

## **Transformational leadership In Increase *Caring Nurse* : Literature Review**

Hadi Suweko <sup>1</sup>, Luky Dwiantoro <sup>2</sup>

<sup>1</sup> Master of Nursing Student, Faculty Medical University Diponegoro Semarang

<sup>2</sup> Department Lecturers Nursing, Faculty Medical University Diponegoro Semarang

Email: hadisuweko75@gmail.com

### **Abstract**

**Background:** The best nursing services can be realized through caring. Caring behavior is an attitude of caring and attention to patients, so that patients feel protected, valued and patients feel satisfied. There phenomena, caring nurse not yet optimal, can influence patient satisfaction and lower service quality. Transformational leadership not yet fully held every leaders in the organization, so that is needed leadership transformational inside nursing. Leadership transformational expected to improve caring nurse in nursing services. **Aim:** To identification behavior of transformational leaders in improving the behavior of the nurses caring. **Method:** This article use design review literature that is researcher review, summarize, and write thought some library as articles, books, and the law. Search artikel through PubMed, Scindirect and Google Scholar. **Results:** On This literature review to show that leadership transformational have influence positive towards caring nurses , and too contribute on enhancement quality of service, through leadership charismatic ,inspiratif, have stimulation intellectual and individualized consideration. Leadership charismatic that is nurse manager able to deliver his vision with clear for improve quality service nursing. Leadership inspiring that is leader able to deliver high hope related quality service and inspire another nurse. Leadership that has stimulation intellectual that is able to motivate, give Support another nurse spoke and give chance follow training and apply caring optimal. Leader have individualized consideration that is as give reward corresponding achievement individual the nurse. **Conclusion:** Leader's transformational behavior can improve caring nurse.

**Keywords:** Transformational Leadership, Patient Satisfaction, Caring , Nurses.

### **Introduction**

Quality nursing services require professional and standardized nurses and comprehensive patient-focused services. Nurse professionalism in providing services is expected to be able to nurse humanists towards patients, humanistic behavior means nurses treat patients as human beings who must be considered, valued, maintained and served wholeheartedly, so that patient expectations for nursing services can be fulfilled.<sup>1,2</sup>

Caring is an interpersonal characteristic not inherited through genetics, but can be learned through education as a professional culture. Caring is a form of art and science approach in caring for clients, caring is central to nursing practice, as well as a dynamic approach, nurses work to improve their care for patients. Caring is the essence of nursing which also means the moral responsibility of nurses, nurses must be

able to know and understand the human response to existing or potential health problems.<sup>3,4</sup>

Impacts incurred in Granting service nursing is based by behavior caring is nurse able to improve quality service health. Application caring, integrated with knowledge biophysical and knowledge about behavior human could improve health individual and facilitate gift service to patient, caring conducted with effective can improving health. Behavior caring nurse not only able to improve satisfaction client, however too could produce financial benefit for industry service health.<sup>5, 6</sup> David & Elizabeth in their study entitled patient experiences of caring and person- centeredness associated with perceived nursing care quality found that the caring behavior of staff and officers in the ward was significantly related to

the quality of nursing care.<sup>7</sup> Tiara in her research, found that 54 (56.3%) nurses had bad caring behavior, while 42 people (43.8%) nurses with good caring behavior.<sup>8</sup> Fitri Mailani in his study obtained data on bad nurse caring behavior 39 (46.4%), patients were dissatisfied with nurse caring behavior 50 (59.5%).<sup>9</sup>

Efforts can be made to improve nurse caring behavior one of them uses the Gibson performance approach. Individual behavior (performance) is influenced by several factors including individual variables, psychological variables and organizational variables.<sup>10</sup>

The success of the organization exist in the leader and the leadership style used. The leadership style of a leader becomes a model that will be imitated by staff, therefore the success in carrying out the vision and mission needs to be improved through the formation of the quality of human resources. Leadership that is able to deal with change and improve proactive is a transformational leadership style.<sup>11</sup>

Transformational leaders have the goal of creating significant changes both to their followers and to the organization. Transformational leaders are agents of change who strive to transform the organization as a whole so as to encourage staffs to do better than usual, can motivate and encourage employees to increase employee confidence. The foundation of transformational leadership is four indicators, they are idealized influence, inspirational motivation, individualized consideration and intellectual stimulation.<sup>13, 14</sup>

Transformational leadership inspires and can have a positive impact on followers, broadening the interests of its followers, and generating awareness of the acceptance of shared goals and missions. Transformational leadership provides an increase in the level of motivation of followers beyond the value exchanged and exceeds what is expected by the followers, can achieve performance at a higher level and the realization of self- actualization.<sup>14</sup> The strategy that can be carried out to implement behavior change towards improving transformational leadership at the head of space,

is to increase the two factors that influence it, that is external factors and internal factors.<sup>12, 15</sup>

Sri Gustini suggested that there was a significant positive relationship between leadership style and nurse caring behavior with a p value of 0.001.<sup>16</sup> Hayati, et al. In their research entitled The relationship between transformational leadership and work engagement in governmental hospitals nurses: a survey study found that there was an ideal influence of transformational leaders on their own employees and leadership, so leaders could motivate and inspire staff.<sup>17</sup>

Nur Izzah, stated that there was a significant influence in the application of nursing leadership based on emotional intelligence on caring behavior of nurses with nurses ( $P = 0.003$ ). Nursing leadership based on the emotional intelligence of the head of the room effectively increases the caring behavior of the nurse,  $P$  value = 0.020.<sup>18</sup>

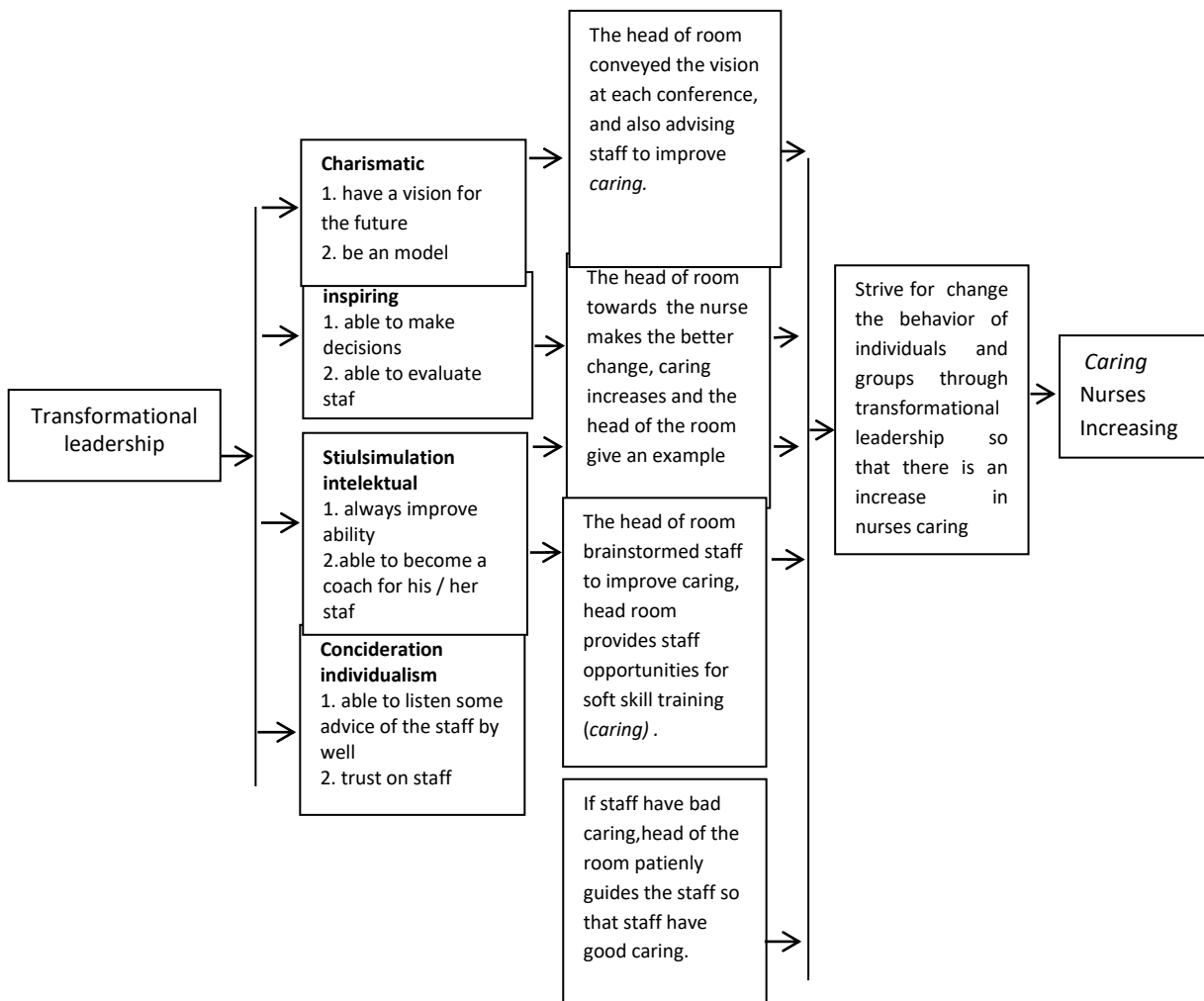
## **Methods**

This article use method literature review, that is review, summarize, and write thought some library as articles, books, and the law. This review of literature have an aim for solve problems found especially problem behavior caring nurses who have not been optimally implemented by nurse in service nursing at hospital. This research process are followed by analyze, synthesize, summarize and compare results research related transformational leadership and behavior caring nurse at the service. Researcher do formulation problem especially first and the issues raised that is behavior caring less than optimal. Then researcher analyzed the data from the sources obtained and interprets it.

## **Results and discussion**

From the literature review that has been done by researchers, we find data that transformational leadership in the implementation of the arrangement of hospital services can applied as effort improve behavior caring nurse and improve quality nursing

services at hospital, you can seen in the chart below:



Can be known that effort problem solution behavior nurses caring who low inside service, can be improved through Transformational leadership. Transformational leadership can be applied with characteristics of charismatic / idealistic influences, inspirational motivation, intellectual stimulation, and individual considerations.<sup>11,20</sup> Subordinates feel trust, pride, loyalty and respect for superiors and they are motivated to do more than expected.<sup>21</sup>

Transformational leadership changes and expands the interests of its followers, and produces awareness of the acceptance of shared goals and missions. Transformational leadership is style that leadership used by someone manager when he want something group widen limit and have the performance beyond expectations, not the status quo or reach a series target that organization fully new. Transformational leadership on the principle motivate staff for do more well from what can be a do, in other words can improve trust or belief self of staff who will take effect to increas performance.<sup>14, 22</sup>

Characteristics and approaches to transformational leadership are:<sup>23</sup>

- 1) Charismatic: Providing vision and mission, giving rise to pride, gaining respect and trust.
- 2) Inspiration: Communicating high expectations, using symbols to focus effort, expressing important goals in a simple way.
- 3) Intellectual stimulation: Showing intelligence, rational, careful problem solving.
- 4) Consideration individuals: Showing attention to the person, treating employees individually, training and giving advice.

#### A. Charismatic

Hayati, et.al, in his study obtained data ideal influence in between leader could produce belief to employee and his leadership alone, so leader too could motivate and inspire the staff . this will impact to positive, challenging and build caring, optimism they for reach success in the job.<sup>17</sup>

Leader Transformative show leadership charismatic they, give exemplary, build vision and developing abilities his followers. When followers feel satisfied on environment work and his job, they will reflect satisfaction on the performance organization. Umaroh too explain that leadership charismatic leaders have influence to variable the performance employee. Through leadership charismatic could to be solution for improve the performance, achievement in reach aim increase behavior caring nurse at home is sick.<sup>25</sup>

#### B. Inspirational

Doddy & Doddy stated that transformational leadership motivates and inspires followers by drawing better ideas and moral values, leaders have deep internal values and ideas. In line with the research of Ahmad et al. states

that there is a significant relationship between national leadership with employee motivation at work.<sup>26, 27</sup>

Inspiring leaders are leaders who can communicate high expectations. Inspiring leadership can motivate employees to continue to achieve goals, although it is high but not impossible to achieve. Therefore, it is not impossible for a leader to expect better service in a hospital through increasing caring behavior of nurses, improving the quality of care for nurses in hospitals.<sup>27</sup>

#### C. Stimulation Intelektual

The research by Fauji & Utami stated stimulation intellectual is a characteristics from a leader transformational in develop competence his followers . Performance employees who rush kindicate need existence training. Moment the performance not good yet then reflect potential that has not used and should developed. By therefore stimulation knowledge should continue developed for improve quality knowledge and ability employee. A leader should give stimulation intellectual as through training softskil (caring) that discusses about behavior caring could increase behavior positive that is behavior caring nurses for the better.<sup>28</sup>

#### D. Consideration individualized

Individual considerations within leadership transformational is a process of a leader use emotion in communicate a aim to his followers . Besides that too for ensure that in a manner emotional followers motivated in do task they in a manner maximum. Leader who can be accepted is leader who can understand condition and needs its employees. Through method adaptation then leader to be more know desire its employees. With communication two direction between leaders and staff, then could together complete problems that can inhibit

staff performance in the organization /  
company they lead.<sup>29</sup>

### **Conclusion**

Transformational leadership could improve behavior nurses caring in service at hospital through:

- 1). Nurses manager should able to deliver his vision with clearly.
- 3) 2). Must have high hope related increased caring and quality service and inspire another nurse .
- 4) To build team knowledge, capable motivate, give support another nurse for speak up and give chance follow training.
- 5) Attention to every nurse, like give reward corresponding achievement individual nurse, then could improve the process of thinking nurse and improve behavior caring nurs

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