

# Visionary Leadership Activities in Improving the Quality of Education

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**Abstract:** The realization of this quality of education can be started from the performance of the principal as the key holder who controls and manages all activities of his school. So the purpose of this study is to determine the implementation of the visionary leadership model, the visionary leadership model to improve the quality of education, and to find out what the advantages and obstacles are in implementing the visionary leadership model at SMPN 3 Meulaboh West Aceh. This type of research is descriptive research using a qualitative approach with research samples, namely the Principal, Vice Principal, Vice Principal of Curriculum, Vice Principal of Student Affairs, and teachers at SMP Negeri 3 Meulaboh using an interview question sheet instrument. The results of the study showed that the Principal's Visionary Leadership Model at SMP Negeri 3 Meulaboh has a strong role and a clear vision for the school he leads. The results of the Principal's Visionary Leadership in Improving the Quality of Education at SMP Negeri 3 Meulaboh are that the principal has succeeded in carrying out his leadership well because he has a strong role in managing the school, and a visionary principal is able to take advantage of existing opportunities and has a concept of achieving a directed and clear vision. The drawback is the workload on teachers and education personnel to be able to achieve the vision set by the principal.

**Keywords:** Leadership model; Quality education; Visionary leadership

## Introduction

Seeing the changes in the era that continue to increase drastically, this causes schools to be required to be able to improve the quality of education. Because by improving the quality of education, schools can maintain their existence in the world of education, so schools are considered obliged to continue to innovate so that the institution does not go bankrupt. Based on the Minister of Education and Culture Regulation Number 63 of 2009 Article 1 paragraph (1) explains that "the quality of education is the level of intelligence of the nation's life that can be achieved from the implementation of the national education system". In line with these regulations, quality assurance of education is carried out as an effort to ensure that the processes carried out by educational institutions are in accordance with the specified standards (PERMEN No. 63 of 2009). In improving quality, it must be carried out consistently so that consumers get quality assurance in the procedures and products produced. According to (Haleem et al., 2022), improving quality is becoming

increasingly important for institutions that are used to obtain better control through their own efforts. Better freedom must be matched with good accountability. Institutions must demonstrate that they are capable of providing quality education to students (Maujud, 2017; Yulianta, 2023).

The realization of this quality of education can start from the performance of the principal as the key holder who controls and manages all activities of his school, so that the principal must understand his role and his duties as a leader to be able to improve the quality of education. Quality in the field of education includes four things, namely: input, process, output and outcome (Ningsih et al., 2017). Educational institutions really need to pay attention to the quality of education provided in order to improve student learning. One of the right efforts to improve quality human resources is to improve the quality of education, one of which is the quality of human resources. The quality of human resources is everything for the current era, therefore people who do not have more abilities in themselves will be left behind by the times. This is why society will

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compete to find the best school for their sons and daughters. So that schools that are unable to show their best quality will be abandoned by society.

Improving the quality of education (schools) is not easy, to achieve good quality is not always identical to the amount of funds spent, the location of the school in the village or in the city, state or private but is largely determined by how the school provides quality services to students so as to produce quality students. As is known, the quality of education in Indonesia cannot be said to be good, this can be seen from the low quality of teachers, learning facilities, and the character of students who are not comparable between villages and cities. One of the things that causes the quality of education in Indonesia is the low quality of educators. Many teachers do not yet have professionalism, so they are not competent in improving the quality of student learning. Then the bad curriculum also has an impact on improving the quality of education because the education curriculum implemented in Indonesia is still not good and does not match what is needed in the world of work (Fadil et al., 2023).

In addition, there is also a lack of guidance and direction for teachers in the development of science and technology (science and technology). But there are still teachers who do not understand how to use computers while many of their activities are related to it. If this phenomenon is allowed, it is certain that the quality of education in Indonesia will get worse (Oktavia, 2019). Related to the problems faced by schools in improving the quality of education is how the principal applies or implements his leadership model because a leader in an educational institution is a reflection of the school he manages, if a leader succeeds in managing his school well, it will have an impact on improving the quality of education in the school. So the school leadership model in improving the quality of education is very important to consider because the principal is the key to the success of an educational institution (Wahyudin, 2018). So by implementing a visionary leadership model, it is intended to be able to improve the quality of education because the goal of visionary leadership is to utilize all human resources and potentials in the school. The principal is a learning leader who creates the school's vision and mission, so that the school has a clear target of achievement. Of course, in terms of creating the school's vision and mission, the principal must involve education stakeholders. With the involvement of education stakeholders, the school's vision and mission are very likely to develop more and focus on improving the school. Or, what is the need of society and the demands of the times can be prepared through an adaptive school.

Therefore, if the school's vision and mission are no longer appropriate, changes need to be made

immediately. Changes to the school's vision and mission can be made through in-depth analysis and evaluation, for example using SWOT Analysis: Strengths, Weaknesses, Opportunities, and Threats (Isamuddin et al., 2021). As an educational leader and also responsible for the management process of educational institutions, the principal has an important role in determining the direction of the educational institution. So that the principal as an educational leader becomes the main actor in determining the vision and goals of the school as the direction of the institution he is leading. The vision and goals of the school are the basis for learning both in academic and non-academic scopes to realize quality education. A future leader is a leader with a strong vision. Such leaders are often referred to as visionary leaders who apply visionary leadership.

Visionary leadership is the ability of a leader to create and articulate a realistic, credible, attractive vision of the future for an organization. Visionary leadership is the ability of a leader to create, formulate, communicate, socialize or transform, implement ideal thoughts that come from him or from the results of social interactions between members of the organization and stakeholders that are believed to be the ideals of the organization in the future that must be achieved or realized through the commitment of all personnel (Mukti, 2018). Visionary leadership has characteristics that differentiate it from other leadership models, for example, with a transactional leadership model whose leadership is more focused on its role as a manager, because it has a fairly large space for involvement in managerial procedural aspects. In this case, a clear work system refers to the tasks carried out and the rewards received according to the degree of sacrifice in the work. Meanwhile, the visionary leadership model whose main work is focused on engineering a challenging future and becoming a superior agent of change and determining the direction of the organization that understands priorities, becomes a professional trainer and can guide other personnel towards the expected work professionalism.

SMP Negeri 3 Meulaboh Aceh Barat is a school that provides quality assurance for its graduates, this is the school's main responsibility for student education and development, based on the results of interviews with the principal at SMP Negeri 3 Meulaboh, the implementation of this quality assurance has been implemented since 2011 and has succeeded in providing a major impact on students and the school itself so that the quality of education can be realized. The contents of quality assurance at SMP Negeri 3 Meulaboh West Aceh are : practicing the sunnah of the apostle (sunnah prayer, fasting, alms, dhikr; students have an average report card score of 80 for each subject; able to compile and present scientific articles; independent in carrying out

daily activities (Principal of SMP Negeri 3 Meulaboh West Aceh). This quality assurance is a promise given by the school to the parents of students that when their children graduate from SMP Negeri 3 Meulaboh, they will have more abilities and insights as guaranteed by the school. School quality assurance is checked periodically once a semester to monitor the achievements of each student, LPMP (education quality assurance institution) at this school which always controls and receives reports of results by the principal so that it is organized to achieve quality assurance.

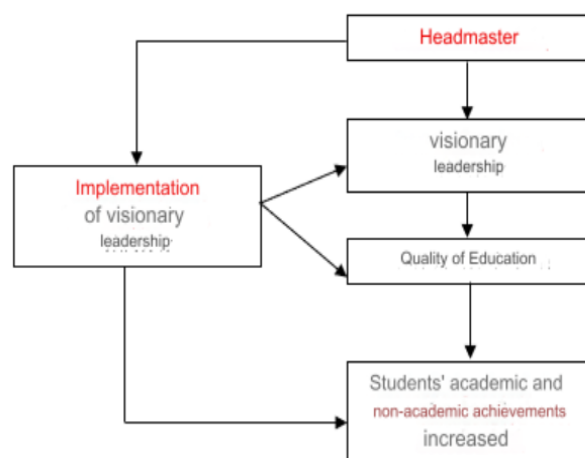
So it can be said that SMP Negeri 3 Meulaboh has its own advantages and uniqueness from other schools because it dares to provide quality assurance so that students who graduate from this school have their own graduation standards. SMPN 3 Meulaboh West Aceh is also one of the schools with the largest number of students and is classified as a favorite school. The school has also experienced several improvements during this new leadership change. Instilling character education is very important and is emphasized on the grounds that morals are higher than knowledge. This does not mean setting aside knowledge, but to study knowledge must be with good morals, both towards friends, teachers, or parents. Besides that, there is something that cannot be ignored, namely instilling self-awareness to perform worship, namely through the practice of dhuha prayer, murojaah and reciting the Koran in the morning and congregational zuhur prayer. The implementation of school habits that are disciplined have a good impact on students and all members of the school. The principal develops and modifies school habits into fun and diverse activities. So that it can arouse students' enthusiasm in learning and improve achievement and increase trust in the eyes of parents and the community in the school environment.

That SMPN 3 Meulaboh Aceh Barat in the past and the present are different where the difference is much better and more advanced in the quality of education. This can also be seen from the number of students who register at SMPN 3 Meulaboh Aceh Barat which has increased every year. Compared to previous years, before being led by a new principal. Based on this, the researcher considers it necessary to conduct research on the quality of education that can be improved through the visionary leadership model of the principal at SMP Negeri 3 Meulaboh Aceh Barat. The aim of this study is to determine the visionary leadership model, the visionary leadership process, the advantages and obstacles in implementing the visionary leadership model, and the visionary leadership strategy in improving the quality of education. So the author can describe the formulation of this research problem in a research title: "The Effectiveness of Visionary

Leadership in Improving the Quality of Education at SMPN 3 Meulaboh Aceh Barat".

## Method

This type of research is descriptive research using a qualitative approach. Descriptive research is researches whose problem-solving procedures are investigated by describing or depicting the current state of the subject or object of the researcher based on the facts that appear or as they are which include data interpretation and data analysis (Kurniawan et al., 2023). This research will describe, reveal and present as it is according to the data, facts, and reality regarding Visionary Leadership in Improving the Quality of Education at SMP Negeri 3 Meulaboh, West Aceh. As shown in the following Figure.



**Figure 1.** Visionary Leadership in Improving the Quality of Education at SMP Negeri 3 Meulaboh, West Aceh

The research sample was the Principal, Vice Principal, Vice Principal of Curriculum, Vice Principal of Student Affairs, and teachers at SMP Negeri 3 Meulaboh using an interview question sheet instrument. This instrument is used for question material in the data collection process. After the data collection process is complete, the next step is to analyze the data. Data analysis includes data reduction, data presentation, and verification. In line with Sugiyono's statement, there are three activities in data analysis, namely reduction, display, and verification.

## Result And Discussion

### *Visionary Leadership Model of the Principal of SMP Negeri 3 Meulaboh, West Aceh*

A visionary leader must also be able to communicate his vision and be able to motivate his colleagues to continue to be enthusiastic in achieving

common goals, the end result of which is that everyone has contributed to the progress of the school. Basically, leaders who apply this style will always see what the school's potential is so that it becomes more advanced than other schools and is able to seize opportunities in the future. In the application of the visionary leadership model of the principal at SMP Negeri 3 Meulaboh, West Aceh, the results of observations and interviews obtained data regarding the application of the visionary leadership model that was implemented, including:

#### *Direction Determinant*

The principal's ability as a direction determiner is manifested in conveying the vision, communicating the vision, motivating teachers, staff, and other employees, and convincing teachers, staff, and employees in carrying out their duties and responsibilities. As the principal of SMP Negeri 3 Meulaboh, West Aceh, every morning he conducts a briefing every day before providing learning to students. Things that are done before the briefing are the directions given by the principal regarding what needs to be achieved today and evaluating yesterday's learning process activities and also making decisions if there are things that need to involve the principal's own policies, although this briefing is not carried out for a long time, it is expected to be able to provide motivation before carrying out the teaching process and overcoming problems at school (Darling-Hammond et al., 2024).

A leader in a school, setting targets or objectives is an important thing for a principal to do, this is useful in clarifying the direction of the shared vision. As a person who determines the direction of the realization of the vision, the principal must be able to support, influence and motivate workers or colleagues so that the school's vision can be easily realized. This is as stated by the principal who stated that: "Basically, the principal's job is to direct, control, and support every beginning. As a principal, communicating the vision is an important thing to do so that the steps taken can be directed and maximized in achieving the desired target. After every direction or order has been given to each supporting element in the management of education, supervision is also needed to maintain the direction or flow that has been determined. The principal himself is the one who oversees all activities in this school, who has become the main task as a leader (Interview with the principal)".

As also stated by the Indonesian language teacher, stating that: "The current principal's leadership style is more persuasive, more open and able to position himself according to his capacity, then the way he gives instructions is like inviting collaboration, not just giving orders. The values of good leadership are truly demonstrated by our principal, maybe because he came from a colleague so it is easier for each other to accept

his direction. Direction and work motivation are usually given during the morning briefing before the teaching staff do their respective jobs (interview with the Indonesian language teacher)."

Mia as the CIO (central of information) of SMP Negeri 3 Meulaboh said that: "In terms of personality in terms of leadership, he implements his leadership very well, why do I say that because he is a very nurturing and very democratic person, meaning that in the decision-making process he listens to all the voices of his subordinates or co-workers. He does not immediately make decisions without considering the voices of his co - worker, besides that he is also very low profile so he understands when to position himself as a principal and when to be an ordinary friend, what is meant here is a friend who can embrace to find solutions to the problems being faced" (Interview with Mrs. Mia)". From the results of the interview, it can be understood that the principal of SMP Negeri 3 Meulaboh as the direction maker has carried out his role well where he tries to maximize his leadership by realizing the vision that has been set and implemented through every direction given to his subordinates or co-workers. to be able to realize the school's vision, he always communicates well to his co-workers, provides motivation to continue to be enthusiastic in achieving targets and goals to improve the school can be realized together.

#### *Agent of Change*

The principal with his role as an agent of change should have a vision of change. To realize good quality education in educational institutions, a strong leader is needed. So the principal as a leader in an educational institution is also required to be able to provide examples and guidance to all school stakeholders in order to create progress and make educational institutions of quality. So that it can create a clear direction for his school institution. At SMP Negeri 3 Meulaboh, the principal thinks about and creates programs that aim to improve the quality of the school to realize the vision of this school, namely to become a superior school that is characterized by Islam, has a national spirit and a global outlook. Things done Holding inspirational classes, Religious improvement activities, Digital literacy and foreign languages, and Appreciation for educators and education personnel

In carrying out his role as a leader, the principal has the responsibility to encourage changes in the school. This change can be realized, one of which is through visionary leadership, namely the principal carries out program planning to achieve the vision for the future. The principal at SMP Negeri 3 Meulaboh in his interview said that: "As a leader in this school, the most important thing is to ensure that the entire educational process runs smoothly, ensuring that all activities planned for

that day run well, such as observing each classroom, seeing the work of academic staff regarding its implementation and monitoring the condition of the school. This is done because every morning we conduct a briefing gathering teachers and school staff which is carried out for 15-20 before learning begins".

He also explained in more depth that this activity aims to discuss yesterday's evaluation and then what must be implemented that day. The school strives to always provide additional nutrition, the provision of nutrition referred to here is attending seminars that must be attended by teachers on how to deal with and adapt quickly. Realizing the school's vision through quality assurance that has been set by the school, this quality assurance comes from the vision that is the basis for making quality assurance. Then the school creates programs such as foster villages and teaching movements where the goal is for the community to feel that this school has attention or contribution to being in the same environment. The school also provides BK hours in each class which aims to analyze the interests and talents of students so that students who do not stand out can be found by BK teachers. And finally, the school has an inspiration class whose material is presented by the students' parents so that it can increase life motivation for students by utilizing the different work backgrounds of parents. From the explanation given by Mia as the CIO (central of information) of SMP Negeri 3 Meulaboh, it was revealed that: "There are several programs to improve human resources carried out in this school, namely the development of interests, talents, and student organizations, training of mentor teachers, provision of rewards for students with national and international achievements, and provision of special services for competition preparation accompanied by achievement coaches".

As also conveyed by Nurholis, S. Pd., as a teacher at SMP Negeri 3 Meulaboh who said that: "Every morning before doing activities we do a briefing which is done before learning begins so that is what can differentiate the school that I have served before. In this briefing activity, the principal provides an introduction regarding the evaluation of the previous day's work, then the work plans that will be carried out today and the next day. After that, the principal completes the administration system because he has a report card as an assessor of their performance and the one who records and evaluates it is the principal. The steps that are always taken by the principal of course always refer to the agreed quality assurance. All leaders may have different quality assurance standards, meaning it depends on how they implement them. If asked how the principal realizes quality assurance so that it meets the expectations of parents of students, of course it is described how he presents and listens to input from

educators during work meetings. As a principal, he is more of a supervisor, evaluator and fixes things that he thinks are good and bad". Seeing the presentation of the results of the interviews conducted, it can be understood that, Efforts to create a change have been implemented by the principal as a leader at SMP Negeri 3 Meulaboh through various programs that can encourage improving school quality and are able to utilize school resources and facilities so as to provide innovation for the education management process that can be emulated by other educational institutions.

### *Spokesperson*

As a leader, the principal must be able to be a skilled speaker, a good listener, and attentive. A visionary leadership is a main negotiator and expert in dealing with other organizations or higher hierarchies, but not the type to sycophant or seek favor (look for favor) towards people who are considered powerful, but he is actually close to the mandate giver (stakeholder). The ability to communicate well is very necessary for a leader in an educational institution to realize harmony in understanding common goals. The principal of SMP Negeri 3 Meulaboh gave the impression that Meulaboh was able to position himself as a listener and speaker. This was proven when the researcher conducted an interview with him, giving a very good response and allowing anything that could help the research process carried out by the researcher. Good communication was interpreted by the principal of SMP Negeri 3 Meulaboh so that it gave a deep impression and the image of this school became good (Observation at SMP Negeri 3 Meulaboh). The principal as a leader must be able to know and appreciate all forms of communication that exist. Good communication will have a positive impact on what is to be conveyed and intended. Therefore, the principal as a spokesperson must be skilled in communicating his vision so that it can be understood so that subordinates or employees work properly.

Regarding this, Mia as the CIO (central of information) of SMP Negeri 3 Meulaboh, said that: "The principal always tries to build a conducive work environment for his school residents, the way is through his habits of having good communication, for example, he does not hesitate to greet, his body language is clearly readable that he is a very polite and friendly person, besides that his emotional approach to his colleagues is very good". This statement was also supported by Nurholis, S. Pd as an Indonesian language teacher, who said that: "He always positions himself as a colleague, not as a leader, that's what's interesting. In depth, I know the principal as someone who always thinks positively about everything. He can always change people's mindsets to continue to be enthusiastic in doing their jobs. As a leader, the principal is able to respect every

person he speaks to so that all orders given can be received well". The same thing was also said by a student named Syifah Zahra Wani who is in grade IX who said that: "The principal is a figure who can be a role model for us, how he speaks, interacts with students and teachers and he is very welcoming. Mother also always motivates students and encourages us to always develop by exploring our interests and talents and also not giving up on our ideals". Based on the results of the interview conducted, it can be understood that as a spokesperson for the principal at SMP Negeri 3 Meulaboh, he has good communication so that his leadership can run effectively. With good communication, it will bring mutual trust in what is the vision that is achieved.

### *Coach*

A visionary principal must be a good coach. This means that the principal must use teamwork to achieve the vision. A principal optimizes the ability of all school resources to work together, coordinate their activities or efforts, towards achieving victory or towards achieving a school vision (Purwanto, 2021). Talking about coaches, it can be widely understood that the principal provides training to educators and education personnel at SMP Negeri 3 Meulaboh to improve the quality of their education. One of the things that the principal does is create a school excellence program in the fields of science and technology and teacher pedagogy to keep up with the times. Visionary leadership, in carrying out its role as a coach, must be able to improve the quality of the people it leads through programs and training. By optimizing the abilities of all educators, academic activities will be easy to carry out and the achievement of the vision can be realized. According to the interview conducted by the researcher with the principal of SMP Negeri 3 Meulaboh, he said that: "SMP Negeri 3 Meulaboh always strives to improve the quality of its human resources, the form of implementation provided, for example training in the fields of Science and Technology and Pedagogy for teachers, encouraging teachers to attend seminars or trainings which are programs of central management and collaborating with other educational institutions. And trying so that the school's vision can be realized well, then, personally the first thing to do is try to understand colleagues such as the conditions they are facing, their abilities, how enthusiastic they are, and how they feel about the school. Then build the motivation of colleagues to have a sense of belonging to the school so that the desire to improve the school can be done together because they have the same goal. After that, ensure the implementation of all items for achieving quality assurance that has been systematically created as the vision that has been made, this can be seen easily from the teachers' work report".

The responsibility to optimize all teacher abilities is the principal's task as a trainer, so the principal must work together with his subordinates to achieve the vision that has been set. In this case, Nurholis, S. Pd as an Indonesian language teacher, said that: "The principal really cares about his colleagues, he builds the spirit of the teachers, encourages them to always develop their quality, and provides programs to improve teacher professionalism. The trainings that are carried out every month for educators at this school such as the development of science and technology and pedagogical skills. This is done with the aim of increasing the insight and competence of the teachers at this school". In line with what was expressed by Mia as the CIO (central of information) of SMP Negeri 3 Meulaboh, she said that: training or workshops and alignment to increase the abilities of teachers are often carried out in this school both online and offline. The results of the interview quote above conclude that the principal provides a lot of encouragement to the human resources at SMP Negeri 3 Meulaboh. What the principal does is provide development programs and training to improve the quality of professionalism and increase their ability to work. The principal also continues to motivate his colleagues so that their enthusiasm for work does not decrease because it can affect the school environment.

Visionary leadership in an educational institution is important to bring educational institutions to be better in the future. A principal who leads with a visionary character will have a strong vision and high work motivation. A leader who has a clear vision and looks to the future. A leader who has a vision has a role as a direction setter, agent of change, spokesperson, and coach. The quality of education in an educational institution is a quality that cannot be ignored. To achieve good quality in an organization, strong and visionary leadership is needed and has a strong commitment. Based on observations and data findings obtained by researchers, the principal of SMP Negeri 3 Meulaboh has visionary characteristics in his leadership. The principal has a clear direction to achieve the school's vision, this is evidenced by the existence of programs created such as improving student competency, conducting coaching and training for educators and education personnel, improving facilities, library infrastructure and school laboratories, and providing work motivation. The following is a table of the principal's visionary programs in improving the quality of education at SMP Negeri 3 Meulaboh.

A quality school is the vision of the principal himself to be able to realize this ideal, the principal mobilizes all resources available in the school and utilizes the potential that is owned so that the achievement of educational quality can be realized together. Creating a conducive work environment and

solving all problems is a job that must be done by the principal (Hoffmann & Paulsen, 2020; Masoom, 2021; Toyama et al., 2022). The principal of SMP Negeri 3 Meulaboh as a leader in the school makes plans to improve the quality of education through innovations. As mentioned by Nurholis, as a class teacher, namely in terms of planning to improve the quality of education at

SMP Negeri 3 Meulaboh, the principal always invites all staff to meetings and discussions, including if there are new innovations or breakthroughs. A visionary principal must know exactly what vision and mission he wants to achieve and how to realize the vision and mission in a mandate that is carried out.

**Table 1.** Visionary programs of the principal at SMP Negeri 3 Meulaboh

Program	Visionary principal
Student competency	This is an effort by the principal of SMP Negeri 3 Meulaboh to be able to realize the success of the educational process in the school. The programs provided are Holding inspirational classes where the classes are presented by inspiring speakers such as parents of students, teachers, community leaders and also school alumni, and Digital literacy which aims to increase students' soft skills as provisions for them in the future.
Conducting coaching and training for educators and education personnel	An effort to improve the science and technology, professional and pedagogical capabilities of educational staff
Improving school library and laboratory facilities and infrastructure.	Optimizing the management of facilities and infrastructure in schools must pay attention to and adapt to the needs of students in order to support the educational process.
Providing work motivation	The principal always provides work motivation during the briefing every morning before the teaching and learning process takes place. This is intended to create a good working atmosphere, and appreciation for educators and education personnel is a school program that is given as appreciation to educators and education personnel who have good performance during the year.

The visionary principal at SMP Negeri 3 Meulaboh must understand how important it is to invite all related parties in his school to jointly realize the vision that has been formulated together. The implications of visionary nature, the principal must have a number of competencies and integrity to carry out the mission to realize the vision, and then the principal must also have a number of certain characters that show his integrity. The forms of visionary leadership of the principal of SMP Negeri 3 Meulaboh include clear vision and mission planning, having high innovation, and being an example and high discipline (Susanti et al., 2023). The principal is able to implement the school's vision well, has a future perspective, builds relationships effectively, is able to mobilize all school stakeholders well, adheres closely to the spiritual values that are believed in, and dares to act in achieving goals. The Vision of Visionary Leadership at SMP Negeri 3 Meulaboh refers to leadership as the ability to influence the motivation or competence of other individuals in a group, a culture of deliberation in determining the direction and goals of the school, excels in achievement, is at the forefront of innovation, is advanced in creativity and has an environmental perspective (Bigliardi et al., 2021; Liu et al., 2024).

The analysis of the principal's leadership model above uses visionary principal leadership. This can be seen from the way he has led the school so far and the plans for long-term school programs have always

succeeded in making the school increasingly developed and in demand by the community. The principal made several innovations in managing education in schools, such as; creating superior programs such as improving science and technology, improving character education strengthening programs, developing digital-based learning systems and improving the qualifications of teachers and educators and education personnel (Elitasari et al., 2023). The implementation of exemplary behavior in the classroom of SMP Negeri 3 Meulaboh has been carried out well, starting with the principal himself by providing examples, motivation and moral messages, then supported by the factor of teachers who are firm and aware of the importance of exemplary behavior, because if teachers do good, they will also be good examples for their students so that visionary leadership can run well as expected. The visionary leadership of the principal can be seen from the exemplary behavior exemplified by the principal at SMP Negeri 3 Meulaboh, such as speaking politely to all school stakeholders in inviting and appealing to better things and always giving suggestions to all school stakeholders in the form of welcoming students and teachers and staff at the gate so that a family climate is created at school, by coming to school early, before the principal has arrived at school, and giving an example of wearing a uniform according to the provisions and neatly.

*The results of implementing the principal's visionary leadership in improving the quality of education at SMP Negeri 3 Meulaboh*

The principal of SMP Negeri 3 Meulaboh always has a vision and insight into the future for the school he leads so that SMP Negeri 3 Meulaboh can be a good example for other schools. Therefore, the principal always focuses himself on improving the quality of education at SMP Negeri 3 Meulaboh by creating activity programs for all members of his school. For example, training to improve the quality of teachers, making digital literacy a routine student activity, holding inspirational classes, and many other activities that can improve the quality of education at SMP Negeri 3 Meulaboh (observation at SMP Negeri 3 Meulaboh). The principal is a leader who has a fairly strong role in the development and progress in managing the school.

The development and progress of the school can be seen from his professionalism in working and his ability to utilize resources effectively and efficiently (Hennessey et al., 2022). Seeing the complexity of the problems that will be faced by the school, it requires a visionary leader to be able to implement planned, organized and sustainable education in developing the quality of education. Therefore, improving quality can be realized through a visionary leadership model that has a clear and directed vision. The quality of education includes quality, input, process, output, and outcome. In relation to this, the researcher conducted interviews with various sources of informants to obtain information regarding the quality improvement carried out by SMP Negeri 3 Meulaboh. Based on what was conveyed by the principal of SMP Negeri 3 Meulaboh, he said that: "Having a quality school is the hope of every principal in his leadership. Realizing the vision is one of the steps taken to make this school quality, the representation of the vision of SMP Negeri 3 Meulaboh is the existence of school quality assurance, namely independent, an average report card score of at least 80, skilled and presenting scientific work, and having an Islamic character. With the aim of producing students who have graceful, superior, and intelligent souls."

Regarding the management of SMP Negeri 3 Meulaboh, it always plans for accepting new students by holding socialization first to create procedures for accepting students carried out by the implementing committee so that the qualifications of students are in accordance with what the school wants. This also applies to recruitment for educators and education personnel at this school, then the school process is supervised by the principal with standards for school quality assurance, this quality assurance is given by the school to the parents of students as what the school wants to realize for students at this school when their students have graduated, because at the beginning of the year of

accepting new students, parents sign all the quality assurance the school provides. When the school cannot achieve this quality assurance, the school must be able to explain why the student did not achieve the school quality assurance, so the first thing the school does is to check the progress periodically once a semester to see how far the achievement has been (Dziuban et al., 2018).

This is always reported and collected and the data provided must be real so that the principal and every element of education personnel know the target standards that must be achieved for their students. Because of that, teachers have KPI (key performance indicator) which is a performance report of each education staff at SMP Negeri 3 Meulaboh. Efforts to implement school quality assurance will have a good impact on students because it prepares them or makes them superior human beings (Serdyukov, 2017). Likewise, Nurholis, S. Pd as an Indonesian language teacher, said that: "SMP Negeri 3 Meulaboh is a school that has a lot of potential in it, both in terms of human resources and existing facilities and infrastructure, it is just a matter of how the principal manages this school. The leader makes a lot of contributions in improving the quality of the school, he loves his school very much so that all efforts to advance this school towards the better are carried out conceptually so that the realization of the vision can be achieved, the principal's job is to ensure that the education process is carried out effectively and efficiently (Supriyono et al., 2021). Supervision is carried out starting from evaluating monthly reports from educators, controlling the condition of the school environment, and providing work motivation. He also strongly supports if there are development programs or training programs carried out by the government or the school itself for teachers and students, because according to him, training like this can increase personal competence. So we as teachers who have a principal like him are required to always develop ourselves and provide innovative learning methods to students in order to maximize the teaching and learning process at school".

Mia as the CIO (central of information) of SMP Negeri 3 Meulaboh stated that: "The principal is a person who has high leadership qualities, he manages the school well. All human resource development programs are provided, then facilities and infrastructure are provided and he always instills a sense of dissatisfaction in students to increase their knowledge. So that students in this school have achieved many achievements in academic and non-academic fields which give them many opportunities for a brighter future. From me, what needs to be improved again that needs to be done at SMP Negeri 3 Meulaboh is regarding school promotion which is now digital marketing to promote the school outside, maybe that still needs to be maximized, because in my

opinion this school is still relatively slow to follow developments related to digital marketing, so this must be maximized so that it can take the outside market again". According to Syifah Zahra Wani who is in grade IX, said in her interview with the researcher, as follows: "To be a student at SMPN 3 Meulaboh is a matter of pride because it is one of the superior schools in this area.

The selection of students is a matter of gratitude to be accepted and study here, the school provides teachers and various self-development facilities so that our interests and talents can be realized." The same thing was conveyed by Andi Muhammad Raya who is in class IIV, saying that the principal always motivates students to always improve their quality by studying independently or in groups. The school also provides many programs such as tutoring institutions, writing books to publishing them, liking to read every Friday, and always instilling the values of 5 R (concise, neat, clean, care, diligent). SMP Negeri 3 Meulaboh is known for its good image, so that it has students interested in going to school here, therefore I am very proud of what this school has achieved. Based on the results of the researcher's interview, it can be understood that the principal with his leadership who applies this visionary model can improve the quality of education at SMP Negeri 3 Meulaboh. By explaining the school's vision into school quality assurance which affects every aspect of school management, both from the process of recruiting students and educators, managing facilities and infrastructure, and managing the learning system. Various programs for teachers and students are the principal's efforts to improve personal quality and as an improvement in the quality of education at SMP Negeri 3 Meulaboh.

To control the quality of education in every educational institution, of course, it cannot be separated from the process of planning the implementation of learning to the process of evaluating learning that occurs in schools. In this case, the principal of SMP Negeri 3 Meulaboh always coordinates and evaluates with related teachers. In controlling the quality of education at SMP Negeri 3 Meulaboh, the principal always checks and makes appropriate policies to improve the quality of education at SMP Negeri 3 Meulaboh. The criteria for becoming an ideal principal are someone who can be a role model, a policy maker at school, and someone whose presence can always be awaited by the entire school. Both students and educators and education personnel. In his leadership, the principal of SMP Negeri 3 Meulaboh applies a visionary model in leading his school, so that the principal has the right strategy for future steps and is able to synergize the school's potential with existing resources. As the principal of SMP Negeri 3 Meulaboh, he always strives to realize the

school's vision as the basis for the success of his school management.

In improving the quality of education at SMP Negeri 3 Meulaboh, the principal determines school policies that focus on student competencies and teaching human resources at the school. As an educational leader at SMP Negeri 3 Meulaboh, the principal determines school policies with a focus on student competency abilities. The student competencies referred to in this case are in terms of personality and intellectual. In terms of personality, here students are taught and accustomed to having a good attitude. Therefore, the Principal makes an activity agenda such as the habit of reading at school, then the habit of 5R (concise, neat, clean, care, diligent).

#### *Advantages and constraints in implementing the visionary leadership model of SMP Negeri 3 Meulaboh*

##### *Advantages of implementing a visionary leadership model*

Implementing a visionary leadership model carried out by the principal of SMP Negeri 3 Meulaboh has a very positive impact on the school community and also in improving the quality of school education. With a visionary leadership model, a leader is certainly easier to determine the next steps that are more appropriate and are able to provide more optimal benefits in achieving the goals of the institution or school he leads. One form of the principal implementing a visionary leadership model is to provide monthly studies for teachers and educational staff in the scope of SMP Negeri 3 Meulaboh, this program aims to expand and provide refreshment on how the teaching and fostering process of students. Monthly Studies are a program of SMP Negeri 3 Meulaboh School held every last week. This event presents inspiring speakers from outside the school every month. In addition to being a place to gain knowledge, refresh the spirit of teaching and learning, this activity is also a means of friendship between teachers and employees of SMP Negeri 3 Meulaboh. A visionary leader is a leader who can determine and know the direction for the institution he leads.

A principal who implements a visionary leadership model must be able to think quickly to make the right decisions, dare to take risks, and have various strategies for school improvement. If visionary leadership is implemented well by the principal, it will have a positive impact on the school itself. In this case, Mia as the CIO (central of information) of SMP Negeri 3 Meulaboh stated that: "As far as I have observed, he is a person who is responsible for his work, has a high sense of the school he leads, is always optimistic about anything and is also a good motivator for his school residents. In his leadership, it is easy to hear our voices so that the problems we face are quickly solved. As the principal of SMP Negeri 3 Meulaboh, he is a very important figure and a person who can be a role model for this school".

Based on an interview with Andi Muhammad Raya who is in class IIV, he said that: "The principal is very welcoming, relaxed and open to the problems faced by his students. The principal always gives us advice and motivation regarding education as well as motivation on how to live life". The above opinion is also supported by Nurholis, S. Pd as an Indonesian language teacher, who said that: "Based on his nature and personality, he is a visionary person, this is proven by how he is highly committed to realizing the school's vision by encouraging and convincing his subordinates or employees to work together in improving the quality of themselves and while improving the quality of management of this school. Training programs are given to educators and education personnel, motivation, and his time for school is a form of his implementation of a sense of belonging to the school as an effort to achieve a shared vision".

The advantage of implementing a visionary leadership model is that the principal has more ideas for renewal related to the concept of improving school quality, thus giving a strong impression on the character of the leader to be able to realize all his visions, as well as the principal at SMP Negeri 3 Meulaboh, the characteristics of his leadership pattern lead to visionary which requires him to be able to realize the school's vision and manage the institution well.

#### *Obstacles in implementing a visionary leadership model*

In the process of leading a school, the principal of SMP Negeri 3 Meulaboh certainly also experienced his visionary attitude, sometimes becoming a burden for the teaching and education staff at this school because of the demands to always improve their quality by providing programs to improve the quality of education provided and directed directly by the principal, however, the teaching and education staff continue to provide their best performance in order to realize the school's vision and better quality of school education. Being a principal is a huge responsibility because you have to be able to manage everything in the school and also have to think about various strategies for developing and improving the school so that it continues to exist in this world of education. The application of the visionary leadership model also has obstacles and shortcomings. It all depends on the process that the principal goes through. Based on an interview regarding this matter, Mia as the CIO (central of information) of SMP Negeri 3 Meulaboh, stated that: "Becoming a good leader is the goal of the principal, but as the principal of SMP Negeri 3 Meulaboh, he has a strong vision so that he not only wants to be a good principal but also wants to give the best for the school he leads. So with the sincerity to realize the vision, the principal continues to make efforts to improve the quality of the school so that the school

community must try to keep up with his wishes. Although it was difficult at first, over time and experience, the achievement of the vision can be implemented."

A similar thing was expressed by Nurholis, S. Pd as an Indonesian language teacher, saying that: "Every element in this school is directed to always lead to the vision of SMP Negeri 3 Meulaboh. Why, because there is a guarantee of quality that must be met for students and parents of students so that there are standards to be achieved. If quality assurance is achieved, it will have a good impact on the school from various sides. Visionary leadership is implemented by the principal making his leadership pattern focused on the point of achieving the school's vision so that all directions and orders and work sometimes burden us as educators, for example, every monthly work meeting we have to provide a self-development report as educators and also a student development report then in that meeting we are also required to be more innovative or provide other contributions that must be given to this school. Giving additional jobs is also a common thing for us, it may feel heavy but he still provides support and direction so that we can learn to develop further in accepting various challenges (Galsanjigmed & Sekiguchi, 2023). Even so, the principal still thinks deeply about what he has entrusted so that he does not take decisions carelessly for the sake of a better school.

From the presentation given by a student named Syifah Zahra Wani who is in class IX said that: "This school provides a lot of training to its students so that the schedule every day is full but all the activities provided greatly increase our insight and abilities". The description of the results of the interview conducted can be concluded that the advantages and obstacles in implementing the visionary leadership model of this principal cannot be separated because there are advantages and disadvantages. In its implementation, the principal at SMP Negeri 3 Meulaboh gave a deep impression in his leadership, he was able to interpret the desire to realize a shared vision with his members and utilize the resources he had. The disadvantages can provide more workload to the teaching staff and students, but all of this is done to improve the competence of each person and as an improvement in the quality of education.

Looking from various perspectives, of course, each leadership model has advantages and disadvantages, as is the case with the principal of SMP Negeri 3 Meulaboh who applies the visionary model in leading visionary. Based on the data and information obtained by the researcher, the principal is a great leader figure, he is able to direct and lead well in the school, provide programs to improve quality, strive to develop the competencies possessed by teachers and students, and

improve infrastructure. This is an advantage in implementing a visionary leadership model because the principal always focuses on work to achieve the school's vision. However, the disadvantage is that this can be a heavy burden for teachers and students to be able to follow the standard flow set very high by the principal in order to always be able to achieve the vision (Atika et al., 2021). However, the principal has thought about a good concept in his planning so that the realization of the vision can be achieved together.

## Conclusion

The Visionary Leadership Model of the Principal at SMP Negeri 3 Meulaboh has a strong role and a clear vision for the school he leads. As a principal at SMP Negeri 3 Meulaboh, he has succeeded in implementing this visionary leadership well, this can be seen from how to organize and direct all aspects of the school to achieve the school's vision which is interpreted into school quality assurance. Various programs, activities and policies that have been implemented during his leadership such as providing nutrition to educators and education staff which in the sense of participating in workshop activities either organized by the government or programmed directly by SMP Negeri 3 Meulaboh itself. implementation of school quality assurance, providing BK hours for each class so that every problem faced by students, holding digital literacy classes, and inspiration classes. The results of the Principal's Visionary Leadership in Improving the Quality of Education at SMP Negeri 3 Meulaboh are that the principal has succeeded in carrying out his leadership well because he has a strong role in managing the school. Professionalism in utilizing potential resources effectively and efficiently that is owned makes the quality of education can be achieved. The application of this visionary leadership has a good impact on schools such as the vision of schools oriented towards achieving school quality assurance so that a clear vision direction facilitates the improvement of school quality. In implementing visionary leadership, the principal in improving the quality of education has its own advantages and disadvantages, this can be seen from its performance. A visionary principal is able to take advantage of existing opportunities and has a concept of achieving a directed and clear vision. The disadvantage is the workload on teachers and education personnel to be able to achieve the vision that has been set by the principal.

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## Conflicts of Interest

The authors declare no conflict of interest.

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