

Chapter 2: Systematic Literature Review on Self-Managed Organizations (SMOs)- Exploring the Evolution, Best Practices, and the Gap in the Current State of Research on SMOs

Hierarchical organizational structures have demonstrated notable limits in the last few decades (Burns & Stalker, 1961; Mintzberg & McHugh, 1985). Hierarchies struggle with complicated, new challenges, even while they are helpful for goal-setting and conflict resolution (Magee & Galinsky, 2008; Nickerson & Zenger, 2004). According to Adler (2001) and Gong et al. (2019), top-down organizational structures impede communication in dynamic business situations, impeding transparency in collaboration and removing lower-level employees from decision-making processes. This lack of empowerment stifles employee motivation, inventiveness, and originality, which lowers job satisfaction and causes disengagement. Organizations are implementing flat organizational structures to address these issues, with self-managed structures working well. Flat organizational structures promote candid dialogue, teamwork, and adequate information flow by removing superfluous layers. They give workers ownership, accountability, drive, autonomy, and decision-making power. According to Ancona and Bresman (2007), self-managed organizational structures enhance autonomy, collaboration, and quick decision-making by distributing decision-making authority.

Decentralized decision-making, emphasizing innovation, transparent communication, and shared leadership set SMOs apart. Front-line staff members make critical choices for SMOs, which promotes transparency, shared accountability, and trust (Thoms et al., 1996). Hackman (1998) states that effective leadership is crucial in SMOs to promote employee autonomy, boosting output and work satisfaction. A thorough examination of SMOs was conducted in an SLR from 1989 to 2023. It identified best practices, filled in knowledge gaps, and suggested future research avenues. An analysis of the historical background sheds light on SMO's development, difficulties, and guiding principles. Critical case reviews, such as Morning Star and Semco Partners, and empirical research have shed light on the implementation and results of SMOs. An analysis of effective strategies directs organizations looking to implement or improve self-management. The impact of technology, leadership responsibilities, and cultural elements on the efficacy of organizational self-management are potential areas for further research.

1. Knowledge gap in current SLRs

Previous SLRs (Mestrovic, 2017; Vries, 2017; Magpili & Pazos, 2018; Acharya & Colomo-Palacios, 2019; Doblinger, 2022; Lima et al., 2022; Kraus et al., 2024) have made significant progress in comprehending different aspects of SMOs. Theoretical frameworks such as complexity, sociotechnical systems, and self-determination theory have been highlighted as essential qualities and theoretical foundations. SLRs have explored the advantages of self-management, like greater autonomy and job satisfaction, as well as its drawbacks, like power disputes and resistance to change. Research has also been done on the changing nature of leadership—from hierarchical to facilitative roles—and on alternative organizational models like holacracy. Nonetheless, there remains a significant knowledge vacuum about the overall dynamics of SMOs. Although theoretic properties and frameworks have been researched, more is needed to know about the ongoing evolution of SMOs. A comprehensive research is also required to determine the sustainability and long-term effects of the advantages connected to self-management.

Moreover, more research is needed to determine the precise knowledge and abilities required for facilitative leadership in SMOs. Lastly, further research is necessary to fully understand how flexible and scalable various organizational structures are in multiple sizes and industries. By bridging these gaps, this SLR will further the understanding of SMOs and make it more comprehensive and sophisticated.

2. Research questions

The major research questions addressed through this SLR are

RQ1: What are the worldwide patterns in SMO research between 1989 and 2023?

RQ2: What are the main attributes and tenets of SMOs?

RQ3: What are the best practices adopted at SMOs and their advantages?

RQ4: What are the gaps in the self-management research?

3. Significance of the SLR

This SLR is essential for expanding the knowledge of self-management. A thorough analysis of the historical background revealed the genesis, progression, and advancement of self-management, providing insight into the variables that shaped its birth. A thorough grasp

of the field's development is provided by comparing historical and modern approaches and reviewing empirical studies on SMOs. In addition, the review's assessment of the application and results of self-management and its effectiveness, challenges, and impacts in diverse situations provides insightful information gathered from studies conducted over the last forty years.

Examining significant case studies, such as Morning Star and Semco Partners, enhances comprehension by providing in-depth narratives of particular companies. This in-depth examination of effective implementations and challenges overcome improves the findings' practical usefulness. Furthermore, identifying best practices reveals insights into executing self-management and managing strategies effectively, revealing important guidelines, organizational structures, and operational procedures that lead to success. These observations guide businesses looking to implement or improve self-management techniques. Moreover, by pointing out fresh research directions, the SLR advances the field of self-management studies. Through an exploration of the impact of technology, the function of leadership, and cultural elements, the review opens the door for ongoing advancement and creativity within SMOs.

4. Theoretical framework

The "Learning Organization" structure was first established in Peter Senge's 1990 book "*The Fifth Discipline*." This paradigm highlights the significance of ongoing learning and change adaptation to meet business objectives and keep a competitive edge in a world that is changing quickly. Systems thinking, personal mastery, mental models, shared vision, and team learning comprise the Learning Organization framework (Senge, 1990). Following is a short description of the five disciplines under this framework:

Systems Thinking: Understanding the relationships and interdependence inside the business and in the larger environment in which it functions is critical to systems thinking. SMOs can find areas for innovation and development and create more efficient cooperation and communication strategies using this discipline.

Personal Mastery: A thorough awareness of oneself, including advantages and disadvantages, is necessary for personal mastery. This can enable staff members in an SMO to take charge of their education and growth and positively impact the company's overall success.

Mental Models: Mental models are the presumptions and convictions that shape people's perceptions and interpretations of reality. By fostering an environment that challenges and investigates mental models, SMOs can foster creativity and critical thinking.

Shared vision: Creating a common understanding of the mission and objectives of the business is known as a shared vision. This can be accomplished in an SMO through open communication and teamwork, enabling staff members to match their efforts with the organization's overarching vision and objectives.

Team learning: Team learning establishes a setting where workers may share knowledge and work together on projects. This can be particularly crucial in an SMO where workers have a lot of autonomy and power to make decisions.

SMOs can benefit from using the Learning Organization concept as a helpful framework to promote employee collaboration, innovation, and ongoing learning. Implementing the five disciplines, SMOs may foster an environment of empowerment and continual improvement that promotes the organization's success.

5. Methodology

SLR is an exacting and thorough research synthesis technique that involves finding, assessing, and synthesizing all pertinent studies on a given research issue or topic in an organized and impartial manner. An SLR's main objective is to minimize bias and increase the transparency of the review process while offering an evidence-based assessment of the state of knowledge currently known about a particular subject or research question. To conduct this systematic literature review, the scholar adhered to a transparent methodology outlining the research topic, search strategy, inclusion and exclusion criteria, data extraction techniques, and analysis procedures.

5.1 Search strategy

The scholar searched through the databases, including Web of Science, Scopus, Proquest and Google Scholar. The systematic review was performed as per PRISMA guidelines (Page et al., 2020). The following search keywords were employed:

Keywords such as "self-managing organizations," "autonomous work groups," "empowered teams," and "self-directed work teams" were used to search for relevant research materials for the literature review. The Web of Science, Scopus, Proquest and Google Scholar databases

were searched for the above keywords between 10th September and 27th December 2023. Firstly 9074 documents that came up in the search, including all the above databases. Following that, the primary, secondary, inclusion and exclusion criteria were used, and that resulted in shortlisting 83 research items. By "snowballing" or going through the reference lists of significant papers among the 83 shortlisted research items, seven more relevant research items were added.

5.2 Inclusion and exclusion criteria

5.2.1 Primary inclusion and exclusion criteria

The primary inclusion criteria for the studies on SMOs included the following terms: "autonomous work groups," "empowered teams," "self-directed work teams," "SMOs," "self-directed organizations," "self-managed teams," "autonomous teams," "lean organizational structures," and "agile organizational structures." The keywords like "flat organizational structures" and "horizontal organizational structures" were not used as they are not used in research papers, like other popular aforementioned keywords (the syntax showed error on use of unconventional terms for agile organizational structures. This Systematic Literature Review included the research released between 1989 and 2023. The fields of management, business and economics, psychology, sociology, and nursing were the only ones included in the search. The remaining research domains like medicine, engineering, computer science, decision science, environmental science, were left out. Duplicate documents were excluded. To remove duplicates across multiple rows in a single column in Google Sheets, the researcher used the UNIQUE function. The column chosen was one with the title of the research items. The formula used was =UNIQUE(A1:A90) given the 90 research items.

5.2.2 Secondary inclusion and exclusion criteria

The secondary inclusion and exclusion criteria is essential for better refinement of the required literature to be reviewed using PRISMA Guidelines for systematic literature reviews (Moher et al., 2009; Kajol et al., 2022). After carefully reviewing the records, those that did not match the search for research on SMOs were removed. Rayyan (<https://rayyan.qcri.org/>) systematic review application was used to check for duplication and Google Sheets formula. To remove duplicates across multiple rows in a single column in Google Sheets, the researcher used the UNIQUE function. The column chosen was one with the title of the research items. The formula used was =UNIQUE(A1:A90) given the 90 research items. The

records were vetted based on titles and abstracts. Non-English papers and gray literature—that is, literature that might not go through conventional review procedures—were not included in the full-text data. The literature did not include books with no bearing on business or organizational management.

5.3 Research paper selection

The first thorough search approach produced 9074 documents in all. After a screening and selection process based on pre-established primary inclusion and exclusion criteria, 5011 documents were obtained by reading through the initial documents' abstracts. The articles were evaluated for eligibility by two separate reviewers, and any disagreements were settled by consensus and discussion. Following the selection procedure, 83 studies that satisfied the SLR's secondary inclusion and exclusion criteria were included in the final collection. Snowballing allowed for the inclusion of seven more investigations. The final review had a total of ninety studies—the featured studies comprised manufacturing, service, and knowledge-based businesses, among other organizational settings.

The scholar carefully double-reviewed the literature to reduce biases as part of the systematic literature review procedure. The scholar independently analyzed techniques, interpreted inclusion criteria, and evaluated ninety selected studies. Through the review the researcher could understand how to bridge the knowledge gaps through comprehension of the literature. By promoting transparency through the use of trusted databases and recording the whole process on excel sheets with key findings and methodologies used in the final shortlisted research items, this iterative discourse helped to mitigate bias. This approach helped to addressing biases and improved review dependability.

Furthermore, the data from the ninety investigations were manually synthesized to capture different details. The data, which included publication years, sources, keywords, and researcher details, was methodically compiled under headings such as "evolution of SMOs" and "empirical studies on SMOs." These themes covered 1989 to 2023 and guided future studies by exposing essential case studies and best practices that SMOs had embraced. Among the shortlisted research items, 12 were conceptual papers and chapters, 20 were quantitative approach research papers and 58 were qualitative approach research papers. In Figure 2.1, the PRISMA model depicts the methodical literature review procedure. Supplementary content includes a prepared spreadsheet with research methodologies, important findings, researcher and publisher details, and digital identifiers.

Table 2.1 Search syntaxes for the databases used in the SLR

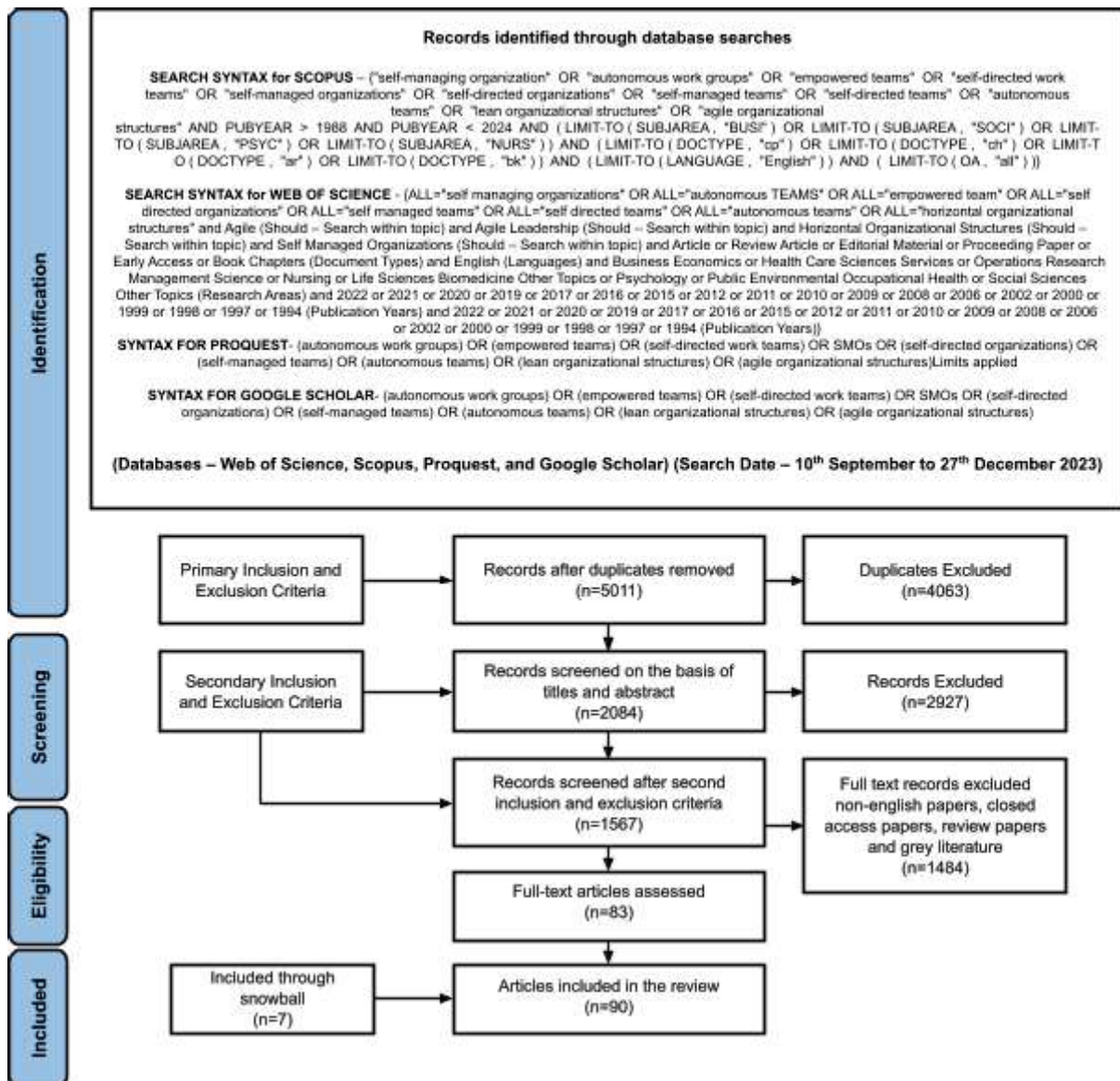
1	Scopus	<pre>{ "self-managing organization" OR "autonomous work groups" OR "empowered teams" OR "self-directed work teams" OR "self-managed organizations" OR "self-directed organizations" OR "self-managed teams" OR "self-directed teams" OR "autonomous teams" OR "lean organizational structures" OR "agile organizational structures" AND PUBYEAR > 1988 AND PUBYEAR < 2024 AND (LIMIT-TO (SUBJAREA , "BUSI") OR LIMIT-TO (SUBJAREA , "SOCI") OR LIMIT-TO (SUBJAREA , "PSYC") OR LIMIT-TO (SUBJAREA , "NURS")) AND (LIMIT-TO (DOCTYPE , "cp") OR LIMIT-TO (DOCTYPE , "ch") OR LIMIT-TO (DOCTYPE , "ar") OR LIMIT-TO (DOCTYPE , "bk")) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (OA , "all")) }</pre>
2	Web of Science	<pre>{ ALL="self managing organizations" OR ALL="autonomous TEAMS" OR ALL="empowered team" OR ALL="self directed organizations" OR ALL="self managed teams" OR ALL="self directed teams" OR ALL="autonomous teams" OR ALL="horizontal organizational structures" and Agile (Should – Search within topic) and Agile Leadership (Should – Search within topic) and Horizontal Organizational Structures (Should – Search within topic) and Self Managed Organizations (Should – Search within topic) and Article or Review Article or Editorial Material or Proceeding Paper or Early Access or Book Chapters (Document Types) and English (Languages) and Business Economics or Health Care Sciences Services or Operations Research Management Science or Nursing or Life Sciences Biomedicine Other Topics or Psychology or Public Environmental Occupational Health or Social Sciences Other Topics (Research Areas) and 2023 or 2022 or 2021 or 2020 or 2019 or 2017 or 2016 or 2015 or 2012 or 2011 or 2010 or</pre>

		2009 or 2008 or 2006 or 2002 or 2000 or 1999 or 1998 or 1997 or 1994 (Publication Years) and 2022 or 2021 or 2020 or 2019 or 2017 or 2016 or 2015 or 2012 or 2011 or 2010 or 2009 or 2008 or 2006 or 2002 or 2000 or 1999 or 1998 or 1997 or 1994 or 1993 or 1992 or 1991 or 1990 or 1989 (Publication Years)}
3	Proquest	(autonomous work groups) OR (empowered teams) OR (self-directed work teams) OR SMOs OR (self-directed organizations) OR (self-managed teams) OR (autonomous teams) OR (lean organizational structures) OR (agile organizational structures)Limits applied
4	Google Scholar	(autonomous work groups) OR (empowered teams) OR (self-directed work teams) OR SMOs OR (self-directed organizations) OR (self-managed teams) OR (autonomous teams) OR (lean organizational structures) OR (agile organizational structures)

Figure 2.1 PRISMA model.

Source: Compiled by the scholar.

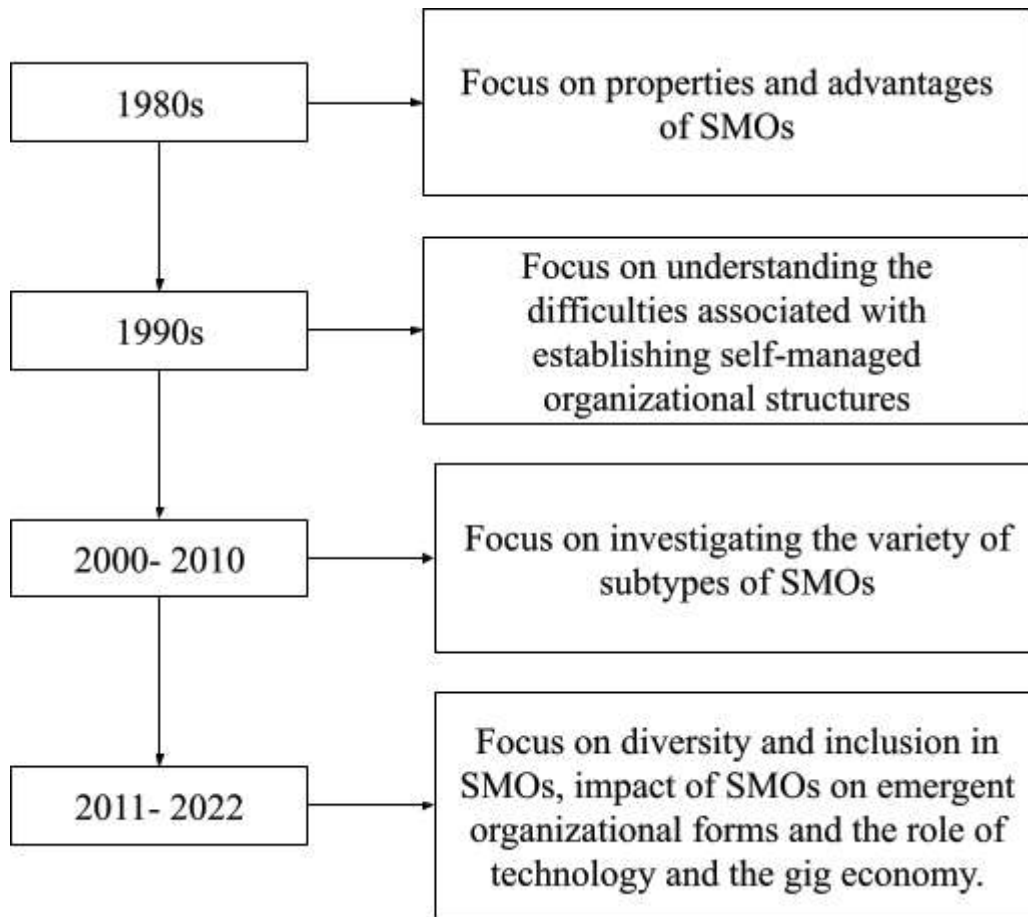
Note: Since the search date was limited to a specific date range, studies published after that date may have been missed.



6. Worldwide patterns in SMO research between 1989 and 2023 (RQ1)

Figure 2.2 shows the analysis of trends in SMOs' research from 1989 to 2023.

Figure 2.2 Analysis of trends in SMOs' research from 1989 to 2023



SMOs are becoming increasingly common in the modern workplace as people want more freedom and flexibility. SMOs have emerged as rivals to traditional hierarchical structures, where workers have greater freedom and power over decisions. Over the past forty years, the idea of SMOs has undergone significant transformation, and much research has been done on the subject. Research in the 1980s focused on the characteristics and benefits of SMOs. For instance, Millikin et al. (2010) examined how job enrichment affected job satisfaction in self-managed work teams. Likewise, Thoms et al. (1996) examined the significance of empowerment and autonomy in high-achieving companies.

The goal of SMO research shifted in the 1990s to comprehending the challenges in creating this organizational structure. Cohen and Bailey (1997) looked into the elements that contribute to SMO success or failure, whereas Spreitzer et al. (1999) looked into the role of leadership in SMOs. Around this period, academics looked into how self-management affects various organizational outcomes, such as productivity, work satisfaction, and worker well-being.

SMO research became more advanced in the 2000s, with scholars examining a range of subtypes. Manz et al. (1990) explored the idea of self-organizing systems, whereas Hackman (1998) distinguished between self-managing teams and self-managing work groups. Furthermore, scholars initiated an investigation into the impact of social media on diverse domains such as healthcare (Yang & Guy, 2011), education (Polley & Ribbens, 1998), and the public sector (Yang & Guy, 2004; Banner, 1993).

Researchers have recently concentrated on inclusion and diversity in SMOs. Research has examined how diversity helps SMOs be more innovative, creative, and problem-solving-oriented. For instance, the Moreno Romero et al. (2020) research investigated how variety within SMOs might boost innovation and creativity. In recent years, research has focused on the function of leadership in SMOs. Research has examined how leadership philosophies, including transformational leadership, affect teams' productivity and employee happiness in SMOs. For instance, Kummelstedt's (2023) research examined how transformational leadership might enhance work satisfaction in autonomous teams. Another emerging topic of research in SMOs is organizational culture. Research has examined how team performance and results in SMOs are impacted by organizational culture. For instance, the research by Farkhondeh and Müller (2021) investigated the connection between team performance in self-managed teams and organizational culture.

Researchers have studied many aspects of the self-managed organizational structure over the last forty years. At the same time, subsequent studies examined implementation challenges and the impact of this organizational structure on organizational results; earlier research concentrated on the characteristics and advantages of SMOs. New concerns have been the subject of recent studies (Annosi et al., 2020; Thibodeaux & Faden, 1994), such as the effect of SMOs on emerging organizational forms and the role of technology in the gig economy. A significant understanding of this alternative organizational form and its capacity to foster empowerment and autonomy at work has been made possible by the research conducted on SMOs.

6.1 Geographical location of the past studies

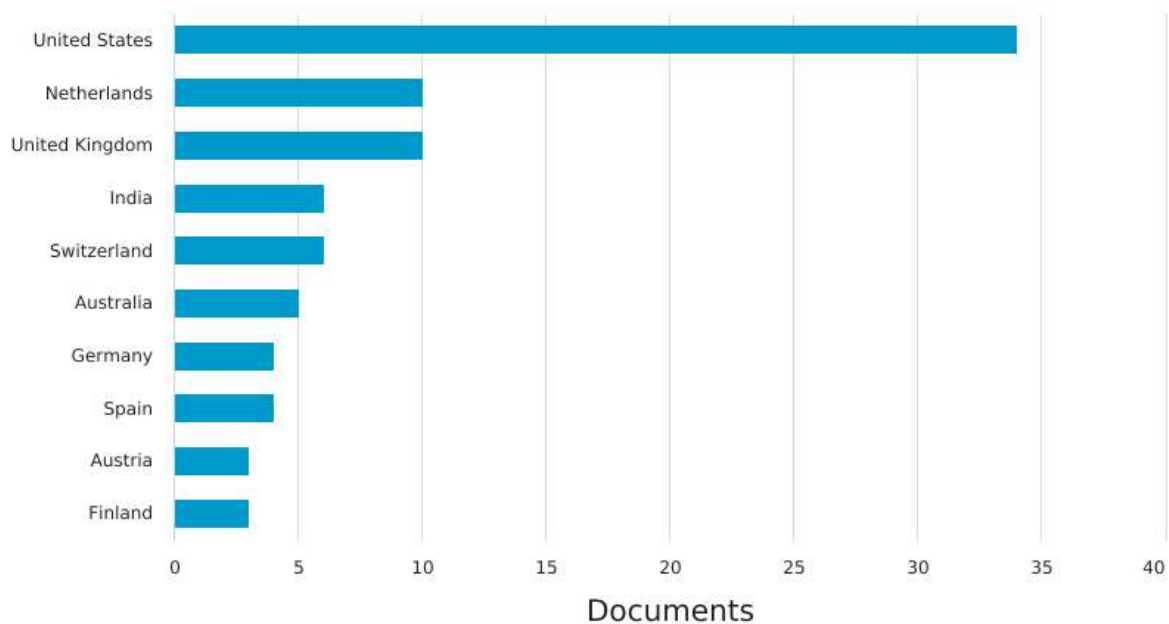
Figure 2.3 shows the geographical location of the past studies from 1989 to 2023.

Figure 2.3 Documents by country/territory (Adapted from Scopus database)

Documents by country or territory

Scopus

Compare the document counts for up to 15 countries/territories.



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According to the literature review, the United States produced the most significant number of research publications with the accepted inclusion and exclusion criteria for self-managed organizational structures in particular and horizontal management structures in general. The Netherlands and the United Kingdom came next. Upon detailed examination, Figure 2.3 reveals that, after the United States, the European Union was the second most studied geographical region.

6.2 Research documents by affiliation

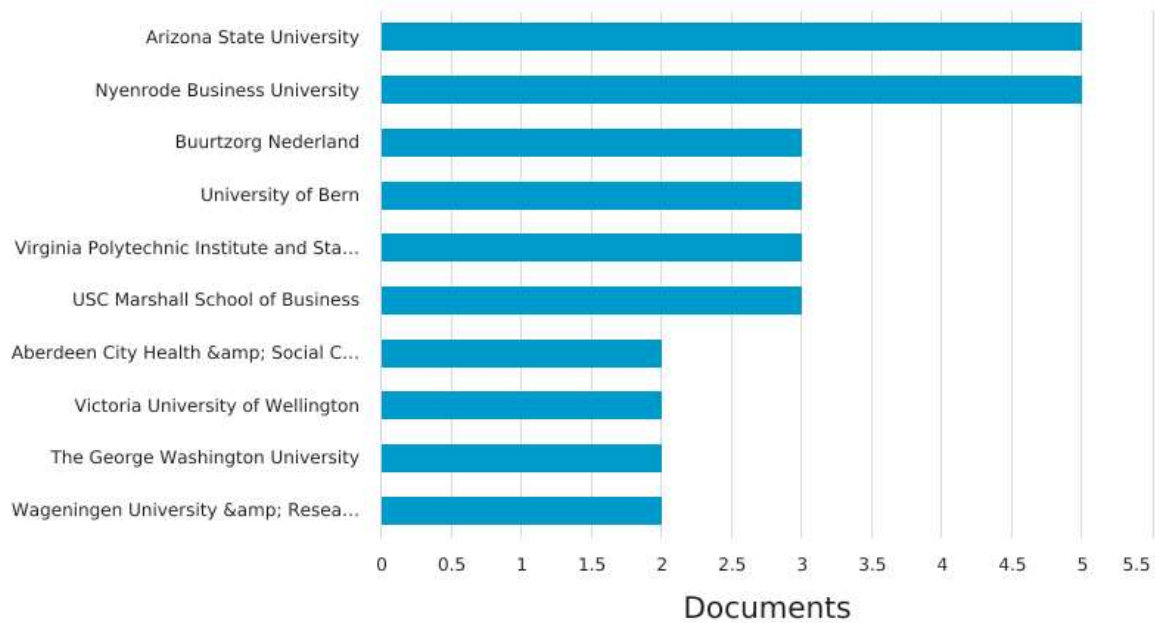
The following Figure 2.4 shows the analysis of SMO-related documents by affiliations of researchers from 1989 to 2023.

Figure 2.4 Publications as per affiliations (Adapted from Scopus database)

Documents by affiliation

Scopus

Compare the document counts for up to 15 affiliations.



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Arizona State University shows the highest number of publications in SMOs between 1989-2023, followed by Nyenrode Business Universiteit and the organization named Buurtzorg Nederland.

6.3 Researchers with top publications

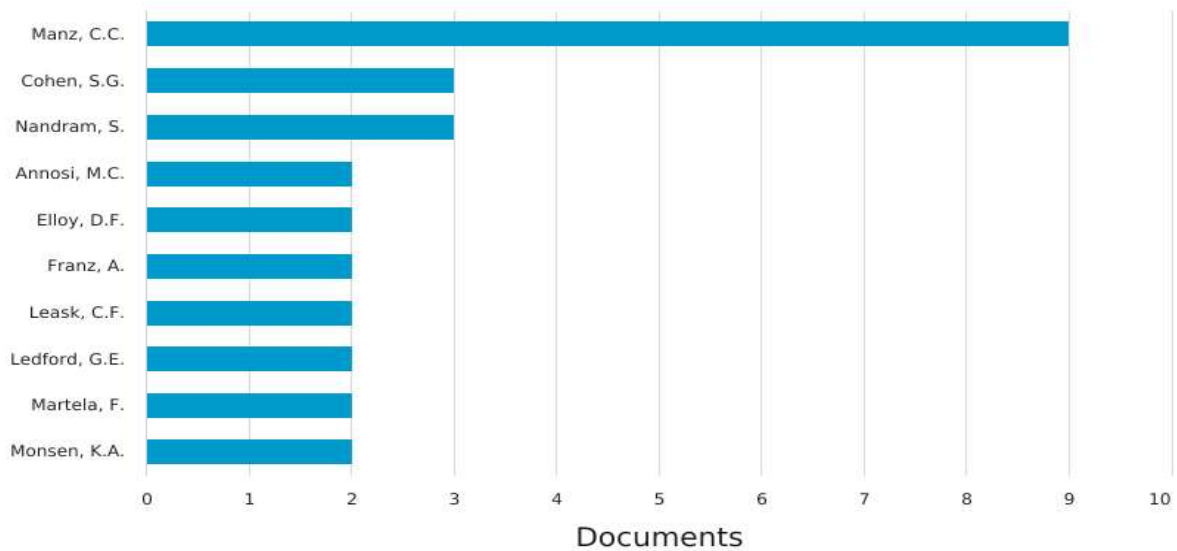
Figure 2.5 shows the researchers' top SMOs research publications from 1989 to 2023.

Figure 2.5 Top publishing researchers in self-management concept in organizations (Adapted from Scopus database)

Documents by author

Scopus

Compare the document counts for up to 15 authors.



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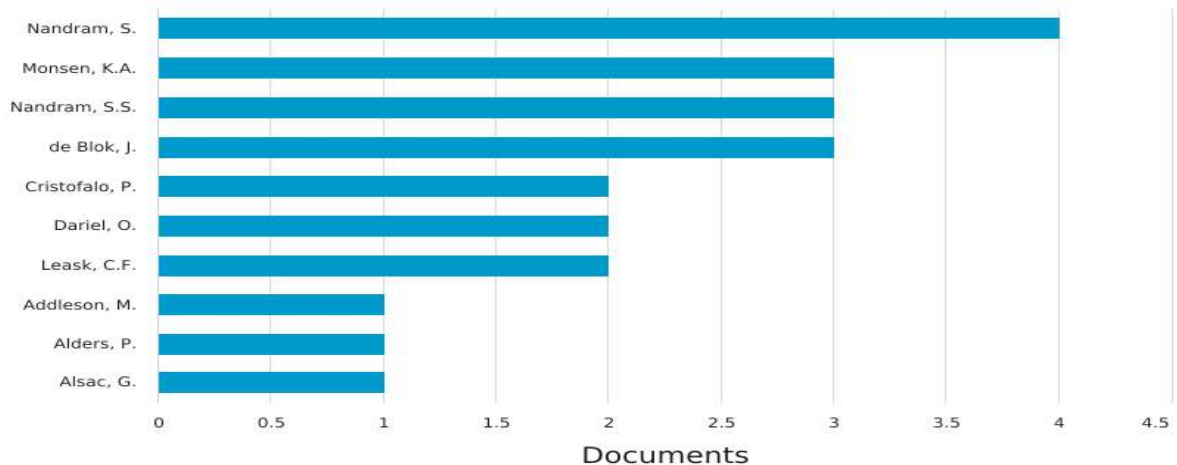
The above chart shows the top ten publishing researchers in self-management. These researchers made a significant contribution to the development of the self-management organizational structure. The top publishing researchers are Charles Manz (UMass Amherst), Susan G. Cohen (University of Southern California), and Sharda Nandram (Nyenrode Business Universiteit).

Figure 2.6 Top publishing researchers in self-managed homecare organizations (Adapted from Scopus database)

Documents by author

Scopus

Compare the document counts for up to 15 authors.



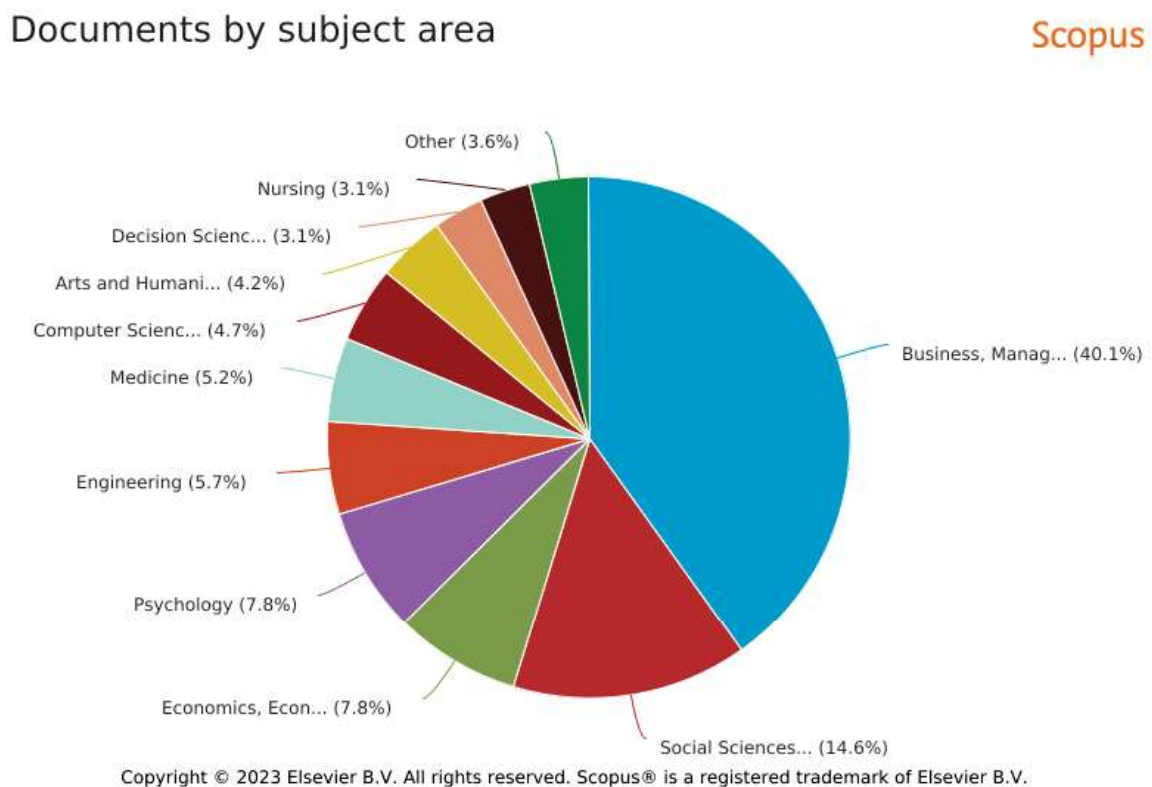
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Figure 2.6 shows top publishing researchers in the field of self-managed organizational structures in the homecare sector. Top publishing researchers were Sharda Nandram (Nyenrode Business Universiteit), Karen Monsen (University of Minnesota), and Jos de Blok (Founder and CEO, Buurtzorg Nederland).

6.4 Subject areas and document types of the published research in self-management in organizations

Figure 2.7 shows the subject areas where SMOs' research was published from 1989 to 2023.

Figure 2.7 Subject areas in which the research works related to self-management were published (Adapted from Scopus database)



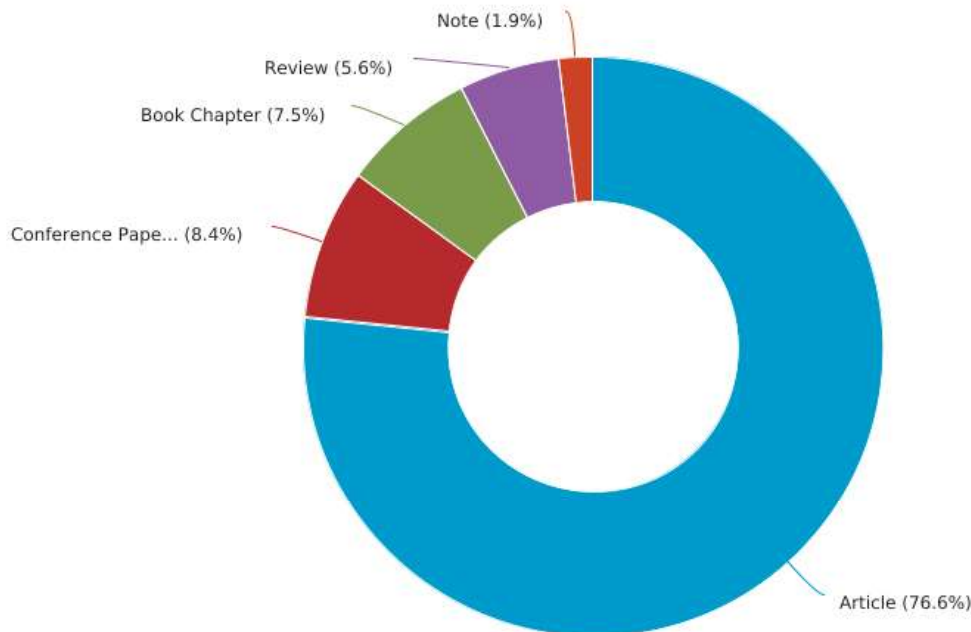
40.1% of the related research was in the area of business and management, 14.6% was in the area of social sciences, and 7.8% of the work was published in the area of psychology.

Figure 2.8 shows the SMO-related document types and their proportions revealed through SLR from 1989 to 2023.

Figure 2.8 Related document types and their proportions revealed in the SLR (Adapted from Scopus database)

Documents by type

Scopus



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The search results showed that 76.6% of the document results were research articles published in academic journals, 8.4% of the documents were conference papers, and 7.5% were book chapters.

6.5. Empirical studies on SMOs

6.5.1 Overview of studies conducted from 1989 to 2023

Over the last forty years, empirical research has focused on self-management in organizations (SMOs). Studies have examined how SMO success is influenced by many factors, as well as how self-management affects employee motivation, performance, and work satisfaction. This section ignores circumstances unique to organizations and instead looks at the empirical research done on SMOs over the previous 40 years.

a) Motivation and job satisfaction

One of the most significant benefits of SMOs is the potential for increased employee engagement through motivation and work satisfaction. Research indicates that SMO employees report higher motivation and job satisfaction than traditional organizations with hierarchical organizational structures (Manz & Sims, 1984; Proença, 2010). Furthermore,

studies show that SMOs encourage corporate citizenship and employee engagement (Power & Waddell, 2004; Elloy, 2005).

b) Effectiveness and efficiency

Additionally, it has been shown that SMOs improve an organization's efficacy and performance. According to research, self-management in the workplace can enhance job quality, speed up reaction times, and reduce decision-making times (Annosi et al., 2020). Additionally, SMOs might encourage employees' creativity and inventiveness as they work (Martela, 2023).

c) Factors influencing SMO success

Numerous studies have looked at the factors that contribute to SMO success. Research has shown that effective SMOs need strong leadership, clear communication, appropriate training, and support (Thoms et al., 1996; Lawler, 1994; Yang & Guy, 2011). Moreover, corporate culture and structure might affect SMO performance; SMO success is more likely in environments with supportive cultures and flat organizational structures (Cameron & Quinn, 2006; Lawler, 1994).

d) Problems faced by SMOs

SMO implementation is complex, even with its prospective benefits. Research has identified several challenges, such as reluctance to adapt, a lack of trust, and trouble defining roles and duties (Lawler, 1994; Martela, 2023). Furthermore, studies have shown that SMOs can be challenging to maintain over time as leaders and staff must continually show their commitment and support (Thoms et al., 1996; Lee & Edmondson, 2017). SMOs have been shown to improve organizational performance, work satisfaction, and employee motivation. Its efficacy is contingent upon several factors, including capable leadership, efficient communication, and an organizational culture and structure supporting success. Support for organizational transformation and long-term model maintenance are required for SMOs. Additional research is necessary to thoroughly understand the advantages and restrictions of SMOs and how self-management may be successfully applied in various organizational situations.

7. The main attributes and tenets of SMOs (RQ2)

The researcher studied prominent case studies on some of the successful SMOs to find and understand the main attributes and tenets of SMOs. Here are some examples of SMOs explaining their major attributes that contribute to their success.

7.1 Buurtzorg Nederland

The Dutch home healthcare group Buurtzorg was founded in 2006. The organization needs supervisors or middle management, employing over 15,000 qualified nurses. Task management, decision-making, and cooperation with other teams are the responsibilities of each team (Monsen & Deblok, 2013; Nandram, 2015).

Based on the fundamental ideas presented by Kreitzer et al. (2015), the Buurtzorg self-managed model is distinguished by team-based care, in which nurses operate in self-organizing groups of ten to twelve people, concentrating on a particular area. Thanks to decentralized decision-making, each team is given the authority to make decisions about patient care, scheduling, and resource allocation. With nurses trained to meet patients' physical, emotional, and social needs, Buurtzorg prioritizes holistic treatment. It is recommended that students learn continuously to build skills through continued instruction and training.

Better patient outcomes, lower costs by doing away with middle management and bureaucracy, and more work satisfaction for nurses due to a sense of purpose and autonomy are all signs of Buurtzorg's success (Nandram, 2021). Several nations, including Belgium, Sweden, India, and Japan, have replicated the concept due to its widespread recognition (Monsen & Deblok, 2013). Although clear benefits exist, questions have been raised regarding scalability and applicability to other healthcare systems. According to Nandram and Koster (2014) and Drennan et al. (2018), Buurtzorg's focus on team-based care, decentralized decision-making, and continuous learning has been shown to have significant advantages in resolving issues with patient outcomes, cost savings, and nurse satisfaction.

Critical analysis

Success factors

1. Decentralized Decision-Making: Buurtzorg's model grants autonomy to nursing teams, leading to improved patient outcomes, cost savings by reducing bureaucracy, and increased job satisfaction for nurses who experience a greater sense of purpose and autonomy.
2. Holistic Care Approach: The focus on holistic treatment ensures comprehensive patient care, addressing a wide range of needs and improving overall patient satisfaction.
3. Continuous Learning: Ongoing training and skill development foster a culture of continuous improvement and adaptability among the nursing staff.

7.2 Morning Star

A well-known self-managed organization (SMO), Morning Star has a distinctive management structure based on peer accountability and self-management ideas. Since its founding in 1970, Morning Star has become one of the top tomato processors globally, emphasizing peer and individual accountability within its unique organizational structure. This structure instills a sense of ownership and responsibility for the company's success by giving workers more influence over their jobs. "Colleague Letters of Understanding" is a keystone of Morning Star's self-management strategy (CLOUs). Employees collaborate to create CLOUs that outline their roles and responsibilities through mutual agreement and discussion. All organization members will feel clear and have a sense of ownership because of this approach.

Peer accountability is a critical component of Morning Star's self-management paradigm, which encourages employees to hold one another accountable and work together to resolve problems. This focus fosters a climate of trust and collaboration, bringing people together to work toward shared goals. Scholarly investigations, such as those conducted by Semler (2000) and Polley and Ribbens (2013), demonstrate the effectiveness of Morning Star's self-management program. Gains in profitability, productivity, and employee contentment are examples of positive results.

Even problems with Morning Star's self-management approach have been noted, such as the requirement for a clear hierarchy to prevent misunderstanding and inefficiency (Polley & Ribbens, 1998). Empowered workers in self-managed systems could find it challenging to settle disputes independently, underscoring the possible advantages of having a recognized authority in conflict resolution. Although the approach increases autonomy because of its unclear hierarchy, it may also increase the risk of burnout and reduce prospects for

professional progression (Moreno Romero et al., 2020). These difficulties highlight the difficulty of establishing and maintaining self-management inside a company.

Critical analysis

Success factors

1. Peer accountability: This system encourages employees to hold each other accountable, fostering a collaborative environment and driving the company toward common goals.
2. Employee empowerment: By allowing workers to influence their jobs, Morning Star instills a strong sense of ownership and responsibility linked to increased profitability, productivity, and employee satisfaction.

7.3 Valve corporation

Renowned for titles like Portal and Half-Life, Valve Corporation is an SMO with a unique organizational structure prioritizing worker empowerment and autonomy. Employees at Valve operate in self-organizing teams under "flat management," which is free of traditional hierarchical frameworks (Lee & Edmondson, 2017). Members of these teams can select projects, tools, and techniques as they form based on the demands of the project. Valve's method permits decentralized decision-making and individual empowerment, unlike top-down techniques.

Valve's hiring procedure demonstrates its dedication to self-management abilities and cultural fit since it seeks out enthusiastic people who can work alone and collaboratively. This emphasis on self-management results from the conviction that driven individuals may produce creative goods without conventional management structures (Farkhondeh et al., 2021).

Valve's SMO model has been successful, as seen by its consistent ranking as one of the top workplaces in the technology sector. The focus on worker autonomy has produced innovative innovations revolutionizing the game business, such as the Steam gaming platform (Kummelstedt, 2023). The lack of a traditional hierarchy makes employee choice in project selection possible, which promotes transparency, teamwork, and personal accountability. This strategy has successfully fostered an inventive and creative work environment.

Valve's SMO structure, first described in the "Valve Handbook for New Employees" in 2012, has successfully encouraged collaboration, innovation, and employee motivation (Lee, 2022). Workers at Valve are more satisfied with their jobs, highlighting the advantages of a self-managed approach over conventional hierarchical structures (Farkhondeh et al., 2021).

Critical analysis

Success factors

1. Worker autonomy: Valve's approach allows employees to select their projects, fostering a sense of ownership, transparency, and personal accountability. This has resulted in innovative products like the Steam gaming platform.
2. Cultural fit and self-management skills: Valve's hiring process focuses on cultural fit and self-management abilities, ensuring employees are motivated and capable of working independently and collaboratively.

7.4 W.L. Gore and Associates

Founded in 1958 by Wilbert L. and Robert W. Gore, W.L. Gore, and Associates is a global corporation functioning as an SMO. It manufactures a range of goods, such as industrial materials, textiles, and medical equipment. Acknowledged for its successes, W.L. Gore's SMO model shapes the business culture and impacts employee behavior based on responsibility, autonomy, entrepreneurship, and cooperation (Collins et al., 2014; Shipper & Manz, 1992).

At W.L. Gore and Associates, the SMO model encourages innovation by allowing staff members to experiment and take chances, creating ground-breaking goods and technology that keep the business ahead of rivals (Hamel & Spence, 2010). Moreover, it is recognized that the SMO model fosters a strong community among staff members by promoting a culture that values inclusion, diversity, cooperation, and collaboration (Collins et al., 2014). W.L. Gore and Associates, consistently rated as one of the finest workplaces, inspires many other firms looking for creative management methods because of its distinctive self-management style.

Critical analysis

Success factors

1. Innovation Encouragement: The SMO model at W.L. Gore fosters innovation by empowering employees to experiment and take risks, leading to groundbreaking products and technologies that maintain the company's competitive edge.
2. Strong Community and Collaboration: By promoting a culture of inclusion, diversity, cooperation, and collaboration, W.L. Gore builds a strong sense of community among employees. This inclusive culture enhances teamwork and collective problem-solving.
3. Reputation as a Top Workplace: Consistently rated as one of the best workplaces, W.L. Gore's unique self-management style models other companies seeking innovative management approaches.

7.5 Semco Partners

Brazilian business Semco Partners is well-known worldwide for its effective use of self-management techniques. At Semco, this strategy boosted worker engagement, encouraged innovation and creativity, and enhanced overall organizational performance. According to Semler (2000), a key component of Semco's self-management structure is removing the conventional organizational hierarchy and creating self-managing work teams among employees. Lee and Paunova (2017) investigated how Semco's self-management procedures have enhanced financial performance, raised employee happiness, and stimulated innovation. The decentralized structure of Semco and employee empowerment were determined to favorably impact the company's creativity and competitiveness, according to Randolph and Sashkin (2002).

Similar findings were made by Weirauch et al. (2023), who discovered that Semco's self-management techniques enhanced worker commitment, motivation, and satisfaction, which enhanced organizational performance. Semco's distinctive management and leadership style prioritizes worker autonomy and decision-making involvement, linked to the company's success as an SMO (Semler, 2000). According to published research, this strategy has enhanced organizational performance and raised employee motivation and satisfaction.

Critical analysis

Success factors

1. Decentralized Structure: Semco's removal of conventional organizational hierarchies and establishment of self-managing work teams are fundamental to its success. This

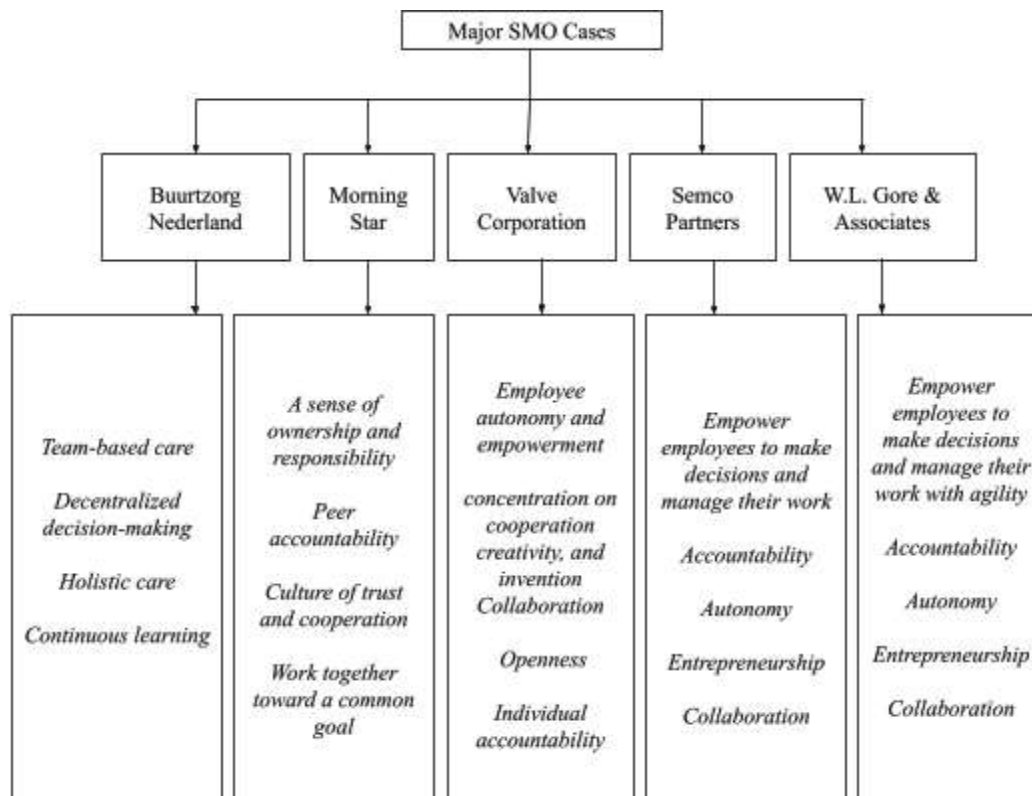
decentralization has increased employee autonomy, increasing job satisfaction and motivation.

2. Innovation and Creativity: The empowerment of employees to make decisions has fostered an environment ripe for innovation. This approach has driven the company’s competitive edge by continuously generating creative solutions and products.

3. Improved Financial Performance: Research indicates that Semco’s self-management practices have positively impacted financial performance by enhancing productivity and reducing costs associated with traditional management structures.

The following Figure 2.9 shows the fundamental organizing principles of major SMO cases.

Figure 2.9 Fundamental organizing principles of major SMO cases



8. The best practices adopted at SMOs (RQ3)

8.1. The effective approaches for SMOs

SMOs are becoming more and more common as a way to increase employee engagement, motivation, and the achievement of business success. Implementing self-management can take some time and work. Clearly defined responsibilities, a shared vision, accountability and ownership, openness and trust, and ongoing learning and growth are the most successful strategies for self-managed businesses. These techniques help self-managed businesses create a thriving, innovative, cooperative culture. The literature suggests the following successful techniques for SMOs, which are briefly discussed as follows:

8.1.1 Clearly define roles and responsibilities

It is essential to clearly define each team member's roles and responsibilities in an SMO. This guarantees that staff members understand their roles and can work together to achieve common goals. Prujit (2003) states that self-managed organizations need clearly defined roles and duties to foster collaboration and decision-making.

8.1.2 Establish a shared vision

An SMO's members need to share a shared objective. It creates a feeling of purpose and direction that guides decision-making and motivates staff. According to Lee and Edmondson (2017), a shared vision encourages collaboration and teamwork, sparks creativity and innovation, and helps coordinate the actions of all team members.

8.1.3 Foster a culture of transparency and trust

For SMOs, trust and transparency are essential. When workers trust one another, they are more likely to operate effectively and make the best decisions for the company. Transparency and trust, according to Pfeffer (1995), promote open communication, psychological safety, experimentation, and learning.

8.1.4 Promote lifelong learning and development

SMOs must continuously learn and grow to be competitive and adjust to shifting circumstances. Van de Ven (1983) asserts that companies are more likely to innovate and maintain competitiveness if they invest in their workers' learning and development.

8.1.5 Focus on accountability and ownership

In an SMO, workers are accountable for the company's success and positions. This necessitates a culture of accountability and ownership where individuals are willing to hold one another and themselves accountable for their labor. Rolls (2021) asserts that a culture of ownership and accountability encourages personal accountability and commitment to organizational objectives.

9. The identified gaps in self-management research (RQ4)

9.1 Status of patient experience and nursing experience research in the homecare sector in India

On going through the studies shortlisted through this SLR, for example, Nandram and Koster (2014), Gray et al. (2015), Nandram (2015), Nandram (2016), Bindlish and Nandram (2017), Nandram (2017), Kreitzer et al. (2017), Ćirković (2018), Drennan et al. (2018), Nandram (2021), Hegedüs et al. (2022) and Monsen and Deblok (2013), the researcher identified that even though the organizational structures and practices in self-managed homecare organizations are studied in other parts of the world like the US and the European Union yet the patient and nursing experience in self-managed homecare organizations in India remains unexplored (Gupta et al., 2023). This demands a specialized focus on understanding the distinctive challenges, patient expectations, and nursing experiences specific to the home environment (Ferreira et al., 2023). This scholarly gap prompts a deeper investigation into the intricacies of delivering home healthcare services. Highlighting the importance of nursing and patient experience, Malik and Shankar (2023) emphasize these factors as pivotal influences on the success of home-based healthcare services. They underscore the necessity for dedicated scholarly attention to unravel the complexities involved in providing effective and empathetic nursing care within the Indian homecare sector.

As the healthcare delivery landscape evolves, recognizing and addressing the specificities of home-based healthcare services in India becomes imperative. Delving into the unexplored dimensions of nursing and patient experiences not only presents an opportunity to foster a more comprehensive understanding but also contributes to enhancing healthcare services tailored to the unique demands of the home setting.

10. Discussion

In the landscape of homecare services in India, there is a growing recognition of the democratic organizational approach adopted by Self-Managed Organizations (SMOs). Despite this escalating interest, a notable gap persists in the literature, particularly regarding evaluating patient and nursing experiences, an aspect largely unexplored by researchers in the Indian homecare sector. This research gap emphasizes the need for further investigation to comprehend the effectiveness of SMOs compared to traditional hierarchical structures.

While existing studies have explored various facets of SMOs, there is a continued need for comprehensive investigations into their impact on productivity, financial metrics, and employee satisfaction, as highlighted by Proença (2010). A crucial but often overlooked aspect in current research pertains to leadership within SMOs. Prior studies have primarily focused on decision-making processes and organizational structures, neglecting the pivotal role of leadership. Collins et al. (2014) stress the necessity for additional research to understand influential leadership philosophies, techniques within SMOs, and strategies for leadership development. Additionally, there is a requirement for expanded research to determine how SMOs contribute to the broader well-being of communities. Investigating the long-term effects of SMOs on community development and social transformation is crucial, given their potential as solutions for addressing social and economic disparities (Annosi et al., 2020). The literature should also encompass the challenges in establishing and sustaining SMOs, considering their real-world complexities and the need for high engagement and commitment. Further investigations should delve deeper into the factors influencing SMO success and the impediments hindering their formation and longevity (Manz & Sims, 1986).

Given the distinctive organizational strategy of SMOs, there are numerous opportunities for further exploration. Future studies should delve into the relationship between SMOs and patient and nursing experiences. Research could investigate the impact of SMOs on the well-being of healthcare providers, considering factors such as job satisfaction, work engagement, and psychological health, given the autonomy and decision-making involvement they offer. Additionally, the role of technology in supporting self-management procedures in SMOs is an area ripe for investigation, considering its growing prevalence and potential impact on organizational performance (Gill et al., 2020; Polley & Ribbens, 1998). To ensure the longevity and success of SMOs, examining variables affecting their sustainability is crucial. Studies can explore aspects influencing the sustainability of SMOs, considering the

challenges in their establishment and maintenance (Zárraga & Bonache, 2005; Thoms et al., 1996). Furthermore, the environmental and social sustainability of SMOs remains a pertinent area for exploration, contributing to a broader understanding of how these organizations support sustainable development.

Cultural elements also play a significant role in SMO success, with a strong sense of community and shared values defining these organizations. Future studies could examine the impact of culture on SMO success, offering insights into best practices informed by an understanding of cultural elements supporting SMO success (Yang, 1996; Yang & Guy, 2004). By addressing these gaps in the existing literature and exploring these potential future research topics, a more comprehensive understanding of SMOs will be achieved, contributing to developing and preserving innovative and successful organizational models in the homecare sector in India.

11. Summary

In the exploration, a significant evolution was observed in the realm of Self-Managed Organizations (SMOs). In the contemporary workplace, self-management has emerged as a valuable managerial strategy, influenced by factors such as the gig economy, knowledge-based sectors, virtual employment, and evolving workplace dynamics. Notably, the investigation revealed that existing literature has elucidated the key characteristics of SMOs, emphasizing their autonomy, accountability, and distinct features that set them apart. Interestingly, the findings underscore a crucial gap in the current research landscape, particularly in the homecare sector in India, where work on patient experience and nursing experience within the context of SMOs remains uncharted territory. This unexplored facet emphasizes the need for future researchers to delve into the impact of SMOs on healthcare providers and patients in the homecare sector, shedding light on their experiences and interactions within this unique organizational structure.

Examining the essential features of SMOs, it was discovered that they thrive on autonomy and accountability, providing employees with greater influence over decision-making, goal-setting, and scheduling management. Trust is a cornerstone in SMOs, fostering an environment where employees feel empowered and purposeful in their work. The literature highlights that employees are drawn to SMOs due to their autonomy and liberty, ultimately leading to increased productivity and efficiency by leveraging individual talents and preferences. Moreover, within SMOs, open dialogue and teamwork are catalysts for

alignment, purpose, and trust. The literature acknowledges that employees who feel free to express their ideas contribute to effective problem-solving and decision-making. However, SMOs face challenges, with organizational power imbalances being a significant concern. Emotional intelligence and self-awareness are crucial for leaders and employees to navigate these imbalances.

Over the past four decades, research has showcased how self-management in businesses impacts employee motivation, performance, work satisfaction, and the success characteristics of SMOs. The rising popularity of SMOs is attributed to employees seeking greater flexibility and independence compared to traditional hierarchical systems. The literature has explored a wide range of SMO topics, from their properties and advantages to the challenges in implementation and their influence on organizational outcomes. Recent studies have delved into the implications of SMOs on technology, the gig economy, and emerging organizational forms. Self-managed businesses are gaining traction as effective means of promoting engagement, motivation, and success. The research suggests that well-defined roles, a common goal, openness and trust, continuous learning, and development contribute to the success of SMOs. However, the literature also needs to include more in understanding self-management, pointing to areas like the relationship between employee well-being and self-management, the role of technology, variables influencing sustainability, and the impact on social and environmental sustainability.

Even though various gaps in the existing literature could be identified, which present intriguing opportunities for future research, the focus will be limited to delving into unexplored patient and nursing experiences in self-managed homecare organizations in India. This exploration is particularly crucial given the current context marked by public healthcare emergencies exemplified by the global COVID-19 pandemic. The imperative to address the research gap surrounding unexplored patient and nursing experiences in self-managed homecare organizations in India becomes evident in the face of these pressing healthcare challenges. This endeavor is not merely an academic pursuit; instead, it carries the potential to significantly enhance the understanding of Self-Managed Organizations (SMOs) in the healthcare sector. Furthermore, this research initiative is poised to make tangible contributions to developing effective organizational models tailored for efficient homecare delivery. By unraveling the intricacies of patient and nursing experiences within self-managed contexts, the aim is to pave the way for collaborative, innovative, and successful practices in the home-based healthcare domain in India. This is a critical step

towards establishing a foundation for a healthcare framework that is both adaptive and resilient, particularly in the ever-evolving landscape of home-based healthcare.