

## Transformational Leadership Caregiver In Caring To Hemodialysis Patient: Literature Review

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**Abstrak:** Penyakit ginjal kronis tahap akhir menempati urutan ke-16 sebagai penyebab kematian menurut data dari Global Burden of Disease tahun 2017. Pasien dengan penyakit ginjal kronis tahap akhir mengalami berbagai dampak, seperti depresi, kelelahan, kram, mual, muntah, serta berbagai gangguan fisik, psikologis, dan sosial lainnya. Oleh karena itu, pasien sangat bergantung pada keluarga. Namun, dalam kondisi ini, keluarga merasa takut untuk menyentuh dan berbicara saat hemodialisis. Hal ini menyebabkan stres pada keluarga yang dapat mempengaruhi kondisi pasien, seperti penurunan mekanisme koping. Untuk meningkatkan mekanisme koping pasien, keluarga dapat menerapkan kepemimpinan transformasional. Tujuan dari tinjauan literatur ini adalah untuk mengidentifikasi kepemimpinan transformasional dalam perawatan pasien hemodialisis. Metode ini menggunakan artikel dan buku yang dapat diakses melalui Ebsco, Pro Quest, Pubmed, Emerald Insight, dan Science Direct, dari tahun 2008 hingga 2024. Kata kunci yang digunakan adalah kepemimpinan transformasional, keperawatan, perawatan keluarga, dan koping pada pasien hemodialisis. Hasil penelitian ini menunjukkan bahwa kepemimpinan transformasional dapat menciptakan kenyamanan antara pasien dan keluarga, komunikasi yang lebih baik, mengurangi stres, dan meningkatkan koping pada pasien hemodialisis. Selain itu, aspek emosional dapat diperbaiki dengan jenis kepemimpinan ini. Dengan demikian, dapat disimpulkan bahwa kepemimpinan transformasional dapat diterapkan dalam perawatan pasien hemodialisis, dan dapat meningkatkan koping yang konstruktif pada pasien hemodialisis. Sehingga dapat mengurangi morbiditas dan mortalitas pasien hemodialisis.

**Kata Kunci:** Kepemimpinan Transformasional; Keperawatan; Perawatan Keluarga; Mekanisme Koping; Pasien Hemodialisis.

**Abstract:** End stage chronic kidney disease ranks 16th as a cause of death according to the Global Burden of Disease data from 2017. Patients with end-stage chronic kidney disease experience various impacts, such as depression, fatigue, cramps, nausea, vomiting, and a range of other physical, psychological, and social disorders. As a result, patients are highly dependent on their families. However, under these conditions, families often feel afraid to touch and talk to the patient during hemodialysis. This causes stress in the family, which can affect the patient's condition, such as a decrease in coping mechanisms. To enhance the patient's coping mechanisms, families can apply transformational leadership. The goal of this literature review is to identify transformational leadership in the care of hemodialysis patients. This study utilized articles and books accessible through Ebsco, Pro Quest, Pubmed, Emerald Insight, and Science Direct, from 2008 to 2024. The keywords used were transformational leadership, nursing, family care, and coping in hemodialysis patients. The findings indicate that transformational leadership can create comfort between patients and their families, improve communication, reduce stress, and enhance coping mechanisms in hemodialysis patients. Additionally, emotional aspects can be improved with this type of leadership. In conclusion, transformational leadership can be applied in the care of hemodialysis patients and can enhance constructive coping in these patients, thereby reducing morbidity and mortality among hemodialysis patients.

**Keywords:** Transformatinal Leadership; Nursing; Family Care; Coping; Hemodialysis Patient.

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## **Introduction**

Hemodialysis cause many change in patients. The change of hemodialysis patients are fatigue, sleep disturbance, neuromuscular disturbance, pain, uremic syndrom, anxiety, depression, disfunction sexual, discoloration of skin, and ostracized from their community (Lockwood et al., 2019). There was so many change in hemodialysis patients can increase stress level. Stress come from stressor. Then the stressor will be value and process, that can produce a perception. Perception influence of constructive behavior. The behavior is dependent on patient's coping (Silva et al., 2016).

Transformational leadership is type of leadership that show the process of giving motivation to patient, to increase patient coping. So can result creativity and inovation from family when care hemodialysis patient. Transformational leadership have 4 subdimentions, there are idealized influence, inspirational motivation, intellectual stimulation dan individual consideration. In caring hemodialysis patient, the family must be apply transmormatinal leadership to achieve the goals of care (Schwartz et al., 2011; Ancok & Kepemimpinan, 2012; Doody & Doody, 2012).

Impact from applied of transformational leadership are there is an inovation to achieve the goals, feeling comfort between patient and family and increase the constructive coping of patients. It is excellence of this leadership type. In other hand transformational leadership show quality from care giver, hes/he is family. So the leader in transformational leadership must be become the role model and can indentified the opportunity to achieve the care goals (Conrad et al., 2011; Xu, 2017). In this literature review is focus in role the family as leader with transformational leadership in caring to hemodialysis patient.

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## **Theoretical Studies**

### **1. Transformational Leadership**

Transformational leadership is a leadership style that inspires and motivates team members to achieve common goals by enhancing awareness, encouraging innovation, and developing individual potential. Transformational leaders focus on positive change, both within individuals and the organization, through effective communication, emotional support, and personal development (Lai et al., 2020).

### **2. Nursing**

Nursing is a profession dedicated to the care of individuals, families, and communities to achieve, maintain, or restore optimal health and quality of life. Nursing involves the application of

science, art, and clinical skills to provide holistic, patient-centered care, and to support families and other support systems (Watson, 2011).

### 3. Family Care

Family care refers to a caregiving approach that involves family members in the patient's care process. This includes emotional support, education, and active participation of the family in decision-making related to the patient's healthcare. Family care aims to enhance the well-being of both the patient and their family, and to strengthen the family's coping mechanisms in dealing with the patient's health condition (Mouziraji et al., 2022).

### 4. Coping Mechanisms

Coping mechanisms are strategies or methods used by individuals to deal with, manage, and adapt to stress or challenges they face. Coping mechanisms can be cognitive, emotional, or behavioral approaches that help individuals maintain psychological and emotional balance in difficult or changing situations (Crowe & Sarma, 2022).

### 5. Hemodialysis Patients

Hemodialysis patients are individuals undergoing hemodialysis, a treatment method used to replace the function of failed kidneys by filtering blood through a dialysis machine. Hemodialysis patients often face various physical, emotional, and social challenges, and require ongoing care and support to maintain their health and quality of life (Campo et al., 2022).

## Method

Methods of this study is literature review. Reference that be used in literature review arrange from collect the keyword transformational leadership and nursing in Scient Direct with 3751 articles, thet from Ebsco found 1 article, after that from Pro Quest was found 1651 articles that match with theme, there was 2 articles. Second keyword is family caregive in hemodialysis in Pubmed was found 504 articles and that match with theme was 3 articles. After found the articles, then writer make synthesis. Publication year of articles that used in literature review from 2008-2024.

## Results And Discussion

### 1. Results

**Table 1.** Transformational Leadership and Actions Taken

Transformational Leadership	Action
<i>Idealized influence</i>	a. The leader as role model for hemodialysis patiens
<i>Inspirational motivation</i>	a. The leader shows anthusiasm and strong spirit in hemodialysis care, such as patient's diit

<i>Intellectual stimulation</i>	b. The leader (family) and patients have same goals, in this moment is caring in patient to increase patient's coping and minimalism of decrease patient's condition.
	a. The leader make collaborate with other parties to consultation of patient's diet, patient's psychology.
<i>Individual consideration</i>	b. The leader monitors patient's condition.
	a. The leader always present when hemodialysis in hospital/renal clinic
	b. The leader give positive reinforcement to patients if they can maintain the condition and make right decision.
	c. The leader have best communication with member (patients)

Coping consist of emotion focused coping (EFC) and problem focused coping (PFC). N hemodialysis patient often used EFC, not yet in PFC. Example of EFC are cry, angry and denial. Utilization EFC easier apply than PFC. It caused by PFC must be trained. Utilization PFC associated with stress management and self management. With PFC hemodialysis patient can achieve, value and process stressor correctly. After achieve, value and process correctly, patient will produce right action to solve the problem/stressor. Right action is as same as constructive adaptation. With constructive adaptation there is positive impact. Positive impact that be accepted in hemodialysis patients is better quality of life. This indicates with stabilization of patient's condition and good self management (Parvan et al., 2015; Shahrokhi et al., 2014).

In caring process with hemodialysis patients, caregiver/ family must be able to good leader. So, family must be know the health management in hemodialysis patients. Good leader will produce effective caring process (Eirini & Georgia, 2018). To effective caring process, family must be know about leadership that will be applied. One type of leadership that can be apply is transformational leadership. Transformational leadership can be apply, because this type can boost patient's spirit to reach the goal. The goal in hemodialysis patients is can optimal in maintain body condition (Wijaya, 2017).

Transformational leadership have 4 subdimensional, there are idealized influence, inspirational motivation, intellectual stimulation and individual consideration (Doody & Doody, 2012). Idealized influence is the first part of transformational leadership that giving example or as role model for hemodialysis patients. The leader must be show her/his charisma, such as leader have confidence, have new ideas and can communicating the vision to member/ hemodialysis patients. And then the leader must be identified problem that can be appear. Idealized influence didn't judge, but must be guide the hemodialysis patients like tutor and the leader must help the patient to reach the goal. In this literature review family as the leader and hemodialysis patient as

member. The leader exemplify about dietary of hemodialysis patient (Doody & Doody, 2012; Tamaura et al., 2019).

The second part of transformational leadership is inspirational motivation. Inspirational motivation is as the leader must be inspire the member to become one goal, with give spirit to do something inovation. The type of leader in inspirational motivation is someone with ability that can be proved, have clear vision and mission. After that the leader must have confidence and anthusiasm to reach the goal that was expected with member (Ullah, 2018; Martin, 2015).

Inspirational motivation can be realized by increasing enthusiasm and high willingness of the leader to reach the goal. Then explanation of visosin and mission that agreed by member. After that, encourage the change from member and support member. In this literature review leader must be direct member to become individual wo optimistic, and have high willingness to better change (Schwartz et al., 2011; Doody & Doody, 2012; Arokiasamy et al., 2016; Hajar et al., 2018; Luo et al., 2019).

The third part is intellectual stimulation. Intellectual stimulation is the part of transformational leadership that rising inovation and change the perspective of the patient's problem. Intellectual stimulation give education to member to increase creativity to make inovation and new perspective while solving the problem. Example care giver/family make the fast and clear decision while caring hemodialysis patient. After that leader as educator for member, there is educator how to control water consumption or exercice. Role as educator can obtained from make collaborate with other parties, such as doctor, nurses, dietary oer pharmacist (Doody & Doody, 2012).

Intellectual stimulation will have positive impact, which is to improve th quality of hemodialysis patient's caring. This is guarantee the practice by family have based drom nursing and medical knowledge. So that all actions taken by caregiver/family will cause therapeutic effects on hemodialysis patient (Meredith et al., 2010).

The last part in transformational leadership is individual consideration. Individual consideration is the part of leader that must able to always present in member, to provide support for personal development and increase self management to achieving goal. Individual consideration of leader shows by there are care, support, and effort to achieving our goal. In other hand, family as leader must be able to numbering one shared interest, especially patient's health (Doody & Doody, 2012).

After all parts of transformational leadership to do it, there is rising patient's confidence to family. Result shows that pasirn always in best condotion, because family can guide PFC of pasien, so it can make the best self management of hemodialysis patient (Doody & Doody, 2012; Taylor, 2017).

Another thing that must be owned by the leader in transformational leadership is have good soft skill, such as integrity, empathy, supportive, attitude, and empowering. When goos transformational leadership and soft skills are owned by the leader, there is achieving the goal. In this literatur review, the goal of caring process in hemodialysis patient is achieve optimal patient health, such as self managemen and constructive coping, then it can reduce mortality and morbidity (Willcocks, 2012; Ghane et al., 2016).

## 2. Discussion

This study discusses the role of transformational leadership in the care of hemodialysis patients. Transformational leadership consists of four main dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, all of which play a crucial role in improving the quality of care and self-management of hemodialysis patients. The idealized influence dimension shows that leaders act as role models for patients, demonstrating high charisma and confidence, as families do when providing appropriate diet examples for hemodialysis patients. In this context, leaders must help patients identify and address problems without judging, but by guiding them like a tutor to achieve common goals.

The inspirational motivation dimension emphasizes that leaders inspire and motivate members to achieve shared goals by demonstrating enthusiasm and enthusiasm. In hemodialysis care, leaders and patients have the same goal, which is to improve patients' coping abilities and minimize the decline in their health condition. Inspirational motivation is realized by increasing the leader's enthusiasm and willingness to achieve these goals, as well as providing support to members for better changes.

The intellectual stimulation dimension encourages innovation and changes in perspective in addressing patient problems. This can be done by providing education that enhances creativity and new perspectives in solving problems. For example, families collaborate with other parties such as doctors, nurses, or nutritionists to provide education about controlling water consumption or appropriate physical exercise for hemodialysis patients. This intellectual stimulation will have a positive impact by improving the quality of care for hemodialysis patients, ensuring that actions taken are based on solid medical and nursing knowledge.

The individualized consideration dimension shows that leaders are always present to provide support and pay attention to the personal development of patients. In this case, families as leaders must show care, support, and effort to achieve the patient's health goals. By always being present and providing positive reinforcement, patients will be more confident and able to manage their conditions well.



This study also shows that coping in hemodialysis patients often focuses on emotion-focused coping (EFC) such as crying, anger, and denial. However, more constructive coping is problem-focused coping (PFC), which requires special training. PFC coping is related to good stress management and self-management, which will eventually result in the appropriate actions to solve problems and constructive adaptation. This constructive adaptation has a positive impact on the quality of life of hemodialysis patients, such as stabilizing their condition and good self-management.

These findings align with previous research emphasizing the importance of family leadership in the care process of hemodialysis patients. As effective leaders, families must have knowledge about the health management of hemodialysis patients and apply transformational leadership to achieve an optimal care process. Additionally, good leadership with soft skills such as integrity, empathy, and support will help achieve the desired care goals, namely optimal patient health and reduced mortality and morbidity.

In conclusion, this study asserts that the application of transformational leadership by families as leaders in the care of hemodialysis patients can improve the quality of care and self-management of patients. Effective transformational leadership helps patients develop constructive coping and achieve a better quality of life. These results support previous findings on the importance of the family's role in the health management of hemodialysis patients and the importance of good leadership skills in achieving optimal care goals.

## Conclusion

Based on the results of the above study, it can be concluded that the application of transformational leadership by families as leaders in the care of hemodialysis patients can improve the quality of care and self-management of patients. Effective transformational leadership helps patients develop constructive coping and achieve a better quality of life. This research supports previous findings on the importance of the family's role in the health management of hemodialysis patients and the importance of good leadership skills in achieving optimal care goals.

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