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FLATTENING ORGANIZATIONAL STRUCTURES THROUGH AI INTEGRATION: IMPACTS ON MANAGERIAL EFFECTIVENESS

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Abstract

The development of artificial intelligence (AI) has driven significant changes in modern organizational structures, particularly in efforts to create more flexible, adaptive, and efficient organizations. This study aims to analyze the influence of AI integration on the process of streamlining organizational structures and its impact on managerial effectiveness. The research method used is a literature review by examining various scientific articles, international journals, industry reports, and academic publications relevant to digital transformation, AI in management, and the dynamics of organizational structures. The analysis was conducted descriptively and conceptually to identify the relationship between AI implementation, the reduction of organizational hierarchies, and changes in managerial roles in decision-making. The results of the study indicate that AI integration can reduce organizational dependence on complex bureaucratic structures through process automation, accelerated information flow, and increased transparency in internal communications. These conditions enable organizations to build flatter structures with shorter and more responsive coordination paths. Furthermore, managerial effectiveness is increased through the support of data-driven systems that facilitate real-time planning, monitoring, and performance evaluation. However, this transformation also presents challenges in the form of changes in organizational culture, the need to improve digital competencies, and potential resistance from middle management. This study concludes that AI integration plays a crucial role in driving organizational efficiency and redefining managerial functions toward more collaborative, strategic, and technology-driven leadership styles.

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Keywords: Artificial Intelligence, Flat Organizational Structure, Managerial Effectiveness, Digital Transformation, Organizational Management

INTRODUCTION

The rapid development of digital technology has driven organizations across various sectors to transform their management systems and organizational structures. One of the most significant changes is the integration of Artificial Intelligence (AI) into operational processes and organizational decision-making. AI not only functions as a tool for automating administrative work but is also beginning to play a strategic role in supporting data analysis, business forecasting, performance monitoring, and managerial decision-making. This transformation is gradually shifting work relationship patterns, coordination mechanisms, and organizational hierarchies from previously bureaucratic to more flexible and adaptive ones. In the context of increasingly dynamic global competition, organizations are required to have simpler structures to accelerate communication flows, improve work efficiency, and accelerate responses to changes in the business environment. Therefore, the concept of flattening organizational structures, or simplifying organizational structures, has become an increasingly relevant approach in the AI-based digital era.

Traditional organizational structures generally have many hierarchical levels, resulting in slow and inefficient decision-making (Gupta et al., 2025). Multiple layers of management often create communication barriers, duplication of tasks, and prolong coordination between departments. This situation poses a significant challenge for modern organizations, which require high speed, flexibility, and adaptability. AI integration offers organizations the opportunity to reduce reliance on complex bureaucratic structures, as various monitoring, evaluation, and analysis functions can be automated by intelligent systems. AI technology enables managers to obtain real-time information, allowing for faster and more accurate decision-making without having to go through a long chain of command (Hammed, 2024). Consequently, organizations are beginning to reduce the number of layers of management and develop flatter structures to create greater organizational efficiency.

The phenomenon of flattening organizational structures through AI integration is an important issue to study because this change not only impacts organizational efficiency but also managerial effectiveness. In flatter organizations, the role of managers undergoes a significant transformation. Managers no longer merely perform administrative oversight functions but

instead focus more on strategic decision-making, developing innovation, managing team collaboration, and improving the quality of human resources. AI is taking over various routine and administrative tasks, freeing up time for managers to carry out strategic leadership functions. Furthermore, the use of AI also requires managers to possess digital competencies, data analysis skills, and adaptability to constantly evolving technologies. These changes demonstrate that managerial effectiveness in the digital era is no longer solely determined by the ability to control subordinates, but also by the ability to utilize technology to support decision-making and achieve organizational goals (Caniago, 2024a).

While offering opportunities, the integration of AI in simplifying organizational structures also presents various challenges. Reducing hierarchical layers can lead to unclear roles and responsibilities if not balanced with a strong coordination system. Changes in organizational structure can also generate resistance from employees and managers who feel their positions are threatened by technological automation (Stanikzai & Mittal, 2025). In some cases, the implementation of AI without being accompanied by organizational cultural readiness can actually lead to decreased communication effectiveness and increased internal conflict. Furthermore, a high dependence on technology has the potential to reduce the human interaction aspect of managerial processes (Manoharan et al., 2024). Therefore, organizations need to ensure that AI integration is not solely oriented towards technical efficiency but also considers the social, psychological, and cultural aspects of the organization to ensure optimal transformation.

Research on the relationship between AI and organizational structure is still dominated by discussions of job automation and digital transformation in general, while studies specifically addressing the impact of flattening organizational structures on managerial effectiveness are relatively limited. While much of this previous research focuses on increased productivity and operational efficiency resulting from the use of AI, few have examined how changes in organizational structure affect the roles, functions, and effectiveness of managers in modern organizations. Yet, managerial effectiveness is a critical factor in determining the success of technology implementation in organizations. Without effective management, even the use of advanced technology will not have an optimal impact on organizational performance. This research gap highlights the need for a more in-depth study of how AI integration can drive organizational structure simplification and how

these changes impact managerial effectiveness in various organizational contexts (Khera et al., 2025).

This research is significant because it can provide both theoretical and practical contributions to the development of organizational management and digital technology. Theoretically, this research can enrich the literature on AI-based organizational transformation, particularly regarding the relationship between organizational structure and managerial effectiveness. Practically, the research findings are expected to serve as a reference for organizations in designing digital transformation strategies that can improve organizational efficiency without compromising leadership quality and management effectiveness. Organizations need to understand that the success of AI integration depends not only on the sophistication of the technology used, but also on the organization's ability to adapt its structure, culture, and managerial competencies to the changes that occur. Therefore, research on flattening organizational structures through AI integration is relevant to addressing the challenges of modern organizations in facing the increasingly complex and competitive era of digital transformation.

RESEARCH METHOD

This research uses a literature review method with a descriptive-qualitative approach to analyze the impact of artificial intelligence integration on streamlining organizational structures and managerial effectiveness. This literature review method was chosen because it provides a comprehensive understanding of the development of modern technology-based organizational concepts, particularly regarding the transformation of organizational hierarchies due to the application of artificial intelligence in decision-making processes, work coordination, and the distribution of managerial authority. Research data was obtained from various relevant scientific sources, such as reputable international journal articles, conference proceedings, academic books, and research reports published within the last ten years.

The researcher first selected literature directly related to changes in organizational structure due to the integration of AI technology, then categorized the data based on key themes such as organizational communication efficiency, reduction of bureaucratic layers, accelerated decision-making, changes in managerial roles, and increased leadership effectiveness. Next, the data was analyzed interpretively to identify patterns of relationships between AI implementation and the transformation of organizational structures to become more flexible and adaptive. The results of

the literature synthesis were used to build scientific arguments regarding how AI integration can influence managerial effectiveness in modern organizations. Through this method, the research is expected to generate in-depth theoretical understanding and provide academic contributions to the development of organizational management studies and digital transformation in the era of artificial intelligence.

RESULT AND DISCUSSION

The Impact of AI on Managerial Decision-Making

The development of artificial intelligence (AI) has brought significant changes to managerial decision-making patterns in various modern organizations. AI is no longer viewed merely as an operational support technology but has become a strategic instrument capable of influencing the effectiveness, speed, and accuracy of management decisions. In an increasingly complex and competitive business environment, managers are required to make decisions quickly based on accurate and relevant data. The presence of AI provides the ability to analyze large amounts of data in real time, enabling the decision-making process to be more efficient than conventional methods that rely solely on intuition and experience. AI technology can identify patterns, predict trends, and provide data-driven decision recommendations, helping management reduce uncertainty and business risk (Çeri & Erhan, 2025).

The use of AI in managerial decision-making is evident across various organizational functions, such as marketing, finance, human resources, and operational management. In marketing, AI can analyze consumer behavior in depth through digital data obtained from social media, online transactions, and customer preferences. The results of this analysis help managers determine more targeted and effective marketing strategies. In the financial sector, AI is used to detect investment risks, predict market conditions, and identify potential fraud in financial transactions. Meanwhile, in human resource management, AI can assist the recruitment process by automatically screening candidates based on competency and organizational needs. AI's ability to process data quickly enables managers to make more objective and evidence-based decisions rather than relying solely on subjective assessments (Gümüsay et al., 2022).

In addition to improving decision accuracy, AI also impacts time efficiency in managerial processes. Before AI, data analysis was relatively time-consuming because it was carried out manually by humans. Now, AI can process millions of data sets in seconds, allowing managers to obtain strategic information more

quickly. This speed is a crucial factor in the dynamic and changing modern business world (Bannikov et al., 2024). Organizations that are able to optimally utilize AI will gain a competitive advantage because they can respond to market changes more quickly than their competitors. In this context, AI functions not only as a technological tool but also as a source of strategic organizational advantage in facing global competition.

On the other hand, the application of AI in managerial decision-making also drives a transformation in organizational structures. AI simplifies coordination and communication processes, thereby reducing several layers of bureaucracy. This creates a more flexible and adaptive organizational structure to changes in the business environment. Managers no longer need to be directly involved in all operational processes, as some oversight and analysis functions are assisted by AI systems (Mohammed et al., 2025). Thus, the role of managers shifts from mere operational supervisors to strategic decision-makers focused more on innovation, organizational development, and long-term value creation.

While AI offers numerous benefits, its use in managerial decision-making also presents various challenges. One major challenge is over-reliance on technology. If organizations rely too heavily on AI without considering human aspects and managerial intuition, the resulting decisions can lack social and ethical sensitivity. AI operates based on data and algorithms, so the quality of decisions is heavily influenced by the quality of the data used. If the input data is inaccurate or biased, the resulting AI-generated decisions can also be biased. In some cases, AI algorithms can produce certain discriminations due to being influenced by imbalanced historical data patterns (Massaro et al., 2025). Therefore, managers still have an important role in evaluating and monitoring the recommendations provided by the AI system.

Besides the issue of data bias, another emerging challenge is the issue of information security and organizational data privacy. The use of AI requires access to large amounts of data, including customer data and strategic company information. If security systems are inadequate, the risk of data leaks and cyberattacks increases. This can threaten an organization's reputation and erode public trust (Dietzmann & Duan, 2022). Therefore, organizations need to establish a sound technology governance system to ensure the use of AI remains safe, transparent, and responsible. Managers must also have a sufficient understanding of AI technology to be able to control its implementation in accordance with organizational goals.

The impact of AI on managerial decision-making ultimately demonstrates that this technology has significant potential to increase the effectiveness of modern organizations. AI can help managers make faster, more accurate, and more data-driven decisions, thereby supporting overall organizational performance improvements. However, the success of AI implementation depends heavily on the organization's ability to integrate technology with human competencies. AI should be positioned as a decision-support tool, not a complete replacement for managers. The combination of human and artificial intelligence will create a more balanced, innovative, and adaptive decision-making process to the changing business environment in the digital era.

The Impact of Flattening Organizational Structures on Manager Effectiveness

Flattening organizational structures is an organizational approach that reduces the number of hierarchical levels within a company, making the relationship between leaders and employees simpler, more flexible, and more responsive to change. In modern organizational development, the implementation of flatter structures is increasingly being adopted because it is believed to improve communication efficiency, accelerate decision-making, and strengthen cross-divisional collaboration. This change has a significant impact on manager effectiveness because managerial roles are no longer solely oriented toward formal supervision but also emphasize coordination, innovation, and participatory leadership. With the reduction in bureaucratic layers, managers are required to have a high capacity for adaptation to face faster and more complex organizational dynamics (Caniago, 2024b).

One of the main impacts of flattening organizational structures on manager effectiveness is increased decision-making speed. In traditional organizational structures, the decision-making process often has to pass through several levels of management, causing delays in responding to market changes and internal organizational needs (Jerab, 2023). A flatter structure allows information to flow directly from employees to managers without lengthy bureaucratic hurdles. This helps managers obtain more accurate and up-to-date information, enabling faster and more informed decisions. Managers' effectiveness increases because they have direct access to the company's operational conditions and are able to respond to organizational challenges more efficiently.

In addition to accelerating decision-making, flattening organizational structures also strengthens organizational communication. In simpler structures, interactions between managers and employees become more open,

creating a communicative and collaborative work environment. Managers are no longer positioned as distant authorities, but rather as facilitators supporting team development. More open communication allows for the emergence of innovative ideas from employees because they feel more valued and have the opportunity to express their opinions directly. In this situation, managers' effectiveness is reflected in their ability to build strong interpersonal relationships, create an inclusive work culture, and increase employee engagement in achieving organizational goals (Mokgwane & Omobonike, 2020).

Another impact is the increase in managers' responsibilities and workloads. The reduction in hierarchical levels means managers must handle more tasks and supervise a larger number of employees than in traditional structures. This requires managers to possess multitasking skills, strategic leadership skills, and strong time management skills. If managers are unable to adapt to these changes, work effectiveness can decline due to increased work pressure (Çeri & Erhan, 2025). However, in organizations that successfully implement flat structures, managers are typically supported by digital technology and collaborative work systems, so supervision is no longer strictly enforced, but rather based on trust and team coordination. Thus, manager effectiveness depends more on the ability to build synergy and empower human resources than simply on administrative control.

Flattening organizational structures also impacts changes in managers' leadership styles. In traditional hierarchical structures, leadership is often top-down, focusing on instruction and control. In contrast, flat structures encourage transformational and participatory leadership. Managers are required to be mentors, motivators, and liaisons between organizational members. This change increases manager effectiveness because they play a greater role in fostering creativity and innovation than simply maintaining organizational stability. Effective managers in flat structures are typically able to create a flexible work environment, support organizational learning, and encourage employees to actively contribute to solving company problems (Chebbi et al., 2020).

On the other hand, a flat organizational structure can also pose challenges related to role clarity and work coordination. The reduction in management layers sometimes leads to unclear lines of responsibility, potentially leading to conflict or confusion in task execution. In these circumstances, a manager's effectiveness is largely determined by their ability to coordinate teams and maintain balanced communication between work units. Managers must be able

to ensure that every member of the organization understands their tasks, responsibilities, and the work targets to be achieved. In other words, the success of a flat structure depends not only on the organizational design but also on the manager's ability to manage changes in work culture and create an effective coordination system (Harsch & Festing, 2020).

Furthermore, flattening organizational structures contributes to increased employee motivation and job satisfaction, which ultimately impacts manager effectiveness. In more open organizations, employees tend to feel they have greater freedom and autonomy in carrying out their work. This can increase their sense of responsibility, creativity, and loyalty to the company. When work motivation increases, managers will find it easier to direct teams toward achieving organizational goals because working relationships become more harmonious and productive. Manager effectiveness in this context is reflected in their ability to create a work environment that empowers employees while maintaining overall organizational productivity.

The development of digital technology and the integration of artificial intelligence also strengthen the implementation of flattening organizational structures in modern organizations. Technology enables real-time work coordination without relying on long bureaucratic chains. In this environment, managers are required to be more adaptive to the use of technology in communication, performance evaluation, and decision-making processes. Manager effectiveness is no longer measured solely by their ability to control subordinates, but also by their capacity to utilize technology to improve organizational efficiency. With the support of technology, flattening structures can create more agile, innovative, and competitive organizations amidst increasingly dynamic global competition.

Transforming the Role of Middle Management in AI-Based Organizations

Digital transformation driven by the development of artificial intelligence (AI) has transformed the structure, work patterns, and decision-making mechanisms in modern organizations. This change not only impacts the technical aspects of company operations but also impacts the strategic role of human resources at every level of management, including middle management. In traditional organizations, middle management serves as a liaison between top management and operational employees through supervision, coordination, control, and vertical information delivery. However, the advent of AI has shifted many of the routine administrative and supervisory functions previously the primary responsibility of middle management. AI-based systems

are now capable of automatically analyzing data, monitoring employee performance in real time, predicting operational risks, and providing faster and more accurate decision recommendations than conventional approaches. This has driven a significant transformation in the role of middle management in modern organizations (Mancera Andrade & Rebecca, 2025).

This transformation is characterized by a shift in the work orientation of middle management from administrative to strategic and adaptive functions. AI can replace repetitive tasks such as report preparation, data-driven performance evaluation, work scheduling, and productivity monitoring. With automation, middle management is no longer focused on day-to-day technical oversight, but rather is directed to become facilitators of organizational change, innovation managers, and strategic liaisons between work units. This change requires middle management to possess critical thinking skills, data-driven decision-making, and stronger interpersonal skills. In AI-based organizations, the human ability to understand emotions, build effective communication, and foster team collaboration becomes an added value that cannot be completely replaced by technology (Fenwick et al., 2024).

Furthermore, the use of AI in organizations is also changing middle management leadership patterns. Whereas previously leadership tended to be hierarchical and centralized, in AI-based organizations, leadership patterns are evolving to be more flexible, collaborative, and data-driven. Middle management is required to be able to translate AI analysis results into operational policies relevant to the organization's conditions. They must also be able to integrate technology with human resource needs so that digital transformation can be carried out effectively without incurring employee resistance. In this context, middle management plays the role of change agents, tasked with building an adaptive work culture and encouraging technology acceptance within the organization. The success of AI implementation is greatly influenced by middle management's ability to strike a balance between technological efficiency and human needs within the organization.

The transformation of the role of middle management is also closely related to changes in organizational communication patterns. The presence of AI enables faster, more transparent, and more integrated information flow through digital systems. As a result, several layers of organizational bureaucracy are reduced because top management can obtain data directly without going through numerous coordination stages. This condition has led to the simplification or even reduction of some middle management functions in some organizations (Jain et al., 2025). However, middle management still plays

a crucial role in ensuring that data interpretation is contextual and in line with real-world conditions. AI can generate vast amounts of information, but strategic decision-making still requires ethical considerations, empathy, and social understanding inherent in humans. Therefore, middle management that is able to adapt to technology will remain relevant and be a crucial element in the success of AI-based organizations.

On the other hand, this transformation also presents various challenges for middle management. One key challenge is the need to improve digital competency and technological literacy. Many middle managers previously accustomed to conventional managerial approaches struggle to understand AI-based systems and data analytics. This inability to adapt can lead to decreased leadership effectiveness and even increase the risk of middle management being replaced by automated systems (Nijhum, 2025). Therefore, organizations need to provide training programs, digital skills development, and continuous learning to enable middle management to optimally adapt to technological changes. In addition to technical competency, middle management must also develop change management, innovation, and cross-functional collaboration skills to address the dynamics of digital organizations.

AI-based organizational transformation also impacts work culture and social relationships within the company. The use of AI often increases work efficiency, but can also raise employee anxiety regarding job security and changes to work systems. In such situations, middle management has a crucial responsibility to maintain employee psychological stability and motivation. They must be able to transparently explain the benefits of digital transformation and build a work environment that supports technological adaptation. This role demonstrates that middle management functions not only as operational supervisors but also as social leaders who maintain interpersonal relationships within the organization. A human-centered leadership approach is becoming increasingly important in AI-based organizations because the success of digital transformation depends heavily on human readiness to embrace change (Koponen et al., 2025).

Therefore, the transformation of the role of middle management in AI-based organizations is a logical consequence of the development of digital technology, which is changing the structure and working mechanisms of modern organizations. The role of middle management is shifting from administrative functions to strategic, collaborative, and innovation-based functions. While AI can replace some routine tasks, it cannot completely replace human capabilities in communication, empathy, leadership, and contextual

decision-making. Therefore, middle management that can adapt to technological developments will remain a crucial element in creating competitive, flexible, and sustainable organizations in the era of digital transformation.

CONCLUSION

This research shows that the integration of artificial intelligence into organizational structures significantly contributes to the process of flattening organizational structures by simplifying hierarchies, accelerating information flow, and increasing the efficiency of work coordination. The use of AI technology allows various administrative and analytical functions to be automated, eliminating the need for decision-making through lengthy bureaucratic chains. This creates a more flexible, responsive, and adaptive organizational structure to the dynamic business environment. Furthermore, AI integration also strengthens cross-divisional collaboration by providing more open and real-time data access, allowing managers to focus on strategic functions rather than routine operational tasks. Thus, AI-based organizational transformation not only changes work structures but also fosters a more innovative and data-driven organizational culture.

Furthermore, this research confirms that managerial effectiveness in organizations undergoing flattening is significantly influenced by human resource readiness, leadership adaptability, and the quality of AI technology implementation. While flatter structures can improve communication speed and decision-making efficiency, challenges such as employee resistance, digital competency gaps, and potential reliance on automated systems still require attention. Therefore, organizations need to develop an integrated change management strategy through digital training, strengthening transformational leadership, and establishing clear technology governance policies to ensure optimal AI integration. Overall, this study concludes that flattening organizational structures through AI integration has significant potential to improve managerial effectiveness and the competitiveness of modern organizations if supported by comprehensive and sustainable organizational preparedness.

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