

Theoretical insights into the influence of enterprise architecture on job architecture

Adrian SION*

National University of Science and Technology POLITEHNICA of Bucharest, Romania

ORCID ID: 0009-0005-2683-9167

*Adrian SION, adrian.sion@outlook.com

Abstract. Although Enterprise Architecture and Job Architecture represent strategic instruments for organizational transformation, existing research has treated them as separate and/or unrelated disciplines. This paper seeks to address this conceptual divide by investigating their interrelationship through a systematic literature review and proposing a preliminary framework for EA-JA integration. The primary research inquiries revolve around identifying points of friction and opportunities for co-design between IT and HR functions, as well exploring whether formal alignment between EA and JA enhances long-term organizational competitiveness. The findings reveal that while EA provides a structured approach to aligning business processes, IT systems, and technologies with strategic goals, while JA focuses on structuring roles, skills, and career paths to support workforce adaptability and development. Despite their complementary nature, significant gaps in their integration persist. In response, the author advocates for a transdisciplinary approach to leverage the transformative potential of aligning EA and JA, thereby fostering cohesive collaboration across functions and supporting sustainable organizational transformations.

Keywords: enterprise architecture, job architecture, organizational transformation, integration, governance, strategy, alignment

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Introduction

The dynamic nature of contemporary business environments prompts organizations to embrace transformational change driven by a compelling vision and supported by coordinated leadership efforts [1]. Enterprise Architecture (EA) and Job Architecture (JA) provide complementary perspectives on alignment and consistency in achieving company goals, particularly in contexts where both technological infrastructure and workforce capabilities must be strategically managed. These disciplines have evolved into instruments for organizational transformation, as highlighted in the Literature Review, with EA transitioning from IT planning to governance and JA expanding from job design to organizational adaptability.

However, ensuring such alignment in practice often reveals inconsistencies and dysfunctions between technology-driven and employee-centered functions [2], [3]. For instance, misalignments between IT systems and workforce structures can hinder organizational adaptability, while siloed decision-making processes in IT and HR functions may lead to inefficiencies and missed opportunities for strategic alignment. Existing research rarely provides explicit mechanisms for integrating EA and JA, leaving unresolved questions about how these disciplines can be co-designed to enhance organizational competitiveness. These misalignments can impede the organization's ability to adapt to change and realize its full potential. To address this gap, this study employs a systematic literature review methodology to investigate the relationship between EA and JA, synthesizing insights from both disciplines to propose a preliminary framework for their integration.

The study adopts a transdisciplinary approach, combining insights from EA and JA to propose a unified framework for organizational transformation. By bridging these two constructs, the study also fosters a deeper understanding of the alignment between the IT and HR functions, highlighting their interdependence in achieving cohesive organizational goals.

The significance of this work lies in its potential to advance both scientific understanding and practical applications. By bridging the conceptual divide between EA and JA, the study contributes to the development of

integrated organizational strategies that enhance adaptability, competitiveness, and sustainability in dynamic business environments.

The central question behind this investigation is “How does Enterprise Architecture influence the design and redefinition processes of Job Architecture within organizations?”. Additional hypotheses examine how formal alignment between people and technical areas contributes to long-term competitiveness [3], as well as the downsides of these key functions operating in isolation [4].

By exploring these themes, the study aims to highlight both the opportunities and the constraints inherent in cross-functional coordination and to lay the groundwork for more cohesive organizational transformation strategies. This investigation builds on the identified gaps and inconsistencies in existing research, emphasizing the need for a transdisciplinary approach that synthesizes insights from both EA and JA to support sustainable organizational strategies.

Literature review

1. Evolution of EA and JA

Enterprise Architecture (EA) originated from the Business Systems Planning methodology developed by IBM in the 1960s and 1970s, and was formally established through Zachman’s framework, which emphasized integrating components and perspectives of actors such as “owner-designer-builder” [5]. This foundational work evolved to address the growing complexity of aligning organizational systems with strategic goals.

The Strategic Alignment Model later articulated four domains of alignment: business strategy, IT strategy, organizational infrastructure, and IT infrastructure [6]. By the early 2000s, EA research consolidated methodologies and vocabularies, with ArchiMate connecting business, application, and technology layers [7], together with operating models standardizing processes [8]. Between 2010 and 2020, EA’s governance mechanisms were highlighted for their role in achieving organizational goals, improving information availability, optimizing portfolios, and measuring success [9], [10], [11]. More recent studies emphasize EA’s role in enabling organizational agility and responding to emerging changes [12]. It can be concluded that EA transitioned from IT planning to a governance and transformation practice integrating strategy, processes, capabilities, and technology.

Job Architecture (JA) began with job design, as exemplified by the Job Characteristics Model, which linked job attributes (skill variety, task identity, task significance, autonomy, feedback) to employee engagement and productivity [13]. In the 2000s, the concept of “job crafting” emerged, empowering employees to proactively shape their tasks, roles, and interactions, thereby enhancing work meaning and identity. The “Model of Job Crafting” (Figure 1) offers a clear framework for understanding how employees take an active role in shaping their work by adjusting the tasks they perform, how they view their roles, and their interactions with others. The model also explores how the opportunities available within an organization and an individual’s approach to work influence the way job crafting unfolds. Through this process, employees reshape the meaning of their work and their sense of identity within their roles, highlighting the dynamic relationship between personal initiative and the workplace environment [14].

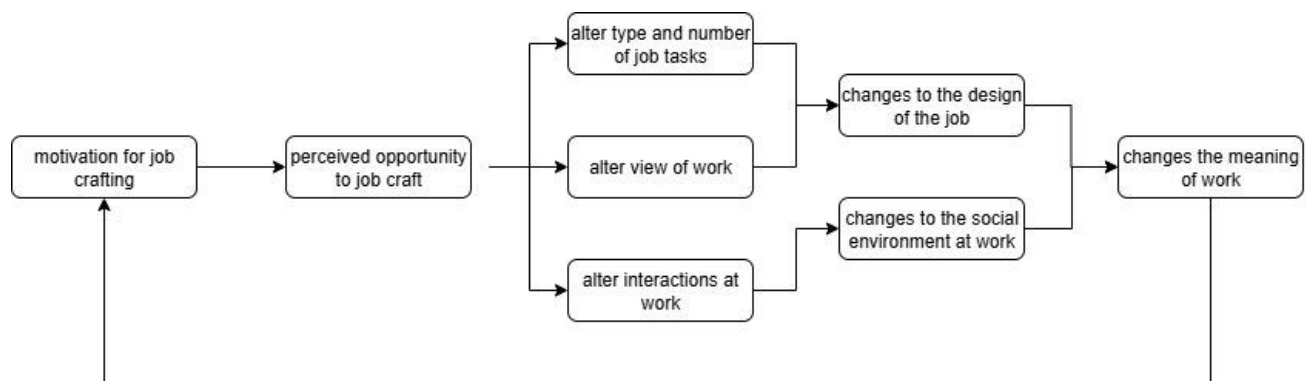


Figure 1: Model of Job Crafting

Adapted from Wrzesniewski, A., Dutton, J.E.: Crafting a Job: Revisioning Employees as Active Crafters of Their Work

The Star Model further expanded JA by linking structure, processes, rewards, and HR practices to strategic objectives [15], along with competency modelling [16]. Over the next decade, JA incorporated job design variables like enlargement, enrichment, and rotation [17], while recent discourse highlights the transition to skills-based organizations to foster innovation, diversity, and improved workforce experiences [18]. Thus, it can be noted that JA has evolved from defining job roles to a comprehensive discipline of organizational design, encompassing job requirements, skills, and rewards, positioning it as a critical enabler of adaptability.

2. Working Definitions and Key Concepts

The following section synthesizes the working definitions of the basic concepts at the core of this study. These definitions provide a foundation for understanding the complementary roles of EA and JA in organizational transformation.

EA is defined as a high-level representation of an enterprise's business processes and IT systems, aimed at aligning current ("as is") state to the desired ("to-be") state to achieve organizational goals [10]. It serves as a management tool to connect business and IT systems, improve performance, and facilitate decision-making [19]. EA artifacts, such as frameworks like TOGAF, ArchiMate, and Zachman, act as "boundary objects" to support coordination and governance [20].

Organizational transformation is defined as a process of change within an enterprise, involving the alignment of business, human, and technological aspects to adapt to evolving challenges and opportunities. It requires informed decision-making, stakeholder engagement, and governance to ensure coherence and compliance with strategic goals [2].

JA refers to the design and structure of job bands and levels within an organization, ensuring equity, transparency, and market competitiveness [21]. Building on this idea, in a skills-based organization, job architecture is reimagined as a flexible work and skills framework with fewer, broader roles and levels, enabling fluidity in matching skills to evolving work demands [18]. Furthermore, integrating behavioral elements like autonomy and feedback into job frameworks ensures alignment with both employee well-being and organizational goals [17].

3. Comparative analysis and constraints

EA and JA share a focus on fostering alignment - EA through standardized practices and strategic planning [20], and JA through structuring roles, skills, and HR practices to support organizational goals [21]. Concurrently, both disciplines link strategy to execution- EA connects strategy to processes and IT systems [6], while JA, through organizational design, aligns HR practices with strategic objectives [15]. Ultimately, the two contribute to organizational adaptability - EA through reconfigurable capabilities [12] whereas JA does so through job crafting, job crafting, enabling employees to shape their roles [14].

Although EA and JA complement each other, major gaps in their integration still exist. Research often treats these constructs in separation, lacking mechanisms for their alignment. This gap highlights the need for a transdisciplinary approach that synthesizes insights from both fields. By synthesizing bodies of literature which concurrently address the underlying concepts from both disciplines, a coherent platform for understanding and applying EA-JA can be established. This synthesis not only bridges theoretical gaps, but also lays the groundwork for developing practical frameworks that align technical and human resource systems, ensuring that organizations can adapt to dynamic environments effectively.

Methodology

This paper employs a systematic review to process the theoretical intersections between EA and JA, ensuring a comprehensive understanding of how EA influences the design and redefinition processes of JA within contemporary organizations. The methodology builds on the historical and thematic insights presented in the Literature Review, which traced the evolution of EA and JA as strategic disciplines and identified their complementary roles in organizational transformation.

The research analyzed openly available articles, journals, and books from ScienceDirect, IEEE Xplore, and SpringerLink, spanning materials from the past five decades to provide a comprehensive historical perspective on the development of EA and JA. This approach ensured the study captured the evolution of both disciplines and contextualized their current state within organizational practices.

The criteria for filtering bibliographic sources included titles relevant to the central research question. The selection process involved identifying relevant keywords, filtering bibliographic sources based on their alignment with the research question, and synthesizing insights from the selected literature. This iterative process ensured that

the study captured the theoretical intersections and practical implications of EA and JA, as highlighted in the Literature Review. Figures and the conceptual model were created using draw.io, a diagramming tool chosen for its ability to clearly illustrate theoretical relationships and frameworks.

The keywords listed in Table 1 were selected to explore EA interdependencies, supporting the study's central research question, "How does Enterprise Architecture influence the design and redefinition processes of Job Architecture within organizations?". These keywords were derived from the foundational concepts and frameworks discussed in the Literature Review, ensuring alignment between the theoretical background and the methodological approach.

Table 1: Keywords used in research

enterprise architecture	enterprise roadmap	enterprise capabilities
enterprise IT management	IT governance model	IT governance framework
TOGAF	ArchiMate	Zachman framework
job architecture	HR architecture	HR governance
organizational structure	job design	job family
job roles	organizational roles	Human Resources

Source: Authors' own research

On the EA side, keywords such as *enterprise architecture*, *enterprise roadmap*, *enterprise capabilities*, and *enterprise IT management* emphasize the importance of strategic planning and optimizing resources to achieve organizational goals. The inclusion of governance-related terms (*IT governance model* or *IT governance framework*), highlights the important role of decision-making processes and ensuring compliance within EA practices. Additionally, frameworks like *TOGAF*, *ArchiMate*, *Zachman* provide well-defined methodologies for designing and implementing EA effectively.

On the JA side, keywords such as *job architecture*, *HR architecture*, and *HR governance* focus on structuring roles, skills, and career paths to align with organizational needs. Concepts like *organizational structure*, *job design* and *job family* emphasize the importance of aligning responsibilities with broader organizational objectives. The use of *job family*, *job roles*, and *organizational roles* supports the creation of classification systems that promote fairness, enable workforce planning, and facilitate career development. Lastly, *Human Resources* plays a central role in integrating these design elements through tools like competency models, training programs, and reward systems, ensuring employee development, retention, and alignment with strategic goals. These keywords align with the evolution of JA as described in the Literature Review, particularly its focus on adaptability and workforce development.

Results and further discussions

1. Overview

Existing work emphasizes that EA is positioned as a governance model intended to aid the decisional process in the context of organizational transformation [2], offering coherent support for the alignment of resources, processes, and technology for the development of organizational capabilities [22]. Similarly, JA, provides a consistent framework that supports flexibility and responsiveness to evolving strategic and business needs [23]. Thus, while EA provides a strategic foundation for guiding organizational transformation, JA focuses on shaping and aligning internal human resource structures to support such changes.

There are significant opportunities for organizations to align their technical and their human resource structures, in order to achieve strategic goals [22], [21] - which is where EA and JA come in. On the one hand, JA structures roles, skills, and career paths to align human resources with organizational objectives, fostering adaptability and workforce development [21]. On the other hand, EA frameworks such as TOGAF, ArchiMate, and the Zachman Framework offer methodologies for designing and implementing EA, ensuring that IT systems are aligned with business goals [7], [5].

The integration of EA and JA is further supported by their shared focus on aligning strategy with execution [2]. EA connects strategy to processes and IT systems [6], while JA links human resource practices to organizational goals through job design and competency alignment [21]. Both constructs contribute to organizational adaptability - EA through reconfigurable IT capabilities [8] and JA through flexible job structures that enable employees to proactively shape their roles [14].

By synthesizing insights from both fields, organizations can create a cohesive framework that bridges the gap between technical and human resource systems, ensuring alignment and fostering sustainable organizational strategies, as made evident by Figure 2. This figure illustrates how EA acts as a bridge between strategy, program management, and other governance mechanisms, ensuring alignment across various domains - such as portfolio management, project management, and human resource management [2]. This synthesis sets the stage for the development of an integrated model that leverages the strengths of both EA and JA to address contemporary organizational challenges.

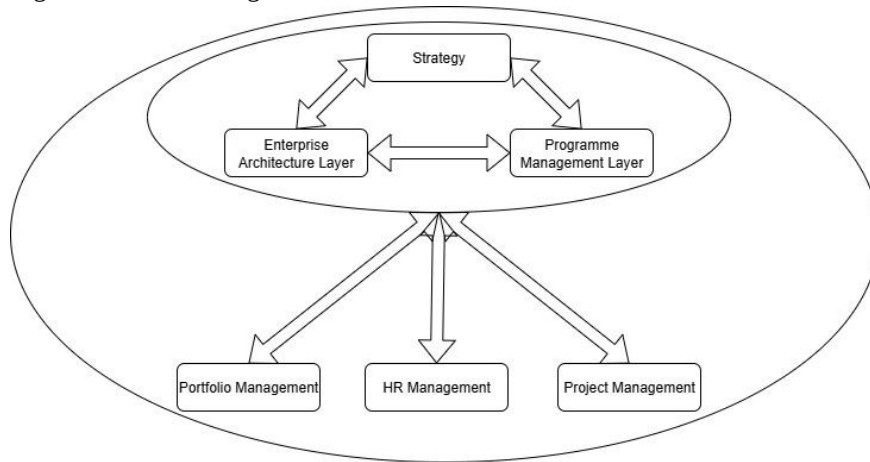


Figure 2: The role of enterprise architecture

Adapted from Op 't Land, M. et al: *Enterprise Architecture: Creating Value by Informed Governance*

2. The EA-JA Integration Framework

The integration of EA and JA within a single cohesive framework represents a relevant step toward achieving alignment between business, technical, and human resource structures. Building upon the insights derived from the literature review, this conceptual framework is intended to serve as a guiding model for organizations undergoing transformation in increasingly complex and dynamic environments. The proposed EA-JA Integration Framework consists of five interconnected layers; each layer plays a distinct role in ensuring alignment between organizational strategy, technical systems, and workforce structures- as shown in Figure 3.

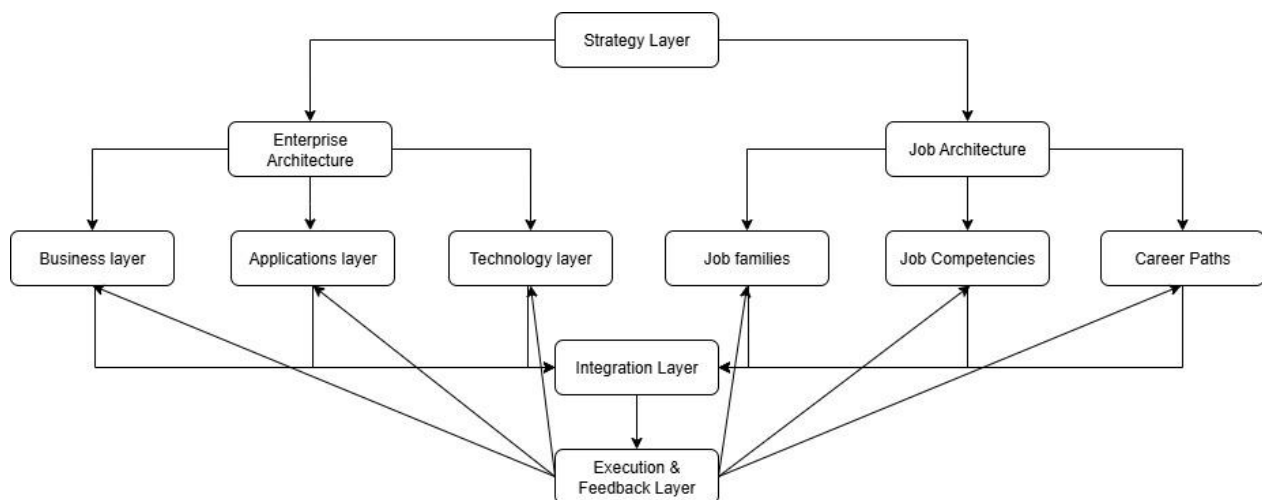


Figure 3: EA-JA (Enterprise Architecture-Job Architecture) Integration Framework

Source: Author's own contribution

Strategy drives the design and implementation of EA and JA, ensuring that both technical and human systems contribute to achieving long-term objectives [9], [10]. The Strategy Layer defines the overarching organizational goals and direction, serving as the foundation for both EA and JA and ensuring that all subsequent layers are aligned with the strategic vision.

EA provides a structured approach to aligning business processes, applications, and technologies with strategic goals [12]. The Enterprise Architecture Layer is divided into three sub-layers: Business Layer (which focuses on organizational processes and functions, ensuring alignment with strategic objectives [7]), Applications Layer (which encompasses software systems that support business processes, enabling operational efficiency [8]), and Technology Layer (which includes infrastructure and technical resources that provide the foundation for IT systems [5]).

JA structures workforce roles to align with organizational goals and ensures equity and fairness across the organization [21]. The Job Architecture Layer includes: Job Families (groupings of related roles that reflect organizational needs [14]), Job Competencies (skills, behaviors, and qualifications required for each role [13]), and Career Paths (defined progression routes that support employee development and retention [15]).

Cross-functional collaboration is enabled through continuous participation and collaboration among different stakeholders and organizational areas [12]. The Integration Layer bridges EA and JA, ensuring cohesive execution of organizational strategy. It collects input from EA sub-layers (Business, Applications, Technology) as well as JA components (Job Families, Competencies, Career Paths).

The Execution & Feedback Layer implements the integrated strategy and provides operational insights, which are instrumental for refining the alignment between EA and JA. This iterative refinement process ensures that EA sublayers and JA components receive actionable feedback to enhance their alignment with organizational goals.

3. Using the EA-JA Integration Framework

The EA-JA Integration Framework is designed for professionals leading organizational transformation efforts, such as enterprise architects, human resource managers, IT strategists, as well as business leaders. These individuals are often tasked with ensuring coherence on an organizational level, particularly when it comes to complex or large-scale changes. By adopting this framework, professionals can connect organizational goals to both technical systems and job structures, helping them identify gaps and dependencies. This process promotes strategic clarity and operational alignment across the organization.

The framework's practical utility is further enhanced by its alignment with the methodological approach previously outlined, which emphasizes the importance of stakeholder collaboration and iterative refinement. By integrating insights from both EA and JA, the framework provides a shared language and governance model that facilitates cross-functional coordination.

The framework is especially useful in scenarios such as organizational transformations, mergers and acquisitions, operating model changes, or workforce planning, where integrating technology and workforce roles is essential for long-term sustainability. This approach not only enhances transparency across functions, but also establishes a shared language and governance model that links strategic planning, technology implementation, and workforce development.

Conclusion

EA has undergone a significant evolution, transitioning from a technical IT planning framework to a strategic organizational governance tool that integrates processes, capabilities, and technologies. Similarly, JA has evolved from an approach focused on formal job descriptions to a sophisticated human resources design system which positions employees as active participants in shaping their work. This progression reflects a broader shift toward more flexible, adaptive, and people-centered organizational models. Both EA and JA have been redefined as organization-wide disciplines, designed to support organizational strategies, ensure agility, and respond to the dynamics of the ever-changing business environment.

This paper has explored the interrelationship between EA and JA, two fields that have traditionally been treated as distinct and separate domains. By conducting a systematic review of existing literature, this study has identified the complementary roles of EA and JA in aligning organizational strategy with execution. The literature review methodology ensured a comprehensive understanding of these disciplines, tracing their historical evolution and identifying convergence points that highlight their shared focus on alignment and adaptability. By examining these constructs in tandem, the study highlighted the potential for a more integrated approach to organizational transformation.

Main Contributions

The research underscores the complementary roles of EA and JA in fostering alignment between strategy and execution. EA provides a structured approach to aligning business processes, IT systems, as well as technologies with organizational goals - while JA focuses on structuring roles, skills, and career paths to support workforce adaptability and development. The proposed EA-JA Integration Framework, developed based on thematic analysis and synthesis, offers a practical pathway for bridging the gap between technical systems and human resource structures. This framework, consisting of five interconnected layers, emphasizes the importance of strategy-driven design, cross-functional collaboration, and iterative feedback loops to refine alignment and ensure adaptability in dynamic business environments; it not only synthesizes insights from the literature but also proposes a practical pathway for operationalizing alignment across business, IT, and HR domains. The findings presented in the Results and Further Discussions section emphasize the practical utility of the framework for professionals leading organizational transformation efforts.

Significance and Importance

The significance of this research resides in its transdisciplinary perspective, advocating for a coordinated and co-designed approach to organizational transformation. By emphasizing the alignment between EA and JA, the study reinforces the idea that sustainable competitive advantage emerges not only from the individual contribution of optimized systems or well-designed roles, but from their intentional convergence. This perspective highlights the importance of integrating technical and human resource systems to create a unified organizational strategy.

Limitations

Despite its contributions, the study has several limitations. Firstly, the integration framework is conceptual and has not been empirically validated. Future research should test its applicability in diverse organizational contexts to assess its effectiveness and refine its components. Secondly, the study primarily relies on a systematic literature review, which may not capture all nuances of real-world practices; empirical studies involving case analyses and stakeholder interviews are needed to provide deeper insights into the challenges and opportunities of EA-JA integration. Additionally, the evolving nature of both EA and JA disciplines suggests that any proposed model must remain adaptable to future methodological, technological, and workforce-related shifts.

Future Research Directions

This paper opens several avenues for future exploration. One key area is empirically validating the EA-JA Integration Framework. Testing its practical application across diverse organizational settings, including large enterprises, government institutions, and small and medium-sized enterprises (SMEs), could provide valuable insights into its effectiveness.

Another promising direction is the development of quantifiable metrics to measure the success of EA-JA alignment. Robust measurement models would enable organizations to track integration outcomes, monitor progress, and justify investments in alignment initiatives. This would provide both practitioners and researchers with practical tools to assess and refine their approaches.

As effective leadership is often critical to the success of such initiatives, its role in facilitating EA-JA integration also warrants further investigation. Future studies could investigate how leadership styles, decision-making processes, and cross-functional collaboration would impact the adoption and sustainability of integrated frameworks.

Additionally, research could examine the cultural and behavioral barriers that impact EA-JA integration. Understanding organizational norms, values, and behaviors that shape cross-functional collaboration (such as resistance to shared governance or differing interpretations of role ownership) can provide actionable insights into overcoming challenges and fostering successful integration.

Longitudinal studies should provide a better understanding of how EA-JA alignment evolves over time and contributes to organizational resilience. Rather than viewing integration as a one-time occurrence, future research could explore how the relationship between enterprise and job architecture develops across different business cycles, organizational maturity models, or transformation stages.

Lastly, the impact of emerging technologies on EA-JA integration presents an exciting research opportunity. Technologies such as artificial intelligence, cloud computing, and low-code platforms could be examined for their potential to automate, visualize, and enhance the alignment between EA and JA. These technologies can streamline integration processes and may lead to more efficient and effective organizational transformations.

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