

Uncovering the Significance of Transformational Leadership in Islamic-Based Institutions: A Systematic Exploration

Jabran Jasni¹, *Sharfizie Mohd Sharip¹ & Dalila Daud²

¹Faculty of Business Management Universiti Teknologi MARA Cawangan Negeri Sembilan Kampus Rembau, Malaysia

²Faculty of Accountancy Universiti Teknologi MARA Cawangan Negeri Sembilan Kampus Seremban, Malaysia
*sharfizie@uitm.edu.my

Abstract: Studies on transformational leadership have shown to be beneficial for employees and organizations, particularly those with an Islamic foundation. Islamic elements present within Islamic institutions seem to have different viewpoints regarding the numerous implications of transformational leadership. To have a clear understanding of the transformational leadership presence in Islamic-based institutions, it is crucial to compile prior literature. Then will ensure the efficiency on effectiveness of transformational leadership in Islamic-based institutions for future reference. Regrettably, there has yet to be enough research that thoroughly reviews the body of knowledge on transformational leadership implications for employees in Islamic-based institutions. Therefore, a thorough literature assessment on the impact of transformational leadership on employees in Islamic-based institutions was conducted in this project. This study used the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) review approach to guarantee that the results were of high quality. Two eminent databases, Scopus and Web of Science, as well as one auxiliary database, Google Scholar, were used to retrieve the articles. Two key topics were found through thematic analysis, including 1) employee performance and effectiveness, and 2) employee ethical behavior. Six sub-themes were then created by combining these two primary themes. This research will add to the body of knowledge currently available in the fields of transformational leadership and practical application in institutions with an Islamic foundation. The following are the study's key contributions: 1) pinpointing the beneficial effects of transformational leadership towards employees in Islamic-based organizations, and 2) formulating recommendations for more research in this area.

Keywords: *Transformational leadership, leadership, Islamic-based institution, systematic literature review.*

1. Introduction

The usefulness of the four transformational leadership dimensions in Islamic-based organizations has been demonstrated in various earlier research. For instance, Noor Azizah et al. (2020) demonstrated the importance of individualized consideration and intellectual stimulation during the pandemic in the context of the head of lecturers at the Islamic Education University in Indonesia, whereby job satisfaction and lecturer performance can be maintained even when severely impacted by the pandemic. This was achievable by understanding the struggles faced by the lecturers and encouraging them to hold their classes using innovative means. This is further reinforced by Fadillah et al. (2020), who asserted that transformative leaders were able to boost teachers' capacity for creativity at an Indonesian Islamic school in Jakarta by giving them the freedom to run their classes during COVID-19. This demonstrates that each dimensional characteristic has unique advantages and approaches in pushing workers to perform their duties. From the preceding discussion, it becomes apparent that a considerable body of research has emphasized the advantages associated with transformational leadership within organizations grounded in Islamic principles.

This highlights a growing imperative to conduct a systematic review of these datasets to furnish future scholars with an organized and comprehensive grasp of prior findings pertaining to the implications of transformational leadership on employees in Islamic-based institutions. One established method for conducting such a review is the systematic literature review (SLR), which is a rigorous scientific approach aimed at mitigating systematic biases through the systematic identification, screening, and synthesis of research inquiries using a defined and systematic methodology (Petticrew & Roberts, 2006). However, it is regrettable that in contrast to various other sectors where systematic reviews have been undertaken concerning the implications of transformational leadership, such as in sports coaching (Turnnidge & Côté, 2018), healthcare (Mistry et al., 2020), education (Li, 2022), public universities (Saad Alessa, 2021), and the service industry (Kim et al., 2022), there exists a

noticeable dearth of studies that have systematically scrutinized the implications of transformational leadership within the context of Islamic-based institutions, particularly within the past five years.

In today's rapidly evolving business landscape, effective leadership plays a crucial role in the success of organizations. Leadership is essentially about guiding a group toward common goals by influencing and motivating them (Kellerman et al., 2007). Leaders are accountable for the outcomes of their teams, and the way they lead greatly impacts organizational achievements (Silva, 2016). Research by Meraku (2017) has shown how leaders and their styles can significantly affect organizational effectiveness. In the context of Islamic-based institutions, Jabran and Sharfizie (2022) highlighted the importance of leadership in ensuring their success. Therefore, strong leadership is essential in these institutions. Transformational leadership is a leadership theory that is particularly relevant for driving organizational transformation. Generally, transformational leadership, as outlined by Burns (1978) and Bass (1985), focuses on developing leaders and followers to elevate morale, motivation, and achieve organizational goals. Leaders inspire by harnessing potential and utilizing four key components: charismatic leadership, inspirational motivation, individual consideration, and intellectual stimulation (Epitropaki & Martin, 2004). Charismatic leaders lead with conviction and vision, while inspirational motivation involves guiding followers past obstacles.

Individual consideration involves empathetic leadership, addressing concerns, and offering solutions. Intellectual stimulation encourages followers to explore solutions independently. Considering the increasing need to systematically review existing literature and recognize its potential benefits, this research endeavor aims to undertake an SLR concerning the implications of transformational leadership towards employees within Islamic-based institutions. The findings obtained through the SLR underscore the prevalence of studies on the implications of transformational leadership within Islamic-based institutions across diverse industries and multiple countries. It is a widely held belief that when leaders within Islamic-based organizations embrace the tenets of transformational leadership throughout their teams, their organizations, and the institution, this is expected to yield a multifaceted array of favorable outcomes for the institution. Therefore, the contributions of this study indirectly respond to the imperative for leaders to adopt a transformational leadership approach, thereby promoting employee effectiveness and ethical conduct. In the context of this research, the term "Islamic-based institution" is defined as any form of organization or establishment characterized by an operational environment rooted in Islamic principles.

2. Methodology

This section encompasses three primary concerns: the review protocol, formulation of research questions and systematic searching strategies.

The Review Protocol-PRISMA: Systematic Reviews and Meta-Analyses (PRISMA). PRISMA offers methodological guidance for researchers conducting the current Systematic Literature Review (SLR). A notable challenge in presenting systematic reviews is publication bias. The PRISMA protocol, developed by Moher et al. (2009), provided a clear and structured method to address this problem. PRISMA acts as an evaluation framework, helping readers to understand the strengths and limitations of a systematic literature review. By following this approach, the review process becomes more transparent and objective, which enhances the trustworthiness of the sources and findings (Moher et al., 2016). In line with PRISMA, the researchers identified four main methodological steps. First, they formulated relevant research questions. They then implemented a systematic search strategy, which included three main stages: identification, screening, and eligibility. This was followed by a quality assessment stage and concluded with data extraction and analysis from the selected articles.

Formulation of Research Questions: The process of finding, selecting, and evaluating suitable sources to address the research inquiry can benefit significantly from the application of a systematic literature review Moher et al. (2009). Such a review serves to fill the existing knowledge gaps by revealing findings related to the impact of transformational leadership within Islamic-based organizations, thereby contributing to the existing body of knowledge in this area. It guides the selection of pertinent articles, facilitates data extraction, and informs the subsequent reporting process (Xiao & Watson, 2019). A comprehensive analysis of the literature is essential in addressing the research question, which seeks to provide an overarching understanding of the

effects of transformational leadership on employees within Islamic-based organizations. The formulation of the research questions is informed by a specific mnemonic approach, known as PICO (Population, Phenomenon of Interest, and Context), as proposed by Lockwood et al. (2015). In alignment with this framework, the keywords for this study include "Transformational leadership" (Population), "employees and Islamic-based institutions" (Phenomena of Interest), and the "global context" (Context). In response to that, the following research question was developed for this study:

RQ: What is the implication of transformational leaders towards employees in Islamic-based organizations?

Systematic Searching Strategies: To ensure the rigor and comprehensiveness of this systematic literature review, an exhaustive search endeavor was undertaken. Consequently, a methodical search approach was employed, encompassing four primary stages: identification, screening, eligibility, and quality assessment. These stages are delineated in Figure 1, a modification of the flowchart presented by Shaffril et al. (2019). Furthermore, to prevent bias throughout the procedure, two researchers are required to do this exhaustive search (Delgado-Rodríguez & Sillero-Arenas, 2018).

Identification: The identification phase was carried out from May 2022 until January 2023. It is crucial to determine the primary keywords of this study based on the research topic and their synonyms before proceeding with the initial process. This identification technique might make use of the keywords synonyms, various terms related to the main keyword in this study, which are *transformational leadership* and *Islamic organization*, as identified through thesaurus and previous research (see Table 1). Incorporating various synonyms for the main keywords was essential to ensure the comprehensive inclusion of relevant publications (Saunders et al., 2018). To mitigate retrieval bias, as cautioned by Durach et al. (2017), a multi-database approach was employed. Three reputable databases, namely Scopus, Web of Science (WoS), and Google Scholar, were systematically searched. Notably, the primary databases for article discovery were Scopus and Web of Science, chosen for their reliability and ability to maintain accurate scientific records. Scopus took precedence due to its extensive indexing, housing a repository of over 70 million records across various academic disciplines. Its advantages include stringent quality control, robust search capabilities, and consistent search results across different locations (Gusenbauer & Haddaway, 2020; Martín-Martín et al., 2018). The use of these well-established databases was expected to yield high-quality papers, given their adherence to rigorous standards. Scopus is recognized as the largest abstract and citation database for peer-reviewed literature, encompassing books, journals, and conference papers.

Similarly, WoS, a prominent Clarivate Analytics database, contains a multitude of citations spanning diverse academic subjects. Additionally, Google Scholar was employed as a supplementary resource to provide an alternative perspective on specific research fields. It boasts access to a vast repository of 389 million documents, with a strong focus on the social sciences and the arts and humanities. Furthermore, it offers a diverse array of publication formats, including proceedings, books, theses, chapters, and unpublished materials (Gusenbauer & Haddaway, 2020; Halevi et al., 2017; Martín-Martín et al., 2018). In Scopus and Web of Science databases, we constructed the search query using field codes, phrase searching, and Boolean operators (OR, AND) as detailed in Table 1. Truncation and wildcards were also employed. Similarly, in the case of the Google Scholar database, we utilized phrase searching and Boolean operators (OR, AND). We integrated relevant keyword combinations such as "transformational leadership," "transformative leader," and "transformational leader" into the search strategy for both databases. Additionally, we employed manual search techniques, including handpicking and snowballing, within Google Scholar. The complete search queries for Scopus, Web of Science, and Google Scholar can be found in Table 1. Through these methods, a total of 216 articles were automatically retrieved: 44 from Scopus, 34 from Web of Science, and 138 from Google Scholar.

Table 1: Keywords Search Strategy

Databases	Keyword Used
Scopus	TITLE-ABS-KEY(("transformational leadership*" OR "transformative lead*r" OR "transformational lead*r") AND ("employees" OR "subordinate*" OR "work*r" OR "memb*r" OR "Islamic organization*" OR "Islamic institution" OR "Islamic company" OR "Islamic business" OR "Islamic" OR "Islam"))
Web of Science	TS=("transformational leadership*" OR "transformative lead*r" OR "transformational lead*r") AND ("employees" OR "subordinate*" OR "work*r" OR "memb*r" OR "Islamic

Google Scholar	organization*" OR "Islamic institution" OR "Islamic company" OR "Islamic business" OR "Islamic" OR "Islam") allintitle: ("transformational leadership" OR "transformative leader" OR "transformational leader")("employee" OR "subordinate" OR "worker" OR "member" OR "Islamic organization" OR "Islamic institution" OR "Islamic company" OR "Islamic business" OR "Islamic" OR "Islam")
----------------	---

Screening: In the second phase, known as the screening process, articles were assessed for inclusion or exclusion. From the initial 216 articles identified, duplicates across databases were first removed. For articles sourced from the Scopus and Web of Sciences databases, an automatic screening was applied using the 'limit to' function available within these platforms. However, the Google Scholar database required a semi-automatic approach for screening, as its 'limit to' function only pertains to the publication year. Selection criteria were predicated on the research question previously formulated (Kitchenham, 2007). Adhering to these criteria ensures the relevance of the included articles to the study (Alsolami & Embi, 2018), and effectively narrows down the pool of potential articles (Okoli, 2015). The specific selection criteria utilized are detailed in Table 2. Utilizing database functions, the researchers were able to apply these criteria, further refining the list of articles, as illustrated in Table 2. Only articles written in English were considered. This language restriction ensures clear comprehension and mitigates potential misunderstandings (Okoli, 2015). Furthermore, to maintain the relevance and reliability of the content, this systematic literature review prioritized articles published between 2018 and 2022. This five-year span is chosen as it provides a substantial pool of articles for the SLR and aligns with the notions of research maturity (Alexander, 2020; Kraus et al., 2020). Only articles encompassing all designated keywords were retained. From the original set, nine articles were discarded as duplicates, and an additional 142 were excluded based on the established criteria. Thus, 65 articles were advanced to the next phase, termed the eligibility procedure.

Figure 1: Flow Diagram Adapted from Shaffril et al. (2019)

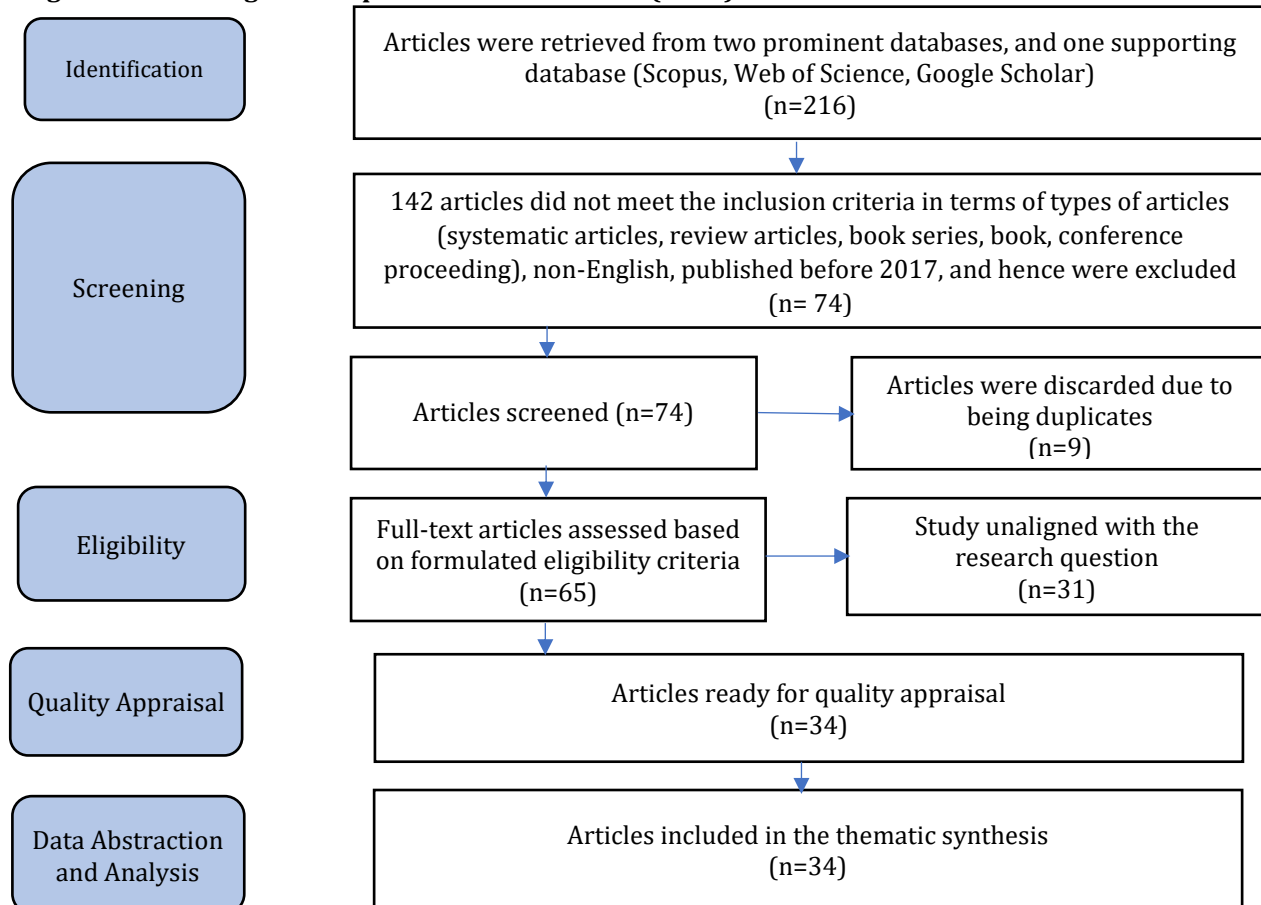


Table 2: The Inclusion and Exclusion Criteria for Screening Process

Criterion	Inclusion	Exclusion
Literature type	Journal (research articles)	Journal (systematic review), book series, book, chapter in book, conference proceeding
Language	English	Non- English
Timeline	Between 2018-2022	<2018

Eligibility: The eligibility stage, as the third procedure, is dedicated to manually assessing the articles post-screening to ascertain their appropriateness. It necessitates a thorough review of the titles and abstracts to gain a comprehensive understanding of the content. Table 3 presents the eligibility criteria derived from the initial research question, aiding in evaluating the suitability of the remaining articles. From the 65 articles subjected to this process, only 34 align directly with the specified criteria. Several were excluded due to their broader emphasis on general leadership factors rather than a specific focus on transformational leadership. Furthermore, certain articles were not pertinent to the specific context of this study, which targets Islamic-based organizations. There were also instances where articles were deemed unfit because they examined leadership implications directed at consumers or external stakeholders rather than organizations and their employees.

Table 3: The Articles' Eligibility Criteria

Criterion	Eligibility
Methodology	Article journals that report on empirical, qualitative data and quantitative data.
Focus	The focus is on transformational leadership styles toward employees within Islamic-based organizations.
Context	The presence of transformational leadership should be in the context of an Islamic-based organization.
Implication	The implication is towards an organization and employees, not towards consumers or other stakeholders.

Only 34 out of the 65 articles considered in this eligibility process are directly relevant to the requirements. Those 34 articles were therefore reviewed in the final step, i.e., the quality assessment.

Quality Appraisal: A total of 34 articles proceeded for further quality analysis. The author and co-author (who are subject-matter experts), examined the abstracts, literature, research methodology, findings, and conclusion of the entire article in depth (Appraisal Quality). This is done to guarantee the quality of the papers and their appropriateness for this systematic literature evaluation. Following that, the articles were divided into three primary categories: good, mediocre, and low (Petticrew & Roberts, 2006). Articles that are rated as good or moderate will move on to the review process. Articles that are rated low will not be reviewed in the interim. A total of 13 articles were classified as good quality, 21 as moderate, and none as bad. This indicates that the review process was initiated for all the remaining articles.

Data Extraction and Analysis: To gain a deeper understanding of the publications that had successfully passed the quality assessment, a comprehensive examination of each article was meticulously undertaken, contributing to the formulation of themes for this systematic literature review. The process initiated with data extraction, wherein the researchers conducted a detailed review of the abstracts, results, and findings within each of the 34 selected articles to extract pertinent information. This data was considered relevant if it satisfied two criteria established by the researchers: firstly, addressing the specified research questions, and secondly, aligning with the study's objectives. During this phase, a qualitative synthesis approach, specifically thematic analysis, was employed to underscore the implications of transformational leadership on employees within Islamic-based institutions. This analytical choice was underpinned by the inclusion of articles encompassing qualitative, quantitative, and mixed-method studies, grounded in the principle of integration (Okoli, 2015; Whitemore & Knafl, 2005). Flemming et al. (2019) supported this approach, asserting that for qualitative syntheses encompassing diverse research designs, thematic analysis stands as a suitable method. The thematic analysis commenced with the identification of themes and sub-themes, considering their commonalities and interrelationships gleaned from the literature.

By combining the abstracted data which share common characteristics, two basic categories emerged: "employee's performance and effectiveness" and "employee's ethical behavior," each comprising its sub-categories. Subsequently, these identified themes underwent a second, comprehensive analysis, involving meticulous examination and coding to refine central themes and ensure the accuracy and consistency of the thematic framework. In line with Braun and Clarke (2006), this analytical technique aimed to identify, assess, and elucidate emergent themes and sub-themes derived from the collected data. Any discrepancies regarding the concept of producing the themes and sub-themes must be corrected during the theme development process. Consequently, a number of sub-categories were omitted for those reasons. Specifically, the sub-categories under "employees' performance and effectiveness" are "organizational citizenship behavior", "job satisfaction", "teamwork" and "innovation capabilities" (see Table 4). Under "employees' ethical behavior" are the sub-categories of "self-integrity and "Islamic work ethic" (see Table 4). To enhance the rigor of the analysis, the developed themes and sub-themes were presented to two specialists in leadership and human resource management. These experts systematically reviewed each theme in light of the 34 articles and arrived at a consensus affirming their appropriateness.

Table 4: The Themes and Sub-Themes

Studies	Region	Sector	Employees Performance and Effectiveness		and		Employees Ethical Behavior (EEB)	
			OCB	JS	TW	IC	SI	IWE
(Tanjung et al., 2020)	Indonesia	Islamic Education	/	/				
(Mukhlisin et al., 2021)	Indonesia	Islamic Education			/			
(Masrohatin et al., 2019)	Indonesia	Islamic Education	/		/			
(M. Ahmad & Rochimah, 2021)	Indonesia	Islamic Education					/	
(Hendijani Fard et al., 2020)	Iran	Private Banks	/					
(Hambali & Idris, 2020)	Indonesia	Islamic Education				/		
(Noor Azizah et al., 2020)	Indonesia	Islamic Education		/				
(Sabran et al., 2022)	Indonesia	Islamic Banks					/	
(Fadillah et al., 2020)	Indonesia	Islamic Education				/		
(Javed et al., 2020)	Saudi	Information and Technology						/
(Aini et al., 2021)	Indonesia	Islamic Education			/		/	
(Y. Ahmad et al., 2019)	Indonesia	Islamic Education						/
(Subandi et al., 2021)	Indonesia	Islamic Education	/					
(A. B. Ahmad & Cheng, 2018)	Iraq	Public sector	/			/		
(Mukhtar et al., 2019)	Indonesia	Islamic Education		/		/		

(Kolomboy et al., 2021)	Indonesia	Islamic Healthcare	/	/
(Supriadi et al., 2020)	Indonesia	Islamic Education	/	/
(Moey & Hashi, 2018)	Malaysia	Healthcare Education	/	/
(Rizky Pratama et al., 2020)	Indonesia	Islamic Education	/	/
(Rulitawati et al., 2021)	Indonesia	Islamic Education	/	/
(Mohammad Al-Khalidi et al., 2020)	Kuwait	Islamic Banks	/	/
(Siswaty Ibrahim et al., 2020)	Indonesia	Islamic Education	/	/
(Rianto et al., 2021)	Indonesia	Islamic Banks	/	/
(Din et al., 2019)	Pakistan	Islamic Banks	/	/
(Ananda Lubis, 2022)	Indonesia	Islamic Education	/	/
(Khoiri et al., 2022)	Indonesia	Islamic Education	/	/
(Falah et al., 2021)	Indonesia	Islamic Education	/	/
(Hanafi et al., 2020)	Indonesia	Islamic Banks	/	/
(Fitriyah et al., 2019)	Indonesia	Islamic Education	/	/
(Risqina et al., 2019)	Indonesia	Islamic Education	/	/
(Harmen et al., 2018)	Indonesia	Islamic banks	/	/
(Suryadi et al., 2022)	Indonesia	Islamic Education	/	/
(Mastur et al., 2022)	Indonesia	Islamic Education	/	/
(A. Ahmad & Bayu, 2018)	Indonesia	Islamic Banks	/	/

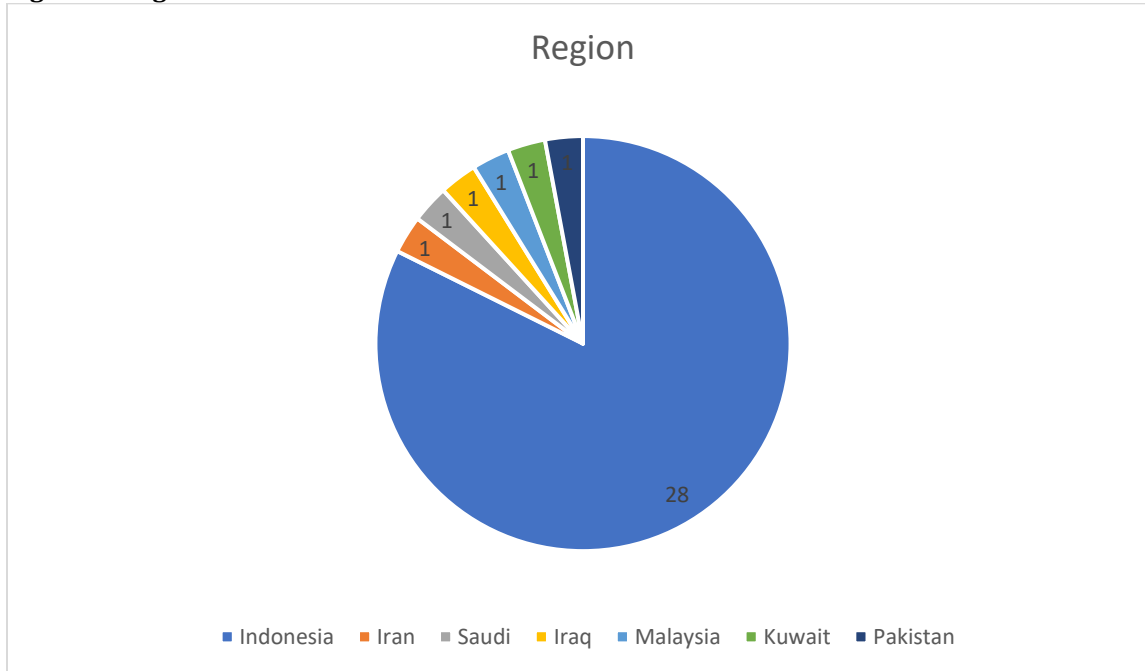
(*OCB: Organisational Citizenship Behavior, JS: Job Satisfaction, TW: Teamwork, EEB: Employees Ethical Behavior, IC: Innovation Capabilities, SI: Self-Integrity, IWE: Islamic Work Ethic.

3. Results

Background of Selected Studies: Upon reviewing 34 articles, two primary themes were discerned related to the implications of transformational leadership towards employees within Islamic-based institutions: employees' performance and effectiveness, and their ethical behavior. This thematic analysis further yielded six sub-themes: organizational citizenship behavior, job satisfaction, teamwork, employees' ethical behavior, innovation capabilities, and self-integrity, all culminating in the Islamic work ethic. A methodological breakdown reveals that out of these 34 articles, 26 adopted a quantitative approach, while the remaining 8 utilized qualitative methods. The research settings spanned seven countries, all located in Asia: Indonesia, Iran, Saudi Arabia, Iraq, Malaysia, Kuwait, and Pakistan. Notably, Indonesia was the focal point for 28 of these studies

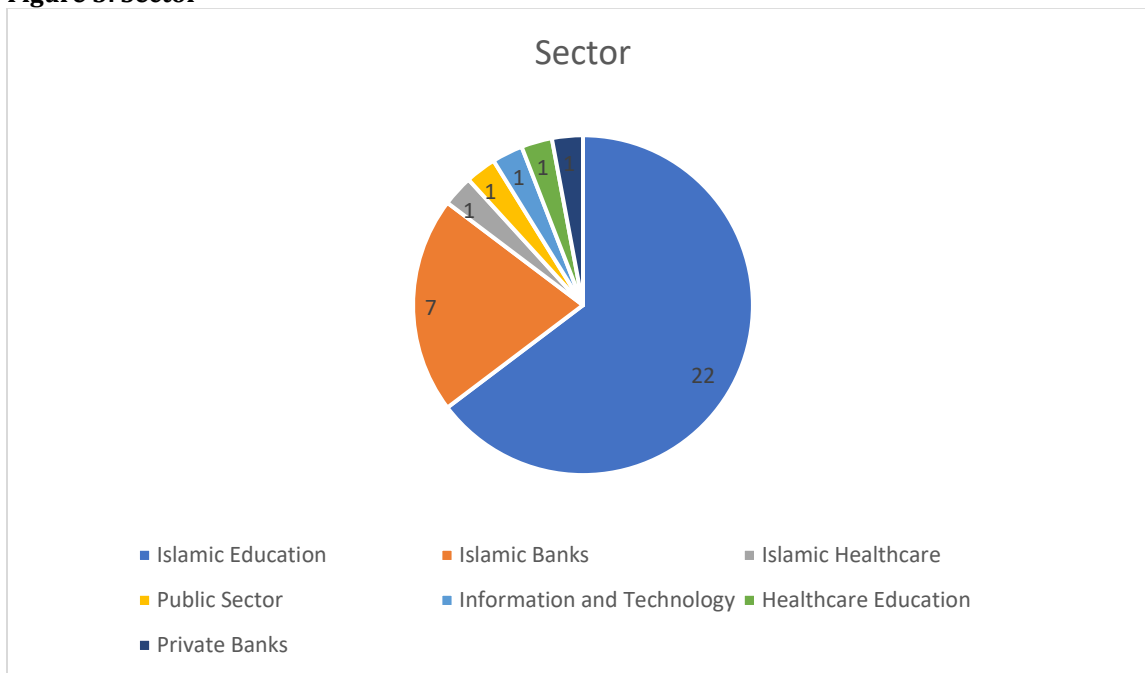
on transformational leadership in Islamic institutions, highlighting a profound understanding of this leadership style within its Islamic institutions. The exclusive representation of Asian countries in this review underscores the absence of relevant studies from other global regions.

Figure 2: Region



Under "Sector", the Islamic education sector was found to be the most dominant including *madrasahs*, *pasentran*, Islamic colleges, Islamic boarding schools and others.

Figure 3: Sector



The fact that there are many teachers worldwide—approximately 85 million—is a major factor in why so many studies have been conducted in the Islamic education sector (The World Bank, 2022). Teachers must guide their students in a transformative way if they want to guarantee creative and innovative learning outcomes (Vermeulen et al., 2022). This is done to serve as an example for the students and to encourage them to be more creative and keep up with the fast-paced setting. The Islamic banking sector is most predominant in Indonesia, Iran, Kuwait and Pakistan. This is because the existence of transformational leadership, with vision and the ability to read trends in market developments, technology, and competition patterns, is necessary to create strategic advantage in the Islamic banking industry (Hermawati & Mas, 2017). It is hence essential for the corporate-level global market to have a transformative leader who is aware of Islamic banking's human resource issues (Sabran et al., 2022). The rest of the studies were conducted in other sectors including the public sector in Iraq, information technology in Saudi Arabia, healthcare education in Malaysia, and Islamic healthcare in Indonesia. There is a need for future studies to concentrate on these types of Islamic-based institutions, including those not already mentioned like waqf, mosque, zakat, Islamic insurance, Islamic foundation, Islamic training center, and many others, due to the lack of studies in these diverse industries.

Themes and Sub-Themes: We identified two recurring themes in the remaining articles: employees' performance and employees' ethical behavior. The issue of how employees' ethical behavior affects performance and effectiveness was also brought up in several of the articles. The following sub-section provides a thorough explanation.

Employees Performance and Effectiveness: It was discovered that transformational leadership has a favorable impact on organizational and personnel effectiveness. There are four sub-themes under "employees' performance and effectiveness" namely: organizational citizenship behavior (OCB), job satisfaction (JS), teamwork (TW), and innovative capabilities (IC). These four sub-themes could improve how well employees perform for their Islamic organizations. First up is organizational citizenship behavior, which is defined as the action of employees who are willing to perform a task beyond the scope of their job description. To improve Islamic-based institutions, OCB is essential. Through it, subordinates can develop their work skills and teamwork abilities. In keeping with the findings of this study, the transformative principle was found to help Madrasah Aliyah achieve success on the national and international levels by fostering organizational citizenship behavior, inspiring motivation, and intellectual stimulation (Subandi et al., 2021). For instance, the principal's outstanding principles and high level of commitment pushed the school community to work together to raise the standard of education at the institution.

The next sub-theme is job satisfaction, which refers to how satisfied people are with their jobs overall, including the environment at work and the demands of their jobs. This study asserts that a transformative leader who can harness the power of people can improve staff performance and job satisfaction (Ananda Lubis, 2022). This is because transformational leaders make every effort to realize their vision and so indirectly boost the productivity and job satisfaction of their subordinates. As an Islamic institution, assisting one another is a culture (Mukhlisin et al., 2021) from the perspective of teamwork. Therefore, transformational leadership can enhance teamwork skills in Islamic organizations and positively affect performance where teamwork culture is strong. In the context of Indonesian Islamic banks, a manager's transformational leadership might affect their subordinates' ability to adapt to the corporate competitive advantage (Rianto et al., 2021). Consequently, the four pillars of transformational leadership are positively correlated with employees' willingness to adopt new ideas and change (A. B. Ahmad & Cheng, 2018; Fadillah et al., 2020).

Employees' Ethical Behavior: It has been discovered that transformational leadership encourages employees to act more morally. "Self-integrity" and "Islamic work ethic" are the two sub-themes under "Employees' Ethical Behaviour". The ethical behavior of employees in their affiliated Islamic organizations will eventually rise because of these two sub-themes. Employees' ethical behavior is described as the conduct governed by ethics displayed by employees at work, such as honesty and ethical manners. Islamic work ethics refer to moral conduct displayed by a person in accordance with the Qur'an and the Hadith. Employees who adopt an Islamic work ethic, for instance, will regard their work as one of their responsibilities and view it as a virtue. Additionally, numerous studies have revealed that higher ethical behavior on the part of employees can boost productivity and effectiveness. This is because followers will hold a leader with strong integrity in high regard, making them a role model (Aini et al., 2021). Additionally, as transformative leaders in

Islamic organizations, leaders who consistently spread Islamic principles and values to all staff members will eventually encourage an Islamic work ethic in the organization (Y. Ahmad et al., 2019).

4. Discussion

Under organizational citizenship behavior, various studies in the context of the Indonesian Islamic education sector have demonstrated that transformational leaders can help improve organizational citizenship behavior, which will ultimately boost the performance of students, teachers, non-educators, and the overall school community. This means that as leaders become more effective at influencing organizational citizenship behavior in their subordinates, the performance of the latter will improve (Tanjung et al., 2020). For instance, a transformational leader in an Islamic religious college in Jember, Indonesia, uses his authority and position to affect the organizational citizenship behavior of non-educator personnel (Masrohatin et al., 2019). Additionally, the Institute for Islam Studies Jember community was found to be positively motivated by the principles of transformational leadership even during the COVID-19 pandemic's difficult days (Risqina et al., 2019). This is because transformational leaders build emotional bonds with their teams as they work towards accomplishing their goals and vision to improve productivity, awareness, and trust (Mastur et al., 2022). In the context of an Islamic school in Bogor, Indonesia, Rizky Pratama et al. (2020) noted that transformational leadership can boost organizational commitment and lower personnel turnover.

Employee turnover rates that are too high can harm an organization's performance. In the Islamic education sector, transformational leadership supported by Islamic organizational culture was also found to increase organizational citizenship behavior among employees (Subandi et al., 2021). Numerous research conducted outside the context of Islamic education have come to the same conclusion, i.e., transformational leadership increases organizational citizenship behavior and improves employee performance. This was demonstrated in the contexts of private banks in Iran, the Iraqi public sector, Islamic banks in Kuwait, Indonesia, and Pakistan. Additionally, it was discovered that transformational leaders greatly increase job satisfaction levels among workers in a variety of industries and regions, including Islamic education, Islamic healthcare, Islamic banks in Indonesia, and healthcare education in Malaysia. This is due to the three crucial emotional, spiritual, and social talents that Islamic transformational leaders in Islamic organizations possess (Kolomboy et al., 2021). Transformational leaders have demonstrated their ability to improve subordinates' job satisfaction and performance in the context of Indonesia's Islamic education sector despite being badly hit by the COVID-19 pandemic (Noor Azizah et al., 2020). This is corroborated by Moey and Hashi (2018) who studied nine nurse educators and found that leaders at Malaysian nursing schools play critical roles in elevating the nurse educators' job satisfaction.

This is because nurse educators who practice transformational leadership always inspire their team members to strive for greater success than the intended outcomes. This suggests that the subordinates are content and satisfied since they are aware that they can develop under the guidance of transformational leaders. Based on a study on Indonesian Islamic banks, the individualized consideration of transformational leadership has been shown to improve employees' job satisfaction and performance (Hanafi et al., 2020). As an illustration, transformational managers in Islamic banking are constantly available to listen, encourage and counsel, as well as pay attention to the requirements and accomplishments of their subordinates. This is consistent with the study of A. Ahmad and Bayu (2018) conducted in an Islamic commercial bank in Indonesia, found that a transformational leader's continual discussion with staff members can help the latter understand what they can contribute to their work and boost job satisfaction. Through organizational citizenship behavior and transformational leadership, employees' job satisfaction can also be increased (Mastur et al., 2022; Tanjung et al., 2020). Three studies found that transformational leadership can affect employees' capacity for teamwork in the Indonesian Islamic education sector. The prevailing Islamic organizational culture in the organization affects organizational teamwork through transformational leadership (Masrohatin et al., 2019).

According to Mukhlisin et al. (2021), in the context of administrators in Indonesian Islamic schools, transformational leadership can improve performance in environments with a strong culture of teamwork. A leader who cultivates a positive bond with his followers could better communicate his motivational objectives, offer support whenever needed, and give attention to his subordinates. The employees' capacity for teamwork can be improved by a leader who serves as an example (Aini et al., 2021). The head of an Islamic

boarding school, for instance, serves as a positive example to her subordinates when she encourages teamwork and participates in all school events. Several studies have demonstrated that transformational leadership fosters creativity among staff, particularly in the Indonesian Islamic education sector, Islamic banking also in Indonesia and the Iraqi public sector. It goes without saying that to survive the COVID-19 outbreak, one must be able to adapt to the situation. In the context of an Indonesian Islamic school, Fadillah et al. (2020) demonstrated that transformational leadership substantially increased teachers' capacity for innovation during the pandemic. For instance, the administration frequently hosted online conferences and webinars to support teachers and enhance parent-teacher engagement while the school was in lockdown (Rulitawati et al., 2021; Suryadi et al., 2022).

This is to ensure that the subordinates have the ability, freedom, and autonomy to be more creative under the transformative leader (Mukhtar et al., 2019; Supriadi et al., 2020). With regards to employees' self-integrity, some Indonesian-based studies on the Islamic education sector and Islamic banking have demonstrated the ability of transformational leadership to increase employees' self-integrity and ultimately their organizational performance. Here, self-integrity refers to the leaders' value of integrity as demonstrated at work. Nasliza Arina & Jamilah, (2018) asserted that leaders who possess Islamic work ethics based on the Al-Quran and Al-Hadith can boost the self-integrity and professionalism of employees. For instance, a leader with high self-integrity can motivate students and teachers to successfully achieve their objectives. In Indonesian Islamic banks, it was discovered that a manager's transformational leadership can effectively lower employees' unproductive work behavior to achieve organizational goals (Sabran et al., 2022). Numerous studies have noted that transformational leadership significantly improves employees' Islamic work ethics in the contexts of the information and technology sector in Saudi Arabia, Islamic education, Islamic healthcare, Islamic banks in Indonesia. Due to the embedded Islamic culture, transformational leadership greatly affects employees' Islamic work ethics in Islamic-based organizations (Javed et al., 2020). Falah et al. (2021) asserted that employees with good Islamic work ethics are highly committed to their organization and demonstrate enhanced work performance.

5. Conclusion

Out of the 34 retrieved papers, transformational leadership positively affects Islamic institutions in Asia. This demonstrates that the four pillars of transformational leadership—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—are critical in improving employees' productivity and effectiveness. Transformational leaders are noted to boost job satisfaction, enhance citizenship behavior, improve teamwork, and drive innovation toward improving competitiveness. Transformational leaders rooted in Islamic culture and beliefs are also demonstrated to boost ethical behavior. Islamic-oriented transformational leaders can drive employees' sense of self-integrity and Islamic work ethics via the four transformational leadership dimensions. This is because Islamic leaders would always encourage their followers to act appropriately and do good (Jabran & Sharfizie, 2022). Through role modeling, transformational leadership has a positive impact on employees' ethical behavior.

Table 5: Table of Conclusions

Transformational Leadership Implications Towards Employees Within Islamic-based Institutions	Authors
Boost job satisfaction	(A. Ahmad & Bayu, 2018; Ananda Lubis, 2022; Kolomboy et al., 2021; Mastur et al., 2022; Moey & Hashi, 2018; Mukhtar et al., 2019; Noor Azizah et al., 2020; Tanjung et al., 2020)
Enhance organizational citizenship behavior	(A. B. Ahmad & Cheng, 2018; Din et al., 2019; Harmen et al., 2018; Hendijani Fard et al., 2020; Masrohatin et al., 2019; Mastur et al., 2022; Mohammad Al-Khaldi et al., 2020; Rianto et al., 2021; Risqina et al., 2019; Rizky Pratama et al., 2020; Subandi et al., 2021; Tanjung et al., 2020)
Improve teamwork	(Aini et al., 2021; Masrohatin et al., 2019; Mukhlisin et al., 2021).
Drive innovation towards improving	(A. B. Ahmad & Cheng, 2018; Fadillah et al., 2020; Hambali & Idris,

competitiveness	2020; Mukhtar et al., 2019; Rianto et al., 2021; Rulitawati et al., 2021; Supriadi et al., 2020; Suryadi et al., 2022)
Drive employees' sense of self-integrity	(M. Ahmad & Rochimah, 2021; Aini et al., 2021; Sabran et al., 2022)
Promote Islamic work ethics	(Y. Ahmad et al., 2019; Falah et al., 2021; Fitriyah et al., 2019; Hanafi et al., 2020; Javed et al., 2020; Khoiri et al., 2022; Kolomboy et al., 2021; Risqina et al., 2019; Siswaty Ibrahim et al., 2020; Suryadi et al., 2022)

Following the critical review of the 34 derived articles via qualitative synthesis for both quantitative and qualitative articles, several suggestions for further knowledge and practical contributions were made. Future research in transformational leadership can incorporate other regions or continents where the Islamic effect is prominent, thus adding to the body of knowledge. To acquire a clearer understanding of the impact of transformational leadership on Islamic-based institutions, future studies can also concentrate on the effect of transformational leadership on other Islamic sectors such as waqf, mosques, and other Islamic-related institutions. In terms of practical contribution, based on the significantly positive outcomes found in the selected articles, the leaders in Islamic institutions should implement and practice transformational leadership along with all four dimensions. This is particularly relevant in the seven regions—Indonesia, Iran, Iraq, Malaysia, Pakistan, Kuwait, and Saudi Arabia—as established in the reviewed studies. Methodology-wise, future studies can employ more databases in addition to Scopus, Web of Science, and Google Scholar in identifying relevant publications to gain a more comprehensive perspective of the subject matter. Future research can also look at other types of religious institutions as this current study focused primarily on Islamic-based institutions to gain varied viewpoints on transformational leadership.

Acknowledgement: This research was supported by the Ministry of Higher Education through the Fundamental Research Grant Scheme (Grant No. FRGS/1/2021/SS02/UITM/02/15) and *Universiti Teknologi MARA*. The authors would like to thank the anonymous participants for their cooperation and time in providing the researcher with all the needed information.

References

- Ahmad, A. B. & Cheng, Z. (2018). The Role of Change Content, Context, Process, and Leadership in Understanding Employees' Commitment to Change: The Case of Public Organizations in Kurdistan Region of Iraq. *Public Personnel Management*, 47(2), 195–216. <https://doi.org/10.1177/0091026017753645>
- Ahmad, A. & Bayu, W. (2018). Impact of Learning Culture, Transformational Leadership and Motivation Language on Gen Y's Employee Job Satisfaction: Case Study on Islamic Banking. *Jurnal Ilmu Manajemen & Ekonomika*, 10(1), 22–29.
- Ahmad, M. & Rochimah, H. (2021). Improving Teaching Effectiveness Through Transformational Leadership and Integrity. *International Journal of Evaluation and Research in Education*, 10(4), 1316–1324. <https://doi.org/10.11591/IJERE.V10I4.21801>
- Ahmad, Y., Hafidz, N., Wiyono, B. B., Imron, A. & Suriansyah, A. (2019). Transformational Leadership Characterized Basic Principle of Islam in the City of Banjarmasin Indonesia. *International Journal of Innovation, Creativity and Change*, 5(Special Edition), 742–763. www.ijicc.net
- Aini, N. K., Ridlwan Nasir, M. & Hilmy, M. (2021). Transformational Leadership of Nyai –Case Study in Roudlotun Nasyiin Islamic Boarding School. *Journal Women's Entrepreneurship and Education*, (1–2), 164–173. <https://doi.org/10.28934/jwee21.12.pp164-173>
- Alexander, P. A. (2020). Methodological Guidance Paper: The Art and Science of Quality Systematic Reviews. *Review of Educational Research*, 90(1), 6–23. <https://doi.org/10.3102/0034654319854352>
- Alsolami, B. & Embi, M. R. (2018). Crowding perception: A case study of developed systematic literature review procedure with multiple software programs as management and synthesis tools. *International Journal of Engineering & Technology*, 7(2.10), 121. <https://doi.org/10.14419/ijet.v7i2.10.10969>
- Ananda Lubis, F. R. (2022). The Influence of Transformational Leadership, Transformational Leadership and Organizational Culture on Employee Performance with Job Satisfaction as Moderation at the Fajrul Iman Islamic Boarding School Patumbak Deli Serdang, North Sumatra. *Jurnal Mantik*, 6(2), 1405–1411.
- Bernard M. Bass. (1985). *Leadership and Performance Beyond Expectations*. 1985.

- Braun, V. & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77–101. <https://doi.org/10.1191/1478088706qp063oa>
- Delgado-Rodríguez, M. & Sillero-Arenas, M. (2018). Systematic review and meta-analysis. *Medicina Intensiva*, 42(7), 444–453. <https://doi.org/10.1016/j.medin.2017.10.003>
- Din, M. U., Khan, F., Kadarningsih, A., Ali, A. & Astuti, S. D. (2019). The Moderating Role of Employee Empowerment and Distributive Justice in Transformational Leadership with Its Impact on Organizational Commitment in Islamic Banks in Pakistan. *Perisai: Islamic Banking and Finance Journal*, 3(2). <https://doi.org/10.21070/perisai.v3i2.2671>
- Durach, C. F., Kembro, J. & Wieland, A. (2017). A New Paradigm for Systematic Literature Reviews in Supply Chain Management. *Journal of Supply Chain Management*, 53(4), 67–85. <https://doi.org/10.1111/jscm.12145>
- Epitropaki, O. & Martin, R. (2004). Implicit Leadership Theories in Applied Settings: Factor Structure, Generalizability, and Stability Over Time. *Journal of Applied Psychology*, 89(2), 293–310. <https://doi.org/10.1037/0021-9010.89.2.293>
- Fadillah, R., Surur, M., Roziqin, A. K., Suhaili, A., Handayani, R. A., Mufid, A., Purwanto, A. & Fahmi, K. (2020). The Influence of Leadership Style on Innovation Capabilities of Islamic School Teachers in Organizational Learning Perspective During COVID-19 Pandemic. *Systematic Reviews in Pharmacy*, 11(7), 589–599.
- Falah, S., Alifah, A. & Rizal, S. (2021). Enhancing Organizational Commitment through Islamic Organizational Culture and Islamic Work Ethic in Modern Pesantren: The Role of Kyai's Transformational Leadership. *Turkish Journal of Computer and Mathematics Education*, 12(6), 4994–5008.
- Fitriyah, D., Sukmawati, & Chiar, M. (2019). The Effect of The Principal's Transformational Leadership and Work Motivation Toward Service Quality to Teachers of Private Islamic Junior High School (MTs) in Pontianak. *Journal of Education, Teaching and Learning*, 4(1), 149–156.
- Flemming, K., Booth, A., Garside, R., Tunçalp, Ö. & Noyes, J. (2019). Qualitative evidence synthesis for complex interventions and guideline development: clarification of the purpose, designs and relevant methods. *BMJ Global Health*, 4(Suppl 1), e000882. <https://doi.org/10.1136/bmjgh-2018-000882>
- Gusenbauer, M. & Haddaway, N. R. (2020). Which academic search systems are suitable for systematic reviews or meta-analyses? Evaluating retrieval qualities of Google Scholar, PubMed, and 26 other resources. *Research Synthesis Methods*, 11(2), 181–217. <https://doi.org/10.1002/jrsm.1378>
- Halevi, G., Moed, H. & Bar-Ilan, J. (2017). Suitability of Google Scholar as a source of scientific information and as a source of data for scientific evaluation—Review of the Literature. *Journal of Informetrics*, 11(3), 823–834. <https://doi.org/10.1016/j.joi.2017.06.005>
- Hambali, M. & Idris. (2020). Transformational Leadership, Organizational Culture, Quality Assurance, and Organizational Performance: Case Study in Islamic Higher Education Institutions (IHEIS). *Journal of Applied Management (JAM)*, 18(3), 572–587. <https://doi.org/10.21776/ub.jam.2020.018>
- Hanafi, A., Wahab, Z. & Cahyadi, A. (2020). Transactional Leadership and Transformational Leadership, Their Impacts on Job Satisfaction: Islamic Banking in South Sumatra. *Advances in Economics, Business and Management Research*, 142, 133–140.
- Harmen, H., Suryana, Y., Kusman, M. & Soemaryani, I. (2018). Transformational Leadership and Working Ethics of Islam Towards Organizational Commitment (Survey on Islamic Banks in Banda Aceh). *International Journal of Social Science and Economic Research*, 3(1), 446–459. www.ijsser.org
- Hendijani Fard, M., Asadi Damavandi, A., Mahdilouytazehkandi, A. & Asharin, M. (2020). Leadership and Followers' Organizational Citizenship Behaviour from the Islamic Perspective (OCBIP). *Journal of Islamic Marketing*, 12(6), 1124–1144. <https://doi.org/10.1108/JIMA-02-2019-0036>
- Hermawati, A. & Mas, N. (2017). Mediation effect of quality of work life, job involvement, and organizational citizenship behavior in the relationship between transglobal leadership to employee performance. *International Journal of Law and Management*, 59(6), 1143–1158. <https://doi.org/10.1108/IJLMA-08-2016-0070>
- Jabran, J. & Sharfizie, S. (2022). A Review of Islamic Leadership's Effectiveness in Islamic-Based Institutions. *International Journal of Academic Research in Business and Social Sciences*, 12(9). <https://doi.org/10.6007/IJARBS/v12-i9/15151>
- James MacGregor Burns. (1978). *Leadership* (Cass Canfield book). Harper & Row.
- Javed, S., Malik, A. & Alharbi, M. M. H. (2020). The relevance of leadership styles and Islamic work ethics in managerial effectiveness. *PSU Research Review*, 4(3), 189–207. <https://doi.org/10.1108/PRR-03-2019-0007>

- Kellerman, B., Rhode, D. L. & Day, S. (2007). *Women and leadership: the state of play and strategies for change*. Wiley.
- Khoiri, N., Patoni, A., Tanzeh, A., Sayyid, U. & Tulungagung, A. R. (2022). Kiai's Transformational Leadership in Policy Making for Realizing the Quality of Islamic Boarding Schools (Multi Cases of the Nurul Ulum Islamic Boarding School in Blitar and the Hidayatul Mubtadien Islamic Boarding School in Tulungagung). *Technium Social Sciences Journal*, 31, 508–521. www.techniumscience.com
- Kim, H. D., Cruz, A. B., Kim, H. D. & Bautista Cruz, A. (2022). Transformational Leadership and Psychological Well-Being of Service-Oriented Staff: Hybrid Data Synthesis Technique. *International Journal of Environmental Research and Public Health*. <https://doi.org/10.3390/ijerph>
- Kitchenham, B. (2007). Guidelines for performing Systematic Literature Reviews in software engineering. EBSE Technical Report (Version 2.3). Software Engineering Group. <https://www.researchgate.net/publication/258968007>
- Kolomboy, F., Paluttur, S., Rivai, F., Saleh, L. M., Masudin, M. & Amiruddin, R. (2021). Spiritual-Based Transformational Leadership Style at Anutapura Regional General Hospital, Palu. *Open Access Macedonian Journal of Medical Sciences*, 9, 524–529. <https://doi.org/10.3889/oamjms.2021.6119>
- Kraus, S., Breier, M. & Dasí-Rodríguez, S. (2020). The art of crafting a systematic literature review in entrepreneurship research. *International Entrepreneurship and Management Journal*, 16(3), 1023–1042. <https://doi.org/10.1007/s11365-020-00635-4>
- Li, Y. (2022). A Review of Empirical Research on Transformational School Leadership in China (2010–2019). *ECNU Review of Education*, 5(1), 156–184. <https://doi.org/10.1177/2096531120942242>
- Lockwood, C., Munn, Z. & Porritt, K. (2015). Qualitative research synthesis: Methodological guidance for systematic reviewers utilizing meta-aggregation. *International Journal of Evidence-Based Healthcare*, 13(3), 179–187. <https://doi.org/10.1097/XEB.0000000000000062>
- Martín-Martín, A., Orduna-Malea, E., Thelwall, M. & Delgado López-Cózar, E. (2018). Google Scholar, Web of Science, and Scopus: A systematic comparison of citations in 252 subject categories. *Journal of Informetrics*, 12(4), 1160–1177. <https://doi.org/10.1016/j.joi.2018.09.002>
- Masrohatin, S., Sulianti, D. & Tobing, K. (2019). Transformational Leadership Style, Organizational Culture, Locus of Control and Its Influence on The Organizational Citizenship of Behavior Employees: State Institute of Islamic Studies of Jember. *INTERNATIONAL JOURNAL OF SCIENTIFIC & TECHNOLOGY RESEARCH*, 8(06), 163–171. www.ijstr.org
- Mastur, Soim, Nik Haryanti. & Gufron, M. (2022). The Influence of Transformational Leadership and Organizational Culture on Job Satisfaction and Organizational Citizenship Behavior (OCB) in Islamic Educational Institutions. *AL-TANZIM: Jurnal Manajemen Pendidikan Islam*, 6(3), 802–813. <https://doi.org/10.33650/al-tanzim.v6i3.3643>
- Meraku, A. (2017). Role of Leadership in Organizational Effectiveness. *Journal of Economics, Business and Management*, 5(11), 336–340. <https://doi.org/10.18178/joebm.2017.5.11.535>
- Mistry, M. V., Devi, A. S., Suji, M. & Yadav, P. (2020). Impact of Transformational Leadership on Patient Safety & Outcome-A Systematic Review. *Indian Journal of Forensic Medicine & Toxicology*, 14(4), 3797.
- Moey, S. F. & Hashi, A. A. (2018). Transformational and Transactional Leadership Styles in Enhancing Nurse Educator's Job Satisfaction: An Integrative Analysis of Conventional and Islamic Approaches. *2nd World Congress on Integration and Islamicisation (IMJM)*, 17(2), 319–332.
- Mohamed Shaffril, H. A., Samah, A. A., Samsuddin, S. F. & Ali, Z. (2019). Mirror-mirror on the wall, what climate change adaptation strategies are practiced by the Asian fishermen of all? *Journal of Cleaner Production*, 232, 104–117. <https://doi.org/10.1016/j.jclepro.2019.05.262>
- Mohammad Al-Khaldi, M. H., Irtemah, H. & Alhawari, S. F. (2020). The Impact of Transformational Leadership on Organizational Identification in Kuwaiti Islamic Banks. *Modern Applied Science*, 14(7), 111–119. <https://doi.org/10.5539/mas.v14n7p111>
- Moher, D., Liberati, A., Tetzlaff, J. & Altman, D. G. (2009). Preferred reporting items for systematic reviews and meta-analyses: the PRISMA Statement. *Open Medicine*, 3(2), 30.
- Moher, D., Shamseer, L., Clarke, M., Ghersi, D., Liberati, A., Petticrew, M., Shekelle, P., Stewart, L. A., Estarli, M., Barrera, E. S. A., Martínez-Rodríguez, R., Baladia, E., Agüero, S. D., Camacho, S., Buhning, K., Herrero-López, A., Gil-González, D. M., Altman, D. G., Booth, A. & Whitlock, E. (2016). Preferred reporting items for systematic review and meta-analysis protocols (PRISMA-P) 2015 statement. *Revista Espanola de Nutricion Humana y Dietetica*, 20(2), 148–160. <https://doi.org/10.1186/2046-4053-4-1>

- Mukhlisin, A., Ghozali, I. & Djastuti, I. (2021). Transformational Leadership and Collectivism in Distribution Market: A Study in Central Java – Indonesia. *Quality - Access to Success*, 22(185), 146–154. <https://doi.org/10.47750/QAS/22.185.20>
- Mukhtar, Risnita. & Anwar, K. (2019). The Effect of Transformational Leadership, Management Information System, And Organizational Climate on Lecturers' Job Satisfaction. *INTERNATIONAL JOURNAL OF SCIENTIFIC & TECHNOLOGY RESEARCH*, 8(11), 288–299. www.ijstr.org
- Nasliza Arina, N. & Jamilah, A. (2018). Pengaplikasian Etika Kerja Islam oleh Pengamal Perhubungan Awam di Organisasi Berteraskan Islam di Malaysia. *GJAT*, 8(1), 93. www.gjat.my
- Noor Azizah, Y., Khairul Rijal, M., Nuriyatur Rohmah, U., Adymas Pranajaya, S., Ngiu, Z., Mufid, A., Purwanto, A., HaliahMâu, D., Samarinda, I. & STIQ Wali Songo Situbondo, I. (2020). Transformational or Transactional Leadership Style: Which Affects Work Satisfaction and Performance of Islamic University Lecturers During the COVID-19 Pandemic? *Systematic Reviews in Pharmacy*, 11(7), 577–588.
- Okoli, C. (2015). A guide to conducting a standalone systematic literature review. *Communications of the Association for Information Systems*, 37(1), 879–910. <https://doi.org/10.17705/1cais.03743>
- Petticrew, Mark. & Roberts, H. (2006). *Systematic reviews in the social sciences: a practical guide*. Blackwell Pub.
- Rianto, M. R., Jasfar, F. & Arafah, W. (2021). Mediating Effect of Organization Learning on the Relationship Between Strategic Change, Knowledge Management and Transformational Leadership; Case of Indonesia Islamic Banks. *Journal of Economic Development, Environment and People*, 10(3), 26–49. <https://doi.org/10.26458/jedep.v10i3.697>
- Risqina, Budi Helpiastuti, S. & Sasongko. (2019). Transformational Leadership and Organizational Culture at The Institute for Islam Studies Jember. *ISSRD Journal*, 2(1), 31–44. <https://doi.org/10.19184/issrd.v2i2.17470>
- Rizky Pratama, H., Sunaryo, W. & Yusnita, N. (2020). Studying the Relationship Between Transformational Leadership and Organizational Culture with Organizational Commitment at Minhaj Shahabah Islamic Boarding School Bogor. *JHSS (Journal of Humanities and Social Studies)*, 04(2), 146–151. <https://journal.unpak.ac.id/index.php/jhss>
- Rulitawati, Zainuddin Nawati, M., Susanti, T., Yusup, M., Febriani, H. & Asvio, N. (2021). Transformational Leadership of Integrated Islamic School Principal. *At-Ta'lim Media Informasi Pendidikan Islam*, 20(2), 203–222. <https://doi.org/10.29300/atmipi.v20.i1.5981>
- Saad Alessa, G. (2021). The Dimensions of Transformational Leadership and Its Organizational Effects in Public Universities in Saudi Arabia: A Systematic Review. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.682092>
- Sabran, Ekowati, V. M. & Supriyanto, A. S. (2022). The Interactive Effects of Leadership Styles on Counterproductive Work Behavior: An Examination Through Multiple Theoretical Lenses. *Quality - Access to Success*, 23(188), 145–153. <https://doi.org/10.47750/QAS/23.188.21>
- Saunders, B., Sim, J., Kingstone, T., Baker, S., Waterfield, J., Bartlam, B., Burroughs, H. & Jinks, C. (2018). Saturation in qualitative research: exploring its conceptualization and operationalization. *Quality and Quantity*, 52(4), 1893–1907. <https://doi.org/10.1007/s11135-017-0574-8>
- Silva, A. (2016). Can Leaders of Public Companies Make Them Innovative? *Journal of Leadership Studies*, 10(1), 64–65. <https://doi.org/10.1002/jls.21449>
- Siswaty Ibrahim, A., Abdussamad, Z. & Hanafi, H. (2020). The Effects of Transformational Leadership and Organizational Climate on the Performance of Employees at Paud Islam Terpadu Al Ishlah Gorontalo. *Public Policy Journal*, 1(1), 56–66.
- Subandi, Thoyib, M., Fauzan, A. & Jaenullah. (2021). Pesantren-based Transformational Leadership: Strategies toward International Superior Madrasah in Indonesia. *Webology*, 18, 1023–1040. <https://doi.org/10.14704/WEB/V18SI05/WEB18279>
- Supriadi, O., Musthan, Z., Odah, S., Nurjehan, R., Haryanti, Y. D., Marwal, M. R., Purwanto, A., Mufid, A., Yulianto, R. A., Farhan, M., Fitri, A. A., Fahlevi, M. & Sumartiningsih, S. (2020). Did Transformational, Transactional Leadership Style and Organizational Learning Influence the Innovation Capabilities of School Teachers during the COVID-19 Pandemic? *Systematic Reviews in Pharmacy*, 11(9), 299–311.
- Suryadi, Nurmahaemin, W., Kemal, I. & Suryana, A. (2022). Transformational Leadership: Classroom Management Innovation and The Quality of Islamic Religious Education Teacher Service in Elementary Schools in Kendari City. *SPECIALUSIS UGDYMAS / SPECIAL EDUCATION*, (43), 2535–2548.

- Tanjung, B. N., Rahman, Y., Budiyanto, Badawi, Aep Tata Suryana, Tune Sumar, W., Mufid, A., Purwanto, A. & Wardo. (2020). The Influence of Transformational Leadership, Job Satisfaction and Organizational Citizenship Behavior on the Performance of Islamic School Teachers. *Systematic Reviews in Pharmacy*, 11(7), 539–546. <https://www.researchgate.net/publication/344550269>
- The World Bank. (2022). Teachers. The World Bank.
- Turnnidge, J. & Côté, J. (2018). Applying transformational leadership theory to coaching research in youth sport: A systematic literature review. *International Journal of Sport and Exercise Psychology*, 16(3), 327–342. <https://doi.org/10.1080/1612197X.2016.1189948>
- Vermeulen, M., Kreijns, K. & Evers, A. T. (2022). Transformational leadership, leader–member exchange and school learning climate: Impact on teachers’ innovative behavior in the Netherlands. *Educational Management Administration and Leadership*, 50(3), 491–510. <https://doi.org/10.1177/1741143220932582>
- Whittemore, R. & Knafl, K. (2005). The integrative review: updated methodology. *Journal of Advanced Nursing*, 52(5), 546–553. <https://doi.org/10.1111/j.1365-2648.2005.03621.x>
- Xiao, Y. & Watson, M. (2019). Guidance on Conducting a Systematic Literature Review. *Journal of Planning Education and Research*, 39(1), 93–112. <https://doi.org/10.1177/0739456X17723971>