

A decision science approach to redesigning organizational structure: empirical insights from business process mapping and strategy alignment

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ABSTRACT

Article history:

Received July 1, 2024

Received in revised format July 30, 2024

Accepted November 20 2024

Available online

November 20 2024

Keywords:

Business Process Map

Decision-Making Frameworks

Organizational Design

Organizational Structure Design

RACI Matrix

Structure Follows Strategy

This study investigates the complex relationship between organizational structure and strategic planning, emphasizing how business process mapping contributes to decision-making frameworks in organizational design. Through a qualitative case study approach, it illustrates the benefits of integrating organizational structure with business processes to enhance the implementation of an organization's strategic plan. The research highlights the RACI Matrix as a crucial analytical tool in organizational design, ensuring clarity in roles, responsibilities, and accountability while supporting effective decision-making in business processes. Findings underscore the importance of structuring organizations based on optimized business processes to drive efficiency and strategic alignment. The novelty of this research lies in its methodical approach to translating strategic objectives into actionable business process maps, which subsequently serve as the foundation for designing organizational structures through RACI matrix analysis to achieve enhanced role clarity and adaptability. This alignment optimizes operational coherence and strengthens long-term organizational resilience. The study offers a structured framework for objectively designing organizational structures that directly support strategic objectives, providing valuable insights for practitioners and decision-makers in organizational science.

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1. Introduction

Designing an organizational structure based on a business process map is crucial for aligning an organization's framework with its strategic objectives. This approach leverages decision science principles to examine the interplay between strategy and structure, underscoring how informed structural design enhances decision-making processes within organizations. Strategic planning plays a pivotal role in creating a collective vision, guiding organizations towards their goals by setting priorities, making informed decisions, and efficiently allocating resources for long-term success (Paroutis et al., 2015; Sengupta & Ray, 2017). It is also integral to driving innovation and promoting sustainable development (Gandrita, 2023; Mehrajunnisa et al., 2021). The importance of strategic planning has been underscored in various contexts, including public administration, where it is essential for enhancing performance and meeting the rising expectations of citizens for public services (Hawrysz, 2020).

Moreover, integrating strategic planning with decision-making processes significantly improves organizational effectiveness (Ridwan, 2017; Shrader et al., 2004; Kaviani et al., 2014). Leadership is a cornerstone of strategic planning, serving as a key driver of organizational excellence (Al-Dhaafri & Alosani, 2021; Andrews, 2023; Batra et al., 2016). When high-level strategies are transformed into decision-oriented action plans, strategic planning directly influences internal management processes and positively impacts organizational performance (Amoo et al., 2022; Obel & Gurkov, 2021; Pettit et al., 2023). However, effective implementation of these strategic plans requires constructing an appropriate organizational structure that

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can dynamically and efficiently execute strategies. An organization that aligns structure with strategy can develop a robust framework for decision-making, providing a sustainable competitive advantage (Tulcanaza-Prieto et al., 2021).

Research indicates that structural empowerment can strengthen organizational resilience by involving employees in decision-making processes and allowing top management directives to be adapted to local contexts (Berg et al., 2021; Echebiri et al., 2020; Letierce et al., 2023). Bridging the gap between strategic planning and implementation requires focusing on personnel commitment, customer satisfaction, and innovation—all of which are critical for achieving organizational excellence (Al-Dhaafri & Alosani, 2020; Bencherki et al., 2019; Carvalho, 2023). Thus, understanding decision points within business processes can transform strategic plans into practical, actionable activities, guiding organizations toward adaptive change (Giraldo, 2023). The role of strategic planning in shaping organizational structure cannot be overstated. The integration of operational planning with strategic goals can lead to better resource allocation and improved decision-making processes. This is particularly relevant in dynamic environments where organizations must adapt quickly to changes in the external and internal conditions (Gomes et al., 2021).

Aligning an organization's strategic plan with its business processes ensures that workflows are designed to meet strategic objectives, thereby strengthening the connection between strategy and operations. For strategic plans to be effectively translated into business processes, organizations must consider various factors and align their strategies with operational processes (Amoo et al., 2022; Varhegyi & Jepsen, 2016). By integrating these insights, organizations can develop comprehensive business process maps that align strategic objectives with operational outcomes, incorporating governance structures, HR practices, and performance measurement (Atafar et al., 2013). This approach is also vital for succession planning and ensuring organizational continuity (LeCounte, 2023).

The RACI Matrix is an invaluable tool for clarifying roles and responsibilities within business process maps. It ensures a clear delineation of responsibilities, which is critical for business continuity (Stamenkov, 2024). By applying the RACI Matrix to business process maps, organizations can ensure accountability and clarity in task execution, thereby enhancing operational success. Using the RACI Matrix alongside business process maps helps identify key stakeholders responsible for driving initiatives and making informed decisions (Ratia et al., 2019). Aligning strategic resources and organizational capabilities effectively requires meeting both strategic and structural demands (Menz & Barnbeck, 2017).

The configuration of an organization's structure has a direct impact on the implementation of strategic plan. A well-aligned structure ensures that internal configurations support the organization's goals (Drabe & Herstatt, 2020; Hlavatý, 2023). This alignment highlights the importance of considering internal structures, diversity factors, and organizational motives to ensure the successful implementation of strategies across various sectors. Therefore, three primary research questions drive this inquiry into decision-oriented organizational design:

RQ 1: How does an effective organizational structure support the execution of an organization's strategic plan?

RQ 2: How can organizational strategic planning be translated into a business process?

RQ 3: How can an organizational structure be constructed from a business process map to execute the organization's strategic plan effectively and efficiently?

2. Theoretical Background

This study explores the intricate relationships between strategic planning, business process management (BPM), the Responsible Assignment Matrix (RACI), and decision-making within organizational structure design—all of which are vital for organizational success. Strategic planning provides a decision-oriented framework that aligns an organization's long-term goals with actionable strategies. BPM offers a methodology to streamline and optimize processes, improving both efficiency and effectiveness while enabling data-driven decision-making at each process stage. The RACI Matrix complements this by clearly defining roles and responsibilities, ensuring accountability and clarity in task execution, which is essential for making informed and transparent decisions throughout the organization. Organizational structure, in turn, determines how these strategies, processes, and roles are implemented and coordinated, directly impacting decision-making effectiveness and overall performance. Decision science principles underpin each element in this alignment, providing a structured approach to managing and optimizing organizational resources strategically. By integrating these elements, this study aims to demonstrate how organizations can leverage decision-oriented frameworks to strategically manage and optimize structures, achieving sustained competitive advantage.

2.1. Strategic Planning and Execution

Strategic planning and execution are critical components of organizational success, guiding the organization in aligning its activities and programs with long-term goals through structured decision-making processes (Panda, 2021). Strategic planning involves setting goals, determining actions to achieve those goals, and mobilizing resources for their execution in a manner that supports informed decision-making (Settembre-Blundo et al., 2021). Strategic management practices can differ

significantly between countries, affecting how government agencies approach strategic planning and make implementation decisions (Johanson et al., 2019). This process is vital for navigating external and internal dynamics, where adaptability, leadership, and formal systems play key roles. Strategic planning not only establishes the organization's direction but also fosters innovation and enables it to adapt to emerging challenges through a robust decision-making framework (Batra et al., 2016). Furthermore, the integration of performance management with strategic planning is crucial for ensuring that agencies can respond effectively to both internal and external demands by making data-driven decisions (Danaei et al., 2013; Savignon et al., 2019). Effective strategic planning hinges on decision science principles, requiring leadership to support decisions that guide the organization's strategic direction. Without strong leadership, even well-conceived strategies can falter during execution. Thus, leadership at the highest levels is crucial for driving strategic initiatives forward by making timely, evidence-based decisions (Williams et al., 2016). Flexibility and responsiveness in strategic planning also allow organizations to pivot as needed, ensuring their strategies remain relevant and effective. This adaptability reflects decision-making agility, which is essential for maintaining a competitive edge (Batra, 2016). Strategic planning also plays a significant role in driving organizational change. Successful strategic management practices ensure that initiatives are well-executed, with decisions aligning both operational actions and strategic goals, enabling the organization to meet future challenges (Santos et al., 2022). Additionally, aligning performance metrics with strategy helps organizations gain a competitive advantage by informing resource allocation decisions (Jin & Kim, 2022; Kathuria, 2024). When executed effectively, strategic planning drives organizational excellence by creating a structured decision-making environment (Al-Dhaafri & Alosani, 2020; Kalender, 2024). Moreover, middle managers play a pivotal role in the strategic planning process, clarifying organizational outcomes and bridging the gap between upper management and operational staff (Duarte & Aktaş, 2022). The process of executing strategic initiatives often involves behind-the-scenes efforts by middle managers, who play an essential role in decision-making to support strategic initiatives. These efforts highlight the complex dynamics involved in successful strategy execution, where both formal and informal roles of managers contribute to organizational transformation through informed decisions at various levels (Toegel et al., 2021). Integrating these insights allows organizations to develop comprehensive approaches to strategic planning and execution, enhancing decision-making effectiveness and fostering adaptability and long-term success.

2.2. Business Process Mapping

Business process management (BPM) is a vital discipline focused on improving and innovating organizational processes to support effective decision-making (Chountalas & Lagodimos, 2018; Jenab et al., 2019). BPM encompasses methods and techniques that support the design, management, configuration, and analysis of business processes, providing organizations with data-driven insights essential for informed decision-making at each stage (Bazán & Estévez, 2019; Reif et al., 2018). Organizational learning is essential for translating strategic plans into effective business processes that inform decision-making frameworks (Kafetzopoulos et al., 2022). Effective BPM is crucial for improving organizational performance, driving benefits such as efficiency, quality, innovation, and compliance while supporting a structured approach to decision-making (Gošnik et al., 2023; Looy, 2019).

Business process mapping, a key component of BPM, visually represents the steps and interactions within a process to improve understanding, identify inefficiencies, and promote continuous improvement. It also enables data-based decisions by clearly illustrating each process component's function (Kuhlang et al., 2013; Lanke et al., 2016; Li & Mukherjee, 2021). It allows organizations to analyze and optimize their processes, leading to enhanced performance and decision accuracy (Nyaoga et al., 2016; Rane et al., 2019). Business process mapping plays a critical role in aligning processes with strategic objectives, creating a framework for structured decision-making that drives competitive advantage (Srivastava & D'Souza, 2019). Moreover, the role of organizational culture in the successful implementation of BPM cannot be overlooked. Research by Raczyńska and Krukowski highlights that organizational culture significantly influences the adoption and effectiveness of BPM practices in public organizations by shaping decision-making norms (Raczyńska & Krukowski, 2019). Translating strategic plans into business processes requires a systematic approach, aligning processes with strategic objectives, fostering organizational learning, and utilizing leadership to drive implementation at the operational level. In doing so, business process mapping contributes to more consistent and transparent decision-making. Organizational learning is essential for translating strategic plans into effective business processes. Organizations must effectively utilize knowledge management to enhance decision quality and maintain a competitive edge (Casillas & Martínez-López, 2009). By leveraging knowledge gained from the strategic planning process, organizations can enhance their performance (Kafetzopoulos et al., 2022). This iterative approach ensures continuous improvement through feedback loops, enabling organizations to adapt their processes to meet strategic goals and make informed adjustments.

The continuous improvement of business processes is another critical aspect of BPM. Aligning operational processes with strategic quality planning supports ongoing data-based decision-making and emphasizes that a commitment to quality at all levels of the organization is essential for achieving long-term success (Ghosh et al., 2003). This alignment ensures that business processes not only meet current demands but are also capable of evolving to meet future challenges, enabling dynamic and informed decision-making across the organization.

2.3. Responsible Assignment Matrix (RACI)

The Responsible Assignment Matrix (RACI) is an essential tool for clarifying roles and responsibilities in organizational processes, promoting informed decision-making and enhancing accountability. It defines who is Responsible, Accountable, Consulted, and Informed for each task, ensuring that all stakeholders understand their roles within the process, leading to more effective execution and improved performance by reducing ambiguity in decision pathways (Berg et al., 2022; Caldwell & Dyer, 2020; Ghosh et al., 2003).

When applied to business process maps, the RACI Matrix helps delineate responsibilities and streamline decision-making. This structured approach facilitates decision-making clarity across organizational functions, reducing ambiguity and fostering accountability (Berg et al., 2022; Caldwell & Dyer, 2020). By defining clear roles, it enables stakeholders to make quicker, more informed decisions, ensuring organizational responsiveness. The RACI Matrix also facilitates autonomy within teams, allowing for self-directed work that aligns with strategic objectives and supports decentralized decision-making (Ratia et al., 2019; Walker & Lloyd-Walker, 2016).

Moreover, the RACI Matrix helps integrate organizational values into employee roles and responsibilities, ensuring that decisions reflect these values (Anes et al., 2023; Vasconcelos, 2022). It also aids in managing communication flow within organizations, reducing the negative impact of informal communication or gossip and promoting a positive work environment that supports well-informed decision-making (Sun et al., 2022). Responsibilities assigned within organizations not only focus on operational efficiency but also consider ethical implications and societal impacts to guide value-based decisions (Mascarenhas & Ruiz, 2019). By incorporating the principles of the RACI Matrix into business process analysis, organizations can improve clarity, accountability, and operational efficiency, providing a structured framework for responsible decision-making.

2.4. Organizational Structure

One of the foundational theories in understanding organizational structure is the resource-based view, which posits that the capabilities and resources of an organization are pivotal to its competitive advantage and overall performance by influencing strategic decision-making. Aligning organizational structure with global strategy and performance metrics provides a decision-making framework, suggesting that a coherent structure can significantly enhance an organization's ability to leverage its resources effectively (Furrer et al., 2004). This alignment is crucial as it ensures that all organizational units work towards common goals, thereby improving overall performance and supporting efficient, coordinated decision-making (Ortega et al., 2023). Designing an organizational structure based on a business process map necessitates close alignment with the organization's strategic goals, which in turn supports structured decision-making and operational clarity (Oyewo et al., 2022). The RACI Matrix plays a crucial role in this process, ensuring clarity in roles and responsibilities by defining who is Responsible, Accountable, Consulted, and Informed (RACI) for each task or decision. Incorporating the RACI Matrix into organizational design not only clarifies accountability but also supports informed decision-making by mapping out clear responsibilities (Schönreiter, 2018). Organizational structure shapes interactions, communication, and decision-making within the organization, affecting both governance and employee engagement (Lemus-Aguilar et al., 2019).

Viewing organizations as Complex Adaptive Systems supports adaptive decision-making, allowing them to promote resilience, learning, and decision-making, which enhances the organization's capacity to adjust to changes (Akpınar & Özer-Çaylan, 2022). Governance mechanisms within organizational structures serve as decision-making tools that align with the organization's mission, balancing diverse stakeholder demands and guiding strategic choices (Mair et al., 2015). Flatter organizational structures can foster autonomy, creativity, and innovation but also require strong communication and collaboration to ensure alignment with strategic goals and support effective decision-making across levels (Sabella et al., 2016). Organizational structure also plays a significant role in shaping culture and identity, influencing employee engagement and retention by creating clear pathways for decision-making (Kaufmann et al., 2018). Understanding the multifaceted nature of organizational structure and its impact on decision-making is essential for driving organizational success (Henderson & Smith-King, 2015). Effective organizational design not only aligns strategy with structure but also builds decision-making frameworks that enhance adaptability and performance (Nosratabadi et al., 2020).

3. Method

This study employs a case study research design to explore the process of designing an organizational structure based on business process map analysis, using the RACI Matrix to effectively execute strategic plans. The case study approach provides a decision-oriented perspective, a valuable qualitative research method widely used across various disciplines, including human resources and organizational development research. This method enables an in-depth investigation of complex phenomena from multiple perspectives, providing a detailed and comprehensive description of the context (Cope, 2015; Rashid et al., 2019; Taylor & Thomas-Gregory, 2015). By focusing on decision science principles, the case study approach allows for a detailed exploration of decision-making processes within the studied organization, making it particularly suitable for understanding the impact of RACI Matrix analysis on organizational structure. This decision-oriented approach is essential

for identifying how structural decisions are informed by business process maps and RACI analysis, as well as for evaluating the effectiveness of these tools in real-world applications.

3.1. The Organizations Studied

The Secretariat General of the Regional Representative Council of the Republic of Indonesia (SG RRC) serves as the primary case in this study. It functions as a support system to ensure the effective execution of the duties and authorities of the RRC (Regional Representative Council). The organizational structure and work procedures of the SG RRC are governed by a Presidential Regulation, issued upon the recommendation of the RRC. The Secretary General of the RRC is responsible to the RRC leaders in executing duties, as regulated by the laws governing the council, including Law Number 22 of 2003, Law Number 27 of 2009, and Law Number 17 of 2014. These legal frameworks mandate the creation of a government apparatus to facilitate the smooth execution of the RRC's institutional duties.

3.2. Data Collection and Analysis

Data for this study were collected using qualitative methods, primarily through in-depth interviews with key stakeholders, including senior management within the organization. These interviews aimed to gather insights into the design of an organizational structure based on business process map analysis using the RACI Matrix, providing decision-oriented perspectives from those responsible for strategic implementation. In addition to interviews, direct observations were conducted. The researcher acted as an instrument, collecting qualitative data on automated processes within the organization and evaluating their influence on organizational structure development. The data analysis process occurred concurrently with data collection. This allowed for iterative refinement of the emerging insights by cycling between theoretical concepts and the collected data (Suddaby, 2006; Walsham, 2006). Further analysis, such as descriptive statistics, was conducted to corroborate findings from interviews, observations, and documents, providing a multi-faceted view of the organization's structure based on business process map analysis using the RACI Matrix. Each data source informed the decision-making analysis, ensuring that a comprehensive understanding of the organization's structure was achieved. The results were synthesized into a coherent narrative that outlines how the strategic plan was translated into a business process map, and how this map was subsequently analyzed to inform the design of the organizational structure. This synthesis supports clear, structured decision-making by highlighting roles, responsibilities, and accountability within the organization's framework.

4. Findings

The creation of a business process map is an essential tool for government agencies to depict the relationships between organizational units in a manner that promotes effective and efficient performance outcomes. This approach facilitates data-driven decision-making by producing outputs that add value to stakeholders while aligning with the organization's strategic objectives which stated on organization's strategic plan. The process of preparing a business process map follows a top-down approach (Martinus Tukiran, 2023). It begins with a clear understanding of the organization's vision and strategic challenges, then extends to mission implementation as outlined in the strategic plan. This mapping serves as a foundation for decision-making, helping to define key objectives and performance indicators.

As a government agency, the Secretariat General of the Regional Representative Council (SG RRC) developed its business process map following guidelines provided by the Minister of State Apparatus Utilization and Bureaucratic Reform Regulation No. 19 of 2018, which outlines the methodology for creating business process maps for government agencies. The resulting map consists of 11 primary processes, 50 sub-processes, and 92 cross-functional activities. A cross-functional map visually represents a series of interconnected tasks across different organizational units, forming a complete work process. This structured mapping supports clarity in decision-making, highlighting how each unit contributes to the strategic objectives through well-defined roles. Each task within the process can serve as input or output for others, ensuring a continuous and integrated flow of activities that enhance decision-making precision.

The cross-functional map is then analyzed using the RACI Matrix, which clarifies who is Responsible, Accountable, Consulted, and Informed (RACI) at each step. This matrix aids in structuring decision responsibilities, ensuring that task ownership and accountability are transparent. Ideally, each task is assigned a single Responsible party to indicate ownership and a single Accountable party to make decisions. Consulted and Informed roles may include multiple stakeholders, depending on the complexity of the task.

Fig. 1 serves as a comprehensive representation of how processes are interconnected across different functions within the organization, highlighting the roles and responsibilities of each unit through RACI identification. This visual clarity provided by the RACI Matrix supports better decision-making by illustrating the flow of work and showing how responsibilities are distributed across departments. By providing a clear visual map of task ownership, the approach ensures that responsibilities are well-defined, enabling better coordination, communication, and decision-making across the organization.

The RACI-based findings also indicate areas for structural adjustment. After identifying the RACI elements for all activities in the cross-functional map, a recapitulation is conducted for each organizational unit. This step clarifies which units are Responsible for specific tasks, reflecting the workload associated with each unit’s assigned tasks and providing a data-driven basis for decision-making regarding resource allocation.

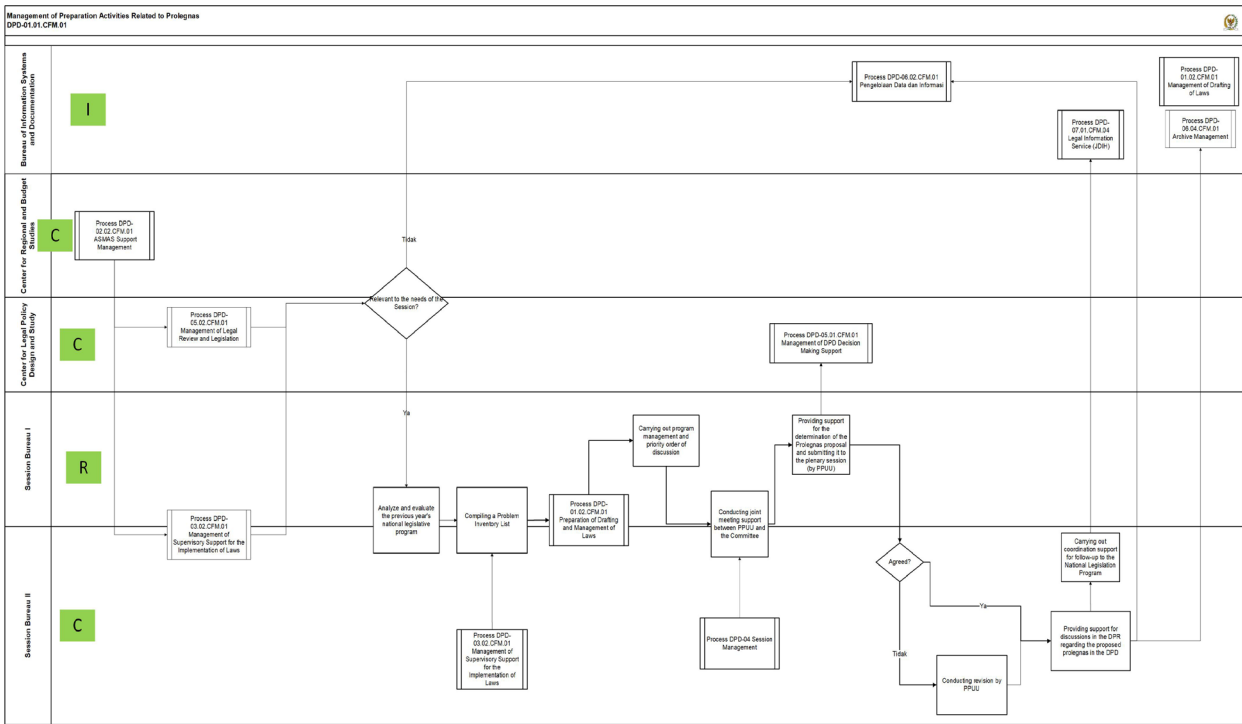


Fig. 1. Cross-Functional Map with RACI Identification

By incorporating the RACI roles, the Cross-Functional Map ensures that there is no ambiguity regarding the division of responsibilities. After identifying the RACI elements for all activities in the cross-functional map, a recapitulation is conducted for each organizational unit. This step clarifies which units are Responsible for specific tasks, with “Responsible” indicating the party that owns the activity. Further analysis focuses solely on the Responsible (R) element, as it reflects the workload associated with each unit’s assigned tasks. A summary of this analysis is presented in Table 1.

Table 1
Recapitulation of Responsibility for Bureau of Organization Membership and Personnel

No	CFM Code	Cross Functional Map	R
1	DPD-05.03.CFM.01	Legal Advocacy Services	●
2	DPD-05.04.CFM.01	Management of Litigation and Legal Aid	●
3	DPD-05.05.CFM.01	Drafting of DPD RI Secretary General's Decision	●
4	DPD-05.05.CFM.02	Drafting of DPD RI Secretary General's Regulation	●
5	DPD-08.01.CFM.01	Human Resource Formation Planning	●
6	DPD-08.01.CFM.02	Procurement of Human Resources (PNS)	●
7	DPD-08.01.CFM.03	Human Resource Placement	●
8	DPD-08.01.CFM.04	Procurement of Non-Civil Servant Government Employees	●
9	DPD-08.01.CFM.05	Open Selection for Senior Leadership Positions	●
10	DPD-08.02.CFM.01	Human Resource Development	●
11	DPD-08.02.CFM.02	Control of Employee Code of Ethics	●
12	DPD-08.03.CFM.01	Performance Assessment	●
13	DPD-08.03.CFM.02	Career Development	●
14	DPD-08.03.CFM.03	Career Development of Certain Functional Positions	●
15	DPD-08.04.CFM.01	Management of Personnel Administration	●
16	DPD-08.05.CFM.01	Organizational Arrangement and Evaluation	●
17	DPD-08.05.CFM.02	Workload Analysis of DPD Secretary General	●
18	DPD-08.05.CFM.03	Analysis and Evaluation of Secretary General's Position	●
19	DPD-08.06.CFM.01	Preparation of Business Processes and SOPs	●
20	DPD-08.06.CFM.02	Evaluation of Macro Business Process Maps and SOPs	●
21	DPD-10.05.CFM.01	Administrative Support for DPD Leaders and Members	●
22	DPD-10.06.CFM.01	Management of Polyclinics	●
23	DPD-11.04.CFM.01	Management of Bureaucracy Reforms	●

Table 1 provides a detailed overview of the tasks for which the Bureau of Organization Membership and Personnel is Responsible (R) within the cross-functional map of the Secretariat General of the Regional Representative Council of the Republic of Indonesia (SG RRC). This table highlights the specific activities managed by this bureau, showing the critical role it plays in various organizational processes. Each row represents a distinct activity from the cross-functional map, and the table identifies the bureau as Responsible for each of these tasks.

The Responsible designation in the RACI Matrix indicates that the Bureau of Organization Membership and Personnel is the primary owner of the task. This bureau is accountable for ensuring that the task is executed properly and delivered within the specified timeframe. Table 1 serves as a clear reference for understanding the specific tasks under the responsibility of this bureau and helps in analyzing the distribution of workload across the organization.

Following this, the total number of Responsible (R), Accountable (A), Consulted (C), and Informed (I) roles in each unit is calculated. This data serves as a foundation for decisions on workload distribution, revealing potential imbalances across the organization, as presented in Table 2. This table's recapitulation is critical for understanding the overall workload, accountability, and communication flow within the organization. However, this data alone cannot conclusively determine the responsible load; further statistical data analysis is required to assess the significance of these findings shown in Table 3.

Table 2
Recapitulation of RACI Matrix

Working Units	R	A	C	I
Inspectorate	11	2	4	3
Bureau of Organization Membership	21	0	1	9
Planning and Finance Bureau	10	3	3	15
Information Systems and Documentation Bureau	7	1	0	40
General Affairs Bureau	5	0	2	20
Protocol, Public Relations, and Media Bureau	8	0	2	16
Session Bureau I	12	1	10	13
Session Bureau II	15	2	14	16
Chief Secretariat Bureau	3	0	0	14
Legal Policy Design and Study Center	4	0	7	14
Regional and Budget Study Center	3	0	5	6

Table 2 presents a comprehensive summary of the Responsible, Accountable, Consulted, and Informed (RACI) roles across the various working units of the Secretariat General of the Regional Representative Council of the Republic of Indonesia (SG RRC). The table breaks down the number of roles assigned to each working unit within the organization, providing a clear picture of how responsibilities and decision-making are distributed. This recapitulation is critical for understanding the overall workload, accountability, and communication flow within the organization. By summarizing these roles for each working unit, Table 2 helps identify potential imbalances or gaps in responsibility and accountability, which can impact organizational efficiency and effectiveness. Descriptive statistics such as average, median, standard deviation, maximum, and minimum values of Responsible roles across units are calculated to establish a baseline for workload distribution. Units exceeding the upper or lower limits are flagged for further analysis to determine whether their responsibilities are appropriately assigned, as shown in Table 3.

Table 3
Descriptive Statistics of Responsible Roles in the Business Process Map

Item of Analysis	Values
Mean	8.55
Median	7
Standard Deviation (Sdv)	6.11
Maximum	24
Minimum	3
Upper Limit (Mean + Sdv)	14.65
Lower Limit (Mean - Sdv)	2.44

These statistics are essential for understanding whether certain units are overburdened with tasks or underutilized, ultimately guiding decisions on responsible load distribution and organizational efficiency. After the initial analysis, the data cannot lead to a final conclusion without further review. If certain units exceed the upper or lower limits, it cannot be immediately concluded that these units have excessive or insufficient responsibilities. Further analysis includes verifying whether each unit is genuinely Responsible for completing its tasks, reviewing the cross-functional map for possible eliminations of redundant activities, and considering the formation of new units to balance responsibilities. If forming a new unit is not feasible, some processes may be transferred to another unit with fewer responsibilities or within the normal range.

Table 4 illustrates how structural changes were made based on RACI analysis, reallocating responsibilities to create a more balanced distribution of workload. Table 4 presents a detailed comparison of organizational responsibilities before and after

a reallocation process, guided by the RACI Matrix analysis. The purpose of this reallocation is to balance workloads across different units and ensure that responsibilities are more evenly distributed. In many organizations, certain units may become overburdened with responsibilities, while others may be underutilized. The RACI analysis helps identify these imbalances and suggests structural changes to optimize the efficiency of each unit.

Table 4
Recapitulation of Responsibility Role (Before and After)

Working Units (Before)	Cumulative				Working Units (After)	Cumulative				Changes
	R	A	C	I		R	A	C	I	
Bureau of Organization, Membership, and Personnel	21	0	1	9	Bureau of Human Resources and Legal Services	14	0	0	0	Moving out Organization function into Bureau of Planning and adding new Performance Management and Career Section
Planning and Financial Bureau	10	3	3	15	Bureau of Planning, Organization, and Bureaucratic Reform	11	0	1	9	Moving out Finance unit become independent bureau and adding new section: Planning and Performance Evaluation Section; Organization and Governance Administration Section; Bureaucratic Reform and Organizational Culture Section
Information Systems and Documentation Bureau	7	1	0	40	Bureau of Information Systems and Archives	7	1	0	40	Adding new section: Public Information and Complaints Service Section; Archives Section, and Library and Knowledge Management Section. Moving out Minutes Section into Bureau of Documentation and News
Bureau of General Affair	5	0	2	20	Bureau of General Affair	4	0	2	20	Adding new section: Section of Facilities and Infrastructure, Public Services, and Health
Chief Secretariat Bureau	3	0	0	14	Chief Secretariat Bureau	6	0	0	14	Adding new section: Protocol Section
Legal Policy Design and Study Center	4	0	7	14	Center for Legal Policy Studies, Regional Studies, and Budget Studies	5	0	7	14	Merged between Regional and Budget Study Center and Legal Policy Design and Study Center
Regional and Budget Study Center	3	0	5	6						
Protocol, Public Relations, and Media Bureau	8	0	2	16	Bureau of Documentation and News	5	0	2	16	Adding new section: Section of Minutes, Social and Digital Medical Management Section, Media Recording and Storage Section, and Community and Regional Aspirations Dissemination Section

The first column of Table 4, “Work Units (Before),” lists the organizational units before the reallocation of responsibilities. For each unit, the table shows the cumulative number of tasks that were Responsible (R), Accountable (A), Consulted (C), and Informed (I) to that unit. This provides a snapshot of how responsibilities were distributed before any adjustments were made. For example, the Bureau of Membership and Organization Personnel had 21 tasks marked as Responsible (R), which was above the statistical threshold. Therefore, a structural change was made to balance the Responsibilities (R) of this bureau so that organizational simultaneity could be achieved. After the change, the “Work Units (After)” became the Bureau of Human Resources and Legal Services with Responsible (R) of 14. Similarly, the Planning and Financial Bureau became the Bureau of Planning, Organization, and Bureaucratic Reform, etc. The overall changes show the Responsible (R) numbers are within the normal range (between the upper and lower limits) as per Table 3.

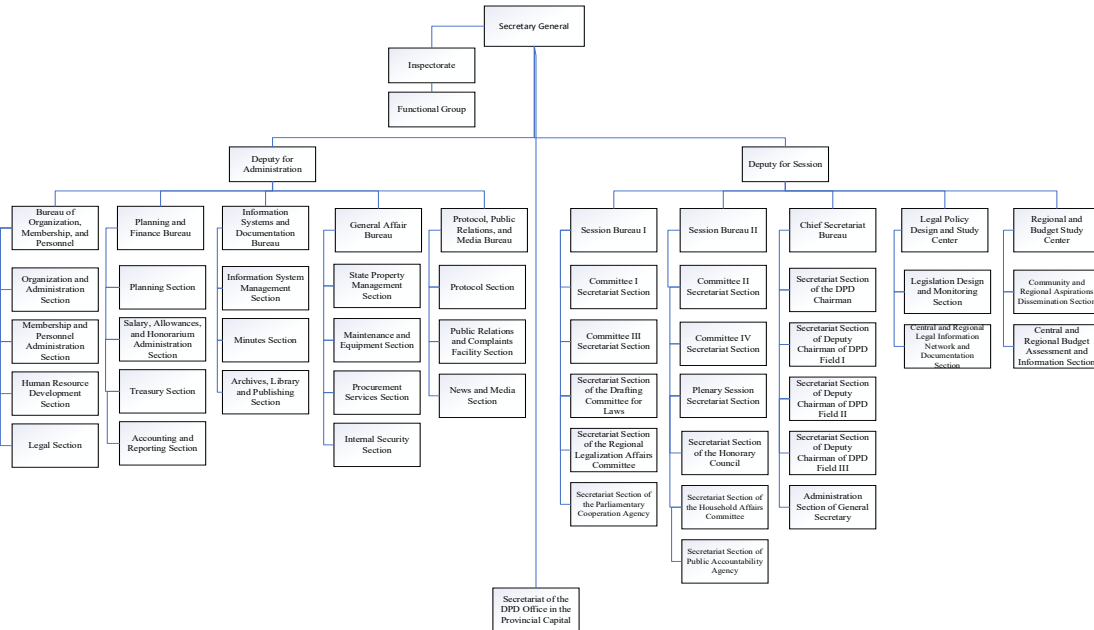


Fig. 2. Existing Organization Structure

The second column, "Working Units (After)," reflects the organizational structure after the reallocation process. The reallocation aimed to reduce the workload of overburdened units by transferring responsibilities to other units that had fewer tasks. Additionally, new sections or bureaus were created to handle specific responsibilities that were previously concentrated in a single unit. For instance, the Bureau of Organization Membership and Personnel was restructured into the Bureau of Human Resources and Legal Services. This new unit took over a more balanced set of responsibilities, with 14 tasks in the Responsible (R) category. The restructuring also involved the creation of new sections such as Performance Management and Career Section, which lightened the load on the original Bureau and added specialized expertise to the organization. Similarly, the Planning and Finance Bureau was split into the Bureau of Planning, Organization, and Bureaucratic Reform and a new Finance Bureau, each with its own specific functions. This reorganization allowed the creation of new sections such as Planning and Performance Evaluation Section, Organization and Governance Administration Section, and Bureaucratic Reform and Organizational Culture Section to manage responsibilities more effectively. The proposed new organizational structure, based on this analysis, is shown in Fig. 3, replacing the previous structure depicted in Fig. 2. It can be seen in Table 4 that there is no longer a number of R in the work unit that exceeds the upper limit and/or is below the lower limit. Thus, the changes in the organizational structure designed have met the requirements of organizational harmony.

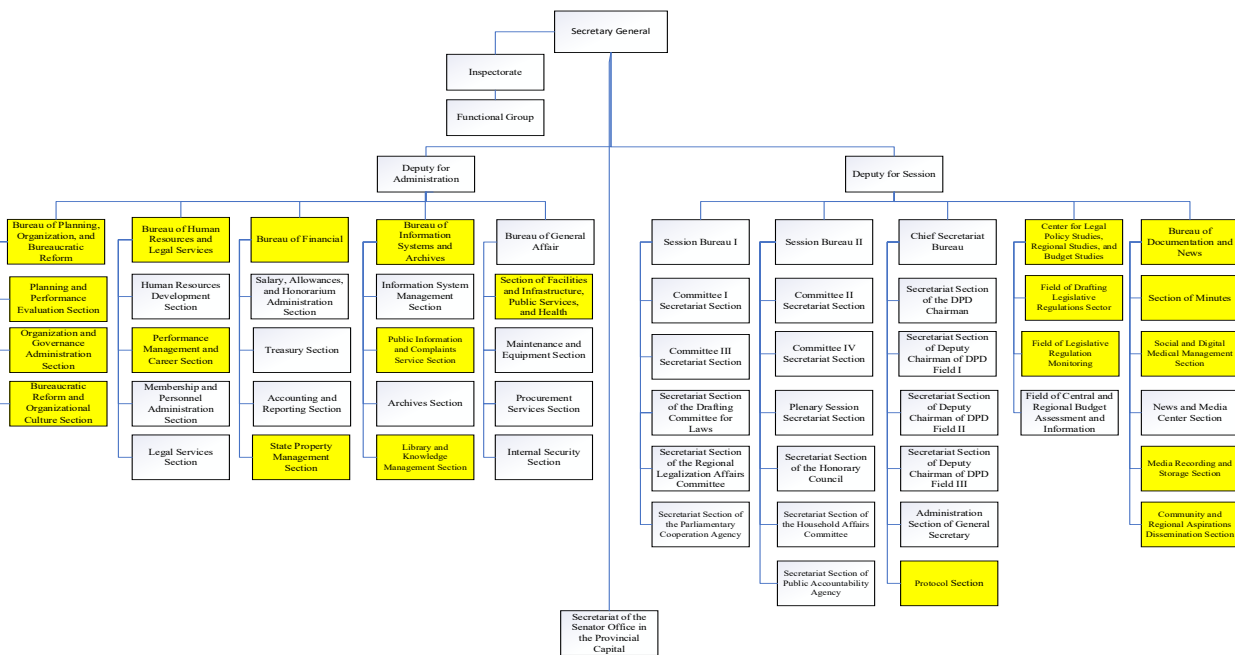


Fig. 3. Proposed Organization Structure

The results of the RACI analysis provide valuable data for organizations undergoing structural evaluations. For instance, when considering structural expansion, this RACI data can reveal units with excessive responsibilities, justifying the need for new units. Conversely, if an organization seeks to streamline its structure, the RACI data can help identify functions that can be integrated into fewer units, making the organization more efficient.

The organizational restructuring after the RACI Matrix analysis resulted in several significant changes. One of the most notable outcomes was the creation of new bureaus and sections to better manage responsibilities that were previously concentrated within a single unit. For example, the Bureau of Planning, Organization, and Bureaucratic Reform was established to handle organizational matters and performance evaluation, allowing the previously overburdened Planning and Finance Bureau to focus more on financial management. Similarly, the Bureau of Human Resources and Legal Services replaced the Bureau of Organization Membership and Personnel, taking over a more balanced set of tasks and responsibilities.

In addition to the formation of new bureaus, the restructuring introduced specialized sections that could better manage specific functions. For instance, the Public Information and Complaints Service Section and the Media Recording and Storage Section were created to focus on areas that require specialized attention, thereby improving the overall efficiency of the organization. By redistributing tasks, particularly those marked as "Responsible," the organization achieved a more balanced workload across its units. Units that were previously overburdened, such as the Bureau of Organization Membership and Personnel, saw their responsibilities reduced as tasks were transferred to other units, including newly created sections like the Performance Management and Career Section.

This reallocation also allowed for better alignment between tasks and the expertise of specific bureaus, ensuring that responsibilities were assigned to units best equipped to handle them. As a result, the organization became more streamlined, with clearer delineation of roles, better accountability, and enhanced operational efficiency.

As a result of the reallocation process, the number of tasks marked as Responsible (R) was more evenly distributed across all units. The restructured organization reflected a more balanced workload, with fewer instances of a single unit being overburdened. No unit exceeded the upper limit of tasks, indicating a more efficient distribution of responsibilities. The introduction of new units and sections allowed for clearer delineation of roles and responsibilities, which enhanced operational effectiveness and accountability across the organization.

The reallocation process illustrated in Table 4 led to several key insights regarding the organization's restructuring. First, the restructuring significantly reduced the workload of overburdened units. For instance, the number of tasks for which the Bureau of Organization Membership and Personnel was Responsible dropped from 21 to 14 after restructuring, reflecting a more equitable distribution of tasks. This reduction allowed the unit to focus on core responsibilities without being overwhelmed by excessive duties.

Moreover, the introduction of specialized units helped improve the organization's focus and expertise in handling specific functions. For example, new sections like the Public Information and Complaints Service Section allowed for a more targeted approach to managing public interactions, while the Bureaucratic Reform and Organizational Culture Section addressed internal reforms and culture-related matters. These additions helped distribute tasks more effectively, ensuring that no single unit was overly burdened and that specific functions were managed by appropriately specialized teams.

The restructuring also resulted in a more balanced distribution of tasks across all units, with no unit exceeding the upper limit of responsibilities as calculated in the descriptive analysis. This balance indicates that the workload is now more evenly shared, reducing bottlenecks and inefficiencies that can occur when certain units are overburdened. Ultimately, the organizational restructuring led to a more effective alignment of roles and responsibilities, enhancing both operational efficiency and the organization's ability to execute its strategic plan.

5. Discussion

Strategic planning defines an organization's direction and goals, while its successful execution depends on the efficient implementation of business processes. Business process mapping, combined with decision science principles, is crucial for visualizing and documenting these processes to support decision clarity and accountability. The Responsible Assignment Matrix (RACI) is an essential tool in this context, as it clarifies roles and responsibilities, thereby enhancing accountability and structured decision-making. Meanwhile, organizational structure defines how activities are coordinated and controlled within the organization, influencing how strategies are implemented and how decision pathways are structured.

The primary purpose of business process mapping within an organization is to break down barriers between departments, allowing them to prioritize common interests and collaborate effectively to achieve organizational goals. This mapping approach enables data-driven decisions by clearly delineating roles and responsibilities, thereby minimizing ambiguity in the

decision-making process. Often, internal conflicts arise from sectoral egos—departments or divisions working in silos, creating convoluted workflows or overlapping functions. A well-prepared business process map not only depicts the current state of the organization but also evaluates the efficiency and effectiveness of its processes, guiding future improvements through informed decision-making frameworks.

This study highlights the critical relationship between strategic planning, business process mapping, and organizational structure, especially within the Secretariat General of the Regional Representative Council of Indonesia (SG RRC). The discussion addresses how these elements work together to answer the research questions posed earlier, with an emphasis on their collective impact on strategic decision-making.

5.1. Strategic Planning and Organizational Structure

The first research question explores why an effective organizational structure is crucial for executing an organization's strategic plan. This study shows that a well-designed organizational structure aligns with strategic objectives, improving the effectiveness of strategy execution by enabling clear decision hierarchies. In the case of SG RRC, the organizational structure was redesigned based on the analysis of the business process map and the RACI Matrix, creating a structure that supports decision-making at multiple levels. The business process map provided a detailed view of how strategic plans could be operationalized, ensuring that the structure was not only aligned with strategic goals but also prepared to support their implementation effectively.

The redesigned structure ensures that responsibilities across work units are clearly defined and aligned with the broader organizational goals. This alignment streamlines decision-making channels, facilitating effective communication and coordination to promote successful execution of the strategic plan. Furthermore, this study underscores the importance of addressing sectoral egos, which can impede activity flow and create inefficiencies. Business process mapping helps identify these barriers, ensuring that the organizational structure supports, rather than hinders, strategic execution. This finding supports existing literature emphasizing organizational flexibility and responsiveness to strategic needs through effective decision-making frameworks (Batra et al., 2016).

5.2. Translating Strategic Planning into Business Process Maps

The second research question focuses on how strategic planning can be translated into a business process map. This study demonstrates that preparing a business process map begins with a thorough review of the organization's strategic plan. Strategic objectives are translated into clearly defined processes and performance indicators that drive organizational performance while supporting data-informed decisions. This approach ensures that the strategic plan is operationalized through actionable steps, providing a structured framework for decision-making across operational levels.

Moreover, the RACI Matrix plays a pivotal role in this translation process by clarifying roles and responsibilities within the business process map. By explicitly defining who is Responsible, Accountable, Consulted, and Informed at each step, the RACI Matrix strengthens decision-making clarity and reduces ambiguity. This systematic approach to translating strategic goals into business processes aligns with existing research that highlights the importance of aligning processes with strategic objectives to gain a competitive advantage (Srivastava & D'Souza, 2019).

5.3. Constructing an Organizational Structure from a Business Process Map

The third research question addresses how an organizational structure can be constructed from a business process map to execute strategic planning efficiently. The study illustrates that by integrating the RACI Matrix with business process mapping, organizations can design an organizational structure that aligns with strategic objectives and supports robust decision-making frameworks. This alignment ensures that the structure is efficient, adaptable, and resilient to changes.

In the SG RRC case, the RACI Matrix analysis revealed areas where responsibilities could be reallocated to balance responsible loads across units, improving decision-making efficiency by ensuring accountability is well-distributed. The reallocation of responsibilities, combined with an optimized organizational structure, ensures that the strategic plan can be executed effectively. This approach confirms the importance of aligning structure with strategy, not only for operational efficiency but also for facilitating streamlined decision-making (Lemus-Aguilar et al., 2019).

5.4. Implications for Organizational Design and Management

The implications of this study extend beyond the immediate context of the SG RRC. The findings provide a conceptual framework for other organizations seeking to align their structures with strategic objectives through business process mapping

and the RACI Matrix. This framework emphasizes decision-oriented design, where decision-making clarity and structured accountability support strategic alignment. This method is particularly valuable in complex organizations where multiple units must collaborate to achieve common goals. By systematically aligning strategic planning with organizational structure, organizations can enhance their resilience, adaptability, and overall effectiveness.

Furthermore, this study highlights the importance of continuous evaluation and adjustment of organizational structures in response to changing strategic needs. Regular review and refinement of business process maps and RACI analyses ensure that the organizational structure remains aligned with the strategic plan, supporting sustained performance. This ongoing assessment reinforces structured decision-making and adaptability, contributing to a more agile and responsive organizational model.

6. Conclusion

This study demonstrates that aligning an organization's structure with its strategic plan through business process mapping and RACI Matrix analysis can significantly enhance decision-making clarity, accountability, and operational efficiency. By integrating decision-oriented frameworks such as the RACI Matrix into business process mapping, organizations can create structures that directly support strategic objectives and informed decision-making. The findings reveal that a well-designed organizational structure, grounded in a clear business process map, provides a solid foundation for implementing strategic plans effectively.

The novelty of this research lies in its systematic approach to demonstrating how the concept of “structure follows strategy” is practically implemented. The study explains how an organization’s strategic plan can be translated into business process maps, which are then analyzed using the RACI Matrix to create a structured and efficient organizational design. The findings emphasize the importance of aligning strategic objectives with operational processes, ensuring that strategies are not only clearly defined but also effectively implemented at all organizational levels through a well-defined structure.

This study confirms that a dynamic, resilient organizational structure is vital for supporting the execution of strategic plans. It provides a clear methodology for developing such structures, ensuring that responsibilities are appropriately distributed and aligned with strategic goals. This alignment reduces internal conflicts, fosters communication and collaboration, and promotes organizational adaptability and long-term success.

The research, using the case of the Secretariat General of the Regional Representative Council of the Republic of Indonesia (SG RRC), addressed three key questions: the role of organizational structure in strategy execution, how to translate strategic planning into business process maps, and how to construct an organizational structure from those maps. The findings affirm that an effective organizational structure is paramount for the successful execution of a strategic plan. When a structure is properly aligned with strategic goals, it facilitates communication, coordination, and accountability, all of which are essential for implementing strategies effectively.

This study has practical implications for government agencies and other large organizations seeking to improve their operational efficiency and decision-making frameworks. By focusing on structured alignment between strategic objectives and organizational structure, decision-makers can ensure that their organizations are agile, resilient, and capable of adapting to changing demands. The study contributes to decision science literature by illustrating how decision-making processes can be optimized through structured role clarity and process alignment.

Future research may build on these findings by exploring additional decision-making tools that can be integrated with business process mapping, such as performance metrics or real-time data analytics, to further enhance adaptability and responsiveness in organizational design. Such research would provide deeper insights into how decision science frameworks can continue to evolve and support organizations in achieving long-term strategic success.

7. Limitations

This study has several limitations that may impact the generalizability and scope of its findings. First, the research is based on a single case study of a government agency, limiting the extent to which the findings can be generalized across different organizational contexts. While this in-depth approach provides valuable insights into decision-making frameworks within a specific setting, it may not capture the full diversity of decision-making processes in other organizational structures. Further studies should explore multiple cases across varied industries to validate the applicability of these findings.

Another limitation is the focus on the RACI Matrix as the primary decision-support tool within business process mapping. While the RACI Matrix is effective in clarifying roles and responsibilities, it may not capture all dimensions of decision-making, particularly in highly dynamic or complex environments. Future research could incorporate additional decision-

making frameworks or tools, such as real-time analytics or performance measurement systems, to examine how these enhance organizational adaptability and responsiveness.

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