’ risk taking, autonomy, training, and empowerment, the implementation of a reward system that consist of monetary and non-monetary allocations, and flexible working conditions (Chebbi et al., 2019).

Fey et al. (2022) explore the principal characteristics of an innovative peer coaching systems in a self-managing digital engineering company and how it enables employees’ proactivity and the key

organizational outcomes. The findings of this study suggest that peer coaching is helpful in self-managing companies, and it is able to replace key roles especially of the middle management in traditional hierarchical organizations (Fey et al., 2021). The study also concludes that there exists an evolving paradigm shift of the concept of leadership, that supports that the relevance of hierarchical person-centric leadership are socially misconstrued. In fact, there is an evolving view to consider leadership as a collective property and that self-management is a critical part of this collective leadership (Fey et al., 2021).

Leadership was also found to have a decisive influence on the attitude of employees. The research performed by Dischner (2015) examines the influence of organizational structures on counterproductive work behavior (CWB). The findings of this study suggest that CWB is less frequent in ideal-typical post-bureaucracies. Additionally, they also reveal that companies that allow employees to participate in decisions and formal standardization have a negative correlation with CWB, while punishment has a positive link with CWB. In the same line, it was concluded that specialization and decision autonomy do not have a relation with CWB (Dischner, 2015). Thus, the findings reveal that establishing a hybrid model within an organization that is characterized by promoting participation in decision-making processes and formal standardization, and avoiding the punishment of employees, is the most recommendable strategy according to their results (Dischner, 2015).

Groschl and Doherty (2006), by the means of a case study, examine the cultural differences between French and British managers within an international hotel organization. But their study also brings up a series of conclusions relevant for leadership and HR processes. The comparison between both cultures is that intangible cultural elements, such as value, were not always consistent with tangible elements, such as behavior. Beyond that, their findings revealed a partial failure to encourage and impose organizational values amongst employees. This was considered to be an indicator of an increasingly heterogenous workforce and the evolution of their needs. Consequently, it was found pivotal to accommodate and value differences in employees' views, beliefs, and values. Artificial and/or homogeneity-oriented organizational structures and cultures were concluded to be less appropriate in times of demographic shifts and changes (Groschl & Doherty, 2006).

## 4.5 Decentralization and Resilience

The performed systematic literature review also identified sources that associate decentralization and a flat organizational structure with resilience and examine to what extent is instrumental to face market disturbances and the growing complexity of society in future. As such, Andersson et al. (2019) explore to what extent the balancing of organizational structures can contribute to achieving organizational resilience. In addition to that, this study also focuses beyond sudden disruptive events in favor of anticipating unprecedented events on a daily basis. The authors understand organizational resilience as company traits like agility, a business culture based on cooperation, and risk awareness. By means of a longitudinal qualitative case study, the findings of this paper suggest that balancing organizational structures has a positive effect organizational resilience (T. Andersson et al., 2019). Additionally, the factors power distribution and normative control were found to enhance the preparedness of a firm to face unexpected events and encourage action orientation and support organizational alignment (T. Andersson et al., 2019).

The findings of Andersson et al. (2019) also reveal to what extent corporate philosophy, a decentralized organizational structure, information systems, and HRM processes support risk awareness and preferences for cooperation, which are traits found to be crucial for organizational resilience, but without losing the capacity of being agile or having to improvise to face unexpected events. For companies to be resilient, it is critical that they find equilibrium between an array of factors. Paradoxically, stability is an inevitable condition for being prepared for prompt changes and disruptions. Nonetheless, according to this study, stability is rather achieved by considering organizations and leadership as a balancing process of normative control and power distribution, instead of rigid plans and routines (T. Andersson et al., 2019). Moreover, Fehrer et al. (2018) examine future scenarios in 2050 by using thought experiments to develop extreme scenarios of potential futures regarding collaborative economy. The experiment concludes that in scenarios with a very competitive and disruptive market environment, companies need to prepare for future market conditions. The main future trends identified are increased connectivity, engagement, commercialization of ownership, and agency of technology (Fehrer et al., 2018). In relation to the evolution of these trends, three future scenarios are determined: centrally orchestrated, social bubble, and a fully decentralized collaborative economy. These scenarios are not

found to be mutually exclusive, but they can coexist depending on the development phase of the market. In this last scenario, managers will have to deal with the challenges the openness a decentralized system poses to coordination, governance, and participation (Fehrer et al., 2018).

## **4.6 Technology and Organizational Structure**

Several studies have found a correlation between new technological developments and organizational structure, and it was considered that it has an impact in promoting flat and decentralized organizational structures.

Among the studies exploring the impact of technological developments, the research performed by Fang et al. (2013) examines the impact of product and operations technological elements on relevant aspects of organizational structure such as centralization, specialization, formalization, managerial level, and control span. The objective of their study was to investigate the relationship between new technology practices on the structure of an organization and the role culture plays in this relationship (Fang et al., 2013). By distributing a questionnaire among 548 Chinese MBA and Executive MBA in China, Fang et al. (2013) obtain findings that suggest that the introduction of new technological practices encourages the implementation of decentralization, less specialization, less formalization, and a lower span of chief managers, especially in the initial stages of the organizational change process (Fang et al., 2013).

The research performed by Ghani et al. (2002) explores the success of the introduction of advanced manufacturing technology (AMT) in the Indian manufacturing industry by examining 927 employees of 27 AMT firms. Their findings only revealed modest benefits of the use of this technology. In fact, the productivity of companies with AMT was registered as low, even several years after it was implemented. The study attributes the low productivity to the fact that the organizational structure was not being adapted to the implementation of this sort of technology and remaining mechanistic. In sum, it was concluded to be an impediment for seizing the full potential of this technology (Ghani et al., 2002).

In the same line and in a prior work, Ghani and Jayabalan (2000) also investigated the reasons for the implementation advanced manufacturing in Indian manufacturing companies and the reason for this implementation not resulting in higher levels of prosperity. In this work, the authors attribute this to the fact that technology alone is not the decisive factor for change (Ghani & Jayabalan, 2000). The implementation of technology, in order to achieve a higher performance, should be accompanied by a

positive change in work attitudes by eliminating psychological barriers to technological change and the change of organizational structure by the means of a planned change process and that supports the implementation of new technology (Ghani & Jayabalan, 2000).

Jassawalla and Sashittal (1998) examine the relationship between the reliance high technology and production innovation process with the aim to achieve sustainability and maximize profits. Their results indicate that the majority of managers of companies utilizing high-technology are aware of the fact that supportive, collaborative, organic, and decentralized organizations paired with empowered employees in cross-functional contribute to promoting innovation and accelerating technology transfer (Jassawalla & Sashittal, 1998). Beyond that, their study of 10 companies and 40 managers related with the TT process led them to the results that paranoia impedes, while pronia encourages organizational creativity and innovation.

It was found equally essential to rethinking managerial assumptions about the environment, people, and change and developing trust in others. If doing so, a dramatic improvement can be yielded in the management of technology and the workforce (Jassawalla & Sashittal, 1998). In other words, the mindset of managers was found to be more decisive to accelerate the implementation of technology, instead of functionally divided, paranoid organizations. Moreover, it was also found crucial that managers are capable of creating a work ambience in which trust is the guiding principle, employees feel safe to trust, and adapt organizations based on new ways of thinking and managing the environment (Jassawalla & Sashittal, 1998). Tassabehji et al. (2007) explore to what extent the digital and technological revolution has had a pivotal role in transforming the nature and landscape of business and how it has resulted in new management approaches and practices, mediated by technological advances that have signified a revolution for the workplace and still influence the organizational structures and strategies of organizations. The authors term the current environment dominated by digitization and technologies as an e-environment, in which companies operate. Their findings reveal that technology, and its complexity increases the difficulty of managing and exploiting the opportunities this e-environment has to offer with a traditional and hierarchical organizational structure (Tassabehji et al., 2007).

As the world is becoming more volatile and und unpredictable, the e-environment poses new rules of competition and a rapid pace of change. This poses the challenge to companies to constantly deliver novel and unique solutions to remain viable and sustainable (Tassabehji et al., 2007). Findings also suggest that the complexity of the e-environment is expected to continue augmenting. Therefore, the decision-making processes and the organization per se need to be oriented towards the operation in this e-environment. This increasing complexity will be even more diffculted by traditional organizational structures. Therefore, the findings indicate that flat organizational structures are more adequate to overcome this complexity (Tassabehji et al., 2007).

## **5 Discussion**

Once the results of the performed systematic literature review have been presented, the main findings of the registered sources will be discussed in the present chapter. To do so, the theoretical implications of the obtained results will be discussed and, subsequently, practical implications of these findings as well as a series of practical recommendations will be derived.

### **5.1 Theoretical Implications**

Overall, the findings of the performed systematic literature review coincide with reviewed literature of organizational structure and that a flat and decentralized organization is the most adequate option to continue growing in the current environment characterized by constant changes. In addition to that, findings also reveal to what extent organizational structure is a critical facet of a company and an inextricable aspect of managing operations (Guadalupe et al., 2014), and have a decisive impact on the growth of a firm (S. Andersson, 2003; Chen & Eriksson, 2019; Verma et al., 2022).

As such, the findings of Andersson (2003) confirm that the planned strategies or flexibility of a company are instrumental to achieve the established goals. Their results also reveal that a decentralized organizational structure and the principal control instrument is a company being a culture based on dedication, freedom, and responsibility are decisive growth factors for a firm (S. Andersson, 2003). This study also concludes that profitability and growth are consequences of the choice of strategy and organizational structure. Their findings also suggest that, in changing environments, strict control methods are not sufficient to control firms, but that decentralization is pivotal (S. Andersson, 2003).

These results are also confirmed by the study performed by Verma et al. (2022), which also suggests that organizational cultural dimensions and a horizontal organizational structure have a decisive influence on the growth of companies, but it was not found, though, to correlate with uncertainty avoidance. Chatzoglou et al. (2011) also conclude that organizational structures paired with strategic orientation and IT influence the performance of a company. In the same line, Chen and Eriksson (2019) confirm that a decentralized organization has a mediating role between the differentiation strategy of a firm and the performance of the company in question. Additionally, a decentralized organizational structure was also concluded that it is instrumental for achieving organizational effectiveness, especially

in dynamic and competitive market conditions. It also facilitates the implementation of differentiation strategies (Chen & Eriksson, 2019).

In fact, the findings of the study of Chen and Eriksson (2019) and other studies confirm that companies are turning to flatter organizational structures and increased flexibility in the functioning of enterprises, whereas hierarchic and bureaucratic findings are increasingly being considered as obsolete. As such, Andersson et al. (2019) conclude that in order for companies to be prepared for disruptions and changing environments, organizations with an equilibrium between normative control and power distribution, instead of rigid plans and routines, are more prepared to face these challenges and achieve stability. Andersson (2003) also yields the result that a flat organizational culture is the most common and preferred mechanism to exert control over employees. In addition to that, it was also found that decentralization and shared responsibility were the organization adopted most frequently in order to face the growing volatility (S. Andersson, 2003). Zhu and Jiao (2013) suggest that flat organizational structures contribute to augmenting the efficiency of a company, especially in capital allocation, for enterprises that operate in emerging markets. Their study also concludes that in the setting of companies operating in emerging markets, flat structures enhance the performance of companies and a sustained competitive advantage (Zhu & Jiao, 2013).

In the same line, the findings of Zavyalova et al. (2020) also suggest that agile management and flat organizational structures are increasingly gathering momentum and its implementation is spreading across sectors due to its numerous benefits like a broad use of ability-, motivation-, and opportunity-enhancing practices and a high degree of centralization of human resources management processes.

Moreover, the empirical evidence provided by the systematic literature review also confirm the theoretical framework that leadership has increasingly been attributed salience in the transformational process of organization towards flatter, more flexible, and decentralized structures and in promoting an ambience propitious for innovation. Indeed, Andersson (2003) concludes that entrepreneurial spirit is an instrumental and decisive factor that contributes to the growth of firms, as their decision-making, acting, and vision have a direct impact of the growth objectives of the company. Nonetheless, their capacity to seize opportunities and overcome risks in terms of the growth of a company is also influential (S. Andersson, 2003).

The findings obtained from the systematic literature review also confirm the precepts of a series of authors alluded to in the theoretical framework (Katz & Kahn, 1967; Lawrence & Lorsch, 1967a; Miles et al., 1978; Pugh, 1997). The organizational behaviors and activities like monitoring and coordination have a notorious influence on the organizational structure of a firm. In the same line, Miles et al. (1978) argue that an organization comprises its goals as well as the established mechanisms to achieve them and concluded that there exists an inextricable relationship between the processes and structure of a firm. As such, the findings of Safari et al. (2018) reveal that an organizational structure characterized by decentralization, a flat hierarchy, and a low degree of formalization have a direct impact on organizational democracy. Lester and Parnell (2002) conclude that factors like decision-making style was crucial for achieving the decentralization of a company, which is in turn crucial for promoting growth and transformation process. Decentralization was also found to be especially beneficial for smaller companies (Lester & Parnell, 2002).

In fact, the findings of the correlation between the size of a company and the adequacy of a (de-)centralized confirm the argument of Mintzberg (1979), which discerns between different forms of contingency factors such as the environments, age and size of the company, the robustness of relationships, and technical systems. Indeed, organizational structure was found to have a higher impact on organizational democracy than organizational culture (Safari et al., 2018).

Especially the identified empirical studies, that were published in more recent years, find a relationship between decentralized organizational structure and a positive impact is registered with regard to the performance of a company. For instance, Hsiao and Wu (2020) identified a U-shaped relationship between decentralization and new product performance. This implies that the performance of new products decreases if decentralization exceeds this optimal level (Hsiao & Wu, 2020). In the same line, Sahoo (2021) concludes that organizational culture has a beneficial impact on the operational performance of SME's. In other words, the success of lean manufacturing depends on the prevailing work practices and culture (Sahoo, 2021). Beyond that, in relation to the research questions formulated at the beginning of this thesis, firstly, regarding the question to what extent the automotive industry's environment has changed in recent years, it can be concluded that it is exposed to common factors that are also affecting others sectors such as the VUCA environment, employees, and in particular, managers

must not only be able to tackle contradictions, complexities, and uncertainties, but also withstand them efficaciously in the long term. They are also exposed to an environment marked by fragility, risk of disruptions, and fraught with uncertainties and characterized by constant change. This implies that the need for flexible solutions is greater. Furthermore, many employees can feel disempowered by an environment in which procedural instructions must be strictly complied with.

In addition to that currently many sectors operate in an environment in which the constant evolution of technological development and digitalization are ubiquitous and are evolving at a vertiginous pace. Hence, this implies that companies need to be constantly aware and in the avant-garde of the most recent technological developments.

Regarding the formulated research questions, i.e., how hierarchal organizations can delay, or how can flat organizations scale up and grow without adding new hierarchical layers, it was found that companies that have adopted a decentralized structure do not need add any sort of hierarchical layers to their company as flat structures and decentralization were found to have a positive impact on the growth capacity of firms that have opted for this structure.

Likewise, it was found that flat hierarchical structures contribute to the growth and enhance the performance of firms, especially in the case of companies having to face disruptions and uncertainty. They do so by the means of enhancing the satisfaction and empowerment of employees, increasing their participation in decision-making processes, sharing information across all organizational layers, building relationships based on trust and creating an ambience that favors the exchange of ideas and innovation processes.

On the contrary, traditional hierarchical structures per se were concluded to have remained outdated and incapable of responding to the needs of the current environment companies of the automotive industry, and of other sectors operate in, characterized by constant change, dynamism, and uncertainty. Nonetheless, under certain circumstances they were found to be the preferred option.

## **5.2 Practical Implications and Recommendations**

Once the theoretical implications of the findings have been discussed, their practical implications and recommendations from the findings will be derived. The findings of this thesis imply for managers and practitioners that in order for companies to achieve resilience it is a sine qua non condition that they

achieve stability to prepare themselves for disruptions and change, especially in the current times marked by uncertainty. The findings of this thesis demonstrate that, paradoxically, this stability is best achieved by the means of a decentralized system that balances control and power distribution. Several studies have confirmed that decentralized organizational structures have a positive impact on the growth and performance of firms and their products.

Decentralization was deemed as especially essential during the strategy implementation phase of companies that have a larger size, lower strategic clarity, and multiple plants, and for a differentiation strategy to be successful. Although there are controversial results in the empirical evidence with regard to the characteristics of firms in which decentralization works best.

But beyond that, not only practical and managerial implications can be derived from the obtained findings of the performed systematic literature review, but also more specific recommendations for companies of the automotive sector to achieve growth without adding new hierarchical layers:

- Flat hierarchies and decentralization are instrumental for achieving growth in the current times of uncertainty and volatility.
- Managers are crucial in promoting a flat hierarchy that supports the growth of companies.
- The change process to a decentralized structure needs to be planned and involve all managerial stances.
- The change process has to be communicated clearly.
- Decentralization creates an ambience that promotes open innovation.
- A flat organizational structure implies a decentralized leadership, especially decentralized decision-making processes.
- A flat hierarchical structure permits to seize the full potential of new technologies.
- The role of middle managers must be redefined as they tend to be superfluous in flat structures.

## 6 Conclusion

Undeniably, the rising concerns regarding the increased speed at which the climate is changing, alongside changes in economic conditions, technological advancement, and consumer demands, the intensification of the regulations applied can lead to another area that needs to be addressed. Despite the steady growth and sustenance of operations in the automotive industry, these factors can lead to additional risks and areas of concern for the future success of the organizations in this sector. Specifically, the rapid advancement in technology has intensified for organizations across the sectors to boost their operations, revamp their cultural and structural strategies, and further implement modern mechanisms that would guarantee their success in the future. In this case, the automotive industry has experienced a steady growth in operations, sales, and production, among other departments. However, the emergence of new challenges, including the rapid rise in technology, the threat of new entrants, and competition from startups and developing countries has portrayed the need to restructure their operations if they want to remain sustainable and successful in the future.

As it was the main objective of this study to determine the manner in which organizations can implement a flat organizational structure, the findings from the literature review, and other data sources have revealed that it is a viable venture that requires a vast array of other aspects before, during, and after the transition. On the one hand, these data sources have indicated that the organizations in the automotive industry can implement a flat structure if they put in place a new form of leadership that focuses on the committed change process. Secondly, the successful implementation of a flat structure can occur through a transformational leadership style that allows the managers and supervisors to become role models, coaches, and the number one advocates of change. Most fundamentally, the findings highlighted the benefits of the flat structure including flexibility, collaboration with the management team, and coordination as well as aligned decision-making. Moreover, the findings indicated that for these organizations in the automotive industry to implement a flat structure, they should be dependent on the effectiveness of the team and ensure less authority. The minimization of authority would occur through the elimination of the various hierarchical levels to which the employees and subordinates should report. Instead, the organization should adopt a system in which the proposed change is adequately managed while the employees are incorporated in every step. Even though there is no definite way of undertaking

the transition of an organizational structure, having a well-designed plan and purpose would suffice to address the various components that play different roles to the sustainability of the organization. For instance, the findings in this study have indicated that a flat structure would facilitate the implementation of a flexible system that is devoid of complexities. Besides, implementing a flat structure would facilitate rapid response to situations that emerge in any division or department of the organization. Similarly, a flat organizational structure would eliminate the various levels of management and lead to a system in which the leaders and supervisors work alongside each other to ensure efficiency, effectiveness, and adherence to the necessary standards. By assuming role models and coach responsibilities, the managers in the flat organizational system would work alongside their subordinates. This way, all ideas proposed, the various tasks at hand, and the overall goals and mission of the organization would be addressed to ensure sustainability in the future.

## **6.1 Limitations**

Although the present thesis has made significant contributions to the state of research regarding the importance of decentralization and flat hierarchies for companies in the current environment marked by volatility and constant changes, with a special focus companies belonging to the automotive sector, it has to be acknowledged that the present systematic literature review also presents a series of limitations that need to be considered when interpreting the obtained results.

The first limitation that has been identified relates to the methodology per se of the conducted systematic literature review, as the selected method requires more than one researcher for conducting the search and the data extraction process to, in doing so, avoid a biased process and incongruencies in the selection of sources. Nonetheless, the framework and conditions of this thesis did not permit the incorporation of a second researcher in the process.

This leads to the second perceived limitation of the present thesis. As not counting with a second researcher, it has to be acknowledged that bias and inconsistencies may be present in the data selection and extraction processes. These may affect the quality of the design of the search strategy as the selected search term and sources may not have been the most appropriate ones to solve the present issue. Furthermore, personal opinions regarding decentralization and flat organizational structures may have also influenced the discussion of the findings. Nonetheless, it has to be taken into consideration, also,

that a series of quality controls and mechanisms such as the ROBIS tool were implemented to minimize the risk of bias and increase the accuracy of the selection process of sources.

## **6.2 Future Research Recommendations**

The present thesis has confirmed and emphasized the relevance of flat hierarchical structures and decentralization to overcome the present volatility and an environment marked by uncertainty and constantly changing conditions. In addition to that, it was also concluded that decentralized hierarchical structures have a positive influence on performance and augment the resilience of companies. It was also found that flat and decentralized organizational structures allow to seize the maximum potential of the advantages the implementation of new technologies has to offer. Put succinctly, the relevance of this issue has been widely demonstrated in this thesis in a plethora of sense.

Hence, it is critical to continue examining this issue in the forthcoming years, as though it has been deemed a relevant matter for the past three decades, the actual implementation of decentralized structures is rather recent and their effects in the long run need to be continued to be studied. Finally, it is also relevant to continue exploring this matter as the present times are marked by uncertainty and it is critical to examine how flat structures react to these and if they indeed continue to contribute companies to achieve growth also in the forthcoming years and remain salient.

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*Appendix 1: What are your company's biggest challenges?<sup>1</sup>*

<sup>1</sup> (The Results of the 2015 Fortune 500 CEO Survey Are In... | Fortune, n.d.)

| Authors and Year            | Study Methodology                                        | Characteristics of the Sample                                                                                                        | Key Findings                                                                                                                                                                                                                                      |
|-----------------------------|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (S. Andersson, 2003)        | Empirical - Quantitative                                 | Data stem from growth patterns in three high-growth Swedish firms (Intentia, IBS, and IFS in the enterprise resource planning (ERP)) | It is concluded that growth is a complex phenomenon. Factors like entrepreneurs' intentions, international growth strategies, organic organizations, industry structure and networks, and national cultures are found to influence firms' growth. |
| (T. Andersson et al., 2019) | Empirical – Longitudinal qualitative case study          | Handelsbanken as an example of resilient organizations.                                                                              | Balancing organizational structures contributes to promote characteristics of organizational resilience.                                                                                                                                          |
| (Breslin, 2014)             | Empirical - Simulation model of multi-level co-evolution | Selection of enterprises.                                                                                                            | Management control in ambidextrous organizations was found to be necessary during times of stability as well as during transformational change.                                                                                                   |

|                           |                                    |                                                                                        |                                                                                                                                                                |
|---------------------------|------------------------------------|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (Burke & Ng, 2006)        | Empirical                          | Canadian organizations                                                                 | Canadian firms are implementing flat organizational structures to overcome the skilled workers shortage and to attract the members of younger generations.     |
| (Chatzoglou et al., 2011) | Empirical – Quantitative study     | The sample consists of data gathered from 295 firms through structured questionnaires. | It was concluded that the alignment between IT, strategic orientation, and organizational structure significantly affects the performance of companies.        |
| (Cäker & Siverbo, 2014)   | Empirical - Qualitative case study | Svenska Handelsbanken.                                                                 | The interrelationship between socio-ideological and technocratic controls depends on the organizational structure through time and proximity.                  |
| (Chebbi et al., 2019)     | Empirical – Exploratory Study      | The change process of the French biscuit manufacturer “Poult” is examined              | A strong entrepreneurial spirit as a prerequisite for enabling the firm to become more flexible and adaptable to an increasingly dynamic external environment. |

|                         |                                     |                                                                                                                              |                                                                                                                                                                                                                                                                               |
|-------------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (Chen & Eriksson, 2019) | Empirical analysis                  | The study uses data collected by an online survey targeting a stratified sample of 1,238 private firms operating in Denmark. | Decentralized organization can act as a mediator between a firm's differentiation strategy and its performance. Hence, decentralization was found to play a more important role in larger firms, in firms with less strategic clarity, and in companies with multiple plants. |
| (Currie, 1996)          | Empirical - Quantitative            | 184 private and public sector organizations                                                                                  | Organizational restructuring is often implemented through ad-hoc managerial strategies                                                                                                                                                                                        |
| (Delmastro, 2002)       | Empirical – Logit econometric model | 438 Italian manufacturing plants.                                                                                            | The size of the plant and the production and communication technology used as well as the ownership status have a significant influence on the organizational structure. Managerial innovations are not found to affect the structure of an organization                      |
| (Dischner, 2015)        | Quantitative – online survey        | 3254 individuals randomly selected from a pool provided by SoSci Panel, a                                                    | Counterproductive is less frequent in companies that allow employees to participate in decisions                                                                                                                                                                              |

|                             |                          |                                                                                                                                                          |                                                                                                                                                                                                                                                                                    |
|-----------------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                             |                          | German panel service specifically developed for scientific surveys, to which any researcher or research group can submit a questionnaire free of charge. | Formal standardization was also found to have a negative correlation with CWB, while punishment has a positive link with CWB.                                                                                                                                                      |
| (Engelsberger et al., 2023) | Qualitative              | Companies extracted from prior research studies                                                                                                          | Flat and decentralized hierarchies promote attitudes and conditions that favor an open innovation mindset. Also, collaborative HRM practices such as team-based performance management, team-based rewards, and decentralized decision-making encourage trust building activities. |
| (Fang et al., 2013)         | Empirical – Quantitative | 548 MBA and executive MBA alumni in China.                                                                                                               | The introduction of new technologies in a company can increase the decentralization of a firm and lead to less specialization, less formalization, and a lower span of chief managers.                                                                                             |

|                           |                 |                                                                                            |                                                                                                                                                                                                                                                                                                                 |
|---------------------------|-----------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (Fehrer et al., 2018)     | Empirical study | Thought experiments are utilized to extrapolate future scenarios.                          | Findings suggested that the centrally orchestrated collaborative economy, the social bubbles, and decentralization are likely to continue in future.                                                                                                                                                            |
| (Fey et al., 2021)        | Case Study      | The innovative peer coaching system of the self-managing digital engineering company Nitor | Peer coaching is helpful in self-managing firms, and it is able to replace key roles especially of the middle management in traditional hierarchical organizations. Also, new ways of leadership support the assumption that the relevance of hierarchical person-centric leadership are socially misconstrued. |
| (Ghani & Jayabalan, 2000) | Qualitative     | 927 employees of 27 AMT firms in India                                                     | The implementation of technology should be accompanied by a positive change in work attitudes by eliminating psychological barriers to technological change and the change of organizational structure by the means of a planned change process.                                                                |

|                           |                          |                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (Ghani et al., 2002)      | Quantitative             | 927 employees of 27 AMT firms in India                                                                                                                                           | Hierarchical organizational structures are an impediment for seizing the full potential of new technological developments                                                                                                                                                                                                                                             |
| (Groschl & Doherty, 2006) | Case study               | British and French managers                                                                                                                                                      | It is essential to acknowledge value differences in employees' views, beliefs, and values. Artificial and/or homogeneity-oriented organizational structures and cultures were concluded are concluded to be ineffective in times of demographic shifts and changes.                                                                                                   |
| (Hsiao & Wu, 2020)        | Empirical - Quantitative | The sample consists of 80 cases drawn from a population of the top 5,000 Taiwanese firms listed in the yearbook published by the China Credit Information Service Incorporation. | The empirical results indicate that formalization is positively related to new product performance while decentralization has an inverse U-shaped curvilinear effect on new product performance. The regression findings suggest technology-oriented strategy positively moderates the curvilinear relationship between decentralization and new product performance. |

|                                |                                         |                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                             |
|--------------------------------|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (Jassawalla & Sashittal, 1998) | Empirical - Qualitative                 | 10 firms and 40 managers with a close relation to technology transfer processes                                                                                                               | The majority of managers of firms utilizing high technology are aware that supportive, collaborative, organic, and decentralized organizations paired with empowered employees contribute to promoting innovation and accelerating technology transfer                                      |
| (Lester & Parnell, 2002)       | Empirical - Quantitative<br>Methodology | Selection of five companies                                                                                                                                                                   | Results highlight the need for alignment among situation, strategy, structure, and decision-making style, as well as the importance of timing in the process                                                                                                                                |
| (MacCormack et al., 2012)      | Quantitative / Experimental             | Commercial software firms characterized by organizational participants being tightly coupled and open-source software communities with organizational participants being more loosely coupled | Products designed by loosely coupled open-source software companies are more modular than those produced by their tightly coupled ones. It is concluded that governance structures, problem solving routines, and communication patterns affect the search for new solutions within a firm. |

|                            |                                     |                                                                                                                              |                                                                                                                                                                                                                                                                                                                                 |
|----------------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (Mazzanti et al., 2006)    | Quantitative – survey               | 8.439 firms of the food industry of the Emilia-Romagna region                                                                | Flat and decentralized organizational structure are beneficial for the capacity to innovate of firms. Managerial initiatives were also identified as decisive for promoting organizational and technological innovation.                                                                                                        |
| (Mortara & Minshall, 2011) | Empirical - Qualitative             | 43 cross-sector firms                                                                                                        | The implementation of open innovation varies depending on the organizational structure, culture, timing of the implementation, and innovation requires                                                                                                                                                                          |
| (O’Grady, 2019)            | Empirical - Quantitative case study | Data are extracted from a single company via semi-structured interviews, published materials, and a management presentation. | <p>In this highly decentralized organization, internal and global transparency predominate and help managers respond to contingencies in a flexible manner.</p> <p>The existence (or absence) of enabling features combined with the type of controls lacking enabling features influence managers’ perceptions of control.</p> |

|                         |                                                                                                                      |                                                                          |                                                                                                                                                                                                                                |
|-------------------------|----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (Partington, 1996)      | Empirical - Qualitative                                                                                              | Selection of enterprises.                                                | Organizations are under increasing pressure to adopt a project-based approach to management, especially in the context of technical and organizational innovation.                                                             |
| (Pieterse et al., 2019) | Empirical – Experiment                                                                                               | 285 students enrolled in a business administration class.                | Goal orientation homogeneity is considered a substitute for leadership in teams. Teams with a hierarchical leadership are more effectively when oriented towards diverse goals.                                                |
| (Reunamäki & Fey, 2022) | Empirical – Qualitative case study                                                                                   | Selection of enterprises.                                                | Organizations are aiming to become less hierarchical and more responsive by embracing agile and empowering self-managed teams on a large scale. An increasing number of employees demand to work remotely, at least partially. |
| (Safari et al., 2018)   | Empirical – Quantitative<br>For analyzing the data, 263 questionnaires were used.<br>Structural equation modeling is | Study participants are employees of the Gas Company of Isfahan Province. | The findings showed that some types of organizational culture and some dimensions of organizational structure have a significant direct effect on organizational democracy. Also,                                              |

|                                         |                                                                      |                                                                                                   |                                                                                                                                                                                                                                                  |
|-----------------------------------------|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                         | applied to examine the relationship between the different variables. |                                                                                                   | organizational democracy has a significant direct effect on organizational commitment, self-efficacy, and improving work relationships, organizational learning, and organizational agility-                                                     |
| (Sahoo, 2021)                           | Empirical - Quantitative                                             | The study is based on a survey conducted and data collected from 215 manufacturing SMEs in India. | Lean practices in an organizational context have significant and direct effects on the operational performance of Indian manufacturing SMEs.                                                                                                     |
| (Sanchez-Bueno & Suarez-Gonzalez, 2010) | Empirical - Quantitative                                             | 100 of the largest Spanish firms over the period 1993-2003.                                       | Spanish firms experienced a steadily rising trend towards divisionalization. The cooperative multidivisional structure is the one most frequently adopted in Spain, in contrast to the competitive multidivisional form and the internal network |
| (Tassabehji et al., 2007)               | Case study                                                           | Organizational theories and companies with technological developments                             | It is more complicated to manage the complexity arising from technological                                                                                                                                                                       |

|                          |                                              |                                                                                                                            |                                                                                                                                                                               |
|--------------------------|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                          |                                              |                                                                                                                            | development with a traditional and hierarchical organizational structure.                                                                                                     |
| (Verma et al., 2022)     | Empirical - Quantitative                     | A survey was carried out with 122 conglomerate companies. A multiple regression analysis was utilized to analyze the data. | This study concludes that horizontal strategy exists in company firms where the few organizational variables play a significant role in horizontal strategy implementation    |
| (Zavyalova et al., 2020) | Empirical – Qualitative comparative analysis | The sample consists of 154 project-based organizations of diverse professional service industries in Russia.               | HRM architectures of high-performance agile firms imply a broad use of ability-, motivation- and opportunity-enhancing practices.                                             |
| (Zhang et al., 2014)     | Empirical - Quantitative                     | 317 manufacturing plants located in Austria, China, Finland, Germany, Italy, Japan, Spain, South Korea, Sweden and the US  | Organizational flatness enhances coordination practices, and its effect on mass customization capability is fully mediated by cross-functional and supply chain coordination. |
| (Zhu & Jiao, 2013)       | Empirical - Quantitative                     | The data of 6,065 listed corporations in China securities market since 2001-                                               | Top managers should strengthen flexibility through flat structure. In doing so, they can seize advantages through efficient improvement of                                    |

|  |  |                                                   |                                                                                                                                                                                                      |
|--|--|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  | 2006 are used to empirically test the hypotheses. | mobility, adaptability, and combination in an uncertain environment. Additionally, flat structure serve to decentralize the powers to subordinate managers and create an internal managerial market. |
|--|--|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

*Appendix 2: Data Extraction Table*

|                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ANS SEARCH        | <a href="https://www.scimedirect.com/search.php?qs=flist%20hierarchy%20AND%20flist%20organization%20AND%20decentralization%20AND%20organizational%20structure&amp;date=1991-2021&amp;articleType=all&amp;subjectClass=2000N%20C44006.these=100">https://www.scimedirect.com/search.php?qs=flist%20hierarchy%20AND%20flist%20organization%20AND%20decentralization%20AND%20organizational%20structure&amp;date=1991-2021&amp;articleType=all&amp;subjectClass=2000N%20C44006.these=100</a> |
| NUMBER OF RESULTS | 569                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| SEARCH TERMS      | flist hierarchy' AND 'list organization' AND 'decentralization' AND 'organizational structure'                                                                                                                                                                                                                                                                                                                                                                                            |

| Author                  | Year | Abstract                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Journal                                                             | REPETITION & SELECTION CRITERIA | TITLE / ABSTRACT SCREENING | FINAL SYNTHESIS | LINK                                                                                                                                                    |
|-------------------------|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|---------------------------------|----------------------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chen & Sierbo           | 2021 | Strategic alignment in decentralized organizations – The case of Svenska Handelsbanken                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Scandinavian Journal of Management                                  | INCLUDED                        | INCLUDED                   | INCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0950212121001164">https://www.sciencedirect.com/science/article/abs/S0950212121001164</a>   |
| Nguyen & Nguyen         | 2020 | Understanding platform market value through decentralization governance – An integrative model from signaling and mechanism design theory                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Theoretical Forecasting and Social Change                           | INCLUDED                        | INCLUDED                   | INCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S03782706203200458">https://www.sciencedirect.com/science/article/abs/S03782706203200458</a> |
| Froese et al.           | 2020 | Algorithmic-oriented organizational value creation: A systematic literature review of case studies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Ecological Economics                                                | EXCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S09246460203000829">https://www.sciencedirect.com/science/article/abs/S09246460203000829</a> |
| Zhang et al.            | 2020 | The effects of organizational fitness, coordination, and product modularity on market satisfaction capability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | International Journal of Production Economics                       | INCLUDED                        | INCLUDED                   | INCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0925257120400588">https://www.sciencedirect.com/science/article/abs/S0925257120400588</a>   |
| Andersson et al.        | 2020 | Building trust for organizational resilience through balancing organizational structures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Scandinavian Journal of Management                                  | INCLUDED                        | INCLUDED                   | INCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0950212118030140">https://www.sciencedirect.com/science/article/abs/S0950212118030140</a>   |
| Helbing et al.          | 2006 | Information flows in hierarchical networks and the capability of organizations to successfully respond to failures, crises, and disasters                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Physica A: Statistical Mechanics and Its Applications               | INCLUDED                        | INCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0378437106000099">https://www.sciencedirect.com/science/article/abs/S0378437106000099</a>   |
| Zhan et al.             | 2020 | A conceptual model and case study of blockchain-enabled social media platform governance: the interplay of inter-organizational relationship mechanisms in innovation projects across ecosystems                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Technovation                                                        | INCLUDED                        | INCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0264647220002572">https://www.sciencedirect.com/science/article/abs/S0264647220002572</a>   |
| Azouar & Rezac          | 2022 | Industrial Marketing Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Industrial Marketing Management                                     | EXCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0019056520002493">https://www.sciencedirect.com/science/article/abs/S0019056520002493</a>   |
| Feng et al.             | 2020 | The impact of new product & operations technological practices on organizational structure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | International Journal of Production Economics                       | INCLUDED                        | INCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0925257120000848">https://www.sciencedirect.com/science/article/abs/S0925257120000848</a>   |
| Hestad et al.           | 2013 | The role of sustainability-oriented hybrid organizations in the development of smart cities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Cities                                                              | INCLUDED                        | INCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0264274113000165">https://www.sciencedirect.com/science/article/abs/S0264274113000165</a>   |
| Marino & Ventor         | 2019 | Corporate hierarchies and international trade: Theory and evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Journal of International Economics                                  | INCLUDED                        | INCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0022199640000048">https://www.sciencedirect.com/science/article/abs/S0022199640000048</a>   |
| Nicks & Pendo           | 2019 | Modeling the impact of organization structure and white-collar flows on intra-organizational corruption contagion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Physica A: Statistical Mechanics and Its Applications               | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0378437119030475">https://www.sciencedirect.com/science/article/abs/S0378437119030475</a>   |
| Hahn et al.             | 2020 | Work organization and job satisfaction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Research Policy                                                     | INCLUDED                        | INCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0048731920000083">https://www.sciencedirect.com/science/article/abs/S0048731920000083</a>   |
| Chen et al.             | 2020 | Logistics service innovation for third-party logistics providers in China: The impact of digital and organizational factors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Transportation Research Part E: Logistics and Transportation Review | INCLUDED                        | INCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0191368517121128">https://www.sciencedirect.com/science/article/abs/S0191368517121128</a>   |
| Lee & Yang              | 2020 | Organization structure, competition and performance measurement systems and their joint effects on performance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Management Accounting Research                                      | INCLUDED                        | INCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0925400800000811">https://www.sciencedirect.com/science/article/abs/S0925400800000811</a>   |
| Yang et al.             | 2020 | The influence mechanism of financial shared service mode on the competitive advantage of enterprises from the perspective of organizational complexity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | International Journal of Accounting Information Systems             | INCLUDED                        | INCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0378095120000170">https://www.sciencedirect.com/science/article/abs/S0378095120000170</a>   |
| Chhabri et al.          | 2020 | Focus on internal digitalization: Is it able to implement digitalization of organizational change towards corporate entrepreneurship? A case study from France                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Journal of Business Research                                        | INCLUDED                        | INCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0047320319030461">https://www.sciencedirect.com/science/article/abs/S0047320319030461</a>   |
| Yipka & Oren            | 2020 | Coordination of internal supply chain in vertically integrated high-tech manufacturing organizations (HTMOs)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | International Journal of Production Economics                       | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0925257120000020">https://www.sciencedirect.com/science/article/abs/S0925257120000020</a>   |
| Vollerstedt et al.      | 2020 | Integrating in a digital world: Understanding and overcoming cognitive barriers, reconfiguring practices and introducing new organizational forms                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Long Range Planning                                                 | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0024646020000081">https://www.sciencedirect.com/science/article/abs/S0024646020000081</a>   |
| Tegarden et al.         | 2019 | Examining Knowledge Search Routines and Architecture Competences: The Role of Organizational Context and Middle Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Long Range Planning                                                 | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0024646020000081">https://www.sciencedirect.com/science/article/abs/S0024646020000081</a>   |
| Bealer et al.           | 2019 | The critical events shape the evolution of sales organizations: A case study of a business-to-business services firm                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Journal of Business Research                                        | INCLUDED                        | INCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0047320319030461">https://www.sciencedirect.com/science/article/abs/S0047320319030461</a>   |
| Kiyohashi & Miyakawa    | 2020 | The choice of organizational form under interfirm bargaining rules: An empirical assessment of a historical network of organizational design                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Journal of the Japanese and International Economies                 | INCLUDED                        | INCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0885158120000039">https://www.sciencedirect.com/science/article/abs/S0885158120000039</a>   |
| Epstein et al.          | 2020 | Constructs: From culture to structure to pull production to performance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | International Journal of Production Economics                       | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0925257106000099">https://www.sciencedirect.com/science/article/abs/S0925257106000099</a>   |
| Saino-Royet et al.      | 2020 | Authority and consensus in group decision making with fallible individuals: Organizational enablers for governance and governmentality of projects                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Decision Support Systems                                            | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0167927621000000">https://www.sciencedirect.com/science/article/abs/S0167927621000000</a>   |
| Almeida et al.          | 2014 | Organizational enablers for governance and governmentality of projects: A literature review                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | International Journal of Project Management                         | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0263786104000077">https://www.sciencedirect.com/science/article/abs/S0263786104000077</a>   |
| Lee et al.              | 2020 | Governance structures for open collaboration: Focusing on resource allocation in open source software development organizations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | International Journal of Information Management                     | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0263786104000077">https://www.sciencedirect.com/science/article/abs/S0263786104000077</a>   |
| Gurie                   | 1996 | Open source software development organizations: Organizational structure and the use of information technology: Preliminary findings of a survey in the private and public sectors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | International Journal of Information Management                     | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0263786104000077">https://www.sciencedirect.com/science/article/abs/S0263786104000077</a>   |
| Rubenstein et al.       | 2020 | Organizational responses to uncertainty in the airline industry: Changes in patterns of communication networks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Journal of Air Transport Management                                 | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0360586913000154">https://www.sciencedirect.com/science/article/abs/S0360586913000154</a>   |
| Großschädl et al.       | 2020 | Understanding and Improving Accountability in Education: A Conceptual Framework for GuidedPaths from These Decomposition Reform Experiences in Latin America                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | World Development                                                   | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0305056520000083">https://www.sciencedirect.com/science/article/abs/S0305056520000083</a>   |
| Bassotti et al.         | 2020 | Decentralization and efficiency of supply targeting: Evidence from chiefs in rural Malawi                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Journal of Public Economics                                         | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0167227219000994">https://www.sciencedirect.com/science/article/abs/S0167227219000994</a>   |
| Indret et al.           | 2020 | Structural conflict in organizations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | European Economic Review                                            | EXCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0014302106000019">https://www.sciencedirect.com/science/article/abs/S0014302106000019</a>   |
| Gronroos & Söderlund    | 2020 | Getting control of multi-project organizations: Combining contingent control and performance measurement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | International Journal of Project Management                         | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0263786100000876">https://www.sciencedirect.com/science/article/abs/S0263786100000876</a>   |
| Bor et al.              | 2020 | Performance of government hierarchies and misuse of public funds: Evidence from public programs in China                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Journal of Economic Behavior & Organization                         | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0167268620000243">https://www.sciencedirect.com/science/article/abs/S0167268620000243</a>   |
| Bader et al.            | 2020 | The performance impact of intra-organizational design on an alliance's NPD projects                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Research Policy                                                     | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0043730120000009">https://www.sciencedirect.com/science/article/abs/S0043730120000009</a>   |
| Zhuo et al.             | 2020 | Relinquishing the central place hierarchy of the urban hotel industry through ODS+e-commerce                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | International Journal of Hospitality Management                     | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0278431920000059">https://www.sciencedirect.com/science/article/abs/S0278431920000059</a>   |
| Griener                 | 2019 | Performance structure, organizational form, and counterproductive work behavior: A competitive test of the bureaucratic and post-bureaucratic work performance management and organizational strategy: How to design systems that meet the needs of confrontation strategy firms                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Scandinavian Journal of Management                                  | INCLUDED                        | INCLUDED                   | INCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0950212120000064">https://www.sciencedirect.com/science/article/abs/S0950212120000064</a>   |
| Adferr                  | 2020 | The effects of equipment structure on the organizational complexity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | The British Accounting Review                                       | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0890388100000092">https://www.sciencedirect.com/science/article/abs/S0890388100000092</a>   |
| Ochoa & Borenstein      | 2020 | Behavior-disruption effectiveness relationship                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Journal of Business Research                                        | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0047320319030461">https://www.sciencedirect.com/science/article/abs/S0047320319030461</a>   |
| Helweg & Reagans        | 2020 | Exploring the effects of organizational complexity on innovation: A review of the literature                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Journal of Management                                               | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0360586913000154">https://www.sciencedirect.com/science/article/abs/S0360586913000154</a>   |
| Kidwell                 | 2020 | Studying the effects of "time 21" of the World of Futures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Futures                                                             | EXCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0190122920000157">https://www.sciencedirect.com/science/article/abs/S0190122920000157</a>   |
| Garnett                 | 2020 | Blockchain-based digital trust sharing platform for reconfigurable socialized manufacturing resource integration                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | International Journal of Production Economics                       | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0925257120000020">https://www.sciencedirect.com/science/article/abs/S0925257120000020</a>   |
| Limato & Mirza Casanova | 2020 | Organizational forgetting and information systems                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Scandinavian Journal of Management                                  | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0950212119030030">https://www.sciencedirect.com/science/article/abs/S0950212119030030</a>   |
| Torn & Steffal          | 2020 | William Penn: A decentralized low-carbon future scenario                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Futures                                                             | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0190122920000157">https://www.sciencedirect.com/science/article/abs/S0190122920000157</a>   |
| Müller et al.           | 2019 | Organizational enablers for project governance and governmentality in project-based organizations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | International Journal of Project Management                         | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0263786100000876">https://www.sciencedirect.com/science/article/abs/S0263786100000876</a>   |
| MacCormack et al.       | 2020 | Exploring the quality between product and organizational architecture: A test of the "isomorphism" hypothesis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Research Policy                                                     | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0043730120000009">https://www.sciencedirect.com/science/article/abs/S0043730120000009</a>   |
| Barshchinskii & P       | 2020 | The influence of organizational identification on organizational knowledge management (OKM)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Omega                                                               | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0167636920000007">https://www.sciencedirect.com/science/article/abs/S0167636920000007</a>   |
| Ormavilla               | 2017 | Human Labor and Niklas Luhmann as Organizational Theorist                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | European Management Journal                                         | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0950212117000008">https://www.sciencedirect.com/science/article/abs/S0950212117000008</a>   |
| Krauss et al.           | 2017 | When Sales Managers and Salespeople Disagree in the Appreciation for Their Firms' Performance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Journal of Retailing                                                | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0890388100000092">https://www.sciencedirect.com/science/article/abs/S0890388100000092</a>   |
| Mazzanti et al.         | 2020 | The Phenomenon of Organizational Identification Tension: Organizational Innovation, Human Resources and Firm Performance: The Emilia-Romagna Lead Sector                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | The Journal of Socio-Economics                                      | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0167268620000243">https://www.sciencedirect.com/science/article/abs/S0167268620000243</a>   |
| Wan et al.              | 2020 | Enabling cost innovation by non-traditional organizational processes: The case of Chinese firms                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Theoretical Forecasting and Social Change                           | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S03782706203200458">https://www.sciencedirect.com/science/article/abs/S03782706203200458</a> |
| Milgrom                 | 2020 | Designing communication hierarchies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Journal of Economic Theory                                          | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0022052100000066">https://www.sciencedirect.com/science/article/abs/S0022052100000066</a>   |
| Breslin                 | 2020 | Case in the storm: Simulating the management of organizational co-evolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Futures                                                             | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0190122920000157">https://www.sciencedirect.com/science/article/abs/S0190122920000157</a>   |
| Großschädl & Doherty    | 2020 | The complexity of culture: Using the appraisal process to compare French and British managers in a UK-based international hotel organization                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | International Journal of Hospitality Management                     | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0278431920000059">https://www.sciencedirect.com/science/article/abs/S0278431920000059</a>   |
| Ghani et al.            | 2020 | Impact of advanced manufacturing technology on organizational structure of technology and the emergent environment: Implications for organizational form and function                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | The Journal of High-Technology Management Research                  | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S1047320320000012">https://www.sciencedirect.com/science/article/abs/S1047320320000012</a>   |
| Tasabehi et al.         | 2020 | Impact of advanced manufacturing technology on organizational structure of technology and the emergent environment: Implications for organizational form and function                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | The Journal of High-Technology Management Research                  | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S1047320320000012">https://www.sciencedirect.com/science/article/abs/S1047320320000012</a>   |
| Lin & Pervan            | 2020 | The practice of S/IT benefits management in large Australian organizations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Information & Management                                            | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0360586913000154">https://www.sciencedirect.com/science/article/abs/S0360586913000154</a>   |
| DeRosa                  | 2020 | The public administration practice of an organization with a new digital age: A review of the literature                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Scandinavian Journal of Management                                  | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0950212120000064">https://www.sciencedirect.com/science/article/abs/S0950212120000064</a>   |
| Puterman                | 2020 | Organizational structure and the use of information technology: Preliminary findings of a survey in the private and public sectors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | International Journal of Information Management                     | INCLUDED                        | EXCLUDED                   | EXCLUDED        | <a href="https://www.sciencedirect.com/science/article/abs/S0263786104000077">https://www.sciencedirect.com/science/article/abs/S0263786104000077</a>   |
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