

**Review Article: Narrative Review**

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON NURSE PERFORMANCE IN TUBERCULOSIS TREATMENT: A NARRATIVE REVIEW**

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**Abstract**

**Background:** World Health Organization (WHO) has established a Directly Observed Treatment Short-Course (DOTS) strategy. Carrying out the DOTS strategy, the public health center is running the TB Prevention and Treatment program, in Indonesia it is called *prevention and countermeasures of tuberculosis* (P2TB) but in reality, the P2TB program has not been effectively implemented. Health workers who play an important role in carrying out their roles and duties in society are nurses. One of the efforts to improve the performance of nurses in TB treatment is the application of transformational leadership. The purpose of this literature review is to examine the results of the past 10 years of research related to the influence of transformational leadership on nurse performance in tuberculosis treatment.

**Design:** This study design is a literature review to search and review article from database and theory underlying this study or guidance in this literature review using Preferred Reporting Items for Systematic Reviews and PRISMA.

**Data Sources:** The data base used in the article searches used include: Science Direct, PubMed, Google scholar, EBSCO using the keywords transformational leadership, nurse performance, tuberculosis treatment. The articles used are those between the years 2009-2019.

**Review Methods:** The review method for this literature review using a narrative method by classifying the similar extracted data according to the research findings.

**Results:** The main component of transformational leadership to improve The performance of nurses to play a more optimal role in an effective and efficient TB treatment effort is an idealized influence, which is that nurses have charismatic, in the fact that nurses in providing nursing care in the community must provide good paragon and become role models in the field of good health to individuals, families, groups and communities about how to live clean and healthy as behavior that can be imitated by the community, inspirational motivation for nurses as health teacher educators or health counselling which is a part of health promotion, the nurse's intellectual stimulation empowers communities to solve health problems in the community through small group discussions, and individual consideration, in this case the nurse's duty is as an advice provider and counseling is highly important and beneficial for the community. In order to achieve the fulfillment of the roles and responsibilities of nurses, there must be inner motivation among nurses in order that they can provide decent motivation to the community.

**Conclusion:** Transformational leadership can be applied to improve the performance of nurses in TB treatment efforts.

**Keywords:** Transformational leadership, nurse performance, tuberculosis treatment.

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## INTRODUCTION

Tuberculosis (TB) is a direct infectious disease caused by the TB bacteria (*Mycobacterium tuberculosis*). This disease attacks the body's organs, especially the lungs and can also attack other organs. The infection of this disease occurs directly through the air (droplet infection) when a TB patient with BTA (+) coughs or sneezes. If the TB bacteria spreads in the air and is inhaled by someone whose immune defense is decreasing against infection, the longer and oftener the frequency of the contact happens between, the higher at risk one can be infected by the TB disease (Kementerian Kesehatan, 2011; Kementerian Kesehatan, 2018).

TB disease has long been present in the history of human civilization. At this time, efforts to overcome it have been determined by the World Health Organization (WHO) as a global commitment that must be implemented by all member countries (World Health Organization, 2015). The number of new cases of TB disease continues to increase every year. Based on the global TB report from WHO in 2019, Indonesia is still in second place after India with the number of new TB sufferers in 2018 around 10 million (an increase of 1.4 million compared to an incidence rate of 8.6 million in 2013) while the number of the death rates for TB non HIV sufferers is about 1.2 million and the death rate for TB sufferers with HIV is 251,000 (WHO, 2019).

To respond the cases, WHO has established a Directly Observed Treatment Short-Course (DOTS) strategy. The DOTS strategy has been implemented in Indonesia through the Decree of the Minister of Health of the Republic of Indonesia

No.364/MEN/KES/SK/V/2009 concerning Guidelines for TB Control. DOTS facilitate successful TB treatment by increasing adherence and changing health behaviors. In accordance with the DOTS program implemented in Indonesia, the basic health service facilities closest to the community are the public health center which are currently running the TB Prevention and Treatment program, in Indonesia it is called P2TB as one of the efforts to increase TB cure rates, increase TB conversion rates and reduce the number of new cases of TB BTA patients (+) (Dinas Kesehatan Provinsi Jawa Tengah, 2019; Permenkes, 2016; WHO, 2019).

The public health center officers taking part in running the P2TB program are nurses. Supported by the latest data on the health service of Semarang in 2017 and 2018, health workers are the main implementers of community health care activities, namely all nursing functional nurses. The P2TB program has a medicine-swallowing supervisor involving health workers. Health workers who play an important role are nurses. The duties and authorities of nurses in carrying out the medicine-swallowing supervisor program in efforts to control and prevent TB include: monitoring TB patients to take medication regularly until they finish treatment (involving family), motivating patients to regularly seek treatment, reminding patients to schedule re-examination of sputum at the appointed time, provides information to the public in regard of signs of TB symptoms to immediately go to a health service facility (Dinas Kesehatan Provinsi Jawa Tengah, 2018; Faradis, 2018).

The duties and authority of nurses in the P2TB program are also supported by six roles

and functions of nurses as nursing implementers in the community, among others: as a case finder; as a care giver, as a health teacher or educator, as a coordinator and collaborator, as a provider counseling and as a role model. The role and function of these nurses are also based on the scope of public health services which include individual health efforts and community health efforts. Furthermore, the health services provided are focused on promoting, namely health education and preventive efforts including primary prevention, secondary prevention and tertiary prevention without neglecting curative and rehabilitative (Hendriana, 2017; Kesehatan, 2006).

One of the nurse's duties that have not been effectively implemented in the P2TB program is the lack of motivation from nurses themselves to carry out their responsibilities and to motivate TB patients and their families because lack of supervision and reward (Sitorus, 2017). It is parallel with a research conducted by Setyowati regarding the performance of health workers in TB control efforts, the factors that affect this performance are lack of motivation, sub-optimal supervision, and lack of reward (intensive). Therefore, one of the efforts to improve the performance of nurses in improving the quality of their services is through leadership (Setyowati, 2018).

Based on a research conducted by (Alloubani & Almatari, 2019) leadership style affects patient satisfaction on nurses' performance in providing care, patient satisfaction is one indicator of the quality of nursing care. This is also supported by research conducted by (Zaghini et al., 2019) that the leadership style and behavior of nurses affect the patient's perception of the care performed by nurses.

There are several leadership styles in nursing, one of which is transformational leadership. Transformational leadership is a leadership style that is very impactful to motivate and lead individuals and organizations to a higher level to achieve achievement and success. To develop individuals to become transformational leaders requires continuous

education, programs, professional development, mentoring and sustainable coaching (Diaz et al., 2019).

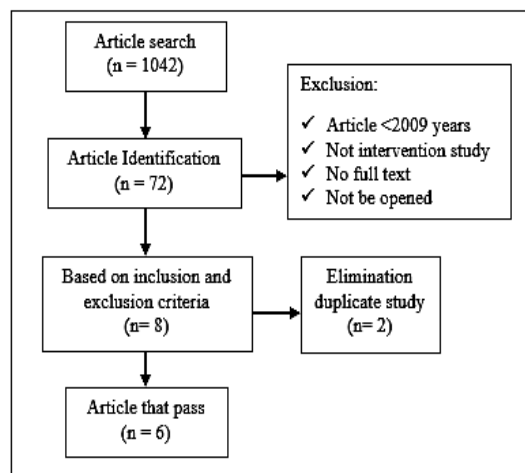
Transformational leadership is a type of leadership that is adaptive. Transformational leadership motivates its members by providing better ideas and moral values, so that this influences its members to act and defend something better (Doody, 2012). Based on the description above, the purpose of this review literature is to determine the effect of transformational leadership towards efforts to improve nurses' performance in TB treatment.

## DEVELOPMENT

This study design is a literature review to search and review article from database and theory underlying this study or guidance in this literature review using Preferred Reporting Items for Systematic Reviews and PRISMA.

The data base used in the article searches used include: ScienceDirect, PubMed, Google Scholar, EBSCO using the keywords transformational leadership, nurse performance, tuberculosis treatment. The articles used are those between the years 2009-2019. Literature search based on Preferred Reporting Items for Literature Reviews and Meta-Analysis or called PRISMA. The diagram shows a literature search consisting of screening, screening eligibility, and inclusion criteria. Inclusion criteria are related articles about transformational leadership, articles supporting interventions used in coping tuberculosis treatment articles, articles published after 2009 with full sections. Exclusion criteria or the exceptions to articles used are articles published less than 2009, use of non-English language, articles published incomplete.

This literature review uses an article that uses transformational leadership as an intervention to improve nursing performance in the prevention of tuberculosis. Of the total 1042 articles found, 6 were obtained for analysis (Figure 1).



**Figure 1. Study consort diagram**

The researcher made a checklist sheet based on the PRISMA template to randomly check selected articles and make adjustments according to the guidelines. The researcher then extracts data from the articles that enter according to the inclusion criteria: The data Excluded (n = 970) Elimination duplicate study (n = 2).

This review classifies the extracted data. conducted an analysis of the content contained in the research objectives and research results. The analysis used is the analysis of the contents of the journal.

## DISCUSSION

The results of the synthesis of the articles used in this literature review can be seen in the following scheme of applying transformational leadership towards efforts to improve the performance of nurses in TB treatment.

Nurses in public health center can apply transformational leadership to improve a nurse's performance, especially efforts in TB treatment through the P2TB program. There are 4 components that must be applied by nurses in transformational leadership, which are: (De Souza et al., 2014; Doody, 2012)

### *Idealized Influence*

In this case, nurses have charismatic characteristics, which is that nurses in providing

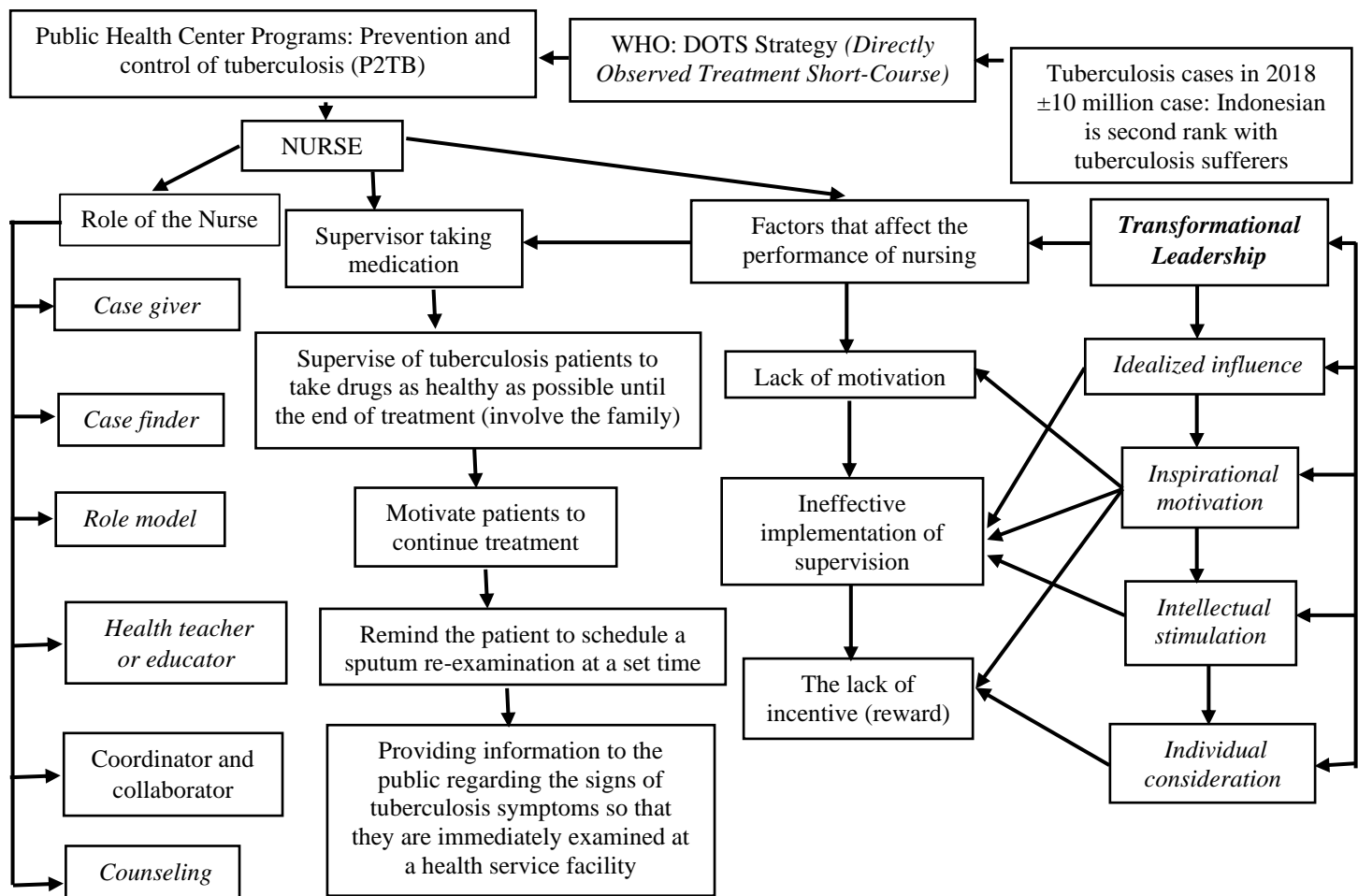
nursing care in the community must provide good paragons and become role models in the health sector, both to individuals, families, groups and communities about how to live clean and healthy as behavior that can be imitated by the community. The role of nurses is as care giver, so that this role can run effectively and efficiently and the nursing care is achieved, so that nurses must carry out the nursing care process which consists of assessment, diagnosis, planning, implementation. It is intended that the role of nurses as service providers, nurses can also fulfill their roles as well as case finder. Case finder can be done by going directly to the community (active case finding) and can also be obtained indirectly, namely during patient visits to the public health center (passive case finding) (Hendriana, 2017).

### *Inspirational Motivation*

The main role of public health nurses not only provides nursing care but also is as a health teacher educator that is a part of the health promotion. Consequently, a nurse must have some capacity in health promotion (Hendriana, 2017). For that reason, nurses must increase their knowledge in health sectors because people want and can gain a lot of knowledge in health sectors.

### *Intellectual Stimulation*

Nurses empower societies to solve health problems in the community through small group discussions, for example: by inviting the community to do a simulation related to their understanding about the signs, symptoms, prevention and treatment of TB (Hendriana, 2017). Moreover, transformational leadership components especially intellectual stimulation which in this case is a nurse as a coordinator and collaborator is crucial, for example by involving patients' family to play an important role on the routines of the patient's consuming medicines as a form of collaboration between nurses and families and also it is also obligatory to cooperate between nurses with other health functionaries (De Souza et al., 2014).



**Figure 2.** Transformational leadership relationship with nurse performance in tuberculosis control.

### Individual Consideration

At this component, the nurse's role as a advice provider and counseling is absolutely necessary and extremely beneficial to the community. Whereas an advice and counseling are performed individually at first according to individual characteristics such as gender and age, gradually personal health efforts run well, and later it will be continued to community health efforts (Doody, 2012).

Four components of transformational leadership above are in line with what (Moon, 2019) did in measuring transformational leadership to improve care excellence, which is that transformational leadership is identified as one of the most effective leadership styles in health services.

### CONCLUSION

Based on reviews from several literatures, it can be concluded that the role of nurses in running the P2TB program is not yet effective. the application of transformational leadership for nurses in public health services passes through four components (idealized influence, inspirational motivation, intellectual stimulation, individual consideration). By those components, it is expected that nurses can carry out their roles effectively and efficiently which can have impacts in improving the performance of nurses in tuberculosis treatment efforts.

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## DECLARATION OF CONFLICTING INTEREST

There is no conflict of interest in the writing.

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## AUTHOR CONTRIBUTION

**Ayu Afriani Panyuwa:** Designed the study, collected and analyzed articles, and contributed to completion of literature review.

**Luky Dwiantoro:** Contributed to completion of literature review.

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