



The Impact of Organizational Health and The Levels of Transformational Leadership of School Teachers in Indonesia: A Systematic Review

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ABSTRACT

Objective: The primary goal of this review is to investigate the connection between organizational health and transformational leadership in the context of school leadership practices. The qualities of transformational leadership and how it is developed from different foundational leadership theories are also intended to be examined in this review. **Method:** The type of research used is Research and Development (RnD). **Results:** Following the filtering process, 34 papers were selected for examination using a variety of pre-established criteria as part of the systematic review approach. According to this systematic review, a relationship exists between the organizational health components proposed by Hoy and Miskel and the transformational leadership features presented by Bass. This is crucial since it serves as the foundation for this study. **Novelty:** The components of organizational health—namely integrity within institutions, collegial leadership, teacher relationships, and academic emphasis—play a pivotal role in shaping effective school environments. These elements are closely aligned with the four dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Understanding the interplay between organizational health and transformational leadership provides valuable insight into how school leaders can foster positive, sustainable change.

INTRODUCTION

This review's primary purpose is to understand the differences between organizational health (OH) and transformational leadership (TL). Leadership is crucial in school organizations, as it directly impacts the achievement of institutional goals by fostering a supportive climate that shapes employee attitudes (Nurabadi et al., 2021), motivations (Uy et al., 2024), and behaviors (Cruz-González et al., 2021). Research highlights that effective leadership promotes a positive work environment, enhances teacher collaboration, and improves overall job satisfaction (Liu et al., 2021; Meyer, 2020). Transformational leaders inspire staff by articulating a clear vision and encouraging professional growth, thereby increasing organizational commitment (Almonawer et al., 2023). Additionally, instructional leadership plays a pivotal role in improving teaching practices and student outcomes by setting high expectations and providing constructive feedback. Thus, leadership remains essential for driving educational success and fostering a culture of continuous improvement. Early researchers have concluded that leadership is crucial in organizations and plays a vital role in achieving organizational goals (Bass & Avolio, 1994).

Transformational leadership has played a crucial role in shaping effective educational organizations by integrating key aspects such as communication, integrity,

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