

Transformational Leadership: Its Features and Functions Towards School Organizational Culture Model

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Abstract

Transformational leadership, defined by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, has become a central focus in educational leadership, yet its direct relationship with school organizational culture (SOC) remains underexplored in the Philippine context. This study investigated the extent to which transformational leadership is practiced through individualized consideration—personalized mentorship and coaching, active listening and emotional support, tailored professional development, and empowerment—and examined how these practices affect productivity in performance evaluation across work environment, morale, policies, and organizational support. Employing a descriptive quantitative research design, data were collected from approximately 100 educators and academic leaders in selected colleges and universities in Manila using a validated researcher-made questionnaire and purposive sampling. Results showed transformational leadership practices were strongly evident, with high ratings for mentorship and coaching and active listening, and emotional support, alongside favorable evaluations for professional development and empowerment. Regression analysis revealed mentorship and professional development as the strongest predictors of faculty performance outcomes. Based on these findings, a Transformational Leadership Model was developed, highlighting structured mentorship programs, continuous professional growth, participatory governance, and strategic resource allocation to strengthen SOC and improve institutional outcomes. In conclusion, transformational leadership, particularly through individualized consideration, significantly enhances faculty engagement, instructional quality, and organizational growth in Philippine higher education.

Keywords: Education/Educational Leadership and Teaching; Transformational Leadership and School Organizational Culture; Descriptive Quantitative Research Design and Purposive Sampling; Philippines