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EFFECTIVE TRANSFORMATIONAL LEADERSHIP VALUES IN STRENGTHENING SCHOOL ORGANIZATIONAL CULTURE

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ABSTRACT

This study aims to determine the value of effective leadership by applying a transformational style to school organizational culture. The research method used is a systematic literature review by exploring relevant literature. The results of the study indicate that the transformational leadership style is proven effective in strengthening school organizational culture based on collaboration, inspiration, and motivation in realizing a strong and transformative school organizational culture. This article supports previous findings that the transformational leadership style is effective in strengthening school organizational culture. Furthermore, this article provides recommendations for leadership styles for educational leaders in strengthening school organizational culture.

Keywords: Leadership Values, School Culture, Transformational Style

INTRODUCTION

Leadership is an activity of organizing physical resources to achieve organizational goals effectively and efficiently (Schmidt, 2014). Leadership will run effectively and efficiently if there is consistency between leaders, leadership values that are believed in and the behavior that they apply (Owens, Johnson, & Mitchell, 2013). Leadership is based on integrity, intellect, thoughts, feelings, and enthusiasm of individuals that are channeled to other organizational resources through interaction.(Sariakin, 2020) There are several types of intelligence besides EQ, AQ, and other intelligences that have emerged and play a role in increasing the effectiveness of a leader's leadership style (Sariakin, 2020). Organizational leaders are expected to have an awareness that not only working together, but also as dynamic human resources (HR) with the same goal in developing organizational opportunities to achieve organizational goals (schools) (Bhindi & Duignan, 1997)(Juharyanto, 2020). Leadership is a moderator to facilitate learning. Building a school culture, collective

responsibility, impact, collaborative learning are triggering factors (Lesinger, Altinay, Altinay, & Dagli, 2018).

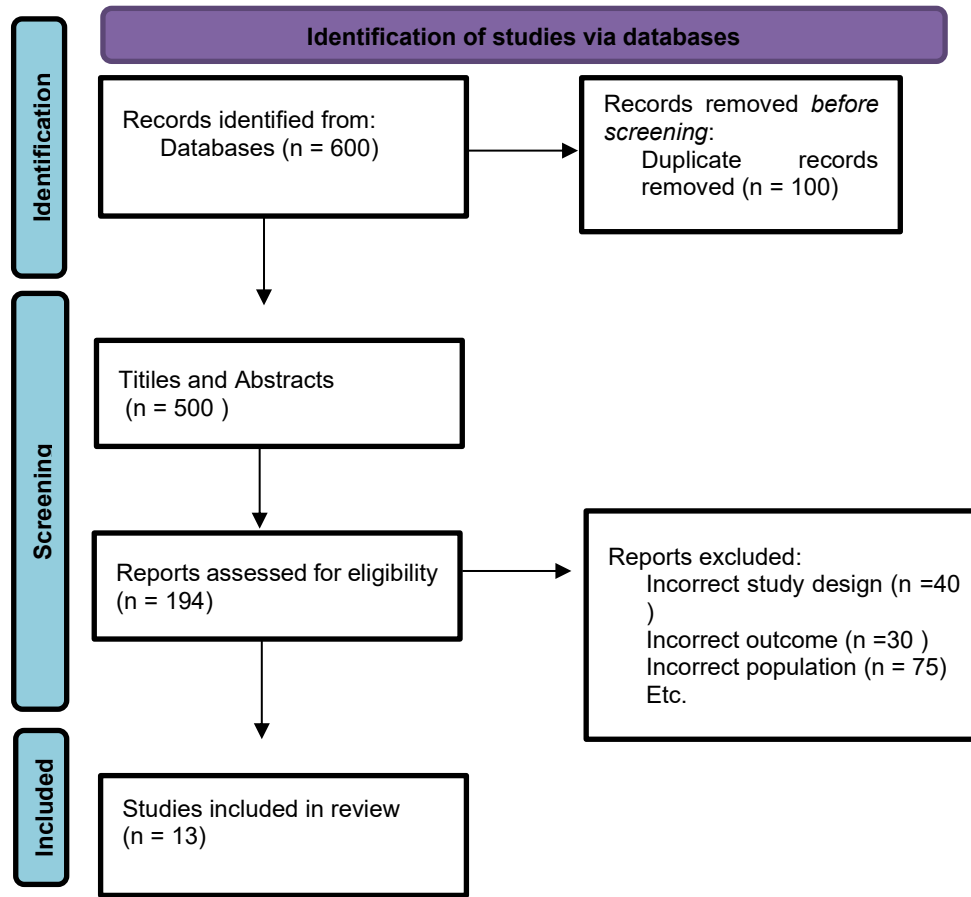
Several studies highlight the fact that effective school leaders create a school culture based on collaboration, support, and trust and suggest that this culture forms the basis of shared values and beliefs among schools (Turan, 2013). Leadership values will affect the development of the school organizational culture as the principle of the system in the school (Liljenberg, 2014). Strengthening school leadership is essential in shaping the school organizational culture (Arifin, Juharyanto, Mustiningsih, & Taufiq, 2018). Schools that integrate good leadership values will achieve goals effectively and efficiently. Leadership values that are integrated into the school culture and strengthen the school system will have a good impact on the success of the school without failure, especially in the change of principals (Arifin et al., 2018). This happens with the integration of good leadership values that will create quality school programs from various aspects (Fishman, 2008).

School culture is the cause, object, or consequence of school improvement: It is possible that all three things occur. It is said that school culture must be the target of change on the grounds that in time the school culture will have a causal influence that will improve other variables, including student outcomes. The primary task of school leaders is to manage the culture to achieve these goals (Schein, 2005). The weak school culture is caused by the weakness of the principal as a cultural symbol (Arifin et al., 2018). School culture is highly determined by the high leadership values of the principal and integrating it into the school culture (Juharyanto, 2017).

Two strategic leadership that is considered to be able to drive school success effectively are transformational and instructional leadership (Christopher, 2018). Transformational leadership prioritizes the development of strong interpersonal relationships between leaders and team members and promotes innovation, creativity, and positive change in the organization, (Liu and Hallinger 2018). Meanwhile, pedagogical leadership emphasizes the importance of setting clear educational goals, planning the curriculum, and evaluating teachers and teaching (Sebastian, Allensworth, & Huang, 2016). This study aims to review the published literature that outlines the relationship of transformational leadership to school organizational culture.

RESEARCH METHODS

A qualitative systematic review using meta-synthesis. This review was also reported with the prepaid reporting item for syemnatic review and meta analysis guidelines. The literature search process uses several electronic databases, namely google scholar, scopus, pubmed, and eric. With a focus on a systematic literature review by going through three main phases: planning objectives, conducting reviews and reporting reviews (Barbara Kitchenham, 2014).



RESULTS AND DISCUSSION

Results

Writer	Heading	Method	Research Results
Fitriah M. Suud	Transformational leadership and its implications for the formation of an honest school culture	Qualitative	Transformational leadership patterns with their dimensions if carried out properly can have a positive influence in order to realize and maintain school culture.
Umikalkan, Fahriye Altinay Aksal, Zehra Altinay Gazi, Ramazan Atasoy. And Gogmen Dagli	The Relationship Between School Administrators' Leadership	Quantitative	This study shows that leadership style has a correlation with school culture

	Styles, School Culture, and Organizational Image		
Mohammad Ali Ridho	Principal's Leadership in Developing an Effective School Culture for Elementary Schools	Qualitative	The leadership style of the elementary school principal <i>plus</i> Al Hikmah Pamekasan, always maintains the conduciveness of the school environment.
Leithwood, K., & Jantzi, D.	Transformational Leadership: How Principals Can Help Reform School Cultures	Quantitative	The relationship between the strategies initiated by the administrator is not simple and indirect. Administrators use six common strategies to influence cultural schools, including: strengthening the school's culture; employ various bureaucratic mechanisms to stimulate and strengthen a culture of change; encourage staff development; communicate directly about cultural norms, values, and beliefs; sharing power and responsibility with others; and use symbols to express cultural values.
Jeyasushma Veeriah, Chua Yan Piaw, Siaw Yan Li, Kazi Enamul Hoque	Teachers' perception on the relationships between transformational leadership and school culture in primary cluster schools	Quantitative	This research shows that teachers in primary cluster schools in Selangor consider their principals to have high transformational leadership characteristics. In addition, a significant positive and strong correlation was found between principals' transformational leadership practices and school culture. Multiple regression analysis showed that only four of the eight dimensions of transformational leadership were statistically significant predictors of school culture.

Tang Keow Ngang	The Effect of Transformational Leadership on School Culture in Male' Primary Schools Maldives	Quantitative	The results showed that the average score of transformational leadership behavior of male elementary school principals was average (average = 2.90; SD = .66) but the level of school culture is quite high (average = 3.09; SD = .47). In addition, the results showed that there was a strong and positive correlation between overall transformational leadership and school culture (r = 0.73, p < 0.01). All six dimensions of transformational leadership had a moderate correlation relationship with school culture except for the dimension of 'providing individual support' which had a strong and positive relationship (r = 0.71, p < 0.01)
Emerson K. Keung, Amanda J. Rockinson-Szapkiw	The relationship between transformational leadership and cultural intelligence : A study of international school leaders	Quantitative	The results of the study show that there is a significant positive relationship between cultural intelligence and transformational leadership in international school leaders. Leaders who have higher levels of cultural intelligence exhibit higher transformational leadership styles, which indicates that individuals with high cultural intelligence are able to lead and manage more effectively in a multicultural environment. Behavioral cultural intelligence and cognitive cultural intelligence were found to be the best predictors of transformational leadership
Amir Mahmud	Learning culture, trust culture and knowledge application:	Quantitative	The results of this study explain that: and there is a significant influence of transformational leadership mediation on culture and knowledge application.

	the mediating effect of transformational leadership		
Seidmehdi Veiseh, Esfandyar Mohammadi, Mohsen Pirzadian, Vahid Sharafi.	The Relation between Transformational Leadership and Organizational Culture (Case study: Medical school of Ilam)	Qualitative	There is a significant relationship between transformational leadership and organizational culture. In addition, organizational culture is influenced by factors such as hopeful influence, inspirational motivation, and personal observation.
Ramazan Atasoy	The Relationship between School Principals' Leadership Styles, School Culture and Organizational Change	Quantitative	There is a significant relationship between leadership style, school culture, and organizational change, as well as transformational and transactional principal's leadership style, which significantly predicts school culture, and school culture, which significantly predicts all sub-dimensions of the organization.
Inez Welson Heenan, Derbhile De Paor, Niamh Laffetery, Patricia Mannix McNamara	The Impact of Transformational School Leadership on School Staff and School Culture in Primary Schools—A Systematic	<i>Sysmantic literature review</i>	Demonstrate transformational school leadership as a positive leadership style with a close relationship between the positive impact of transformational school leadership on school staff and the improvement of school culture. Increased staff motivation and the development of a more positive school culture were found to be the main impacts of transformational leadership on staff and school culture

	Review of International Literature		
John Michael V.Sasan, Gemma R.Escultor, Vahid Norouzi Larsari.	The Impact of Transformational Leadership on School Culture	Qualitative	Research findings show that transformational leadership practices, such as setting high expectations, building a sense of community, and focusing on student learning, can result in a positive school culture characterized by high levels of engagement and collaboration between staff and students.

Discussion

Schools as formal organizations have a culture formed based on the interaction between school residents, principals as leaders who effectively develop the vision of the school's commitment at large and invite all to participate in the vision. Thus, leadership efforts to encourage culturally focused improvements (Veeriah, Yan Piaw, Yan Li, & Enamul Hoque, 2017). The Transformational leadership style was found to facilitate organizational commitment and learning, thereby building trust between all components of the school and developing school learning, with good leadership and followers who mutually enhance each other's integrity and motivation. Impacting the vision is easy to achieve and directs all elements of the school to realize the vision into action (Heenan, Paor, & Lafferty, 2023). This will effectively improve the school culture, so that it is not too bureaucratic in empowering the organization, all elements of the school operate with a sense of ownership and run as an agent of school transformation effectively. This is in line with Sasan's research that transformational leadership practices, such as setting high expectations, building a sense of community, and focusing on student learning, can result in a positive school culture characterized by a high level of engagement and collaboration between staff and students (Sasan, Escultor, & Larsari, 2023). This is also in accordance with the view of effective school leaders who create a school culture based on collaboration, support, and trust and suggest that this culture forms the basis of shared values and beliefs between schools.

The change, growth, and progress of the school's culture requires a change in behavior and beliefs, a shared vision regarding the school's goals. Professionalism is needed to

implement effective cultural change and lead to transformation. Transformational leadership has been proven to produce a school culture with high productivity, enriching the culture, effectiveness, and efficiency of the school. Lee and Kuo conclude that transformational leadership integrates the school culture with its organizational characteristics, creates a positive impact on teachers' work motivation levels, and underscores the importance of transformational school leaders keeping their school culture at the forefront of all planning and development (Lee & Kuo, 2019).

CLOSING

Based on a systematic review of the literature, it can be concluded that transformational leadership has proven effective in strengthening the school organizational culture based on collaboration, inspiration, and motivation in realizing a strong and transformative school organizational culture.

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