Deficiencies in Hierarchical Structures: Moving Towards Flatter Ontologies

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Abstract: This topic is being taken up to analyze the effects of Flat structures in organizations for fastening and smoothening out decision making processes. One of the main areas covered in the study is to examine the existing organization structure and analyze scope of innovation there and previously found and implemented innovation. This comprehensive study of Flat's governance, structure, philosophies, ideologies and functioning gives us an insight into more evolved methods of governance. The paper is also trying to understand the shortcomings in the present system of hierarchical model of governance and is also giving its views on flatter methods of governance.

Keywords: Flat models, Hierarchy, Self-management, Self-Authorization, Leadership, Radical Transparency, Idea Meritocracy, structures, cultures, governance

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Introduction

A Flat is a style of governance where there is no hierarchy between people, this kind of governance has a lot of direct communication attached and so the flow is very free and that's why there is a heavy exchange of information, there is more collaboration involved in this structure and the leadership is built from this philosophy "A true leader is one that forms a society that doesn't need a leader".

This leadership style has a lot to do with the way flat organizations are governing right now, the very fact that there is a growing need for youth **and** the economy as a whole working for a more harmonious and cohesive organization is because there is a growth of self-leadership, self-motivation and self-management entirely. Let's take a look at the age gap between professionals, professionals with experience sitting at the top have also become risk averse majorly, of course there are variations in how people in the same older age gap think, these people with more interest in taking risk turn out to be very open to new ideas and new governance techniques.

This is a very important aspect when finding out new methods of governance to further improve performance and productivity, one of the milestones that can be achieved would be to find young personnel able to work for a cause without expecting any recognition in titles and any kind of external motivation that would propel them to outperform themselves, this philosophy is built on the premise that there is a greater emphasis on the work and that they will get everything that they aspire from maximum dedication and innovation in work.

To an extent there should be a revamp in pay structure that would be governed on the work done and even the remuneration any employee of such organization would receive will be given by qualitatively grading their work, contribution to work and innovation involved in any aspect the employee can add to.

So far many advanced economies around the world are taking up such approaches, taking Bridgewater Associates for example which is the largest Hedge Fund (Investment Fund into unsecured investments) in the world has a similar take on the same concept, however goes by the name of Idea Meritocracy, this concept was coined by the proprietor, the term meritocracy is political philosophy that holds that "economic goods and/or political power should not be distributed on the premise of their wealth or social class but should be vested in individual people on the basis of their achievements, talents and efforts."

Idea meritocracy is in an environment in which the best idea wins as the best idea stimulates from the quality and the quantity of an idea and not by positional power. This form of governance is being actively implemented in Google, Intuit, Pixar Animation Studios, and of course Bridgewater Associates. These dynamic shifts in the management is propelled purely for a few key factors; profits, efficient and effective ways of managing the organization, and also to create more value and oneness in the organization.

For the purpose of decentralizing decision-making power and finding harmony in it requires a very intricate study of present employee behavior, character and performance efficacy and innovation, this involves hiring right. For that purpose, the hirers need to be hired right and should pass through the above criteria, taking the above reference of risk averse and risk-taking individuals, risk takers do not have a fixed way in tackling situations, they're often influenced by their previous actions and also from other's actions.

There is a certain idealism on which people function even when taking risks, for the benefit of the future decisions

taken are very much affected by the risks associated and often risk averse people take heavily used solutions and there is a drop in innovation usually; however the opposite is very rare to see, risk taking characters can bring about innovation and there is no saying here as well whether there is a big change involved, however the resistance to change is internally reduced and there is greater cooperation seen.

One of the primary applications being seen of flat structures is in the Bihar government implemented by a political activist Prashant Kishor, he has bought the need of a separate institution within the government which has a very free system of joining and leaving. Due to this there is a very high inflow of potential political aspirants who are being curbed by the heavy play of family politics, there is a large hierarchy created here which doesn't even give entry to the political side because of a lot of inherent autocracy, meritocracy is the opposite in many ways. This need for a lateral organization in the political sphere shows that flat structures can be implemented in public policies where there is an excess power struggle.

The concept in this lateral structure involves people getting to contribute to the political framework of this country to better the ecosystem they're a part of, this is one step towards a more mature democracy, why this step is very important to be highlighted is that there can be a greater implementation of flat philosophy in businesses as well, the heavy backdoor politics has corrupted business to their core, every organization has a huge amount of power struggle involved, this often consumes employees, the sight of the work needed to be done gets sidelined which is very dangerous as there is no 0 to 1 growth (Vertical Growth) but only horizontal growth which can get stagnating if not taken care.

Research Objectives

The objectives of this research paper is to find out current trends in the psychology of the working class as to their preferences in organizational structure, where the choice of the structures shows us the market's current ideologies. The second objective is to find out why do work force need hierarchy to work, while this question does have more than one answers, it is a worthy doubt to be addressed. Another objective that is being explored here is the source of motivation that work force needs. These 3 objectives do on a broad perspective explore the possibility of flat organizations which would be more experiential for work force to relate to.

Literature Review

Analysis[1]

1. The first research paper focuses on mainly relationship between organizational interdependence, with emphasis on number of joint programs, and internal organizational behavior for health and welfare organizations. At the core it shows the evolving mindset of the industry and its willingness to try something new for better innovation and productivity, and overall ensuring profits well enough for the long run too if it's possible. However, the premise on which the entire experiment was conducted was still a bit primitive to modern day techniques, the data gathered however relevant is still now widely understood management theories. The purpose of looking at flat organizations is reducing barriers in communication and decision-making power which enables a form of idea meritocracy as well, of course not that every flat has to be centered around the same, it is a good way of setting standards for further innovation in managerial practices.

2. Overall, the research paper is very insightful, in this new management by means of flat's, there is a huge question on ensuring accountability and control over the entire situation, apart from bringing to light that control gets lost in the process itself answers an age-old problem which is now embedded in the intricate details of Organizational Culture. The way which would be suited in this case would be to hire the hirer and hiree right, if the hirers are rightly chosen then the rest is consequential, the parameters on which the hirer and the hiree could be hired could be the character of the individual at the core, there are various methods to hire and an appropriate one could be chosen. Lastly the research paper also lays down the principal foundation on which any organization has been able function, grow, and sustain has been through control.

3. This paper in particular calls for hierarchy to operate and is therefore redundant to quite an extent, however the concept of specialization and configuration teach some important points to be taken into considerations while working for flat

organizations. There is a growing need to see the charting for flat organizations, there has to be a clear definition of functions and happenings in the organization to add to justify configuration as well. When there is a structural direction given to Flat organizations, there can be a major growth seen in the functioning of the organization, as whilst maintaining equality there is still scope for more variations and adjustments if needed to be implemented.

4. There is a greater focus on organizational form as a way to understand which gives a better performance and result. While this is a great method to understand performance and productivity in the organization it still is not the complete piece to finish the puzzle, the multidivisional structure (M-Form) turns out to be the preferred choice with obvious emphasis on hierarchy as the primary means to achieve it.

5. While taking this paper into account there were a lot of insights to be noted from here which incorporates rituals or myths and thus makes an institutionalized organization which functions along with a key set of practices built on faith, it also explores the influence of complex social relationships arising within the formal organization, it also brings to light that there is an increased productivity and performance in the organization which also solves the problem of employee cooperation and inter employee harmony provided people are open, this point was taken up as a learning curve to further understand the multifold role of rituals on organization, often there was resilience from employee towards such changes due to the excessive social stigma back then which still persists. There was a recommendation of implementing this philosophy in practical activities as that was the shortcoming of the experiment, a flat has already incorporated this in its structure which brings us to self-management which is key in achieving this kind of change.

6. This paper has started on an interesting point, however the closure needed is not there, apart from that there is a greater emphasis on the elite values, which is purely a distinction being created between the management, this superiority shows that the

scope of importance to be given to the entire organization is being directed hierarchal which again portrays hierarchy as a necessary factor and also places importance on elite values as opposed to formalization, centralization etc. Overall, it is a good directional journal article, however it only adds to the many benefits of implementing flat philosophy.

7. Very informatory read, there was a lot of data derived on practicality and there was in depth understanding of the relationship of employee reactions and structure and in accordance there was explanation of role of job modification framework to further understand need for flat.

8. This one is still briefly informative but doesn't bring to light any new theorems or philosophies that could radically change the organizational structure, climate and culture. While there was a brief acknowledgement of Flat, it was only till the extent of defining for discriminatory purposes between tall and flat hierarchies. In fact, even flat-archies (flat hierarchies) are not the solution for managerial policies, there is still 1/2 levels of hierarchy involved which itself can create employee disharmony. There is still a need to further develop this.

9. This one explores the inter-dependencies of organizational structure and technology, which goes to prove that with advancement in technology there is an automatic surge in innovation as this has leveled the playing field, technology can be considered as a lateral entrant, where even if technology has the ability or the evidence enough to change court decisions there is a fallacy where which sources are accepted as proof in the court of law, despite the amount of clutter (noise) in the data in technology it still makes people aware of the truth. In this sense there is a sense of idealism instilled in the minds of humans, this paradigm shift is what is causing the flat organizational movement.

10. A very insightful read on decision making processes on a daily basis and the nature of organization structure and how does one harmonize, economize, and create value effectively. In theory and to an extent in practicality flats are very promising but they still have discrepancies when put into complete practical action.

11. This article did a review on studying the culture in an organization before analyzing it, this talks about the way a culture is carried on and how do people behave in those kinds of cultures.

12. This paper has gone into a great depth to explore the possibilities of flat and tall structures and has also done an comprehensive comparison review, however even in the flat structures there was a level of hierarchy and this kind of reduces the credibility of the data for this research's purpose.

13. This measured the positioning of structure with respect to climate, where climate is a very important part of understanding why the structure should be made in a certain way. This part is extremely important as well, as the structure is culmination of culture, climate, and design.

14. This journal article goes into conditions in which leadership works or condition in which the leadership tested and even questioned maybe. This article talks about how organizations have evolved over time and in this case study has been done into the finance departments where they're looking at what variables affects what to limit it, the lack of complete technological advancement had not been able to give them better results. The paper however is still fit enough to be looked at when working on flat philosophies, all of these factors only add when removing hierarchies in workspaces.

15. This particular article wasn't inclined on creating a new course of action but kind of drove through the aspects of organization structure and was yet surprisingly narrow.

16. The main focus here was on centralization and formalization, the scope of going through the article becomes confined to a much-generalized area which has been repeated. There wasn't anything much to infer from.

17. The article had a very niche idea, which means it was very area-focused and so it went to great lengths to describe the correlation between causal model and organizational structure, the application of this is relevant at the level of integration of technology in daily use. Extremely valuable article to keep in bay to further analyze this current area of study.

18. This journal delves into relationship between teams and inner-organizational variables and using the disadvantages of teams (external) and prove that self-management is the way to increase profits, productivity, and performance. This essentially proves what flat philosophies have been advocating for. A good article to infer from.

19. This article was focusing on structuring of organizational structures so there is a good amount of technical content in the article and also helps in understanding core issues faced while designing the structure. Good read for the line currently being followed.

20. This particular article had a longitudinal processual perspective on organizational culture, there was a lot of attention to loosely tied ends and gaps and was focusing on culture's impact on governance which is very primary and has a very direct influence, which is often problematic if not taken care.

21. This article is still insightful to a certain extent as it does address the issue of designing the structure of an organization but at the same time still needs hierarchy to implement which becomes problematic in the long run. It is an interesting piece that could be inferred.

22. This article brought to light transactional, and transformational leadership styles into a part of culture and tried making transformational culture and transactional. This was a very good exploration of implementing choices, however is not self-start but like a kick/push-start machine. Self-management is the key to flat and new methods of cultures.

23. This article however aiming for modernization from the Japanese culture is still very hierarchal and still is in the same loop as others, there is no radical change in their culture or in the United States market. The Japanese principles however unique they are still stem on hierarchy.

24. This article as well faces similar restrictions and it goes to show that despite the increasing amount of data being collected in Human resources as a whole, there has seldom been a paradigm shift in managerial methods due to no trust over the employee.

25. This article still did not understand that with the growing size there is a lot of work and communication that gets mistranslated due to the hierarchy and the chain of command and communication. The greater the size the flatter it could go for greater autonomy and expansion.

Research Gap

The fundamental problem in most of the papers was the exclusion of the potential of flat organizations. This reason is very key to note, there is an excessive amount of power struggle everywhere, apart from amoral politics there is a lot of backdoor politics which often blindsides people and then every individual cannot see anything due to the tall structures of hierarchies, so to get to see the view employees use immoral methods to get up and the entire point of working which actually comes from passion gets mistranslated as fuel for a machine to run, however the aim of this work being done is to leave something behind in our actions. An organization was built on a few key characteristics, intangible values, and codes that guided the earlier generation to set up what we are fighting for right now, the true implementation of flat itself is idealistic, however every entrepreneur who worked for a goal of his was a crazed lunatic hell bent ensuring success to a very idealistic state and even after materializing it is not satisfied with it.

This is pretty much a foundation on which flat concept was founded. The only true use behind making a model like this is to give idealistic equality to people, this can very much mean unison of an entire world together, where the entirety of human population works towards creating resources of value and life improving quality. The idea of self-management is prominently a pre-requisite to ensure that the individual guides itself purely by his conscience, there is a great emphasis on individuals as all aware, part of technologies' role of equalizing the learning field has really opened up the afore-mentioned avenues for a quite a large segment of population.

The fact that people need a leader or someone above them shows that they don't know what to do if are in the dark, which is what is a daily part of life itself, so people not being able to do that cannot do this as well, the fact that they feel that they're the same and this is their core is a representation of their own insecurities, doubts and negativity, so no amount of external motivation would be of any use, it has to come from the within, to change things around us we need to constantly change ourselves, very much in association with the Japanese philosophy Kaizen. The study looks to explore much further into the details of this research gap just explained.

Research Methodology

Research and type of research design

The type of research that is used is entirely qualitative in nature in the way that the research goes into a lot of depth about the status of flat organization in the corporate sector and looks at interpretations to try and promote new work trends, for a new organizational culture. Owing to its shortcomings there has always been doubts on efficiency of the working of Flat organizations, Due to this reason there has always been a need to conduct an unbiased study so as to explore which is a more efficient and effective route to govern organizations. Due to the qualitative approach the study is exploratory in terms of its design and doesn't have any preconceived notion, owing to its design even the hypothesis formulated is a working hypothesis.

Working Hypothesis

Hypothesis 1: If organizational structures are Flat/Flat-archy in nature, they are self-governed and are more efficient than hierarchical or matrix structures.

Population for the research

The population for the research paper is 57 people, amongst them 7 people prefer Flat structures another 14 people prefer flat-archy structures, 27 people prefer hierarchy and 9 people prefer matrix structures. In another question, 39 people favored Participative Leadership, while 8 people prefer transactional leadership and surprisingly about 10 preferred Delegative Leadership. This population mix does not give us the chance to generalize the results and favor one side as there are more than 2 preferences and so there is natural inference that can be derived unless sampling is done.

Sampling considerations

Out of 57 elements 21 sampling units were chosen to infer from the findings so that something concrete could be formulated since the results were quite contradictory. Technically Flat-archy is flat with a step above to control and

balance so it would be fair to take the sampling units on the basis of their choice towards flat oriented structures to be able to conclude better. Within these one could observe their other 2 choices of the questions floated in the form, and one can make an interpretation about their nature of choices and could translate that psychology and understand the general outlook of the sampling frame on Flat oriented structures.

It is observed that there are only 3 sampling units that prefer Delegative Leadership (self-management leadership), this here shows that they are ready to take on targets and projects on their own and are much better self-managing than being managed. This can also infer that with experience and time they can work in flat organizations which indicates a sign of progress of working masses towards alternate organizational structures. Out of these 3 units, 2 units had opted for flat-archy structures along with its motivation selected (last question in the form) as the work itself. The only unit out of the 3 selected flat structure as their preferred choice along with the choice of Delegative Leadership, and the motivation being the work itself. While the third option ("no external motivation") was also mentioned there were no units that had chosen that preference, which was expected as the entire drive to work stems out of a daily dose of some form of motivation.

These questions are less but are quite qualitative in giving us a broad understanding of the population's choices. For the sake of sampling 36% of the population of the survey were chosen. 34% of the entire sample frame chose flat, 66 % chose Flat-archy, 14% of the sample frame chose Delegative Leadership, 76% chose Participative Leadership, and 24% of the sample frame chose Role Identity as their preference for motivation to work i.e. the last question of the survey form. While on the other hand 62% of the sampling frame chose work as their preference for motivation to work, this itself shows quite promising results as we can better generalize the results.

Variables

The variables here would be independent and dependent variables. Independent variables in this case would be the age as recorded in the survey and the dependent variables

would be monthly income and their educational qualification. These variables do have an indirect relation among each other and do affect each other; the effects however may vary and many times do not highlight as well.

Scales

A kind of scale most commonly used for identification purposes, which would be the nominal scale and, in this case, would be used in age, to show that one age is no superior to the other but shows variance in results which means that it does come on the scale as it makes an impact.

Instrument Used

The Instrument that is used to conduct the research methodology is by using the survey method. This is focusing on Understanding organization structure and its elements. For this reason the survey method made a lot of sense so as to understand the current psychology of the working class when it comes to organizational shape. While the Likert scale does give a more in depth measurement of the population's preferences cannot evade the fact that there is a point of neutrality at which no side would be favored leaving the data inconclusive. There is no sense in using the scale method to grade the degree of the preference because what matters is the preference itself; hence the survey method was chosen. Though this method does have its limitations there is still a great deal of understanding that can be derived from the choices through the surveys.

The survey method has questioned the population on their preferences between hierarchy and Flat organizations apart from that the second question asks them about the preferences on the types of leadership the last question asks about conditions under which people prefer to work and also helps us to understand the current mindset about work.
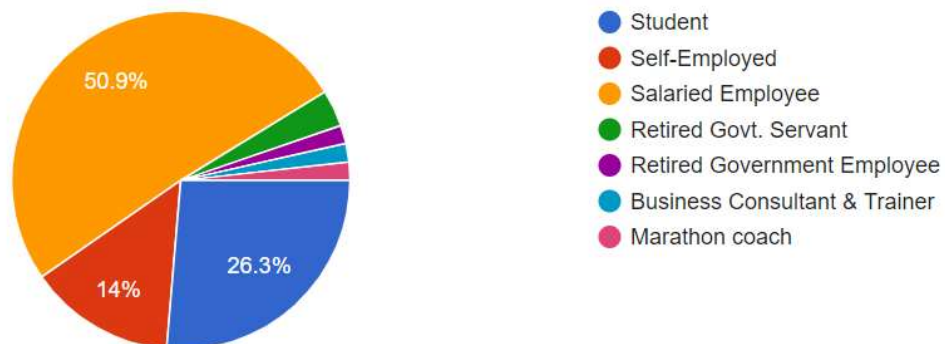
Tools used

The tool used for overall analysis was using the pie charts which gave us a good overview of the populations and its choices, to make deeper inferences we took sampling into consideration.
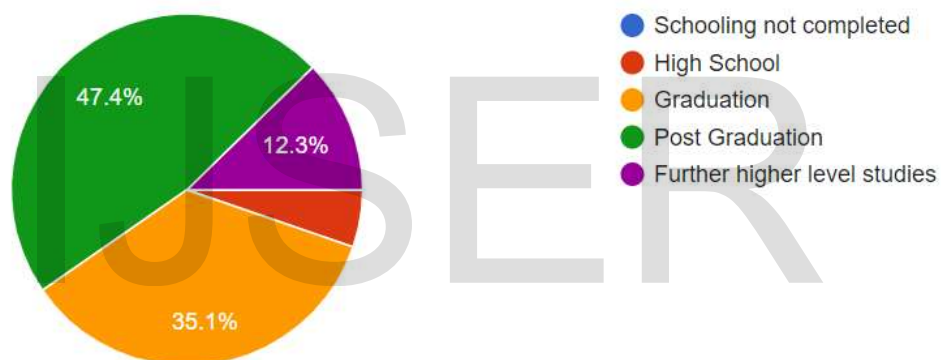
The pie charts as follows:
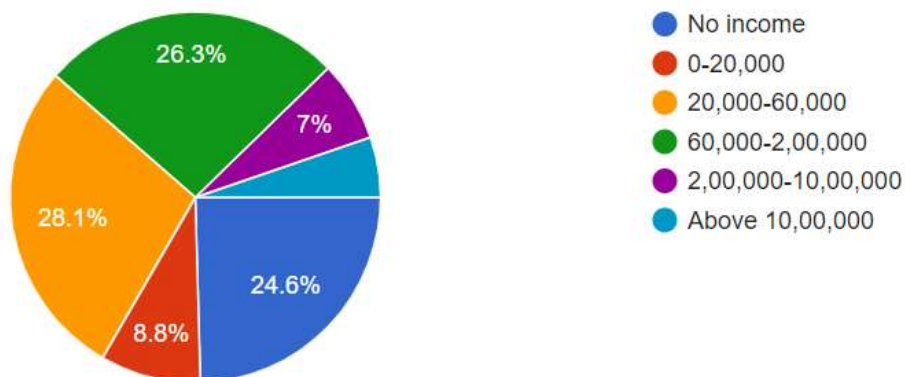
Occupation

57 responses

- ● Student
- ● Self-Employed
- ● Salaried Employee
- ● Retired Govt. Servant
- ● Retired Government Employee
- ● Business Consultant & Trainer
- ● Marathon coach

50.9%
14%
26.3%

Educational Qualification

57 responses

- ● Schooling not completed
- ● High School
- ● Graduation
- ● Post Graduation
- ● Further higher level studies

47.4%
12.3%
35.1%

Monthly Income

57 responses

- ● No income
- ● 0-20,000
- ● 20,000-60,000
- ● 60,000-2,00,000
- ● 2,00,000-10,00,000
- ● Above 10,00,000

26.3%
7%
28.1%
24.6%
8.8%

What type of an organizational structure do you prefer?

57 responses

- Hierarchy
- Flatarchy
- Flat
- Matrix Structure
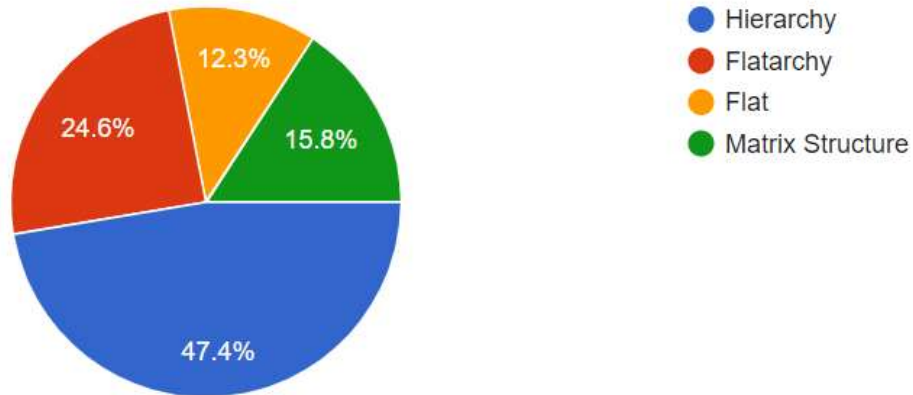
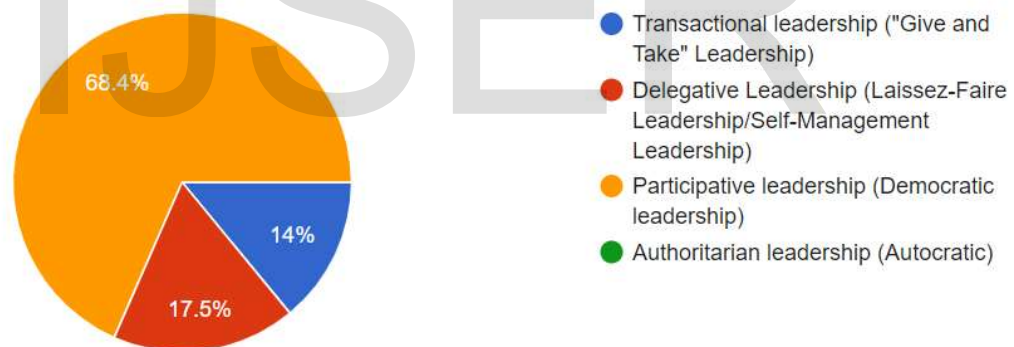This division did give some clarity on the probability of a new trend occurring. For further inferences sampling was done

What kind of leadership do you align with?

57 responses

- Transactional leadership ("Give and Take" Leadership)
- Delegative Leadership (Laissez-Faire Leadership/Self-Management Leadership)
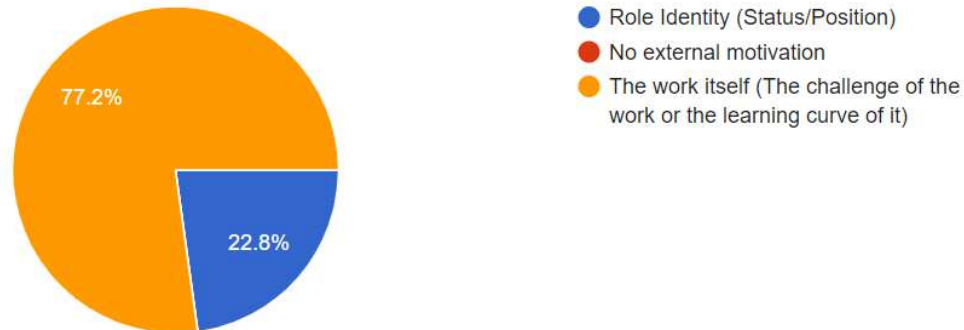- Participative leadership (Democratic leadership)
- Authoritarian leadership (Autocratic)

While there were 4 options, the population has advanced enough to eliminate autocracy from the scenario, showing absolutely no favor towards traditional management styles.

What do you think is essential motivation for working proactively and proficiently finishing targets? (Considering salary, job security and perks are taken care of)

57 responses

- ● Role Identity (Status/Position)
- ● No external motivation
- ● The work itself (The challenge of the work or the learning curve of it)

This on the other hand did straight away convey the focus of the population, while there is a high 22.8% preference for role to be the primary reason for motivation however 77.2% of the population preferred their work over their role to be their reason to be motivated and contribute towards the work which shows a lot of promise for the population to be the starting point of an entirely new organizational culture.

Data Analysis and Interpretation

Upon examining the data collected through google forms the inferences were wide enough to be applicable in a lot of spheres. While the data does cover the bandwidth there's not a lot of promising results as the data can be skewed partly due to the ambiguity. While this does pose as an irregularity in analyzing data and does lead to an inconclusive situation, it is the approach of the researcher that can redefine the irregularity in the data. While this does lead to think the nature of this research design is conclusive, we are still trying to explore all the spheres of structures, shapes and cultures unbiased. Only three questions in the survey really give us some concrete data to interpret, the first one enquires the preferred organizational structure; the second enquires they type of leadership preferred; and the third enquires about the source of the motivation for an employee to perform his tasks and duties.

After looking at the entire data the working hypothesis still cannot be chosen over the null working hypothesis. However, it definitely can show the stage of development of the working population, when taken in reference with the choice of structure, there were about 7 people (12%) in the

entire population who chose flat organization. Even a 12% likelihood towards flat style of governance does point to a grim chance of this culture spreading. Despite being such a hierarchy centric location, 17% of the 57 people taken for the survey have opted for the choice of Delegative leadership (Self-management Leadership), this shows that employees despite needing hierarchy can perform most of their duties and work load without any external motivation or interference.

The third one asks the sample units about their source of motivation to perform their duties; while earlier generation used to require "role/identity for performing their duties, there suddenly has been a shift towards "work" being their source of motivation. This in itself means people are giving more value to work over titles, which in itself is progress. There was a third option that wasn't selected by anyone, which was "No external motivation", this is a stage which no working class is ready to consider; however, future generations might understand the meaning of this statement and its need for implementation.

In an earlier world, during the 70's, role would have been the sole source of motivation for anyone to perform their tasks. Now that trend is finally breaking and the above-mentioned trend is taking over. Therefore, even the "no extrinsic motivation" stage is not impossible, but purely a matter of mass choice. If the mass choice is for this style of governance, then there is a fair chance for Flat method of governance to be implemented.

Discussion and Conclusion

Over the course of this study a lot of perspectives on governance, structures and cultures have been explored in quite much of depth, this in itself is a decent study of the effects of such macro-economic factors on managerial methods. This study still has managed explore a side of the vast knowledge still left to be re-discovered. While this is still the base for Flat structures, there's no concrete way of saying whether this is the apt management style, on the other hand this would open up opacity in organizations' operations and make things extremely transparent and visible to the entire society, if this happens the entire social structure can be very distraught and confused about their path.

There is deep sense of comfort felt when someone is there for us to call the shots, however most of us are in denial as everyone comes along and goes back the same way, the need for self-management is not only needed at a professional level but at a personal one as well, this style of leading starts with the self and in doing so one leads by example and by being the change. This requires for a resource to center oneself when handling work, studies also point towards much more harmony in work when one is composed as opposed to stressed. There can never be any conclusion here as all of these are cycles and ironically by the concept of inevitability what is going to come will come. If nothing there has been discovery and exploration of a very radical approach on management.

Theoretical Contribution

Among all the research papers that were reviewed for the purpose of literature review, there was no paper that covered the approach of why flat models would be desired over hierarchical models. The lens of looking and examining organization structure and their inherent effect on the culture of that entity was not unbiased. Overall, the papers were explorative but still supported the hierarchical system of governance.

Even from the findings conducted through primary research it was noted that most of the population even as of this date favored hierarchy over flatter system of governance. Drawing a parallel between these two narratives, it can be noted that hierarchical system has so deeply rooted itself in the minds of the society that every individual cannot

function if there is no one delegating and directing. More than governance it has become a mindset, this mindset is very dangerous as individuals have alienated creativity and individuality and are simply working in a mechanical fashion within their silos.

This is slowly killing the corporate culture, decision making has to be decentralized to a large extent in order to retain individuality within the employees. The current great resignation is being fueled due to this very reason; employees are unable to handle the toxic "no questions asked yes sir" corporate culture. In fact, many organizations still have ragging culture common within their structures as every employee wants to climb the corporate ladder.

While the governance in a flat system is not foolproof, it abolishes the ladder that every corporate employee wants to climb. There is absolutely no problem in climbing the ladder, but climbing at the cost of morals and ethics is not what organizations stand for.

Hierarchy does have its benefits, not at the cost of employee health, employee culture, organizational culture and industry-wide culture. Apart from all this, for radical change, radical transparency is needed, or else employees would not be to work proactively within organizations. While all this is countered on the basis that they are purely theoretical, Ray Dalio, the founder of Bridgewater Associates (The largest Hedge Fund in the world; managing a portfolio of over $149 billion) had also been running his organization flat before he stepped down as the CEO of Bridgewater. Was he successful? No. However, a trial is necessary before discarding something.

These aspects were not covered in most of the research papers, and hence have become gaps for new research to be done on the same. Hence, there is a vast amount of ground to be covered in the field of organizational culture, and structure with respect to psychodynamics of the organizations and the groups.

Managerial Implications

One of the major implications, the application of this study on managerial practices would be on the opacity of organizations, because this makes the company completely transparent and open to everyone which can result in 2

ways, either really change the business world to become the epitome of positive competition or turn into an extremely narrow-minded market with absolute restraint on any kind of operations. The employee knowledge base would be much amplified and the working style would be very efficient and smooth, this is one outlook; the second one would be that there would be chaos in the work sphere and that no decision is being made, efficiency has gone negative and organization could even be forced to sell itself off.

Limitations

One of the limitations of this study was its ambiguity of data which can have multiple interpretations, each of which need not be in alignment with all that was exchanged in the study. While the concept if very appealing to explore it is that much inconclusive and redundant if compared with current managerial methods, which renders it as a dream of idealism. Idealism is like perfection; perfection is a stage never achieved but still is the fundamental premise for our existence. While perfection is never achieved everyone just adapts with results, idealism is also similar to perfection in all these senses.

Table

1

S. No.	Author	Title	Criticism (Inadequacies)	Alternatives	Suggestion/Comments
1	Michael Aiken and Jerald Hage American Sociological Review Vol. 33, No. 6	Organizational interdependence and Intra-Organizational Structure	Mild criticism. The premise on which this is built is right, however it is not complete.	One way would be to decentralize authority for this study.	There should be a deeper internal study conducted.
2	William G. Ouchi Administrative Science Quarterly Vol. 22, No. 1 (Mar., 1977)	The relationship between Organizational Structure and organizational Control	Extremely mild criticism, the paper highlights the need for control at the grass root level.	None.	There is a good scope to understand this and try implementing it in flats.
3	D. S. Pugh, D. J. Hickson, C. R. Hinings and C. Turner Administrative Science Quarterly Vol. 13, No. 1 (Jun., 1968)	Dimensions of Organization Structure	Despite its innovation, the core is still primitive.	One could be to stop standardization and centralization.	There is a need to understand redundancy in hierarchy.
4	Henry Ogden Armour and David J. Teece The Bell Journal of Economics Vol. 9, No. 1 (Spring, 1978)	Organizational Structure and Economic Performance: A Test of the Multidivisional Hypothesis	Mild criticism. The premise on which this is built is right and quite needed, yet not complete.	The way could be to abolish the need for hierarchy for order.	Apart from the assumed hypothesis, a more open approach can be taken up.
5	John W. Meyer and Brian Rowan American Journal of Sociology Vol. 83, No. 2 (Sep., 1977)	Institutionalized Organizations: Formal Structure as Myth and Ceremony	Technique was aptly used and identified, there was integration with hierarchy which is often mistranslated due to the tall nature.	A good way could be to implement flat-archies (which aren't completely flat but have features).	The paper was extremely insightful and has added to the process of creating flat philosophies. This had a good emphasis on organizational culture.

6	Jerald Hage and Robert Dewar Administrative Science Quarterly Vol. 18, No. 3 (Sep., 1973)	Elite Values Versus Organizational Structure in Predicting Innovation	Elite values however important, cannot be the center point on which a decision is made.	Same as above mentioned.	There is a good amount of stigma to be taken away from this, to see why is fundamentally flat is still widely theoretical.
7	Greg R. Oldham and J. Richard Hackman Administrative Science Quarterly Vol. 26, No. 1 (Mar., 1981)	Relationships Between Organizational Structure and Employee Reactions: Comparing Alternative Frameworks	Very informatory article and quite ahead in its own time, no criticism needed.	Implementing Flat in Tall hierarchies.	Despite understanding employee reactions and structure there is still a bit of bias towards hierarchies.
8	Dan R. Dalton, William D. Todor, Michael J. Spendolini, Gordon J. Fielding and Lyman W. Porter The Academy of Management Review Vol. 5, No. 1 (Jan., 1980), pp. 49-64 (16 pages)	Organization Structure and Performance: A Critical Review	There has to be more emphasis on flat structures.	It should be further studied upon with focus on flatter methods.	Very insightful read.
9	Lawrence B. Mohr Administrative Science Quarterly Vol. 16, No. 4 (Dec., 1971)	Organizational Technology and Organizational Structure	The direction taken up is right, however due to lack of current standard of tech. There is however more ground to cover.	No such alternative that would actually create an impact.	Very insightful read, a good history lesson to learn to know how to shape management precisely.
10	James W. Fredrickson the Academy of Management	The Strategic Decision Process and Organizational Structure	Despite the standardization of activities, the human elements are still	It would be a combination of automation of processes and	None.

			influenced by hierarchy.	employee education.	
11	Linda Smircich Administrative Science Quarterly Vol. 28, No. 3, Organizational Culture (Sep., 1983)	Concepts of Culture and Organizational Analysis	It does not have a lot of points to criticize on.	None.	There could be more study of culture in production areas.
12	Rocco Carzo, Jr. and John N. Yanouzas Administrative Science Quarterly Vol. 14, No. 2, Laboratory Studies of Experimental Organizations (Jun., 1969)	Effects of Flat and Tall Organization Structure	Still has hierarchy levels in Flat organizations.	To practice complete flat philosophy.	None.
13	Roy L. Payne and Roger Mansfield Administrative Science Quarterly Vol. 18, No. 4 (Dec., 1973)	Relationships of Perceptions of Organizational Climate to Organizational Structure, Context, and Hierarchical Position	The direction is structurally very important and there is still a lot more ground to cover.	One should be to inter link and try to integrate.	Has brought a lot of points needed to light and is thus is helpful to this study.
14	Marshall W. Meyer American Journal of Sociology Vol. 81, No. 3 (Nov., 1975)	Leadership and Organizational Structure	The perspective is very narrow and is guided by one chain of thought.	Looking at managerial issues within finance Departments and looking at patterns within is a good way to start.	The article was still helpful in looking at one More perspective on structures.

15	W. Richard Scott Annual Review of Sociology Vol. 1 (1975)	Organizational Structure	Few points to note from the article. There was no clear definition of structure, still rudimentary.	More autonomy and decentralizatio n.	Still had some interesting pointers to observe as flat philosophies work on open end.
16	Johannes Pennings American Journal of Sociology Vol. 79, No. 3 (Nov., 1973)	Measures of Organizational Structure: A Methodological Note	Very narrow field of thinking.	Nothing that could add to this side.	The paper focused on purely traditional methods which is now being merged with modern, however that is not seen here.
17	Howard E. Aldrich Administrativ e Science Quarterly Vol. 17, No. 1 (Mar., 1972)	Technology and Organizational Structure: A Reexamination of the Findings of the Aston Group	There is no criticism required here.	None.	The article went into great technical depth of technology's integration with structures.
18	Jasmine Tata and Sameer Prasad Journal of Managerial Issues Vol. 16, No. 2 (Summer 2004)	Team Self-management, Organizational Structure, and Judgments of Team Effectiveness	No criticism required here as it proves Self-management's importance.	None.	This is key in analyzing current needs of managerial solutions.
19	Stewart Ranson, Bob Hinings and Royston Greenwood Administrativ e Science Quarterly Vol. 25, No. 1 (Mar., 1980)	The Structuring of Organizational Structures	Mild criticism, there was a lot of inference from traditional methods.	One way could be mixing the ratio of traditional and modern a little better.	None.
20	Andrew M. Pettigrew Administrativ e Science Quarterly Vol. 24, No. 4,	On Studying Organizational Cultures	A good article, very strategic in culture exploration.	No such alternative that would actually create an impact in this case.	The paper had a little fresher perspective on culture.

	Qualitative Methodology (Dec., 1979)				
21	Harvey M. Sapolsky the Journal of Business Vol. 40, No. 4 (Oct., 1967)	Organizational Structure and Innovation	The article still focused on hierarchy in the form of departmental store.	Completely designing structure flat.	There're still not many noteworthy points.
22	Bernard M. Bass and Bruce J. Avolio Public Administratio n Quarterly Vol. 17, No. 1 (SPRING, 1993)	Transformation al Leadership and Organizational Culture	Still did not mention the concept of Flat approach despite being quite close towards it.	Recommendati on of merging transformation al, transactional and flat cultures.	Still had some interesting points and is definitely worth noting.
23	James R. Lincoln, Jon Olson and Mitsuyo Hanada American Sociological Review Vol. 43, No. 6 (Dec., 1978)	Cultural Effects on Organizational Structure: The Case of Japanese Firms in the United States	There was continuation of Japanese hierarchal culture and no possibility of flat.	No alternatives as it's a cultural issue.	None.
24	Richard H. Hall, Norman J. Johnson and J. Eugene Haas American Sociological Review Vol. 32, No. 6 (Dec., 1967)	Organizational Size, Complexity, and Formalization	While it focuses on necessary elements it does leave out future possibilities due to lack of data.	None.	Nothing noteworthy.
25	John Child Administrativ e Science Quarterly Vol. 18, No. 2 (Jun., 1973)	Predicting and Understanding Organization Structure	Failure to understand huge size itself is complex.	A flat structuring could be better used to keep management simple.	A good attempt at technically tackling the question of the hour.

| 26 | John M. Ivancevich and James H. Donnelly, Jr. Vol. 20, No. 2 (Jun., 1975) | Relation of Organizational Structure to Job Satisfaction, Anxiety-Stress, and Performance | No criticism on this research paper. | There is no need for an alternative. | On the contrary there is a great deal to infer from this paper which did try to go deep into the culture of flat organizations. |

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