Organizational Alignmemt Case Study of Ministry Of Justice of Cape Verde

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Abstract: *This research has the purpose to investigate the organizational alignment through organizational culture, leader's values, and the formal structures in the organization. The study was conducted in the Ministry of Justice in Cape Verde, and the instrument used to investigate organizational alignment is VOX Organizationis. Vox Organizationis is an instrument that provides a starting point for a holistic vision of the organization, and it enables exploration of the alignment level between organizational culture, leader's values, organizational structure as well as organizational strategy. The instrument includes two types of questionnaires, one that is submitted to employees (measuring the organizational culture) and the other one submitted to leaders (measuring leader's values and the formal aspect of organizational functioning). All the questions contained in the two questionnaires are measured on four dimension, decision-making and behavior, people versus task orientation, innovativeness and risk-taking, and open versus closed system. The results that obtained will show the correlation between organizational culture, Leader's values, and the formal aspect of the organizational functioning, and from that, we can see the organization's level of alignment.*
Keywords: *Leader's Values, Organizational Alignment, Organizational Culture, Strategy, Structure*

I. INTRODUCTION

Nowadays organizations are all focused on how to survive market growth and how organizational performance and strategy can be better managed in the point to affect the organizational effectiveness and is no different for the public sector. Organizational alignment is one of the many organizational theories that are concerned with organizational effectiveness. Scholars have been trying to link alignment with organizational performance as well as the achievement of competitive advantage through the integration of people and processes (Algaraja et al., 2015, pp. 19). Powell (1992, pp. 129) connected organizational alignment and competitive advantage to establish the firm's alignment performance connection, and he had concluded that the concept of competitive advantage need to be confined to traditional economic variables, but may be extended to such nontraditional variables as organizational alignment. The organizational alignment does not result from luck, but instead, it results from administrative skill, alignment skills stand alongside organization and strategic positioning as key sources of competitive advantage.

Organizational alignment is not a new field of study, and it has been identified with different descriptions, such as fit (Porter, 1996), integration (Weill and Broadbent, 1998), bridge (Ciborra, 1997), harmony (Luftman et al., 1996), fusion (Smaczny, 2001), and linkage (Henderson and Venkatraman, 1989), as cited in Alagaraja et al. (2015, pp. 20).

Because of the scholars' different perspective about what should be outlined in the organizational alignment, having an agreement in the organizational alignment definition has been hard to do. Between all attempt of define alignment, it draws on notions from industrial organization, strategy, and organization theory (Powel, 1992) as well as Human Resource Development (Alagaraja, 2013; Semler, 1997). However, most of the definitions have as main elements for organizational alignments, such as the organizational culture, the values, structure, and strategy, Bojadziev et al. (2011), Tosti (2007), Semler (1997).

Semler (1997) views organizational alignment as a collaboration between the organizational design, strategy, and culture towards attaining the ultimate goal. Labowitz (2004), alignment is an optimal state in which strategy, employees, customers, and processes work in concert to propel growth and profits. Powell (1992) stresses that alignment is a balance between organizational differentiation and integration. Along the same lines, Merron (1994) distinguished the following internal elements of alignment: purpose, strategy, objectives, structure, and culture, which should be working together and in the same direction (Bojadziev et al., 2011, pp.54).

This article is a summary of the research done for the thesis as a fulfillment of the requirements for the M.A degree in human resource management, it was conducted in the Ministry of Justice in Cape Verde, and the instrument used to investigate organizational alignment is VOX Organizationis. VOX Organizationis is also known as "the voice of organizations" is an instrument developed based on the Semler (1997), and Tosti's (2007) models, with the purpose of measure organizational alignment by looking at organizational culture, leader's values, organizational structure, and organizational strategy. It provides a starting point for a holistic vision of the organization, and it enables exploration of the alignment level between organizational culture, leader's values, organizational structure as well as organizational strategy (Bojadziev et al., 2011). Bojadziev (2011) analyzes organizational alignment by looking at the two organizational functioning aspects, non-formal aspect, and formal aspect. Organizational culture and leadership represent the non-formal part and organizational structure, strategy, and policies as the formal part of organizational functioning.

This research has the purpose of investigating the organizational alignment through organizational culture, leader's values, and the formal structures in the organization in the Ministry of Justice in Cape Verde. With this study we are expecting to reveal certain managerial characteristics of the Ministry of Justice, such as following:

- strictly governed by policies and procedures rather than by shared understanding and involvement of the employees in decision making;
- oriented towards the welfare of the employees or interested only in getting the job done;
- basing their operation on innovativeness and a certain level of risk or to secure ways of running the business;
- open or close to new employees and environment;
- ....to assess the general alignment of the non-formal aspect of the organizational functioning;
- ....to assess the alignment of how leaders view the "ideal organization" and work towards establishing such values in the organization and what is the actual behavior and practices present in the organization as experienced and expressed by employees.

In the following points we present a brief summary of the revised literature, making a literature review on the keywords, such as organizational culture and alignment, strategy, structure, and policies, we will delve into the explanation of the methodology used (VOX Organizationis), and finally, we present the results and conclusions.

II. ORGANIZATIONAL ALIGNMENT

As cited in Semler (1997, pp. 24), the alignment history started in 1980 by Nadler and Tushaman, with their publishment of the term "congruence", as a process model of the organization. The authors quote the organization as an open system composed of interdependent inputs, process, components, and outputs. The study does a correlation between the organizational effectiveness and the degree of congruence, consistency, or fit between each pair of the system components. Since then, more studies has been done, adding more elements and expanding concepts and theories of alignment.

Organizational alignment is a complex concept and there are various ways of looking at it and explaining it (Bojadziev et al., 2011, pp. 52). The old school enhance alignment as a valuable and scarce resource that has significant consequences for the organizational performance (Lawrence & Lorsch, 1967; Powell, 1992; as cited in Alagaraja et al., 2015, pp. 20) recent studies attribute to the organizational alignment as a way to enhance organizational effectiveness (Powel, 1994; Totis, 2007; Biggs et. al., 2011; as cited in Bojadziev et al., 2011), and others defend that organizational effectiveness deriving from alignment represents significant competitive advantage (Labovitz, 2004).

Algaraja et al. (2015), made an overview of the alignment literature where the purpose was to identify all those contributions a common sense in the alignment concepts. The authors categorized it in three major perspectives (process, relational and strategic) and five types (horizontal, vertical, structural, cultural and environmental) of alignment theories. The three perspectives – process, relational and strategic identify distinctive arrangements for translating organizational priorities into goals, objectives, and activities. These major perspectives suggest notions of alignment as emergent and performative resulting from the many interactions involving the organization's external and internal environment, as well as internal linkages that occur between strategy, structure, culture and other organizational processes (Algaraja, 2015). The horizontal and vertical alignment makes up those systems and processes that define the context of the organization while structural and cultural alignment defines the organizational bounds of alignment. As a further matter, environmental alignment works as a catalyst for the creation of alignment – either in the process of removing barriers or spurring activity that facilitates the performance of alignment in an organization (Alagaraja, 2015, pp. 28).

The recent alignment conceptualization brings more complex elements such as organizational performance, strategy, structure, human resource, IT system (Alagaraja et al., 2013), organizational culture, leader's values, policies (Semler, 1997; Tosti, 2007; Bojadziev et.al., 2011) linking it with organizational effectiveness (Powel, 1992; Tosti, 2007; Bigg et al., 2014; as cited in Bojadziev et al., 2011, pp. 52).

Powell (1992) stresses that alignment is a balance between organizational differentiation and integration. Along the same lines, Merron (1994) distinguished the following internal elements of alignment: purpose, strategy, objectives, structure, and culture, which should be working together and in the same direction (as cited in Bojadziev et al., 2011, pp.54).

Semler (1997) views organizational alignment as a collaboration between the organizational design, strategy, and culture towards attaining the ultimate goal. Labowitz (2004), alignment is an optimal state in which strategy, employees, customers, and processes work in concert to propel growth and profits. Bellow, we present Semler's quotation about the alignment in the organization:

"Systematic agreement of organizational alignment theory looks at the extent to which strategy, structure, and culture create an environment that facilitates the achievement of organizational goals. The concept of alignment lends itself to the creation of high-performance work systems by explaining how the interdependent elements of the organization can achieve greater individual and collective efficiency and effectiveness. Aligned organizations apply effective leadership and HRD processes to create systematic agreement among strategic goals, tactical behaviors, performance and reward systems, and the organizational culture. This agreement helps people to remove barriers to cooperation and performance and thereby increases the performance of individuals, processes, and the organization as a whole" (Semler, 1997, pp. 23).

Tosti's (2007) organizational alignment theory highlights the organizations as systems, where they are a dynamic system and, like all other systems, they function best when their components are designed to work together smoothly and efficiently (as cited in Tosti et al, 2001). The model brings the idea that to maintaining an aligned organization requires clarity about values as well as strategies and goals, and it also requires communicating relevant organizational values and ensuring that typical behavior in the organization reflects those values. The results from an organization's achievement depend not only on the processes followed in the organization but also on the practices that people demonstrate within the organization (as cited in Bojadziev et al, 2011, pp. 55-56), that means that results depend not just on what people do, the process they follow, but also on how people behave as they do things, the practices they demonstrate, (Tosti, 2007, pp. 21). Therefore, their organizational alignment model links the strategy, culture, processes, people, leadership and systems to best accomplish the needs of a company.

To Bojadziev et al. (2011), Tosti's model represents and highlights in a comprehensive theory to test organizational alignment and through its model they developed a model where they presented alignment in the processes as the formal side of organizational functioning, and the practices as the non-formal side of the organizational functioning, where they defend the equal importance of both. Those two aspects provide the overall alignment of the organization. The complete alignment model contains the goal processes and tasks on one side and the values, practices, and behaviors on the other side (Bojadziev et al., 2011, pp. 56).

III. VOX ORGANIZATIONIS

VOX Organizationis - "the voice of organizations"- is an instrument developed by Bojadziev et al. (2011), based on the Semler (1997), and Tosti (2007) thoughts, with the purpose to analyze organizational alignment by looking at organizational culture, leader's values, organizational structure, and organizational strategy. Bojadziev's understanding, organizational alignment should be subdivided into two organizational functioning aspects, non-formal aspect, and formal aspect. Organizational culture and leadership represent the non-formal part and organizational structure, strategy, and policies as the formal part of organizational functioning. VOX Organizationis is an instrument that provides a starting point for a holistic vision of the organization, and it enables exploration of the alignment level between organizational culture, leader's values, organizational structure as well as organizational strategy Bojadziev et al (2011).

Both of the aspects of organizational functioning, the non-formal and formal are measured in four dimensions, the decision-making and behavior, people versus task, innovativeness, and risk-taking, and open versus closed system. The dimensions are bipolar, wherein each one of them is represented by extremity, where we can analyze the managerial characteristics and tendencies of the organization. Bellow, we explain each element for a formal and non-formal aspect of organizational functioning, and also we explain the four dimension in each VOX Organizationis use to measure organizational culture, leader's values, strategy, policies, and structure.

3.1. Non-formal aspect of organizational functioning
VOX Organizationis organizational classifies culture and leader's values as a non-formal aspect of organizational functioning, at the a. we explain this two elements.

3.1.1.   Organizational Culture
Organizational culture instrument theory and measurement resembles O'Reilly (1991), Quinn and Cameron (2006), Schein (2004), and Hofstede's (1998) model.
The topic culture brings some controversies among the scholars, as regards their definition, also to the components in which they should be included at the time of its measurement.

Schein (2004, pp. 13) defends that organizational culture exists and that it is important in its effects, but when we try to define it, we have completely different ideas of what "it" is. It was at the early 1980s that organizational culture was popularized with publishment of several books, including Terrence Deal and Allan Kennedy's Corporate Cultures (1984), William Ouchi's Theory Z (1981), and Tom Peters and Robert Waterman's In Search of Excellence (1982). A large and varied cohort of writers has made use of the metaphor of organizations as "little societies", as social systems equipped with socialization processes, social norms, and structures. It is within this very broad metaphor that the concept of culture in organizations takes its significance (Allaire et al., 1984).

The new emphasis on culture brought into organization studies ways of thinking holistically about systems of meaning, values, and actions derived from anthropology. Cultures basically spring from three sources: (1) the beliefs, values, and assumptions of founders of organizations; (2) the learning experiences of group members as their organization evolves; and (3) new beliefs, values, and assumptions brought in by new members and leaders (Armstrong, 2009, p. 225). Schein (1990) also follows the thoughts, where culture in the organization are the manifestation of beliefs, where he defends that organizational culture consists of the underlying assumptions and beliefs that members of an organization share and that operate unconsciously. It is developed exactly through mutual experience of organization members, which is gained by solving everyday problems.

Organizational culture represents the collective values, beliefs, and principles of organizational members and is a product of such factors as history, product, market, technology, strategy, type of employees, management style, and national culture; culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits (Needle, 2004).

O'Reilly (1989) defines organizational culture as an example of social control which is based on norms or expectations concerning the issue about which attitudes in an organization are acceptable, or are not acceptable. Hofstede et al. (2010) define organizational culture as the collective programming of the mind which distinguishes the members of one organization from another. Culture has the function the creation of distinctions between one organization others (boundary-defining role); to conveys a sense of identity for organization members; the facilitation of commitment; the enhancement of the stability of the social system (culture is the social glue that helps hold the organization together by providing standards for what employees should say or do).

Robbins and Judge (2013) Culture has the function the creation of distinctions between one organization others (boundary-defining role); to conveys a sense of identity for organization members; the facilitation of commitment; the enhancement of the stability of the social system (culture is the social glue that helps hold the organization together by providing standards for what employees should say or do); It is a sense-making and control mechanism that guides and shapes employees' attitudes and behavior.

With the meaning and what organizational culture represents in the organization, shared values, beliefs, or perceptions held by employees within an organization (Robbins and Judge, 2013), it is necessary to include it in the study of organizational alignment. Measuring organizational culture, we are measuring the employee's perception of organization's orientation toward people and work, how decisions are made, the organization relationship with the external and internal environment, and the organization's ability to develop new ideas, and how they face changes.

3.1.2.   Leader's Values
Leader's values are the second element in the non-formal aspect of organizational functioning presented by VOX Organizationis Model, measuring leader's values means, measuring leader's perspective of the desirable or ideal situation in the organization.

It is important that leaders are represented n the studies of alignment because they have a considerable influence on the organizational culture. Organizational alignment cannot be achieved without a strong leadership, nor can the organizations sustain alignment in its absence, and Semler' model (1997) reinforce it by presenting the important components to building an alignment at the organization, he identified the strategy, structure, culture, leadership, and HRD.

Leader's values are part of the alignment equation since they are the once to find ways to ensure that the company culture, practices, employees' values, and behaviors are desirable and also, they are supportive of what is a need to successfully deliver the organization's alignment. Leaders begin the culture creation process and sometimes they can change the culture. Culture is created by shared experience, but it is the leader who initiates this process by imposing his or her beliefs, values, and assumptions at the outset (Schein, 2004, p. 225). Schein (2004) suggested that the relationship between the two concepts, culture, and leadership, represents an ongoing interplay in which the leader shapes the culture and is in turn shaped by the resulting culture. The dynamic processes of culture creation and management are the essence of leadership and make one realize that leadership and culture are two sides of the same coin (Schein, 2004).

3.2. Formals aspect of organizational functioning

Organizational structure, strategy, and policies represent the formal aspect of the organizational functioning in the VOX Organiztionis model.

Semler (1997, p. 28) defend that alignment cannot be created it can only be improved or strengthened the withing organization, and the stronger possible alignment indicates the greatest probability of attaining the organization's strategic goals. Matching the organizational structure to strategy and design specific policies can all help in leading a firm into a successful execution of a strategy that aligns itself with the people, values, culture and behaviors needed to secure a sustainable competitive advantage.

An organization's strategy is a plan of action aimed at reaching specific goals, and on the other hands, an organization's structure is the way the pieces of the organization fit together internally, and policies are guidelines that outline and guide actions within the organization. The relationship between organizational structure and strategy becomes clearer when the organization's strategy is in place. With a clear focus on what it wants to achieve, the organization will proceed to align its structure and policy in such a manner to best achieve this. The purpose of having policies in the organizations is to provide a framework and structure for your organization. When well communicated to employees it contributes to the development of organizational culture, because it instills norms and values. If the organization have strong policies based on ethics, for instance, leaders can help instill the importance of integrity and ethical behaviors in employees. Policies also serve as a way for management to communicate behavioral expectations to employees, the guidelines also should convey consequences for employees who violate certain policies.

3.3. The four dimensions

To have an aligned organization it needs to have a synergy between the elements that compose all organization, such as, strategy, culture, leadership, structure, policies.

To measure organizational alignment we need to analyze it across dimensions. Semler (1997), Tosti (2007), Bojodjiev (2011) has similar thoughts about what should be considered when studying organizational alignment, the elements that it is composed and in which dimension it should be analyzed. Down below we describe each of the four dimensions that VOX organizationis used to measure the organizational alignment in the non- formal (organizational culture and leader's values) and formal aspect (strategy, structure, and policies) of organizational functioning:

3.3.1. Decision making and behavior

This dimension has been used when studying of organizational culture for some time. According to Hofstede (2001), differences in national culture present different approaches to making a decision. Decision making and behavior is also emphasized in the Organizational Culture Inventory by Cooke and Szumal (2000). VOX Organizationis, Bojodjiev (2011), approaches decision-making and behavior from the way an organization establishes authority, responsibility, and communication within the organization. The decision-making and behavior can be analyzed into two poles or extremities in how the organization based their decisions, in one extremity we have democratic and in the other hand bureaucratic way to make a decision. Bureaucratic and democratic are the representation of organizational management structure, where it defines reporting relationships, lines of authority, job positions and responsibilities, and reflects an organization's environment and culture. Bureaucratic, democratic organizational structures are two of the most common types of organizational structures;

3.3.2. People versus task

People or task are the leader's orientation in the organization and it is included in a number of other instruments (Cooke and Szumal, 2000; Hofstede, et al., 1990; O'Reilly, Chatman and Caldwell, 1991). VOX Organzationis model, Bojodjiev (2011), classified this dimension as a bipolar, where it follows two extremes; one is that the institution is task-oriented which means that it is more important to get the job done regardless of other elements and the other is that the institution is people-oriented which presupposes that the organization of

work does not only depend on getting the job done but rather takes into consideration the well-being of the employees. People-oriented leadership is characterized as empowering to employees, meaning that employees are represented in the decision-making and workplace efficiency, with a raised job satisfaction levels, and performance. By encouraging employee, leaders are more willing to understand their employees, the workplace conditions, and it might influence employees to develop new ideas and suggestions for improvements. Of the three primary leadership styles, autocratic, participative and delegative, are highly people-oriented, except for the autocratic style, where it dependents on people to influence and implement decisions Some of the leadership styles are more likely to people-orientation, for example, the participative leadership, democratic leadership. This two leadership styles, employees are given the chance to participate in decision-making process, leaders are open to receive feedback and input from their employees, but the final decision are reserved to leaders. Those type of leadership call for strong leaders, sustaining positivity behavior, control, and performance. However, delegative leadership is the definitive people-oriented leadership style, it allows key employees to make most decisions, providing little guidance (Pirraglia, 2017). Task-oriented leadership theory characterizes the leader as the person responsible for the creation of policies and procedures, where they are the one responsible for informing their employees about those procedures and also to develop criteria for evaluating successful employee performance. The leaders are motivated by accomplishing tasks and concerned with the delineating roles and specific tasks for employees;

3.3.3. Innovativeness and risk taking

Innovativeness and risk-taking dimensions are related to the instigation of innovations and risk-taking in the organization, VOX organizationis model, Bojodjiev (2011). For an organization to be innovative it needs to focus on their creativity, openness, orientation, risk-taking, and proactiveness, those elements refers to the organization's ability to generate ideas and innovate continually over time. The instigation towards innovation and risk-taking means that leaders throughout organizations are prone to changes, the change of the way that the work is done, bring new ideas, rethink the organization's process and structures, in the way that they can have new and better results. In a general sense, the term 'organizational innovation' refers to the creation or adoption of an idea or behavior new to the organization (Daft, 1978; Damanpour and Evan, 1984; Damanpour, 1996; as cited in Lam, 2004);

3.3.4. Open versus closed system

Open and closed dimensions is related to the way that organizations interacted with the external and internal environment, VOX organizationis model, Bojodjiev (2011), see this dimension as a bipolar meaning that it follows two extremes: the organization is closed and does not have a tendency to influence or to be influenced by the environment, and the organization is open and thus it embraces new employees or influence from other stakeholders. The Open and Closed System dimensions relate to the way in which new members fit in, the availability of information and the how its accessibility. Open and closed organizations differ in the way they deal with their internal and external environment. The characteristics of open and closed organizations can be demonstrated through the analysis of their organizational culture and their leadership. Open systems, to an extent, have freedom of information, have open employees and new members can fit in more easily, while Closed Systems usually have secretive management, information is hard to obtain and new members are slowly inducted.

IV. METHODOLOGY

Organizational alignment is the representation of the synergic relation between the key elements that an organization is composed. Bojodjiev et al. (2011) divided organization into two aspects where they organized those key elements in a formal and non-formal aspect of organizational functioning.

The data for this study was collected from seven departments in the Ministry of Justice in Cape Verde, namely the DGPOG, DGRNI, DGSPR, UIF, CCCO, CGJ, and CDHC. The data were collected in a period of two weeks, date conceived by the Minister of Justice, and the employees received a printed Portuguese version of the questionnaire since Portuguese is the official language of Cape Verde. VOX Organizationis Model (Bojodjiev et al., 2011) has a design instrument that measures the organizational alignment by dividing organizational functioning into two groups, non-formal and formal aspect of organizational functioning, and both are analyzed in for dimensions (decision-making and behavior; people versus task; innovativeness and risk-taking; and open versus closed system). The instrument includes two types of questionnaires, one to be applied to the employees and another to the, which also includes an interview guideline to measure the formal aspect of organizational functioning (strategy, structure, and policies). In the questionnaire, the questions number 5, 7, 13, 14, 15, 16, 20, 22, 23, 31, 32, and 33 are asked in negative connotation so the values score are reverse scored. Each questionnaire contains 35 questions related to the four dimensions of the model for measuring the organizational culture, and at the same questionnaire was included 6 more questions with represents the demographic data. The leaders received a questionnaire containing 35 questions related to the four dimensions

which were equal to those of employees but measuring the leaders' values, and at the same questionnaire, we had an interview guideline that measures the formal aspect of organization's functioning. The data was collected from 53 employees (non-leader) and 8 leaders. The data is collected from employees (to measure the organizational culture) and from the leader (to measure the leader's values and the formal aspect of organizational functioning). The system used to analyze the data collected for the demographic data, organizational culture data, leader's values data, is the statistical program for social sciences (SPSS 20). To analyses, the formal aspect of organizational functioning was used the Microsoft Excel 2010.

4.1. Measuring non-formal aspect of organizational functioning
    The questionnaire designed to measure organizational culture give us the employee's how the organization is orientated if is toward people or task, how decisions are made, the organization relationship with the external and internal environment, and the organization's ability to develop new ideas, and how they face changes.
    The questionnaire is composed of two sections: the first section contains 35 questions, where each of the questions is measured quantitatively on the four-point Likert scale (1=I strongly disagree; 2=I disagree; 3= I agree; 4=I strongly agree). The 35 questions were designed to define the organization's attitude toward the four of the most important aspects of the organizational culture, as is defined by the authors of the VOX Organizationis model, the decision-making and behavior, people versus task, innovativeness, and risk-taking, and open versus closed system; the second section contains the demographic questions where we collect data for employee's age, gender, educational level, sector, work position, and tenure.
    Leader's values measurement is made by a questionnaire that also has 35 questions, and they are similar to the questions include in the questionnaire used to measure organizational culture, but in this case, it measures leader's values. The questionnaire is composed of four sections:
    The first section follows the same rules as the first section of the organizational culture questionnaire, being different in how the questions 4, 16, 21, 22, 25, 26, and 27 are approached, making them suitable for the examination of leader's values.
The second section is designated to the formal aspect of organizational functioning (strategy, structure, and policies), being divided into four parts where each part is analyzed on the four dimensions (decision-making and behavior, people versus task, innovativeness, and risk-taking, and open versus closed system).
The third section is where supplies the leader's personal information, in this section we collect demographic data from the leader, such as gender, educational level, sector, work position, and tenure.
The final section is where contains the organization's information.

4.2. Measuring formal aspect of organizational functioning
    The formal aspect of organizational functioning is analyzed by the questionnaire used to measure the leader's values. In the formal aspect, the strategy, structure, and policies are also analyzed on the same four dimensions that were used to analyze organizational culture and leader's values. The formal aspect is also divided, and it is divided into four parts, where each part is the representation of one of the four dimensions: first part is composed of 17 questions, where the questions are answered with a yes or no, and it measures the decision-making and behavior; second part with 8 questions, also answered with yes or no, and it measures the people versus task; third section with 3 questions, answered by yes or no, designated to innovativeness and risk-taking; and the final section with 10 questions, also answered with yes or no, measuring the open versus closed system.

4.3. The four dimensions
    The four dimensions are distributed at the both questionnaire at the same way, and the 35 questions are divided into four groups, in turn of each dimension is represented by a set of questions. Bellow the representation of the set of question grouped by the dimensions:
    Questions 1 to 9 represents the decision-making and behavior in the organization. This dimension is bipolar and takes into account two extremes; one is that the institution is bureaucratic meaning that the behavior of employees is governed by the organization's rules of governance and procedures and the other is that the institution is democratic i.e. there are loose procedures and rules that govern the behavior of employees and the organization rather relies on shared understanding and culture in the process. A high score on this dimension describes the company as a democratic working environment.
    Questions 10 through 17 refer to the orientation of the organization toward people or task. This dimension is bipolar and takes into account the following extremes; one is that the institution is task-oriented which means that it is more important to get the job done regardless of other elements and the other is that the institution is people-oriented which presupposes that the organization of work does not only depend on getting the job done but rather takes into consideration the well-being of the employees. A high score in this category defines the company as people-oriented.

Questions 18 through 24 are related to the innovativeness and risk-taking. This is also a bipolar dimension having the following extremes: in one extreme the organization is not pruned to taking uncalculated risks and does not foster a climate of embracing new ideas and at the other extreme the organization stimulates new ideas and fosters risk-taking activities. A high score on this dimension means that the company is highly open for innovativeness, experimenting with new ideas and is not risk-averse.

Questions 25 through 35 are related to the openness of the organization. This dimension is bipolar and takes into account the following extremes: the organization is closed and does not have a tendency to influence or to be influenced by the environment, and the organization is open and thus it embraces new employees or influence from other stakeholders. A high score in this category is interpreted as the organization is opened to the environment inside the company as well as the external environment.

V.   RESULTS
5.1. Comparing the results between leaders' values and organizational culture

To compare the results between organizational culture and leader's values, we first calculated the mean for organizational culture, and then we calculate for leader's values, Table 1. We established our media according to the research previously done by Bojadziev et al. (2011) using the VOX Organizationis instrument, where we determine the mean from 1 to 4 (values stipulated in the Likert Scale). We stipulated an interval from 1 to 4 where we can consider the high and low scores. The results below 2.3 are considered to be low-scored, and the results above 2.3 are considered as a high-scored.

	Leaders' values (mean)	Organizational culture (mean)
Decision making and behavior (DMB)	2.9566	2.4198
People versus tark (P-T)	3.0938	2.6210
Innovation and risk taking (IRT)	2.8750	2.4233
Open versus close system (O-C)	3.1125	2.6413

Table1. The organizational culture and leaders' values scores on the four dimensions

The Table 1 shows that leaders have a higher appraisal than employees for all dimensions, meaning that the results obtained by leaders are the representation of what the leader considers to be an ideal organization, and may or may not correspond to the reality of the organization. So we can analyze the results obtained that, leaders has high stands when is concerning to decision-making and behavior, more than employees. They believe that the organization involves their employees in decision-making in a considered way, and there is a shared understanding of culture, a common organizational behavior, a caring behavior towards employees' well-being, and that the organization is more thrilling to inventive and cherish behavior towards innovation and risk-taking than stability. They also understand that the organization is more leaned towards an open system, that the organizational environment is suitable for the for the organization's purpose, to their employees, and also to the newcomers. Comparing the results between leader's values and organizational culture, leader's values had highest scores in each dimension than the organizational culture (results obtained through employees' answers). The scores obtained from leaders' values are the representation of their preferences and judgments about the desirable or the ideal situation in the organization rather than the actual behavior and practices present in the organization as experienced and expressed by employees. With the results obtained and placing them in the spectrum of what we and the authors of VOX Organizationis considered as high and low score, we can conclude that the non - formal aspect of the organizational functioning shows a moderated alignment between the scores for each dimension obtained by leaders' values and the organizational culture.

5.2. Results for formal aspect of organizational functioning

The instrument to measure the formal aspects of organizational functioning is a guideline interview, where most of the questions were answered by choosing between the options yes or no and it is divided into four parts, where which part represents one of the four dimensions. The results for formal aspect were analyzed in terms of frequency of yes or no for each question of the four dimensions. Following we summarized the results in Table 3.

Dimensions	frequency	
	Yes	No
DMB	76%	24%
P-T	78%	22%
IRT	53%	47%
O-C	81%	19%

Table3. Results in percentage for the formal aspect of organizational functioning

Formal aspect point to a moderate democratic way to make a decision, it accentuates the care for people more than the task, it is focused on the employees and leaders' well-being, it has a low rank of innovativeness and risk-taking, presenting the preference to the stability, and tending more towards an open system. With all said, we can say that the results obtained from the comparison between the formal and non – formal aspect of the organizational functioning, they present a moderated alignment since they all had high scores in each of the four dimension (according to the spectrum of what we and the authors considered as a high and low score).

5.3. ....Compari son of the formal and non-formal aspect of the organizational functioning on the four dimension

	Decision making and behavior	People versus task	Innovation and risk taking	Open versus closed system
Leaders' values	Democratic	People oriented	Innovative	Open system
Organizational culture	Democratic	People oriented	Innovative	Open system
Formal aspect	Democratic	People oriented	Low innovativeness and risk-taking	Open system

Table 4. Comparing the results formal and non–formal aspect of the organizational functioning on the four dimensions

Through the results shown in Table 4 we can conclude that employees perceive the decision-making and behavior in the organization leaning more towards a democratic than bureaucratic way. Leaders have highest expectations to the decision-making and behavior, they perceive that the organization has a greater understanding and behavior when is about making a decision, where they believe that employees' opinions are heard and considered, and consequently the decision making in the organization are taken in a democratic way rather than bureaucratic. Leaders' view is also extended to the formal aspect of organizational functioning when it comes to the decision making and behavior, they also see the formal aspects of the organization being democratic rather than bureaucratic. People versus task, when we compared the scores between leaders' values, organizational culture (scored through employees' answers), and the formal aspect of organizational functioning (scored through leaders' answers) we can conclude that three of them are tending towards people, making the organization being people oriented. Innovativeness versus risk-taking, leaders, and employees view the organization as innovative and willing to the risk-taking. However, the organization's formal aspect has the lows score when comparing with the score obtained from leaders and employees, meaning that what it is expected might not corresponding with the procedures and policies that the organization has. Open versus closed is the dimension with highest scores when compared with the other three dimensions, for both, leaders and employees. Leaders and employees in a certain way agree that the organization has an open system. Formal aspects of the organizational functioning present positive results towards the system, where leaders' answers show that the organizational strategy is developed and shared in an open way.

VI. CONCLUS □ON

With a lack of research about the organizational studies at the public field in Cape Verde and in particular, for the Ministry of Justice, we felt the need to develop a study in this field and for the Public Administration of Cape Verde. Our research has as objective to measure, analyze, and prove if Ministry of Justice of Cape Verde is aligned or not. VOX Organizationis is the instrument used to measure the alignment in the Ministry of Justice. VOX ORganizationis does not propose the best organizational culture type or change based only on the organizational culture but is made to provide a useful comparison ground with other measures of organizational functioning to provide a point for change based on the organizational alignment (Bojadziev, 2011, p. 8). Because this instrument is designed to measure five of the main elements that an organization have or is composed, such as, organizational culture, Leaders' values, structure, strategy, and policies, based on four dimensions (decision-making and behavior, people versus task oriented, innovativeness and risk-taking, and open versus closed system), it allow us to have a picture of specific areas within the organization that is misaligned or not. From our findings we can conclude:

1. Decision-making and behavior
The DMB scores for the non–formal aspect of organizational functioning (Organizational culture and Leaders' values) indicates that leaders have highest expectations to how the organization makes the decision, believing that the decisions are made in a democratic way more than bureaucratic. Employees also have a similar view, but in the spectrum, they leaning in between democratic and bureaucratic view of how the

organization makes the decision. When comparing the non–formal with formal aspect of organizational functioning, we faced with different ways to perceive the organizational ways to make a decision, where the formal aspect have a slight level of democratic, but also has a tendency to be bureaucratic, meaning that the structure, strategy, and policies might be a little bit strictly governed behavior by policies and procedure, it instigated the stability and last risk taking and or there is a lack of standardized manners and procedures in the everyday functioning of the organization. Leaders might need to build or review their policies, strategy, and structure in a way that can allow the organization's functioning aspects to be better aligned.

1. People versus task oriented

At the People versus Task dimension, the formal (strategy, structure, and policies) and non-formal (Organizational culture and Leaders' values) we can conclude that three of them are tending towards people, making the organization being people oriented, and it presupposes that in this organization the work does not only depend on getting the job done but also it takes into consideration the well-being of employees.

2. Innovativeness and risk-taking

IRT dimension indicates that the non- formal aspect of organizational functioning, at employees' perception the organization's tendency is less innovative and risk-taking than the leaders' perception, and when compared with the organization's strategy, structure, and policies (formal aspect of organizational functioning), we can say that the formal aspect tends towards stability. It is important that we keep in mind that the nature of the organization greatly influences innovation and risk taking dimension. Because of this organization is a public organization, and due to the service it provides to society, they incentivize some type of modernization that can allow the service that is provided to be faster and efficiently.

3. Open versus closed system

The O-C scores had the higher range between the dimension, the organization shows moderate internal and external openness. The results indicate that the new employees are relatively easily accepted and supported to adapt fast to the working rhythm of the organization. The Ministry of Justice and Labor is a Government department responsible for the management of matters relating to the Judicial System of Cape Verde, with an executive branch and is limited in most cases to administrative, legislative and financial support to the Judicial System , And because of this, the organization does not need to invest in a better interaction with the external environment, and this may have influenced the outcome in this dimension.

We can conclude that the formal and non-formal aspect of the organizational functioning is aligned, meaning that from the sample obtained, the Ministry of Justice presents a significant organizational alignment. Having a small sample can compromise when drawing general conclusions from the findings, to better validate VOX Organizationis instrument, we recommend for further studies to have a larger sample size. But even knowing that your sample size might have compromised the VOX Organizationis sample we can make some affirmations and recommendations: the questionnaire is generally applicable and reasonably understandable to be implemented in the Ministry of Justice of Cape Verde. The questionnaire provides solid input for small and medium-sized organizations in the public or private field (according to a previous research made and using the VOX Organizationis instrument) to analyze their organizational culture, organizational structure, strategy, and leader's values. Based on the results, the questionnaire allows also be used to analyze the organizational alignment; VOX Organizationis instrument can present some misunderstanding in some elements or questions for some aspects of organizational functioning, we faced with some inconsistencies with the questions and their respective category. We suggest or recommend the need to revised or reformulated the instrument primarily at the formal aspect of organizational functioning.

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