Organizational alignment in public administration: case study of Ministry of Justice of Cape Verde

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8 February 2017

ORGANIZATIONAL ALIGNMENT IN PUBLIC ADMINISTRATION

CASE STUDY OF MINISTRY OF JUSTICE OF CAPE VERDE

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Abstract

This research has as an aim to perform scientific research on the topic of organizational alignment, where we can show the application and usefulness of the Vox Organizationis Instrument (Bojadziev et al., 2011) at the Ministry of Justice of Cape Verde. VOX Organizationis is the instrument used to measure the organizational alignment by dividing organizational functioning into two groups, non-formal (organizational culture, and leaders' values) and formal (organizational structure, strategy, and policies) aspect of organizational functioning. Because this instrument involves five elements (organizational culture; leaders' values; structure; strategy; and policies) measured on four dimensions (decision making and behavior; people versus task; innovativeness and risk-taking; open versus closed system) that are connected to the organizational functioning, it allow us to have a picture of specific areas within the organization that is misaligned or not, and by looking deeply at each dimension through the answers obtained from the questionnaire, we can also provide guidelines as to how alignment can be improved. The results that obtained shows that the formal and non-formal aspect of the organizational functioning are aligned, meaning that from the sample obtained, the Ministry of Justice presents a significant organizational alignment.

Keywords: Organizational Alignment; Organizational culture; Leaders' values; Vox Organizationis Instrument; Ministry of Justice of Republic of Cape Verde

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1. Introduction

Nowadays organizations are all about how to survive the growing of the market and how organizational performance can be linked to the organizational effectiveness. Organizational alignment is one of the organizational theories that is concerned with organizational effectiveness. It 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, p. 20).

Scholars have been trying to link alignment with organizational performance as well as for achieving a position of competitive advantage through the integration of people and processes (Algarata et. al., 2015, p. 19). Powell (1992, p. 129) connected organizational alignment and competitive advantage to establish the alignment-firm 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 alignments resulted not from luck, but from administrative skill, alignment skills stand alongside industry and strategic positioning as key sources of competitive advantage (Powell, 1992, p. 128).

Conceptualize organizational alignment has been hard to do, scholars have a different perspective about the outline that should be included. As cited in Bojadziev et. al. (2011) between all attempt of define alignment, is 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).

This paper is based on a master thesis where we present a study of organizational alignment of Ministry of Justice of Republic of Cape Verde, using a new instrument, named VOX Organizationis (Bojadziev et.al, 2011), where we can look at the level of alignment. To measure organizational alignment Bojadziev et.al (2011) divides organization into two groups, where they named it as an organizational functioning aspects. The first group is the non - formal aspect (organizational culture and leader's values), and the second group is the formal aspect (organizational structure, strategy, and policies). The model through the results allow us to analyses if the organizational culture as seen by the employees and the values of the organizational leader , "the ideal organization", are aligned with the strategy, structure, and policies of the organization, and if the dimensions belonging to this model if they outline and if they faithfully represent the organizational alignment in the case of Ministry of Justice of the Republic of Cape Verde.

2. Organizational Alignment

As cited in Semler (1997, p. 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, p. 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, p. 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 Tomovska 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 make up those systems and processes that define the context of the organization while structural and cultural alignment define 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, p. 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; Tomovska et.al., 2011) linking it with organizational effectiveness (Powel, 1992; Tosti, 2007; Bigg et.al., 2014; as cited in Bojadziev et. al., 2011, p. 52).

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 (as cited in Bojadziev et.al., 2011, p.54).

2.1. Semler's Model

Semler (1997) is one of the HRD alignment model critics. At his research, he observed that HRD research and practice are frequently seeking to develop convincing and effective models that can help to understand and address organizational alignment, but the model rarely explained in detail, why alignment works, how it can be measured, or how it can be created or improved.

He identified a lack of a theoretical background in a performance improvement models that rely on the concept of organizational alignment, and his purpose was to build a systematic agreement of organizational alignment theory.

"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, p. 23).

He defines organizational alignment as a descriptive concept referring to the extent to which the strategy, structure, and culture of the organization combine to create a synergistic whole that makes it possible to achieve the goals laid out in the organization's strategy (Semler, 1997, p. 27).

To better conceptualize organizational alignment he developed six distinct but interrelated aspects where the concept of organizational alignment operates (structural and cultural aspect where they are subdivided into two domains, performance, and environmental aspects).

The structural aspect of alignment is subdivided into two domain, the first domain represents the agreement between the goals of different levels of activity within the organizational structure (Semler, 1997, p. 28). It shows the importance of having the organizational process design for the different organizational goals and how it affects individual and organizational performance. The second domain of structure is the systematic agreement of reward system with the strategic goals, values, and tactics. It is needed to have an agreement between strategic intentions and the degree of support supplied by the reward systems that can encourage or discourage specific behaviors (Semler, 1997, p. 28-29).

The cultural aspect of alignment brings the need of the agreement between the organizational culture and the elements of strategy, and their influences on the organization to achieve its goals and the acceptance of the organization's members to those strategic goals. The agreement between planned behavior (tactics) and the cultural

behavior norms facilitates the direction of actual behaviors toward attainment of the strategic goals. Leadership and HRD practitioners within the organization can affect these domains of alignment by selecting appropriate goals and tactics and by exerting influence on the organizational culture (Tosti and Jackson, 1994; as cited in Semler, 1997, p. 29).

The performance aspect of alignment (ideal and actual behavior) represents the agreement between the actual behavior of an organization's individuals and processes and the behavior that is required for attainment of the strategic goals. It is an indicator of the degree of operational goal-directed behavior demonstrated by organizational members and processes (Semler, 1997, p. 28-29).

The environmental aspect of alignment represents the external aspect of organizational alignment n the others aspects of alignment represent the systematic agreement of internal elements. This aspect reflects the strategic fit between the demands of the external environment and the selected vision, goals, and tactics of the organization (Semler, 1997, p. 29-30).

He had concluded that alignment is a measurement dimension that taps into the systematic agreement between forces within an organization, and creating systematic agreement can provide a competitive advantage to those organizations that are wise enough to pursue it, and the organization must develop its own definition of success. Improving the harmony of organizational strategy, structure, and culture can make it increasingly likely that an organization will reach its goals and thrive amid increasing complexity (Semler, 1997, p. 38-39).

2.2. Tosti's Model

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, p. 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, p. 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, p. 56).

3. 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, which measure the organizational alignment by looking at organizational culture, leader's values, organizational structure, and organizational strategy. At Bojadziev's (2011) 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 as you can see in figure 1.
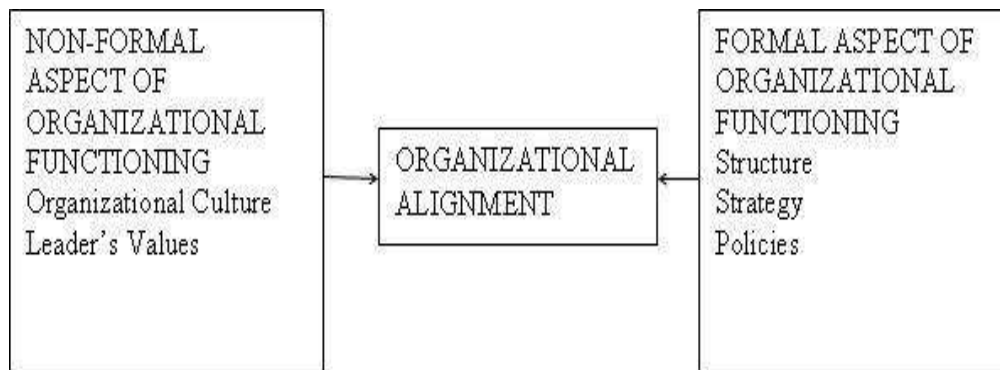

Figure 1. – VOX Organizationis Alignment Model (Bojadziev et. al., 2011, p. 59)

VOX Organizationis Model can be used to look at specific areas withing the organization that is misaligned and provide guidelines to how alignment can be improved (Bojadziev et. al., 2011, p. 68). The model has three different instruments (two types of questionnaires and an interview protocol), two of them measures the non-formal aspect and the other one measures the formal aspects of organizational functioning.

For organizational culture, they developed four dimensions (characteristics) through literature review and synthesis of dimensions previously pointed by other authors as important, such as Hofstede (1998), O'Reilly et al. (1991) Jaivisarn (2010), Singh (2007), Nazir (2005), Su et al. (2009), Padma & Nair (2009, and Denison and Mistra (1989)[3], and they made an adaptation to be used in context to South Easter Europe, also, they were developed to reflect the broader region. The four organizational culture dimension are:

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[3] Hofstede (Identifying organizational subcultures, 1998), O'Reilly et al. (Person-culture fit, 1991) Jaivisarn (2010), Singh (2007), Nazir (2005), Su et al. (2009), Padma & Nair (2009) – Organizational culture and individual outcomes; Denison and Mistra (Organizational culture and effectiveness, 1989).

1. Decision making and behavior – connected to the democratic or bureaucratic approach to decision making. On one end it has strict policies and procedures and on the other shared culture and common understanding between members;

2. People versus task – it accentuates care for the tasks on one end and cares for the people and personal relationships on the other;

3. Innovativeness and risk taking – this dimension measures instigating of innovations and risk taking by the company and its employees. The innovativeness and risk-taking are similar to the OCP (O'Reilly, Chatman, and Caldwell, 1991) and the people versus task orientation are included in a number of other instruments (Cooke and Szumal, 2000; Hofstede, et.al., 1990; O'Reilly, Chatman, and Caldwell, 1991);

4. Open versus closed system – connected to the collaboration between the members of the organization as well as the cooperation between the organization and its environment. The open vs. closed system and the decision making and behavior dimension are similar to the two dimensions emphasized in OCAI (Cameron and Quinn, 2006) and are also similar to the dimensions developed by of Hofstede et.al. (1990). Decision making and behavior are also emphasized in the Organizational Culture Inventory (Cooke and Szumal, 2000)[4].

The dimensions give assess to the practices of the organization as a reflection of the organizational culture, and they are bipolar and consist of a set of questions measures by four-point Likert-type scale.

The questionnaire is divided into four groups of questions, and each group corresponds to one of the VOX Organizationis dimensions, and also it has a group of questions that are demographic questions were gives an overview of the organizational members' age, gender, educational level, a business sector the company belongs to, respondent's position in the company, years of working experience in the company and the years of work on the current position.

Question 1 to 9 has as the main task to understand the level of bureaucracy in the organization to be studied; question 10 to 17 is related to the social care or the human relations within the organization as it is expected that this factors should have positive impact on the self-confidence of the employees to carry on new challenges as part of their jobs, to increase their competence by investing in their education and training, to increase their job market value as workforce, etc; question 18 to 24 is supposed to measure the tendency towards risk organizational actions as a significant indicator of resistance or acceptance of entrepreneurial actions in building the company's competitive advantage; question 25 to 35 will evaluate if the respondents consider their organization belonging to organizational models that do or do not depend on exterior surrounding in seeking for solutions to managerial concerns as well as to the accessibility of the information to the employees and how easy or hard the new members of the organization are accepted.

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[4] as cited in Bojadziev et. al., 2011, p. 7

5. Ministry of Justice

The Ministry of Justice's structure is composed of seven departments:

1.   General Direction for Planning, Budget, and Management (DGPOG) - is the interdisciplinary and technical support service for MJ in the formulation and follow-up of sectoral public policies and technical and administrative support in budgetary management, human, financial and property resources, as well as in the area of administrative modernization. The DGA is headed by a Director General and comprises:

a) Study, Planning and Institutional Cooperation Service;

b) Human Resources, Financial, and Asset Management Service

2.   General Direction for Registries, Notaries, and Identification (DGRNI) - is the service responsible for designing, preparing, proposing, executing and executing, coordinating, monitoring, evaluating and supervising the implementation of the policies, Registration, notarization and civil and criminal identification, as well as to ensure compliance with the legal norms in these matters. The DGRNI integrates the following agencies and services:

a) Technical Council of Registrars, Notaries, and Identification;

b) National Archives of Civil and Criminal Identification;

c) The Central Registry Office;

d) The Registers of Records;

e) National Register of Firms;

f) Notary Offices;

g) The Delegations of Registries and Notaries;

h) The Civil Registry Offices.

3.   General Direction for Legal Affairs and Access to Law (DGAJAD) - is responsible for designing, drafting, proposing, implementing, executing, coordinating, evaluating and monitoring the implementation of the MJ policies, policy measures and strategies relating to cooperation Legislation and access to the law. The Directorate General for Legal Affairs and Access to Law DGAJAD integrates the following services:

a) International Cooperation and Legislation Service;

b) Legislative Review and Follow-up Service;

c) Law Access Service.

4. The General Direction for Prison Management and Social Reintegration (DGPRS) - is the service of the Ministry of Justice responsible for promoting the definition and implementation of the Government's policy on social reintegration of juveniles and adults in criminal sentences, as well as , of the implementation of socio-educational measures applied by the courts to minors between the ages of twelve and sixteen. It is also incumbent upon the DGPRS to manage the prison system by ensuring the administration of prisons and the enforcement of sentences of conviction in custodial sentences and custodial measures, in living conditions compatible with human dignity and the preservation of security, peace, and tranquility of the community. The DGPRS integrates the following services:

a) Social reintegration service and implementation of socio-educational measures;
b) Service of execution of sentences and prison security;
c) prison management services.

5. General Services Inspection (SIG) - is the service of the Ministry of Justice with the task of supervising the compliance of administrative and disciplinary practice in the departments of the Ministry of Justice.

6. Minister's office (GM)

7. General Safe of Justice (CGJ)

The competencies of the DGPOG, DGRNI, DGAPAD, DGPRS, SIG, GM, and CGJ are services defined in the Organic Law of the MJ, approved by Decree-Law no. 25/2013, of 2 July.

6. Methodology

A descriptive-correlational survey research design was used for this study, this method describes the nature of the situation as it existed at the time of the survey. The correlational procedure was preferred to enable the researcher to determine the extent of the relationship existing between variables. The population studied consisted of employees from most of the departments in the Ministry of justice of the Republic of Cape Verde, and the data collection lasted for two weeks.

It was used three different instruments, all provided by the VOX Oranizationis instrument. Two of the instrument measures the non – formal part of the organizational functioning and the other one measures the formal part. The employees received printed questionnaires containing 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 measured the leaders' values, and at the same questionnaire, we had an interview guideline that measures the formal aspect of organization's functioning. Our sample is represented by 53 questionnaires from employees (non-leader) and 8 questionnaires from leaders.

The instrument implementation is expected to reveal if the surveyed Ministry of Justice services is:

- 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.

Before we calculated and analyzed our data, we needed to measure the internal consistency, to see how closely our sets of items are related as a group. The research is divided into two parts, first part we examined the cultural aspect by comparing the scores for each of the 4 cultural dimensions with leaders' values. The data analyses were conducted by using statistical methods based on the statistical software, SPSS 20, and Microsoft Excel 2007. According to VOX Organizationis instrument coding requirements, the responses to the questions Q5, Q7, Q13, Q14, Q15, Q16, Q20, Q22, Q23, Q31, Q32, and Q33 were reverse-scored. The answers to the questions of each of the four dimensions of the VOX Organizationis model were computed in four corresponding variables by summing up the answers for each set of questions and calculating the mean. At the second part, we compared the formal and non – formal aspect of the organizational functioning on the four dimension. The comparison of the results between the groups of each category was used to draw conclusions on the organizational alignment tendencies for the Ministry of Justice of Cape Verde.

7. Results

7.1. Comparing the results between leaders' values and organizational culture

The internal consistency shows how closely our sets of items are related as a group. The results show that organizational culture with an alpha coefficient for 35 items is .874, and the alpha coefficient for leaders' values, for 35 items is .933, suggesting that the items have relatively high internal consistency. Below we are presenting also the results each of the four dimension of organizational culture based on the employee's answers and we summarized it at figure 2.
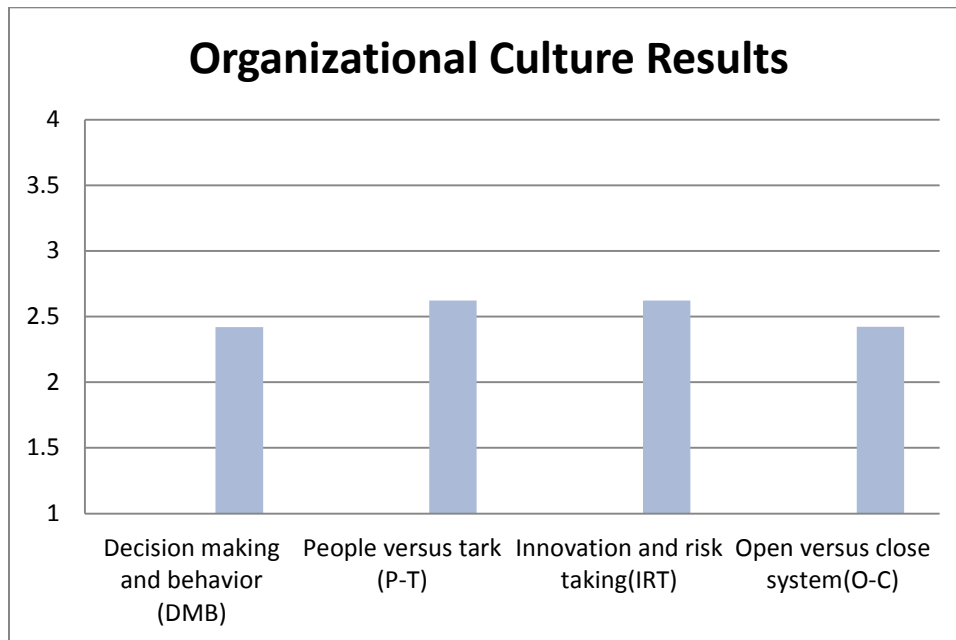
Figure 2. The results for organizational culture

The conclusion from the results that we obtained are: for the Decision Making and Behavior (2.4198 out of 4) indicate a moderate score, meaning that employees view the organization's way of decision-making tend to be more democratic than bureaucratic, and that means that employees feel that organization "might" involves them in an important decision to make, and there is shared understanding of organizational behavior without the need for strict policies and procedures; For the People versus Task (2.6210 out of 4) indicates that employees view the organization as caring for their well-being, the organization is oriented towards people; Innovation and Risk Taking (2.4233 out of 4) indicates that the employees view the organization slightly supportive of innovative and risk-taking; For the last dimension, Open versus Closed System (2.6413 out of 4), indicate that the employees view the organization has a more open system than close.

The next step was to score and calculate the leaders' values instrument and then to compared it with the scores of the organizational culture instrument to assess the general alignment of the non-formal aspect of the organizational functioning. The results point to 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. Following we represent the results in Table 1. and Figure 3.

	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

Table 1. Comparing the organizational culture and leaders' values scores on the four dimensions
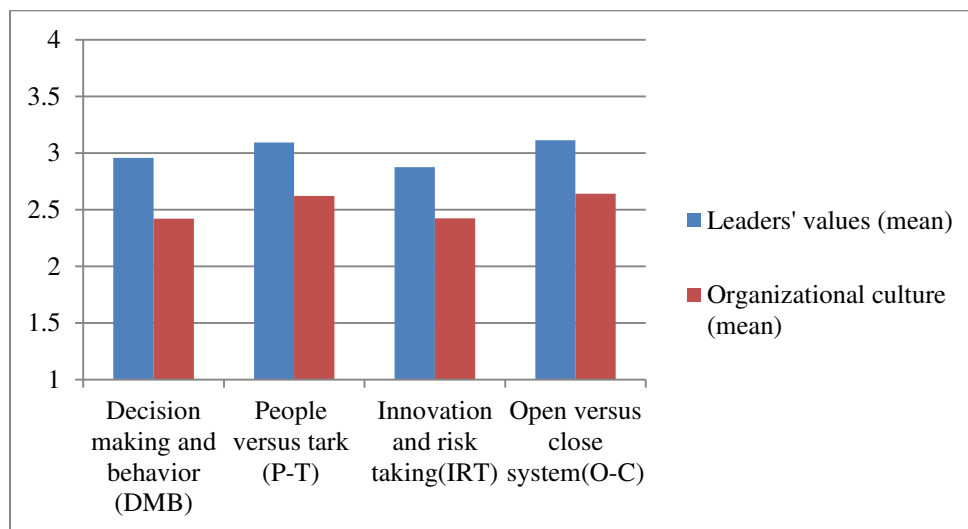

Figure 3. Comparing the results between leaders' values and organizational culture

The Table 1. and Figure 3. shows that leaders have a higher appraisal than employees for all dimensions. Here we are facing with the leaders' view, the view of an ideal organization. The leaders believe that the organization involves their employees in decision-making more than the employees' perception, and there is shared an understanding of culture and common organizational behavior, they are caring for employees' well-being, and they would like to see the organization and employees striving more towards innovative and risk-taking. They believe also that the organization has an open system, that the organizational environment is suitable for their employees and also to the newcomers. Comparing the results between leader's values and organizational culture, both had high scores in each dimension, even having the highers scores for the leaders values, mean that the leaders' values represents the values set of their preferences and judgements 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. Through the results obtained, we can conclude that the non - formal aspect of the organizational functioning shows a slight alignment between the scores for each dimension obtained by leaders' values and the

organizational culture.

7.2. Comparison of the formal and non-formal aspect of the organizational functioning on the four dimension

We analyzed the formal aspect of the organizational functioning, and the instrument used to measure it is a guideline interview, where most of the questions were answered by choosing between the options yes or no others are an open question. Each session for the interview was divided into four parts, where which part represents one of the four dimensions. The formal aspect point to a moderate democratic way to make a decision, it accentuates the care for people more than a task, it is focused on the employees and leaders' well-being, it has a low rank of innovativeness and risk-taking, it points to maintain the stability, it also represents an open system. The conclusion for the results obtained from the comparison between the formal and non – formal aspect of the organizational functioning, is that they are aligned, and they have a slight difference between the dimensions. At Table 2. We compare the results for formal and non – formal aspect for each dimension, to able to evaluate the aggregate organizational alignment.

	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 2. Comparison of the formal and non–formal aspect of the organizational functioning on the four dimensions

8. Discussions

The DMB scores of the non – formal aspect of organizational functioning (Organizational culture and Leaders' values) indicates an achievement of decisions through a certain involvement of the organizational members in the decision-making process. When comparing the non – formal with a formal aspect, we faced with different ways of making 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. We can conclude that Leaders might need to build a culture that can be aligned with the aspect f organizational functioning and can mean that there is a lack of standardized manners and procedures in the everyday functioning of the companies which might become an obstacle for the future of the companies.

At the People versus Task dimension, the formal (strategy, structure, and policies) and non – formal (Organizational culture and Leaders' values) aspect of organizational functioning points to an organization that is oriented towards people, and personal relationships.

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 leaders' perception, but when compared with the organization's strategy, structure, and policies, we can say that the formal aspect tends towards stability. But it is important that we keep in mind that the nature of the organization greatly influences innovation and risk taking dimension. The type of organization, being 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. The organization running the business in a secure way.

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 company.

We can conclude that the formal and non-formal aspect of the organizational functioning are aligned, meaning that from the sample obtained, the Ministry of Justice presents a significant organizational alignment.

9. Conclusion

The talk about organizational alignment is quite recent, and each research examines different perspectives, and the outlines about which elements should be included depends on the researchers' perspective. The definition of organizational alignment is drawn on notions from industrial organization, strategy, and organization theory as weel as human resource development (Alagaraja, 2013), but most of the theories have as the main elements the organizational culture, values, structure, and strategy (Tosti, 2007; Semler, 1997; Bojadziev, 2011).

With a lack of research about the organizational studies at the public field in Cape Verde and in particular, from the Ministry of Justice. In consequence, we felt the need to have a research where we can measure the organizational alignment of one of the branches of the public administration, in this case, the Ministry of Justice, by utilizing the Vox Organizationis instrument. Vox Organizationis is a model that 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 involves five elements, organizational culture, Leaders' values, structure, strategy, and policies, measured on four dimensions that are connected to the organizational functioning, it allow us to have a picture of specific areas within the organization that is misaligned or not, and by looking deeply at each dimension through the answers obtained from the questionnaire, we can also provide guidelines as to how alignment can be improved. It can also serve as a viewpoint and in consultation with

the leader, a decision can be made whether the formal or the non – formal aspect should be the area of intervention to achieve alignment (Bojadziev, 2011, p. 8).

This study was conducted on a small sample, we can not say that the result obtained is truly representing the Ministry of Justice as a whole. However, the results of the research can serve to the Ministry of justice as a base for building or improve their strategic, structure and policies framework for a better alignment and long-term sustainability. Because it is a new country it is too difficult to find documents that can give us a historical evolution of public administration. But with the opening of universities, now in Cape Verde, the research on organizations have been growing, however, during this study we had faced with employees and leaders' resistance. But the instrument has some shortcomings, such as it is not clear about how to measure the formal aspect of organizational functioning, since that at this aspect the questions was answered with yes or no.

Vox Organizationis is a new instrument, and it was used in a few case study, and the model was tested just in the private and public sector located in Macedonia. But because the Public Administration of Cape Verde is based on the laws that govern the Portuguese Public Administration, and because Cape Verde is a country that is open to other cultures, especially those coming from Europe, the instrument used in this study validated the results obtained.

Since the major score discrepancy were at the decision-making and behavior, and innovation and risk taking, we recommend that leaders instigate the development of a culture where being innovative can be seen as a tool to achieve a competitive advantage, an improvement in the quality of the service provided. Leaders can develop policies and strategies in order to make their employees be more proactive, bringing new ideas in how and what can be done to better improve.

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