

VISIONARY LEADERSHIP STRATEGY IN INCREASING THE QUALITY OF EDUCATION SERVICES

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Abstract

The purpose of this study is to determine visionary leadership strategies in improving service quality at SMK Muhammadiyah 2 and 3 Metro. This research uses a qualitative approach. This research shows that leadership has attempted to implement good service quality management, towards superior educational institutions, which have high competitiveness. Therefore this study aims to describe one of the elements of improvement in improving service quality management, namely visionary leadership which is very strategic in school management, that with visionary leadership, it is able to improve the quality of education services at SMK Muhammadiyah 2 and 3 Metro City.

Keywords : Leadership,
Visionary, Quality Of
Education Services

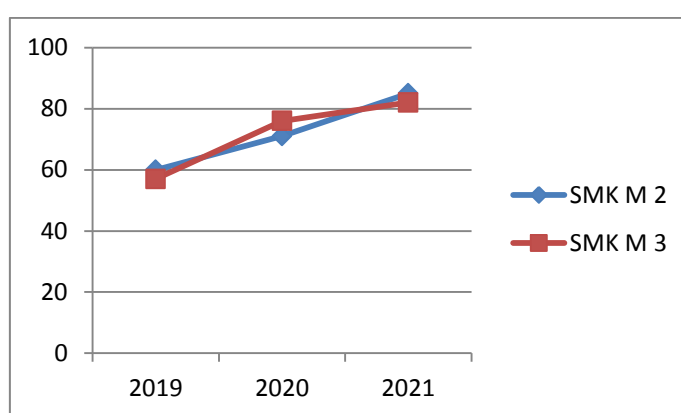
INTRODUCTION

In running the wheels of the organization, a leader is needed where success in an organization, both current and future success, cannot be separated from the element of leadership¹. In the context of the journey and existence of an organization, a leader can be likened to a captain who controls the direction and

¹ H Masduki Duryat, *Kepemimpinan Pendidikan: Meneguhkan Legitimasi Dalam Berkontestasi Di Bidang Pendidikan* (Penerbit Alfabeta, 2021).

goals of an organization to determine the path to the vision and mission of an organization.

Likewise with educational institutions, in this case, Muhammadiyah 2 and 3 Metro City Vocational Schools, which always try to provide the best for their consumers (students), so that students and education users feel separate satisfaction with the quality of services provided by the school, not only the users. graduates are also very satisfied with graduate products that are able to compete, this is evidenced by the uptake of graduates as follows:



Grafik 1. Uptake of Alumni of SMK Muhammadiyah 2 and 3 Metro
 Year 2019-2021

Of course, to provide excellent service quality, a lot of efforts must be made by school managers from the lowest level to the highest level, in this case referred to as the principal or school leader. To approach, direct and bring the school to its final destination, a leader is needed who can take various approaches with and through leadership styles that are appropriate to the context and conditions of the school he leads.² The leader's ability to approach his organization with a certain leadership style will lead to the achievement of the vision, mission and goals of the school organization that have been determined together.³ Based on this

² Chaerul Rofiq, "Kepemimpinan Transformasional Dalam Lembaga Pendidikan Madrasah," *Jurnal Penelitian Agama* 20, no. 2 (2019): 203–26.

³ Mahbub Junaidi, "Gaya Kepemimpinan Kepala Sekolah Berwawasan Visioner-Transformatif Dalam Peningkatan Profesionalisme Guru: Studi Kasus Di Madrasah Tsanawiyah Nurul Huda Sedati Sidoarjo" (UIN Sunan Ampel Surabaya, 2011).

introduction, further research is needed on visionary leadership in improving the service quality of SMK Muhammadiyah 2 and 3 in Metro City.

LITERATURE STUDY

An Organization needs visionary leadership to move forward and achieve the predetermined vision and mission. Such leadership is urgently needed in education, particularly in the context of school-based administration. To raise educational standards, visionary leadership is not only needed but highly desirable.⁴

Dengan memberikan arah dan tujuan pada pekerjaan dan usaha yang dilakukan berdasarkan visi yang jelas, kepemimpinan visioner dapat dipandang sebagai gaya kepemimpinan yang bertujuan untuk memberikan arti penting pada usaha yang harus dilakukan secara kolaboratif oleh anggota perusahaan.⁵

A visionary leader must have the following characteristics in addition to the ability to provide direction, purpose, or significance to the work and efforts of subordinates. To be able to make the organization and all the elements within it work optimally as expected, a visionary leader is required to be able to carry out four roles. The four roles that a visionary leader must be able to carry out are:⁶

1. Direction setter,
2. Agent of change,
3. Spokeperson, and
4. Coach.

The effectiveness of the role of a visionary leader can be carried out optimally if he has competence. Regarding competence, stated four competencies that a visionary

⁴ Diirun, "Pengaruh Gaya Kepemimpinan Kepala Sekolah Dan Budaya Organisasi Terhadap Kinerja Guru Di SMA Dan MA Se Kota Palangka Raya."

⁵ Erie Hidayat Sukriadi, "Pengaruh Kepemimpinan Visioner Dan Motivasi Kerja Terhadap Kepuasan Kerja," *The Journal: Tourism and Hospitality Essentials Journal* 8, no. 2 (2018): 139–46.

⁶ Edy Sugiyanto and Ghufon Abdullah, "Peran Kepemimpinan Visioner Kepala Sekolah Dalam Mewujudkan Budaya Sekolah Adiwiyata Di Smp Negeri 1 Lasem Kabupaten Rembang," *Jurnal Pendidikan Dan Konseling (JPDK)* 4, no. 6 (2022): 7999–8011.

leader must possess. The first is the ability to communicate effectively with managers and other employees in the organization.⁷

The ability to understand the external environment and react quickly to potential threats and opportunities is the second competency that must be possessed by a visionary leader. This ability to react includes the component of being able to make good relations with key people outside the organization who have a significant influence on the organization.

The third competency is the leader's ability to shape and influence organizational practices, procedures, products, and services. In this context, leaders must be involved to produce and maintain service excellence, while preparing and guiding the course of the organization to achieve the vision that has been set.

The last competency is the ability to develop a niche to anticipate the future. What is meant by a niche is an imaginative form, which is based on the ability of data to access future consumer needs, technology and so on. This includes the ability to organize organizational resources to prepare for emerging and changing needs. Different from presenting only four competencies that must be owned by a visionary leader, put forward ten competencies including:

1. Visualizing. Visionary leaders have a clear idea of what they want to achieve and when they will achieve it.
2. Futuristic Thinking. Visionary leaders don't only think about where the business is at the moment, but think more about where the desired position will be in the future.
3. Showing Foresight. Visionary leaders are planners who can foresee the future. In making a plan, not only consider what you want to do, but consider the technology, procedures, organization and other factors that might influence the plan.

⁷ Kepemimpinan Visioner Kepala Sekolah dalam Meningkatkan, "Kepemimpinan Visioner Kepala Sekolah Dalam Meningkatkan Mutu SMPNU 06 Kedungsuren Kaliwungu Selatan Kendal," n.d.

4. Proactive Planning. Visionary leaders set clear goals and action plans to achieve those goals. Leaders can foresee or predict possible difficulties and make contingency plans to avoid them.
5. Creative Thinking. In facing challenges, visionary leaders try to find new alternative solutions by paying attention to issues, opportunities and problems.
6. Taking Risks. Visionary leaders dare to take risks, and see failure as an opportunity not a setback.
7. Process alignment. Visionary leaders know how to link their own goals to organizational goals. It can immediately align the tasks and work of each department throughout the organization.
8. Coalition building. Visionary leaders recognize that building positive relationships both inside and outside the organization is critical to achieving their goals. He regularly looks for opportunities to collaborate with various teams, departments and organizations.
9. Continuous Learning. Visionary executives must be able to continuously engage in learning opportunities both within and outside the company. Visionary leaders are able to analyze every contact, whether positive or negative, to understand the context. Leaders with vision can seek opportunities to collaborate and participate in initiatives that advance knowledge, test assumptions, and inspire innovation.
10. Embracing Change. Visionary leaders recognize that progress and growth require change. When unexpected or unwanted developments are discovered, the visionary leader actively seeks out how those changes can be beneficial.

RESULTS AND DISCUSSION

1. Direction setter

In this function, a leader communicates the vision and sets organizational goals or objectives to be achieved in the future with the help of organizational

members. The ability to articulate a vision, inspire team members and employees, convince others that what is being done is the right thing, and support engagement at all levels and in all phases of the quest for the future is critical for leaders in their role as setters of direction.

2. Agent of change

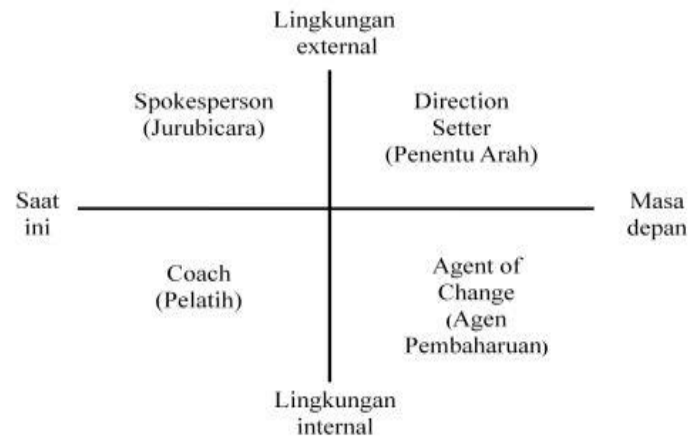
In this role, an effective leader must have the ability to continuously modify the organization in order to adapt to changes in the dynamic economic, social, technological and political fields. Leaders must also have the capacity to consider prospective and modifiable changes in the context of ever-changing circumstances.

3. Spokeperson

Leaders who serve as spokespersons for the organization's vision, must deliver messages that inspire everyone to participate and touch the vision of the organization, both internally and externally. The capacity of leaders at this level to understand and appreciate all types of communication and then use them to articulate and gain support for the vision of the future of the organization is a key factor in determining its effectiveness.

4. Coach

Successful visionary leaders must become extraordinary coaches. Thus, to maximize the potential of all "players" to collaborate, coordinate the actions or efforts of the "players", win "success", or realize the organizational vision, leaders must use group collaboration to realize the vision that has been set. proclaim. By providing direction, expressing expectations, and cultivating trust among the players that are so important to the company and its future goals, the leader must be able to create and maintain the conditions that allow all the "players" to concentrate on achieving the vision.



Picture 1: Visionary leadership

From the competencies and images mentioned above, it can be concluded that visionary leadership is leadership whose main work is focused on future engineering, which is full of challenges, and is distinguished by the ability to make clear plans so that the goals to be achieved from the development of the institution they lead will be reflected in the vision formulation. Goal setting based on the creation of a vision is referred to as a key result area goal in the context of educational leadership. The ability of a leader to generate, build, express, socialize/transform, and implement ideal ideas that originate from himself or as a result of social interaction between organizational people and stakeholders is also considered as part of their vision.

According to Ade Iwan, visionary leaders must be able to carry out their role as agents of change and bring change to better or positive values.⁸ Allah SWT has ordered his servant to always make changes with real effort, because if humans do not want to try to change their destiny for the better, then Allah will not change their fate either, as Allah says Qs. Ar Ra'd:

إِنَّ اللَّهَ لَا يُغَيِّرُ مَا بِقَوْمٍ حَتَّى يُغَيِّرُوا مَا بِأَنْفُسِهِمْ ۚ

⁸ Ade Irwana, "Kepemimpinan Visioner Kepala Sekolah Dan Kinerja Guru Terhadap Efektivitas Sekolah Di Sekolah Dasar," *Jurnal Administrasi Pendidikan* 22, no. 2 (2015).

..... Indeed, Allah does not change the condition of a people until they change what is in themselves. (Qs. Ar Ra'd:11)

In the verse above it is clear that if there is to be a change in an organization, in this case a school, then these changes must come from the school community, from the leadership to each and so on.

CONCLUSION

Visionary leadership is a leadership model that must implement the four roles of direction setter, agent of change, spokesperson and coach, who are oriented towards a big change for the institution they lead. A charismatic leader does not necessarily have a visionary, but a visionary leader certainly has charisma. In Muhammadiyah schools it is shown that the visionary leadership that is built is always present providing exemplary, motivation, encouragement, and also providing facilities for his subordinates namely teachers and employees to continue to make improvements and changes in accordance with the goals and vision and mission of SMK Muhammadiyah 2 and 3 metro. So that a conducive academic atmosphere grows and each individual community has awareness of the importance of innovation and better change so that continuous service can be realized.

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