



THE ROLE OF PRINCIPAL'S VISIONARY LEADERSHIP IN IMPROVING THE QUALITY OF EDUCATION: A LITERATURE REVIEW

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Abstract

The principal's visionary leadership style is very interesting to study. The writing of this article aims to find out how the role of the principal's visionary leadership in improving the quality of education. This research uses the literature review method by examining several related articles. From the review of several articles, it shows that the principal's visionary leadership has a significant role in achieving quality in an organization/educational institution. The role of the principal's visionary leadership style in improving the quality of education is shown by several factors and characteristics that exist in the leadership style. The final result of this study concluded that a principal who has a vision, characteristics, competence, motivation, good work standards, and value-oriented is a leader who is expected to improve the quality of education.

Keywords: *Visionary Leadership, Principal Leadership, Education Quality*

PENDAHULUAN

The biggest challenge facing an educational organization today is organizational change. These changes can be in the form of mission changes, strategic changes, operational changes, attitude changes, and changes in personal behavior that lead the organization towards growth and development. An organization's ability to successfully make changes depends on employee competencies, employee innovative behaviors and employee skills, which are developed to meet the demands of these changes. School organizational change, just like other organizations, is any form of change, improvement, structuring, adjustment or educational content that emphasizes the process, the initiative of educational change and the purpose of teaching and learning change in schools. Thus, change is not eliminating all the problems of educational organizations, but planning innovation according to the pressure of internal and external changes. Organizational change and employee tendencies are complex situations that require a persuasive manager who can communicate the vision and mobilize the necessary energy to change course to achieve the desired results (Parvaneh Mohammadi, 2022). According to Bennis & Nanus, 1985; Maxey, 2000; (in Erik Huma, et al, 2023), that vision is a mental picture of the possible and desirable future of an organization, or in other words a picture of the future with some implicit or explicit and comments on why people should strive to create the future. A school's vision should be linked to strategies for achieving organizational goals and translated into action by leaders who express the belief that goals will be achieved through team and individual support (Erik Huma, et al. 2023). In other words, the vision clarifies the situation that the organization expects in the future, and the vision statement is an important factor in the future success of the organization (Mohammed Alfahdawi, 2022).

School managers need to make changes in a planned and systematic manner through effective innovative strategies and respond to changes that the school cannot control. It is therefore important to gain insight into the whole concept of managing change by exploring all issues related to it. Insights into the concept of managing change in this study should be supported by the assumptions held about change and change management. The challenge is that some schools and school managers expect to improve and achieve new performance standards, while continuing to use old performance measures, resources, facilities, programs and ways of thinking about learning (Erik Huma, et al. 2023). Based on this, educational organizations need an academic leadership that is able to adjust to changes in the

external environment by providing an ideal educational environment and being able to respond proactively to rapid changes. This includes leadership vision, empowerment and communication, the ability to develop knowledge, which can only be achieved through the availability of these leadership elements, and organizations that want to develop their knowledge (Firas Farhasn Jedi, et al. 2022). Successful educational organizations realize the inevitability of change, they do not debate whether change is necessary or not. Organizational change is an indispensable issue and only leaders can do it who always present new ideas about the future of the organization and are able to see every challenge and opportunity to drive the organization to achieve goals. This refers to the importance of visionary leadership in organizations (Parvaneh Mohammadi, 2022).

According to Woods and Roberts (in Erik Huma, 2023), that visionary leadership in the education era emphasizes the importance of the principal's role as an educational leader to have leadership that looks forward and takes advantage of future opportunities, which are able to think critically, collaborate, communicate, be creative in all global connections, the use of technology and learning tools (Erik Huma, et al. 2023). In addition, visionary leadership communicates the direction of future development to members of the organization so that followers are motivated to include the leader in themselves and increase their proactivity at work (Mingwei Liu, 2022). Thus, visionary leadership is an appropriate way to prepare for effective resilience, tolerance, and ideas in providing space for new developments, achieving educational goals and objectives (Abdullahi Nimota J.K., et al. 2020).

LITERATURE REVIEW

The Concept of Visionary Leadership

In today's highly dynamic, competitive, and change-filled business world, it is imperative to opt for the application of a blend of soft and hard skills, as a synergy that makes it possible to have a broader vision of the context in which organizational leaders move and that makes them develop attitudes and talents beyond the conceptualizations that may be required at any given time (Jorge Adid Parra Alvernia, 2022). Leadership is necessary for all organizations, regardless of the type of activity they perform, which includes all areas of administration: planning, organizing, motivating, controlling, and making decisions (Zohair H. Al-Zoubi, et.al. 2023). The leader is a person with qualities that distinguish him or her from traditional leaders, who has the capacity to create the necessary transformation that he or she finds suitable for his or her organization, aligned with his or her vision, and make it happen by adopting various means (Firas Farhasn Jedi, et al. 2022). A good leader is one who is seen to inspire and empower his/her followers/subordinates to experience growth and change in the functioning of the organization by considering the relevance of an institution's vision or mission, setting goals and then helping people achieve them by utilizing their skills. Then, including the best leaders are leaders who understand their employees or subordinates and are more aware of their strengths than their shortcomings and are aware of their own and others' shortcomings; they only realize that their competitive advantage lies in their strengths (Emirose B. Gonzales, et al. 2022).

Thus, it can be said that leadership has a dynamic relationship at work, which is built over time, consisting of exchanges between leaders and followers where leadership is a resource embedded in the situation, to provide guidance towards achieving organizational goals (Jorge Adid Parra Alvernia, 2022). Kareem & Kin; 2018, (in Parvaneh Mohammadi, 2023) stated that organizational change tendencies can be successful if a leader has visionary leadership skills, so that a vision is created and presented. In this vision, employees or subordinates gain the necessary knowledge and insights through training and organizational learning. and support at all stages of the change program (Parvaneh Mohammadi, 2022). Visionary leaders who have the foresight of what will be achieved and where the organization is going (Hambali, et al 2023:73). A visionary leader includes one who is concerned with how to move the institution from stagnation to an outstanding innovative education system (Abdullahi Nimota J.K., et al. 2020).

The visionary leaders have a strategic influence on the development of team success systems by changing the vision. The change in vision influences the shared mental models and norms of the team members. Leaders with a visionary type help other team members understand the world in a different way and develop new behavioral norms and new mental models to fit changing needs (U. Yeliz Eseryel, 2021). In addition, visionary leaders are more realistic in creating a vision for the future.

Thus, a visionary leader can achieve the vision in real terms and focus on generating ideas that will enable future access based on the current status of the organization (Firas Farhasn Jedi, et al. 2022).

The Importance of Visionary Leadership

There are several important reasons why a leader should have and implement a leadership style, including:

1. Visionary leadership is central to effective leadership in the implementation of strategic change contexts. This leadership is highly relevant to the strategic process of realizing the desired future state of the organization and the path to realize the vision (Erik Huma, et al. 2023);
2. Visionary leaders have the power to facilitate the completion of work that puts the interests of the organization and employees at the forefront of its priorities (Mohammed Alfahdawi, 2022);
3. Visionary leadership provides direction and meaning to the work and efforts that must be done collaboratively by organizational members with a focus on a clear vision (Emirose B. Gonzales, et al. 2022);
4. Visionary leadership promotes organizational sustainability, sustainable performance and is positively correlated with follower motivation, organizational commitment, organizational performance, and team performance (Abdulsalam Ali H.A., 2021);
5. The importance of visionary leadership through actual and practical reality and in terms of the duties and applications of the leader, namely: (1) Working people as well as senior management are interested in the success of their organization and ways to develop their performance by diagnosing and solving problems, thus becoming fully and automatically aware of their responsibilities and job duties (2) Making working individuals more capable of implementing target plans in line with organizational strategies (3) Unity of language and goals is achieved through integration and mutual relations of parts of the organization, which is the result that management, with a vision, addresses all administrative and operational levels (Firas Farhasn Jedi, et al. 2022);
6. Akbarzadeh & Kinsey, 2018; Wroblewski, 2019; (in Jirasak Poonvichaen, et al. 2022) Visionary leadership is important for the following reasons: 1) knowing the goal and work approach is important to achieve the desired success; 2) individuals can be inspired to work towards the goal; 3) explanations can be given for what is happening now as a reason to make decisions about the future vision; 4) perspectives can be broadened without getting hung up on unnecessary details; 5) regarding the situation, individuals can be reminded that no matter how difficult the situation is, the final goal that has been set before will not change; 6) individuals can be empowered to have the courage to take risks and turn those risks into opportunities to achieve the highest possible goals; 7) individuals can gain an understanding of learning, which promotes the development of personal skills and the ability to make effective decisions; 9) efforts can be made to find better and faster ways to achieve success; 10) individuals can be encouraged to conduct self-exploration and express visionary leadership attitudes; and 11) individuals can be inspired to make changes and solve internal problems (Jirasak Poonvichaen, et al. 2022).

The Literature Review Limitations

From several articles that the author reviewed, there are many theories that recommend a leader apply more than one of the leadership styles. However, in this study the authors only focus on visionary leadership according to the topic. Therefore, through this research, the author is interested in studying the visionary leadership of school principals in relation to improving the quality of education, because many studies have the same topic, but focused only on companies, industries, governments, and hospitals.

RESEARCH METHOD

The focus of this literature review is on the role of the principal's visionary leadership in improving the quality of education. The literature study that the author conducted was to determine the topic and then search for various relevant literature that was both theoretical and empirical in nature. The flow of the literature review process is described as follows:

Topic Study

Journal Search

Literature Study

Analysis

Result & Discussion

Conclusion



Figure 1: Flow of literature review

The author conducted a literature review by using Google Scholar to search for articles with the keywords "*The Role of Principal's Visionary Leadership in Improving Quality of Education*". The screening time span is limited to the last 4 years from 2020 to 2023. Based on the screening results, 17,200 articles were identified in 0.15 seconds, then the various articles were selected according to the research topic.

RESULTS AND DISCUSSION

Results

From the results of the screening conducted by the author, it shows that the various research articles/journals that focus on the theme "The Role of Visionary Leadership" are mostly related to the fields: industry, companies, government, hospitals, or the like, while those related to schools, education, and education quality are minimal. Then, the methods used in the various articles, the majority use qualitative, quantitative, and mix-method methods.

The results of the review that the author conducted from various articles/journals from various countries related to the Role of Visionary Leadership, are as follows:

Table 1. Review Results Of Articles/Journals From Various Countries

No	Author, Title	Country	Sample	Method	Result
1	Hambali, et al. (2023) <i>The Effect of Visionary Leadership and Job Rewards on Teacher Professional Commitment</i>	Indonesia	252 teachers at state senior high schools in Banda Aceh	Quantitative	Visionary leadership has an influence on the professional commitment of teachers in public high schools in Banda Aceh City with a correlation coefficient of 0.466 or 46.6% with a fairly strong category of visioner leadership. Therefore, the stronger the visionary leadership, the higher the teacher's professional commitment, and vice versa, the lower the visionary leadership, the lower the teacher's professional commitment.
2	Zohair H. Al-Zoubi, et.al. (2023) <i>The Degree of Practicing Creative Leadership by Academic Leaders at Jordanian Universities and Its Relationship to the Level of Teaching Performance</i>	Jordania	362 faculty members at Jordanian Universities	Descriptive Approach	Statistically, there were no significant differences in the level of creative leadership practices of academic leaders in the faculties of Jordan State University due to faculty variables and years of experience. The level of teaching performance of faculty members in the faculties of Jordanian Universities is also high, and there is no statistically significant difference in the level of teaching performance of faculty members. Then, there is a positive relationship between the degree of creative leadership practiced and the level of teaching performance of faculty members in Jordanian universities.

No	Author, Tittle	Country	Sample	Method	Result
3	Erick Huma, et.al (2023) <i>Relationship between Visionary Leadership and implementation of Change Management strategies in Private Secondary Schools in Nairobi Country</i>	Africa	513 teachers of 108 SMP private secondary school in Nairobi	Mix Method	Visionary leaders inspire motivation, and a sense of responsibility in individuals within the organization. The research findings were established based on the calculated mean of greater than 3.5. The standard deviation calculated for each case was less than 1.5 indicating uniformity in responses from respondents. The study used Bivariate correlation the results established a strong positive relationship between visionary factors and the implementation of change management strategies.
4	Firas Farhasn Jedi, et.al (2022) <i>Developing Knowledge through Dimensions of Visionary Leadership: An Exploratory Study of the Opinions of a Sample of Academic Leaders at the University of Tikrit</i>	Iraq	50 participants from faculty mayors	Descriptive Approach	The relationship between visionary leadership & knowledge development shows that there is a high correlation between the two variables, which indicates the research sample's interest and commitment to both dimensions of visionary leadership and knowledge development. The results of the relationship between knowledge development and other variables (enabling, communication and vision) show that there is a high correlation between the variables, indicating the research sample's interest in and commitment to the knowledge development dimension.
5	Jirasak Poonvichaen, et.al (2022) <i>Practicing Collaborative Teachers to Strengthen Student's Visionary Leadership Skills</i>	Thailand	12 teachers and 425 students of Phayakkhaph umwittayakarn School	Participatory Action Research	There are anticipated and unanticipated changes in the learning gained from practice at the research level, group level and at the school level. Visionary leadership contributed to the anticipated changes. In other words, students had a high average score of practicing visionary leadership skills when the 3 cycles/stages were compared.
6	Gazi Mahabubul Alam (2022) <i>The Relationship between</i>	Bangladesh	2 figureheads or managerial in higher education	Mix Method	Visionary leadership helps the university's business success at the expense of educational philosophy. Business success is necessary for survival, but not at

No	Author, Tittle	Country	Sample	Method	Result
	<i>Figureheads and Managerial Leaders in the Private University Sector: A Decentralized, Competency-Based Leadership Model for Sustainable Higher Education</i>				the expense of education. The mission and vision of universities are closely linked to education policy and the goals of the sector. Thus, it is imperative to align the university and government policies with the desired educational philosophy at national, social and institutional levels.
7	Emirose B. Gonzales, et al. (2022) <i>Dean's Visionary Leadership, Institution's Academic Culture and Faculty Performance of a Hei in Laguna</i>	Philippines	361 college students	<i>Descriptive Correlational Research</i>	Significant relationships were observed in the dean's visionary leadership and institutional academic culture; in the dean's visionary leadership and faculty performance level; and in institutional academic culture and faculty performance level. Therefore, the more effective the visionary leadership, the higher the level of faculty performance; and that the more positive the academic culture of the institution, the higher the level of faculty performance.
8	Jorge Adid Parra Alvernia (2022) <i>Leadership and Emotional Intelligence, Skills of a Visionary Leader</i>	Colombia	-	<i>Descriptive approach</i>	Visionary leadership is dynamic, attentive to trends that tend to achieve goals in ways and with results that lead directly to the profitability of subordinate productivity and to interpersonal and intrapersonal skills, all alternatives that are used at any given moment and can achieve organizational goals in harmony with personal goals.
9	Parvaneh Mohammadi, et al. (2022) <i>Investigating the Role of Visionary and Empowering Leadership of School on Teacher's Change Tendencies by Mediating Role of Principals Teachers' Organizational Learning and Professional Development</i>	Iran	364 respondents	<i>Quantitative Correlational</i>	Principals' visionary leadership has a direct, positive and significant influence on teachers' organizational learning, the teachers' professional development and teachers' change tendencies. In addition, it also has a positive and significant indirect effect on teacher change through learning, organization and professional development. The variables of principals' visionary leadership, teachers' organizational learning, and teachers' professional development are able to explain 0.13 variants of teachers' change

No	Author, Tittle	Country	Sample	Method	Result
					tendencies.
10	Mingwei Liu, at al (2022) <i>How and When Does Visionary Leadership Promote Followers' Taking Charge? The Roles of Inclusion of Leader in Self and Future Orientation</i>	Republic of China	234 leaders-followers	<i>Theoretical Model Across</i>	Visionary leadership strongly influences followers to include the leader, motivate and take responsibility. Moreover, follower future orientation moderates the positive relationship between visionary leadership and leader inclusion in followers and the effect, indirectly takes over through leader inclusion in followers
11	Yücel Daş et al. (2022) <i>Visionary Leadership Phenomenon in School Management</i>	Turkey	-	<i>Descriptive approach</i>	Based on the principle of change in organizations, only visionary leaders can turn change into progress. At the point of achieving the desired ideals as a country, the future ideals of school managers and will be successful if school leaders apply visionary leadership.
12	Mohammed Adel M. Alfahdawi, et al. (2022) <i>The Role of University Visionary Leadership in Achieving Digital Entrepreneurship: An Applied Study at the University of Baghdad</i>	Baghdad	154 teachers of Baghdad University	<i>Descriptive analytical approach</i>	Visionary leadership has an important role in achieving digital entrepreneurship in the universities studied, this is shown through a positive correlation, as well as the impact of visionary leadership with its dimensions on digital entrepreneurship in the research sample at the universities studied.
13	U. Yeliz Eseryel, et al (2021) <i>Functional and Visionary Leadership in Self Managing Virtual Team</i>	United States of America	-	<i>Descriptive approach</i>	Successful teams require two types of leadership: functional and visionary. Visionary leadership is strong leadership, and is positively concentrated in the form of substantive team member contributions.
14	Abdulsalam Ali Hussein Alnoori, et al (2021) <i>The Role of Visionary Leadership in Strengthening the University's Position in The UI Green Metric World Ranking</i>	Uni Emirates Arab	140 assistans of Anbar University	<i>Descriptive analytic research</i>	The results of statistical analysis prove the acceptance of the research hypothesis that there is a correlation between visionary leadership and the global ranking of universities, meaning that the existence of visionary leadership in universities helps them occupy advanced positions in global rankings of all types.

No	Author, Tittle	Country	Sample	Method	Result
15	Abdullahi Nimota Jibola Kadir, et al (2020) <i>Visionary Leadership and Staff Innovative Behavior in Public Colleges of Education in Kwara State</i>	Nigeria	220 respondents	<i>Quantitativ eresearch</i>	Leadership empowerment, intellectual stimulation, and ability are positively and significantly correlated with staff innovative behavior. The results show that staff innovative behavior is influenced by visionary leadership. Therefore, academic leaders continue to improve their leadership style in an intellectually stimulating and adaptive manner towards the realization of staff innovative behavior.

DISCUSSION

After the author examines more deeply the 15 (fifteen) articles related to the topic of Visionary Leadership that the author listed in Table 1 above, there are many important points that the author obtained regarding the Role of Visionary Leadership of Principals in Improving Educational Quality, including: (1) the leadership paradigms, (2) the dimensions of visionary leadership, (3) the strategies and steps of visionary leadership, (4) the characteristics of visionary leadership, (5) the indicators of visionary leadership, and (6) the role of visionary leadership in improving the quality of education.

1. The Leadership Paradigms

Theoretical studies have suggested that the leadership paradigm affects organizations that seek to develop knowledge through the dimensions of vision, empowerment, communication. These organizations need successful management leadership that shares the same characteristics as the organization, which is seeking to develop knowledge in terms of the capacity to adapt and change to the current world developments. Therefore, there must be some kind of relationship between leadership and personnel working in the organization and the emergence of a visionary leader who is able to use his cognitive and behavioral abilities in the organization and cooperate with working personnel through human resource practices that lead to the development and efficiency of the organization (Firas Farhasn Jedi, et al. 2022)

2. The Dimensions of Visionary Leadership

Leadership has a great importance and role in the success of educational administration, because leadership as the art of treating and directing a group of people towards a certain goal in a way that ensures obedience, trust, respect, and cooperation (Zohair H. Al-Zoubi, et.al. 2023). As for the leader's function, it consists of implementing a vision that is open and aligned with personal goals, where it is important to have a work team that can ensure that higher goals are achieved based on a defined axiological framework, coherent and transmitting trust in the long term (Jorge Adid Parra Alvernia, 2022). By articulating a vision, according to Jacobsen & House (in Erik Huma, 2023) leaders shape the actions of their employees/subordinates in at least five aspects, including: (1) the leader's desired future is enunciated in the vision, (2) through the vision, leaders organize actions involving a prospective set of goals, (3) the vision is the meeting point for the creation of meaning and identity, (4) the vision is the basis of a common background of activities, and (5) the vision manifests the institutionalization of prescriptive dogma (Erik Huma, et al. 2023).

According to Ates, at al.; 2020 (in Mohammed Alfahdawi, 2022), that visionary leadership aims to make strategic commitments, because it focuses on stimulating the achievement of strategic vision (Mohammed Alfahdawi, 2022). Visionary leadership is also a type of creative leadership, Westley & Mintzberg, 2009; (in Erik Huma, et al. 2023) mentioned that creative leadership or visionary leadership is the center of effective leadership in implementing the context of strategic change because as understood from the perspective of the strategy process, it requires

communicating a strategic vision with the intention of persuading employees/subordinates to contribute to the realization of that vision (Erik Huma, et al. 2023).

According to Saleh & Bani (in Zohair H. Al-Zoubi, et.al. 2023) mentioned that creative leadership includes: (1) sensitivity to problems, which means being proficient in terms of problems and having the ability to solve them; (2) perseverance, which means being persistent and able to control their environment; (3) initiative, which means being proactively creative to achieve high levels of performance, and being able to make the necessary changes; (4) originality, which means having the ability to escape from everything that is traditional and common (Zohair H. Al-Zoubi, et.al. 2023). Then, the visionary leadership also has three main dimensions in leadership, including: (1) Empowerment, Empowerment is the participation of lower and higher levels of organizational decision-making, and hence the leader is given some of the power to those at lower levels to reduce supervisory pressure and to provide a detailed organizational vision, through the organizational structure. (2) Vision. Vision is to encourage workers to participate in decision-making in a rational way based on the attitude of the organization and how to utilize it in designing future programs and policies to achieve what the organization aspires to in the management of its administrative processes. (3) Communication. Communication is an important pillar in organizations and is a means used by humans to organize their work life, and communication is one of the oldest aspects of human activity, and various types of communication play an important role in the life of every employee (Firas Farhasn Jedi, et al. 2022).

3. The Strategies and Steps of Visionary Leadership

Managerial leadership is often referred to as formal arrangements, meaning that the leader not only runs the regular affairs but also develops strategic directions and policies so that a system/institution is able to overcome further challenges that it may face for its future business routines (Gazi Mahabubul Alam, 2022). The visionary leadership is closely related to the strategy process, as organizational strategy is the embodiment of the organization's desired future state and its path to realizing that vision, and visionary leadership is intended to motivate and mobilize followers to achieve those goals. Visionary leadership is an urgent need for educational institutions, in order to realize progress while fulfilling themselves as centers of hope for society (Erik Huma, et al. 2023).

The visionary leaders utilize fresh and unconventional ideas to attract and motivate followers to support the new direction of the organization. They invite organizational members to join them in improving the status quo and starting over with a new and improved focus. In addition, visionary leaders have the ability to design organizations to adapt to today's complex and changing conditions and to synchronize employee desires and behaviors with change (Parvaneh Mohammadi, 2022). Komariah and Triatna, 2006; (in Hambali, et al. 2023) explained the steps in creating visionary leadership are vision creation, vision formulation, vision transformation, and vision implementation (Hambali, et al. 2023: 73). Then, visionary leaders must innovate in the organization and apply five perceptions of leadership starting to set the stage for how an individual becomes a leader. The five steps include: (1) Leadership does not arise from position, meaning that if the power of position is used, it means hierarchy, not leadership for effect change, (2) Leadership is shown by actions that match what has been said, (3) The necessary condition for leadership is to have sincere follow-up and this is achieved through the relationship between leaders and potential followers when they meet their needs for credibility and inspiration and efficiency, (4) Visionary leadership creates meaningful leadership organizations (Firas Farhasn Jedi, et al. 2022).

4. The Characteristics of Visionary Leadership

In accordance with the importance of skills, visionary leadership has the concepts of "everyone can be a leader" and "education is the mother of leadership", as well as approaches to develop visionary leadership skills, the research team was inspired to carry out the project (Jirasak Poonvichaen, et al. 2022). When followers incorporate the leader's observed characteristics and behaviors in their self-concept, they can change their own attitudes and behaviors to realize the ideal self (Mingwei Liu, 2022). Leaders with a visionary type are characterized by a willingness to accept risks, share knowledge with organizational members, enjoy conducting experiments in the organization, lead with member contests, and facilitate learning by encouraging the growth of creativity from each organizational member (Hambali, et al 2023:73).

Several researchers have described the characteristics of visionary leadership skills. Kinsey, 2018; (in Jirasak Poonvichaen, et al. 2022) states that there are 15 characteristics of skills in visionary leadership, including: 1) detail-oriented and conscious, 2) innovative, 3) having confidence, 4) determined, 5) persistent, 6) being a good communicator, 7) having strategic thinking, 8) dedicated, 9) humble, 10) empowered, 11) service-oriented, 12) growth-oriented, 13) ethical, 14) caring, and 15) being inspiring. Then, Schine (2000) mentions that there are 10 characteristics of skills in visionary leadership, namely: 1) being innovative, 2) being persistent, 3) being willing to take risks, 4) being organized, 5) being enthusiastic, 6) being persistent and focused, 7) being willing to listen to others, 8) having charisma, 9) having a sense of responsibility, and 10) being optimistic (Jirasak Poonvichaen, et al. 2022).

5. The Indicators of Visionary Leadership

Taty and Dedi Achmad, 2009; (in Hambali, et al. 2023) explained that there are 9 indicators in visionary leadership, including: (1) Thinking about the future of the organization, (2) Creating an advanced and anticipatory organizational culture and behavior, (3) Trying to create a quality company, (4) Clarifying business direction and goals, easy to understand and articulate, (5) Reflecting high ideals and setting good standards, (6) Fostering inspiration, enthusiasm, passion and commitment, (7) Transmitting the values upheld by the organization, (8) Motivating employees to act in the right direction, and (9) Coordinating certain actions and abilities of different employees (Hambali, et al. 2023).

6. The Role of Visionary Leadership in Improving Education Quality

The quality of education in schools is closely related to the behavior of visionary leadership with its managers. It is the elaboration of a vision that enables leaders to be forward-thinking (Daş, Y, et al. 2022). The leader has an important role in guiding employees to achieve the desired goals through his/her ability to influence their behavior and make the administration more effective and dynamic (Zohair H. Al-Zoubi, et.al. 2023). In addition, leaders have a role not only in formulating the vision but also in conveying it and providing the necessary means to implement it. This requires different abilities and characteristics that depend on the knowledge of the leader who can develop the vision in a rational, objective or intuitive, subjective way, and the credibility of the vision that corresponds to reality. According to the above, researchers believe that visionary leadership is one of the most successful leaders in organizations because of its novel ways and visions that accurately reflect its ability to become what the organization will be in the future by recognizing and reflecting future challenges and putting possibilities beyond them (Firas Farhasn Jedi, et al. 2022).

Jaén & Cortés (in Jorge Adid PA, 2022) say that leaders must be in control, which can involve demonstrating the ability to delegate tasks, distribute work fairly, keep everyone involved focused and determined to complete the task at hand, with clear objectives (Jorge Adid Parra Alvernia, 2022). Principals as visionary leaders are the ones who can open new horizons in schools. In other words, the effectiveness of the school depends on the presence of visionary leaders together with the teachers, they must create a vision that will lead the educational institution to success, develop a strong strategy towards the vision, and move quickly towards success with a proactive approach that turns threats into opportunities (Daş, Y, et al. 2022). Visionary leadership has shown that it is one of the new approaches to the current environment and that its effectiveness lies in the visions and ideas of the future that its leaders hold in building ideas and participating in decision-making between the president and subordinates, which creates a common vision for reading the future. Visionary leadership has the capacity to make dreams come true by bringing out the potential of humanity and building a spirit of challenge to the current situation and the need to reform it for the better (Firas Farhasn Jedi, et al. 2022).

There are two roles that a visionary leader must play in implementing his leadership in managing the quality of education, namely: 1) the leader as a direction setter, 2) creating and communicating a vision, motivating and convincing employees and coworkers that what they are doing is right (Parvaneh Mohammadi, 2022). Then, according to the study of Prestiadi and Zulkarnain, 2019; (in Emirose B. Gonzales, et al. 2022) it is stated that the role of visionary leadership in total quality management is the effort of an educational leader who is not only able to formulate a vision and strategic steps forward but also able to improve the quality of education (Emirose B. Gonzales, et al. 2022).

CONCLUSION

Based on the review of several articles that the author has done, it can be concluded as follows: (1) Visionary leadership focuses on the interests of the organization, not for personal interests, is able to contribute to the present and future of the organization, is able to motivate subordinates to build strong goals, take responsibility, actively participate, and persevere to achieve the organization's vision. (2) Visionary leadership is the main key to move an organization and provide a picture to the school far ahead in improving the quality of education; (3) Principals who play a visionary role have self-characteristics, competence, better work standards, motivation, good work standards, and value-oriented including leaders who are expected to improve quality in an educational institution.

This literature review recommends that a principal should be able to apply visionary leadership, play an active role and have good self-characteristics, competencies, and work standards in applying visionary leadership to improve the quality of education based on the suitability of the school and the needs of each situation.

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