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The influence of the Authentic Leadership in the commitment of Health Professionals in Angola

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Abstract: *Several studies carried out over the past few days, that focus on the various types of leadership and is paper in the organization, highlighting is importance and the impact it has on employees in an organizational context. Based on that condition, this article aims to emphasize the influence that authentic leadership in the involvement of health professionals in Angola with the organization and how it is done, highlighting and reinforcing the importance of this type of leadership in the organization. Thereby, a bibliographical research was made based on the fact that hospitals in Angola suffer serious problems suck as lack of medication, the lack of involvement of professionals which sometimes have low commitment with the care quality provided to users of the health care system.*

Keywords: *Leadership, authentic leadership, commitment, organizational behaviour, Angolan health, motivation*

I. Introduction

The effects of globalization are recognized as one of the causes pointed for the changes at a social and organizational level. In this sense, either in society either in organizations a need exists of finding ways to deal and exceed the various resulting problems.

There is a a clear need, either at a social level and the organizational level of individuals, to find a reference in order to consolidate their behaviors, attitudes and values. Naturally, in an organizational context, individuals try to be based on the behavior and attitudes of the leader, following is model and example. Being the leadership recognized as an important factor in the organization, is natural that organizations explore and support on it as a way to combat and surpass the problems founded in this new organizational context.

In recent years, many authors do developed approaches and studies on this subject, in his eagerness to find a type of leadership capable of dealing with the problems resulting from current context. As a result, it is natural that organizations turn to the leadership and the leader's role as a way of konw, not only what is said in the previous sentence as well as the desired optimism in the organizational context [1]. However, it is not only the organizations that are looking and seeking in leadership and in the leader a solution to their problems, and also subordinated feel the need off finding a reference in the organizational context, to guide them and give some sense to his life [2].

The result of all this and in the current context of health in Angola, emerge the so-called authentic leaders,that according to some authors, have a set of characteristics and values such as honesty and transparency [2] [3], which are key in the new organizational context and may result in value added for everyone involved.

It is study object of this article to understand the influence of the Authentic Leadership commitment of Health Professionals in Angola. This study proposes to determine how employees are affected in their commitment to the organization by the authentic leadership. Starting with the next question of discussion:

-Does the employee commitment to the organization is influenced by the characteristics of authentic leadership? Due to that, the objective of this study aims to understand specifically and verify until how (1) the authentic leadership can explain the employment commitment to the organization, (2)in what way the relationship employed vs leader translates the commitment to the organization and (3) analyze the quality of Health Units Management, focusing on the question "How to manage Angolans Hospitals?

II. The Authentic Leadership

Authentic leadership started to be seen as one form of leadership that is based on the capabilities of leader and promotes in a positive manner the capabilities of the team members, being directly related to the development of a positive ethical climate. Also promotes a new type of relationship between leader and follower, that passes for a greater self-awareness, based on ethical and moral values, promoting greater relational development and self development of employees [3].

Following this, Northouse [4] argues that authentic leadership must be open to criticism, so it is important to hear opinions, accept them and implement them when appropriate. Therefore authentic leadership requires communication. According to Schneider [5] effective communication requires that information flows in both directions thereby developing a feedback process. The leader has a dominant role in the internal communication

in order to mobilize the employees. The leadership communication as well as the existence of and consultation mechanisms and dialogue between employees and leaders, encourage participation and learning, sharing of information, and active involvement of employees in decisions in an improvement action. Therefore, this type of leadership has a strong impact on subordinates, creating positively influences in the relationship between the leader and the organization reflecting positively [6].

In turn, Avolio et al. [7] tell us that this type of leadership is what most influences the positive emotions of employees, and this will influence how employees view their connection to the organization, it plays a pivotal role in the commitment that they may have the organization [6] [7] [8].

Carapeto and Fonseca [9] highlight the crucial role of leadership in creating an environment of trust in the organization, promoting employee satisfaction through the stimulation and development of skills resulting in increased internal cooperation and better performance. According to these authors, associated with employee satisfaction is empowerment. According to Kotter [10] the latter term would aims to create conditions for greater participation of employees in decision making by giving greater control over own work it performs. The delegation of tasks and responsibilities is critical to providing greater autonomy to employees in the execution of their work.

For Bass [11] it will be possible to systematize the authentic leadership as follows:
- Idealized influence (charisma) - the leader adopts behaviors (e.g. respect and moral elevation) that activate strong emotions in followers, give rise to confidence and identification with him, influencing his ideals and aspects "larger than life";
- The leader communicates an appealing vision, using symbols to encourage the efforts of followers, acts as a model of behavior, instills optimism;
- Intellectual stimulation - the leader encourages followers to the awareness of the problems of their own thoughts and imagination. Help them to recognize their own beliefs and values. Encourages them innovative / creative thinking. Encourages them to question their assumptions;
- Individualized Consideration - the leader meets the development needs of followers, support them, encourage them, train them, try to develop their potential, providing them feedback, assign them responsibility.

In the same way, the authentic leadership must motivate your employees acknowledging the differences in individuals and developing their role in the organization, even praise them publicly, realizing their needs and satisfying them, thus creating proactive relationships, managing conflict and developed empathy with employees.

III. The Organizational Commitment

The employee develops a sense of commitment, acting to achieve goals and outcomes in the organization. There are many studies that have reported the instrumental basis of organizational commitment differs from the normative and affective bases with respect to desirable behaviors for the organization and for the individual [12] [13]. In this sense, the affective component got the strongest correlations with favorable and positive behaviors for the organization (attendance, performance, organizational citizenship behavior) and the employee (management of stress and lower work-family conflict). Thus, authentic leadership is closely related to the skills of communication and transmission of ideas.

The Affective commitment sets out how the worker feels that identifies emotionally with the organization where he belongs. This impairment may result from the perception developed by the individual: the just way it is respected and supported by the organization, by the confidence you have placed in the upper and in the organization, the satisfaction and fulfillment in their work and the existence of congruence between personal and organizational goals [14] .

With respect to the commitment Calculative defines how the employee feels connected to the organization by recognizing the costs associated with its output. If the employee recognize that by abandoning the organization will lose the entire investment made therein, or, if not envision alternatives that allow them to change jobs, and the degree the degree of calculative commitment will increase [14].

Finally, the Normative Commitment categorizes how the employee feels to have a sense of moral obligation or duty, the responsible organization face causing him to act competently, though without enthusiasm or commitment [14].

The studies about Organizational Commitment seek to understand the characteristics of individuals and their organizations, in order to facilitate the achievement of strategies able to match business objectives with the goals of workers. In the last years, organizational commitment has emerged as a central concept in the study of working attitudes and behavior [14]. [15] By attracting employee commitment to the organization can increase their interest in achieving organizational goals.

So It appeared from involvement as the psychological state in which employees maintain identification and involvement with the organization, worrying about their well-being, incorporating their values and assuming them as their own.

Recently, the commitment has been associated with various forms of work and behavior [16] [17]. For employees to commit themselves, the organization needs to perform behaviors that involve and integrate,

ensuring return on investments made on them, because when the worker has committed better yields. So the organization must internalize in your employees their own goals and objectives, attaching to these goals and objectives of employees to both is necessary that sense of reciprocity, succeeding exchange of benefits between individual and organization, that is, both must match the expectations of one another.

Account should be taken of the fact that organizational commitment depends on several variables such as employment stability, performance evaluation, self-evaluation, variable remuneration in line with productivity (commission), freedom of expression, participation in team, internal recruitment, training employees and promotion criteria.

Ichniowski et al. [18] consider it necessary to provide benefits, innovation and participation in team training, extended to employees and job security selection, so there is a real commitment.

Paauwe and Richardson [19] tell us of practical compromise: satisfaction, commitment, involvement, loyalty and employee motivation and Guthrie [20] discusses the career opportunities, the work environment, the intensity of participation in and access to team information.

Ahmad and Schroeder [21] highlight the variables to organizational commitment: satisfaction, loyalty and motivation, plus a competent leadership, and compensation and incentives, training and development and job security, while Park et al. [22] discuss practices merit promotion and access to information.

Kundu et al. [23] highlight the performance evaluation, training, internal recruitment, compensation, human resource planning, workforce diversity and flexibility of the organization while Lee and Lee [24] highlight the training and development, teamwork, incentives, human resource planning, performance evaluation and job security.

In summary, the need to implement an effective and personalized system in the realities of the business it is essential to promote the continuous improvement of a company and commitment of its employees. Following this, even though organizations through a period of crisis worldwide, affective commitment, plays a key role within organizations, with a view to the involvement of employees and improvement of individual performance to the achievement of organizational objectives [25].

IV. Quality Management of Health Units

As indicated in the National Health Plan 2011-2016 [26], the concept of quality as well as the methodologies associated with quality, were disseminated from the industry, by authors such as Deming, Juran and Ishikawa and adapted to healthcare, particularly for Avedis Donabedian. However, concern about the quality of health care through the entire history of medicine, from Hippocrates, passing through Florence Nightingale and Ernest Codman. In industry, the quality of a product or service has been defined as the fitness for use (Juran) or as satisfying the requirements of consumers of that product or service (Ishikawa), in all cases there is a notion of appropriateness to the expectations of those who purchase a product or use a service.

> *"Quality health care is justified for several reasons, among which the social order (there is growing demand and expectations on the part of users), ethics (the requirement level of training and knowledge), professional (development good practice, appreciation and satisfaction of carers) and economic (development and rationalization of resources on the part of a Culture of Quality in Health) organizations"[27].*

Sá and Sintra [28] argue that "Quality has been a recurring concern of governments (...). The commitment to quality appear systematically linked to demand from a combination of imperatives of effectiveness, efficiency and equity to satisfy the needs of customers naturally very diverse and, often, conflicting with each other. "

Thus, health care facilities must implement, maintain and improve its quality management system, through correct application of key implementation factors, in particular, the involvement of customers / users, opening the organization / institution and commitment towards / leadership. Similarly, management must play an important role in promoting more advanced cultures of quality at all levels of the organization and lead the process of change, both in human resources and strategy, as well as promote their management philosophy, set goals and create an organizational structure capable of achieving the proposed goals.

In the study by Reis [29], "health management", the author believes that "the increasing intervention in the delivery cycle, either payers or those assisted contribute to a strengthening of concerns about quality of care and to development of techniques and methods whose purpose is to guarantee it. Also why all health professionals should be prepared in order to master these techniques and methods, almost specific burden of managers favor their installation "[29].

In fact, this study demonstrates how the lack of involvement of the top management of such a unit, it can jeopardize the implementation of a project in the organization. A culture of quality is not possible without the involvement of top management, either at the time of his birth nor along time managing their lifecycle.

Despite the foregoing, it can be stated that "In many African countries, despite the efforts they have undertaken to bring health to all individuals, there are enormous difficulties in providing access to numerous population groups to health services . This is due to organizational weakness of health systems, economic crisis, inadequate attention to the principles of primary health care, the scarcity of resources of all kinds (financial, human, technological, etc.) and / or its maldistribution "[30].

The integration of learning in health professionals in this country should go beyond mere professional context; should cover areas such as culture, society, in short own personal spaces. This multidisciplinary causes resistance to the process of formation itself is a minor, even more, you can also get turn professional and bring out the diverse qualities [29].

According to the article by Oliveira and Artmman [30], the major endemic diseases in Angola are malaria, tuberculosis, HIV, leprosy, among others, and have a high infant mortality rate. From the point of view of human resources, there is a high concentration of nurses and other health professionals in capital, representing an asymmetry in the distribution of professionals in the Angolan provinces. With regard to health care services, is a degraded system, a result of years we've been at war and under-investment in this area.

The authors suggest, from the point of view of the efforts to improve the quality there is a better allocation of human resources, which is developed relevant and appropriate to this country legislation that improves the health network, which motivate the workers, who if wages increase, which can invest in public transport (for better access to health services), there is investment and greater investment in health. Thus, "despite the still weak performance of health systems in Africa, the gradual implementation of regionalization, which consider the realities and political-administrative, epidemiological, economic, cultural, managerial, cognitive local circumstances, according to the experiments analyzed, including African countries could represent a suitable strategy for improving access to health care, particularly for economically disadvantaged groups. In addition, it could strengthen the decentralization process underway [30].

Sá and Sintra [28] suggest that there may be a strengthening of the concerns and efforts to improving the quality you:

- Integrate a space for collecting comments / suggestions on the required documents, in order to provide channels for single customers / citizens to actively participate in building a more targeted public service for their needs;

- Contribute so that customers can know better the mechanisms at its disposal to advise on the services used, as well as providing prompt and personalized feedback to all opinions presented, informing them of the start of any corrective measures, to increase the perception the effectiveness thereof;

- Communicate to all employees (and in particular at the service, as they are these that are in direct contact with customers / users and should quickly adjust the service to suit your needs) information and the results of several hearings made to customers / users; and

- If you regularly measure the satisfaction of customers / users, because only then can we assess the effectiveness of implemented measures and examine how everyone (and each employee) can best contribute to increased customer satisfaction.

A. How to administer Angolans Hospitals?

According Serapioni [31] "various reasons contributed to the development of strategies for quality assurance, among them it is worth mentioning:

i) the inadequate safety of health systems;

ii) inefficiency and excessive costs of some technologies and clinical procedures;

iii) the dissatisfaction of users;

iv) unequal access to health services;

v) the long waiting lists;

vi) the unacceptable waste arising from the ineffectiveness.

Finally, the finding of high variability of clinical and care practices - is among the same professions or between different geographical areas - as well as the variability of costs not always related to epidemiological or clinical factors, has been an important stimulus to enter the Review systematic quality of health care. "

As we study the evaluation of hospital quality, Ferreira [32] states that it is necessary to make adjustments to the dimensions used to evaluate and measure quality of care. "Hospital performance measures based on patients have been defined and essentially designed to answer the following two questions:

- What is the experience of a hospital patient?

- How can we get reviews of hospital performance that reflect the concerns of patients?" [32].

In the Angolan case, what the current issues to be considered? Recently, the Angolan authorities were accused of incompetence in the management of hospitals. Denounced the lack of material for the surgeries, lack of water, lack of light, the fact of having hospitals that work by candlelight, among others. The real effort involves the action of municipalize health services [33].

In fact, the poor hospital management is a problem that has even caused many weaknesses in the hospitals of Luanda, a situation that has impoverished the public attendance. There is a lack of expertise in hospital management in Angola, mainly because they had few doctors, considering better get an administrator to the hospital and let the doctor make their technical functions. In this sense, the vice governor of Luanda for the social area, Jovelina Imperial says it is concerned by the Provincial Government to improve the working conditions of health professionals and providing means for quality care to the population. Luanda had a population growth that has not been accompanied by the health network. Therefore, the Provincial Government

is working to build more municipal hospitals to decongest the main hospital units. There is also a shortage of skilled human resources for health, especially in the area of hospital management [34].

V. Conclusion

Departing from the understanding that the skills and qualifications of employees of an organization resulting from the application of a set of practices and strategies, and is considered the fact that organizations with higher levels of skills are better prepared to adopt more effective measures for excellence in organizational performance, may be regarded as the leader of an organization must meet potential to influence the ability to achieve higher levels of performance [35] organizations.

Following this, the organizational communication in an organization, will have greater chances of getting desired results without taking into account human capital as having a key role in the success of the strategic planning of any organization. Thus, possible deviations that hinder the achievement of established goals will be avoided. Organizational communication allows you to create a link between organizations, take them to integrate with the other and this is only possible through communication and communication [36].

It should be understood that the administrator of an organization must employ the various resources dedicated communication to achieve their goals and understand certain situations, since he must know how to think, act and needs of their customers (internal and external) . It is clear, too, that more and more organizations have been successful through valuation practices and employee involvement, serving thus to meet the objectives set by the organization.

In order to improve the performance and communication, a company, even if only in a certain area, can and should improve with time, how to deal with their public. Therefore, you should act according to what each group needs and not according to how each client thinks. Various communication tools that are used to identify and meet customer needs in an organization to make this possible, there.

The uncertainties and challenges that organizations face require them to mobilize all their resources, resulting in the Organizational Commitment, focusing on affective as a priority element that glorifies and encourages companies to develop authentic leaders increasingly a desired role .

Finally, in the particular case of unit management Angolan health, must pass through managerial accountability in cleaning, planning, preventive maintenance of medical equipment, control of stocks of materials in order to avoid waste. The management also has an obligation to provide appropriate destination hospital waste and to promote campaigns for the control of epidemics.

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