

## The Influence of Visionary Leadership on The Success of Organizational Transformation

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### Abstract

*Visionary leadership plays a crucial role in determining the success of organizational transformation, particularly in addressing the challenges of a dynamic, complex, and uncertain environment. This research aims to examine the influence of visionary leadership on the success of organizational transformation through a qualitative approach, employing a case study method. The study was conducted at the National Defense Institute of the Republic of Indonesia (LEMHANAS), which is undergoing significant transformation to enhance its competitiveness and relevance in the modern era. Data were collected through in-depth interviews with key stakeholders, participant observation of organizational activities, and document analysis of relevant institutional records to gain a comprehensive understanding of how visionary leadership impacts organizational transformation. The results demonstrate that visionary leadership significantly influences various aspects of organizational transformation. For example, visionary leaders drive structural changes by decentralizing decision-making processes, enabling greater agility and responsiveness within the organization. They foster a collaborative work culture that emphasizes innovation and adaptability, encouraging employees to actively participate in change initiatives. Moreover, visionary leaders articulate a long-term strategic vision that aligns organizational efforts towards sustainable growth and development, ensuring that transformation objectives are coherent and attainable. Specific evidence from the LEMHANAS case study underscores the impact of visionary leadership in several areas. First, the modernization of infrastructure and adoption of advanced technologies have enhanced the institute's operational efficiency. Second, the strengthening of cross-sector cooperation has facilitated better alignment of national and international partnerships, contributing to a broader institutional impact. Third, a shift in organizational culture towards performance orientation, transparency, and accountability has significantly improved employee engagement and trust in leadership. This research contributes both theoretically and practically to the understanding of visionary leadership as a primary catalyst for successful organizational transformation. By providing actionable insights and strategies, the findings serve as a valuable reference for other organizations aiming to design effective and sustainable transformation initiatives.*

**Keywords:** visionary leadership, organizational transformation

### Abstrak

*Kepemimpinan visioner memainkan peran penting dalam menentukan keberhasilan transformasi organisasi, khususnya dalam menghadapi tantangan lingkungan yang dinamis, kompleks, dan tidak pasti. Penelitian ini bertujuan untuk mengkaji pengaruh kepemimpinan visioner terhadap keberhasilan transformasi organisasi melalui pendekatan kualitatif dengan menggunakan metode studi kasus. Penelitian dilakukan di Lembaga Ketahanan Nasional Republik Indonesia (LEMHANAS), yang sedang menjalani transformasi signifikan untuk meningkatkan daya saing dan relevansinya di era modern. Data dikumpulkan melalui wawancara mendalam dengan pemangku kepentingan utama, observasi partisipatif terhadap aktivitas organisasi, dan analisis dokumen dari catatan institusi yang relevan untuk mendapatkan pemahaman yang komprehensif tentang bagaimana kepemimpinan visioner memengaruhi transformasi organisasi. Hasil penelitian menunjukkan bahwa kepemimpinan visioner secara signifikan memengaruhi berbagai aspek transformasi organisasi. Sebagai contoh,*

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*pemimpin visioner mendorong perubahan struktural dengan mendesentralisasi proses pengambilan keputusan, sehingga meningkatkan kelincahan dan responsivitas organisasi. Mereka juga membangun budaya kerja kolaboratif yang menekankan inovasi dan adaptabilitas, mendorong karyawan untuk berpartisipasi aktif dalam inisiatif perubahan. Selain itu, pemimpin visioner merumuskan visi strategis jangka panjang yang menyelaraskan upaya organisasi menuju pertumbuhan dan pengembangan yang berkelanjutan, memastikan bahwa tujuan transformasi bersifat koheren dan dapat dicapai. Bukti spesifik dari studi kasus LEMHANAS menyoroti dampak kepemimpinan visioner di beberapa area. Pertama, modernisasi infrastruktur dan adopsi teknologi canggih telah meningkatkan efisiensi operasional lembaga. Kedua, penguatan kerja sama lintas sektor telah memfasilitasi keselarasan yang lebih baik antara kemitraan nasional dan internasional, memberikan dampak institusional yang lebih luas. Ketiga, perubahan budaya organisasi menuju orientasi kinerja, transparansi, dan akuntabilitas secara signifikan meningkatkan keterlibatan karyawan dan kepercayaan terhadap kepemimpinan. Penelitian ini memberikan kontribusi baik secara teoretis maupun praktis dalam memahami kepemimpinan visioner sebagai katalis utama keberhasilan transformasi organisasi. Dengan menyediakan wawasan dan strategi yang dapat diterapkan, temuan ini menjadi referensi yang berharga bagi organisasi lain yang ingin merancang inisiatif transformasi yang efektif dan berkelanjutan.*

**Kata Kunci:** *kepemimpinan visioner, transformasi organisasi*

## A. INTRODUCTION

In an era of growing globalization and uncertainty, organizations face significant challenges to adapt and thrive. This uncertainty arises from dynamic changes in the organizational environment, accompanied by rapid technological developments. The paradigm in management thinking is also undergoing a shift, requiring organizations to undergo a transformation that is not only responsive, but also proactive. Therefore, the sustainability and competitiveness of an organization becomes very important in this context.

Organizational transformation is not merely a necessity, but a necessity to maintain relevance and competitiveness.<sup>1</sup> Organizational transformation, on the other hand, is a process of fundamental change that aims to significantly improve organizational performance.<sup>2</sup> The process of organizational transformation involves fundamental changes in structure, culture, and strategy. These changes include restructuring the organizational hierarchy to enhance efficiency, fostering a more collaborative and innovative work culture, and refining strategic approaches to achieve long-term goals. All of this requires the active involvement and full commitment of all organizational members to ensure the transformation's effectiveness.<sup>3</sup>

Effective leadership is a key determinant in the face of this uncertainty. Adaptive leadership capable of guiding an organization through complex change is key to achieving success in an ever-changing organizational environment. This research arises from the need to deal with the complexity of the modern organizational environment. Modern organizations face significant challenges, such as rapidly changing business environments, increasing global competition, and the need to adopt new technologies while meeting stakeholders' expectations. These challenges demand not only innovative solutions but also fundamental transformations to ensure the organization's sustainability and relevance in the modern era. The reality in the field shows that there is still a general assessment that

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<sup>1</sup> John P Kotter, "Leading Change, Harvard Business School Press, Boston," *Search In*, 1996.

<sup>2</sup> W Warner Burke and George H Litwin, "A Causal Model of Organizational Performance and Change," *Journal of Management* 18, no. 3 (1992): 523–45.

<sup>3</sup> Bernard Burnes, *Managing Change: A Strategic Approach to Organisational Dynamics* (Pearson Education, 2004).

leaders in managing political education have not carried out the function of visionary leadership. Visionary leadership is defined as the ability of a leader to create and communicate a compelling and motivating vision for the future of the organization, and to encourage members of the organization to work towards that vision.<sup>4</sup> Visionary leaders are innovative, risk-taking, and able to manage change effectively.<sup>5</sup>

The suboptimal function of visionary leadership will have a strong influence on the creation, formation and existence of a political education culture both in the path, level and type of political education, because political culture represents the leadership quality of a leader of community political education.

At the global and local levels, organizations are faced with challenges that result in the need for rapid change management. Shifts in consumer preferences are one of the crucial aspects that encourage organizations to respond quickly. Not only that, intensifying competition in the global marketplace also adds complexity, while technological advancements continue to evolve, creating further pressure on organizations to adapt through the transformation process. Organizational transformation is not only a strategic necessity, but also a must for long-term survival. Organizations that can quickly adapt to change and implement effective change management strategies will gain a significant competitive advantage. This advantage allows organizations not only to survive but also to thrive amidst increasingly intense competition.

Various studies have shown that visionary leadership has a significant influence on the success of organizational transformation. For example, research by Bass and Avolio (1990) showed that transformational leadership, which includes visionary leadership, has a positive impact on improving organizational performance during the transformation process.<sup>6</sup> Furthermore, research conducted by Kouzes and Posner provides evidence that visionary leaders can create an environment conducive to innovation and change. Such an environment fosters member engagement, enhances creativity, and directly contributes to the success of organizational transformation. These findings underline that visionary leadership is a critical element in driving sustainable and successful change within organizations.<sup>7</sup>

Therefore, the purpose of this study is to further examine the effect of visionary leadership on the success of organizational transformation, as well as to identify factors that mediate the relationship. This research is expected to contribute to the theoretical and practical understanding of the role of visionary leadership in the context of organizational transformation.

## B. LITERATURE REVIEW

### *Visionary Leadership*

Visionary leadership has been a widely discussed topic in management and organizational literature. Visionary leaders are known for their ability to see a clear future and inspire organizational members to achieve that vision (Sashkin, 1988). Studies by Bass and Avolio (1994) show that

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<sup>4</sup> Burt Nanus, *Visionary Leadership: Creating a Compelling Sense of Direction for Your Organization* (Jossey-Bass Publishers, 1992).

<sup>5</sup> Bernard M Bass, *Bass & Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications*, vol. 2 (The Free Press, 1990).

<sup>6</sup> Bernard M Bass and Bruce J Avolio, *Improving Organizational Effectiveness through Transformational Leadership* (Sage Publications, 1994).

<sup>7</sup> James M Kouzes and Barry Z Posner, *The Leadership Challenge*, 3rd ed. (Jossey-Bass Publishers, 2002).

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transformational leadership, which includes visionary leadership, has a positive impact on organizational performance during the transformation process.<sup>8</sup>

### *Organizational Transformation*

Organizational transformation refers to a fundamental change process designed to markedly enhance organizational performance. It encompasses comprehensive adjustments in various aspects of an organization, including its structure, culture, and strategic direction, to address evolving challenges and opportunities. This process is aimed at achieving long-term sustainability and competitiveness by ensuring that the organization remains agile and responsive in a dynamic environment.<sup>9</sup> This process involves changes in organizational structure, culture, and strategy, and requires the involvement and commitment of all members of the organization.<sup>10</sup>

## **C. METHOD**

This research uses a qualitative approach with a case study method to deeply understand the influence of visionary leadership on the success of organizational transformation. The qualitative approach was chosen due to its ability to provide rich insights into the lived experiences and perspectives of individuals within the organizational context. This method enables researchers to explore phenomena in depth and understand complex dynamics within a real-world setting, making it particularly suitable for studying the nuanced impacts of visionary leadership on organizational transformation.<sup>11</sup>

The research subjects are leaders and members of organizations that are undergoing or have undergone a significant transformation process and the results of previous research case studies related to the research. The selection of subjects was done purposively, where informants were selected based on certain criteria relevant to the research objectives.<sup>12</sup> The subjects studied in the study were the leaders of the National Defense Institute of the Republic of Indonesia (LEMHANAS).

The indicators of transformation success are divided into two, namely the level of organizational readiness to change<sup>13</sup>, human resources improvement<sup>14</sup>, and the role of leadership in transformation<sup>15</sup>. Data were collected through in-depth interviews, participant observation, and document analysis. The collected data were analyzed using thematic analysis techniques, which involved data transcription, data coding, theme (indicator) development, and interpretation of findings. Data coding was done using (✓) and (×) signs. The (✓) sign indicates the research results are in accordance with the theme and positive, while the (×) sign means the research results are not in accordance with the theme or negative.

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<sup>8</sup> Bass and Avolio, *Improving Organizational Effectiveness through Transformational Leadership*.

<sup>9</sup> Burnes, *Managing Change: A Strategic Approach to Organisational Dynamics*.

<sup>10</sup> Burnes.

<sup>11</sup> John W Creswell and Cheryl N Poth, *Qualitative Inquiry and Research Design: Choosing among Five Approaches* (Sage publications, 2016).

<sup>12</sup> M Q Patton, *Qualitative Research & Evaluation Methods* (SAGE Publications, 2002), <https://books.google.co.id/books?id=FjBw2oi8E14C>.

<sup>13</sup> Junaity Soften Sine, Jeni Isak Lele, and Novreadi Ari Mangngi, "Analisis Tingkat Kesiapan Organisasi Untuk Berubah (Transformasi Menuju IAKN Kupang)," *BIA': Jurnal Teologi Dan Pendidikan Kristen Kontekstual* 3, no. 1 (June 27, 2020): 61–75, <https://doi.org/10.34307/b.v3i1.137>.

<sup>14</sup> Ika Sisibintari, "Transformasi Organisasi: Basis Peningkatan Sumber Daya Manusia Dalam Memperkuat Daya Saing," *Jurnal Al-Azhar Indonesia Seri Pranata Sosial* 2, no. 2 (2015): 119–32.

<sup>15</sup> Aisyah Khairunnisa, Nyayu Khodijah, and Febriyanti Febriyanti, "Peran Kepemimpinan Sebagai Pendorong Utama Transformasi Organisasi," *Nusantara: Jurnal Pendidikan Indonesia* 4, no. 1 (2024): 327–38.

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#### D. RESULT AND DISCUSSION

Based on the results of the research, several case studies related to this research were obtained. Research conducted by Djuariati (2018) on the influence of visionary leadership, learning organizations, and innovative behavior on employee performance at the Center for Development and Empowerment of Business and Tourism Educators and Education Personnel (PPPPTK) of the Ministry of Education and Culture of the Republic of Indonesia revealed that visionary leadership, learning organizations, and innovative behavior have a positive and significant effect on employee performance.<sup>16</sup>

This study found that visionary leadership has a direct, positive, and significant effect on employee performance. Visionary leaders provide a clear and inspiring vision that motivates employees by aligning their personal goals with the organization's objectives, thereby fostering commitment and a strong sense of purpose. Additionally, organizations that encourage continuous learning and upskilling significantly enhance employee productivity and overall performance by equipping employees with the skills and knowledge needed to adapt and thrive in an evolving workplace. The study also found that innovative behavior positively and significantly impacts employee performance. Employees who demonstrate innovative behavior are better equipped to tackle challenges and develop creative solutions, which ultimately improves organizational efficiency and effectiveness.

Research conducted by Putrawan and Indrayani (2023) explored how visionary leadership can affect organizational performance. The research shows that visionary leaders who are able to formulate and communicate a strong vision can help direct and mobilize organizational members in achieving predetermined goals.<sup>17</sup>

This study found that visionary leadership has a direct positive and significant effect on organizational performance. Visionary leaders are able to provide a clear and inspiring vision, which helps employees to be more motivated and committed in achieving organizational goals. Organizational performance is measured from multiple perspectives, including productivity, efficiency, profitability, and customer satisfaction. Strong performance in these areas is essential for organizations to maintain their competitiveness, achieve sustainable growth, and attain long-term objectives. Good performance not only boosts organizational success but also enhances the ability to navigate market challenges and capitalize on opportunities, underscoring the critical role of visionary leadership in driving such outcomes.

Research shows that visionary leadership can give employees a high sense of confidence and engagement, and provide a long-term view that helps them understand the overall goals of the organization. Research conducted by Fransiska, et al. examines how the visionary leadership of principals and teacher discipline can affect teacher performance in elementary schools. The study showed that effective principals' visionary leadership and good discipline can significantly improve teacher performance. This study found that principals' visionary leadership has a positive and significant effect on teacher performance.

Visionary leaders are able to provide a clear and inspiring vision, which helps teachers to be

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<sup>16</sup> D Djuariati, "Pengaruh Kepemimpinan Visioner, Organisasi Pembelajar Dan Perilaku Inovatif Terhadap Kinerja Karyawan Pusat Pengembangan Dan Pemberdayaan Pendidik Dan Tenaga Kependidikan Bisnis Dan Pariwisata Kementerian Pendidikan Dan Kebudayaan Republik Indonesia" (UIN Raden Intan Lampung, 2018).

<sup>17</sup> Putu Wika Putrawan and Ni Komang Dewi Indrayani, "Pengaruh Kepemimpinan Visioner Pada Kinerja Organisasi," *Jurnal Manajemen Dan Ekonomi (JME)* 1, no. 1 (2023): 42–50.

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more motivated and committed in achieving school goals.<sup>18</sup> In addition, good discipline was also found to have a positive and significant effect on teacher performance. Teachers who have high discipline tend to be more able to perform their duties well and efficiently. Teacher performance is measured from various perspectives, such as teaching quality, engagement in the teaching and learning process, and student learning outcomes. Good performance can improve educational effectiveness and student academic outcomes.

Research conducted by Purwanto explored how the visionary leadership of school principals can affect the quality and quality of education at SD Negeri Soko. The study showed that effective principals' visionary leadership can significantly improve the quality of education. This study found that the principal's visionary leadership has a positive and significant effect on school quality. Visionary principals are able to provide clear direction and goals and inspire teachers and staff to work harder to achieve these goals.<sup>19</sup>

The quality of a school is measured in various aspects, including the quality of teaching, school facilities and student learning outcomes. These improvements in quality have a direct impact on overall school performance and stakeholder satisfaction. Research shows that principals' visionary leadership can create a conducive learning environment, support innovation and continuous learning, and ultimately improve the quality of education. This study found that visionary leadership has a positive and significant direct influence on education quality. Visionary leaders are able to create a clear vision and motivate teachers and staff to work together to achieve higher educational goals.<sup>20</sup>

This study highlights the importance of implementing visionary strategies in school operations, including long-term planning, training and professional development for teachers, and innovations in teaching methods. Education quality is measured from various perspectives, including improved student learning outcomes, teaching quality and stakeholder satisfaction. The implementation of visionary leadership is proven to improve education quality by creating a better and more supportive learning environment.

The case study of LEMHANAS RI reveals that there are several aspects of transformation that have been carried out, namely curriculum changes, improving the quality of teachers, modernizing infrastructure, strengthening cooperation networks, and changing organizational culture. Some of the main aspects of transformation that have been carried out at LEMHANAS RI show how visionary leadership can drive successful change.

First, curriculum changes that focus on soft skills development, technology integration, and increased relevance to contemporary issues have created more competent and innovative graduates. Second, the improvement of faculty quality through the recruitment of competent faculty, targeted professional development programs—such as specialized training, workshops, and conferences—and collaboration with outside institutions ensures that the quality of education continues to improve. Third, infrastructure modernization with improved learning facilities and utilization of information technology has created a better and more supportive learning environment.

In addition, the strengthening of cooperation networks with higher education institutions as

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<sup>18</sup> Winda Fransiska, Edi Harapan, and Tahrin Tahrin, "Pengaruh Kepemimpinan Visioner Kepala Sekolah Dan Disiplin Guru Terhadap Kinerja Guru Sekolah Dasar," *Journal of Education Research* 1, no. 3 (2020): 308–16.

<sup>19</sup> Rati Purwanto, "Kepemimpinan Visioner Kepala Sekolah Terhadap Mutu Dan Kualitas Sekolah Di SD Negeri Soko," *Jurnal Pendidikan Dan Teknologi Indonesia* 1, no. 4 (2021): 151–60.

<sup>20</sup> Muhammad Subni et al., "Implementasi Kepemimpinan Visioner Dalam Meningkatkan Mutu Pendidikan," *SISTEMA: Jurnal Pendidikan* 5, no. 1 (2024).

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well as cooperation with government and private institutions has opened up extensive and fruitful collaboration opportunities. Narrative analysis of the case study at LEMHANAS RI shows that visionary leadership and strategic planning are two key interrelated factors in driving organizational transformation. Visionary leadership provides direction and inspiration, while strategic planning provides a clear framework to achieve the vision.

The success of transformation depends on visionary leadership, a culture that supports change, open communication, and effective and measurable change management. By paying attention to these key factors, organizations can face the challenges of transformation and achieve sustainable success. The combination of these elements creates a conducive environment for all members to actively participate, give their best, and move together towards a better vision of the future.

Visionary leadership and strategic planning are two key interrelated factors in driving organizational transformation, and organizations that successfully transform are those with strong visionary leaders and comprehensive strategic planning. Based on the above explanation, the comparison can be seen as follows.

**Table 1.** Comparison of Case Study Results Based on Transformation Success Indicators

Case study	Year	Indicators of Organizational Transformation Success		
		Level of Organizational Readiness to Change	Improvement of Human Resources	Leadership Role in Transformation
Djuariati <sup>21</sup>	2018	(✓)	(✓)	(✓)
Putrawan dan Indrayani <sup>22</sup>	2023	(✓)	(✓)	(✓)
Fransiska, et al. <sup>23</sup>	2020	(✓)	(✓)	(✓)
Purwanto <sup>24</sup>	2021	(✓)	(✓)	(✓)
Subni, et al. <sup>25</sup>	2024	(✓)	(✓)	(✓)
LEMHANAS RI	2024	(✓)	(✓)	(✓)

Source: Primary Data, 2024 (edited)

Based on various studies that have been conducted, visionary leadership is proven to have a significant influence on the success of organizational transformation. Visionary leadership provides a clear and inspiring vision that not only motivates but also guides all members of the organization to commit to necessary changes. Visionary leaders go beyond setting strategic direction; they cultivate an environment that fosters innovation and continuous learning. In this way, visionary leadership plays a multifaceted role in overcoming challenges, driving the achievement of long-term goals, enhancing productivity and performance, and ensuring the success of organizational transformation amidst

<sup>21</sup> Djuariati, "Pengaruh Kepemimpinan Visioner, Organisasi Pembelajar Dan Perilaku Inovatif Terhadap Kinerja Karyawan Pusat Pengembangan Dan Pemberdayaan Pendidik Dan Tenaga Kependidikan Bisnis Dan Pariwisata Kementerian Pendidikan Dan Kebudayaan Republik Indonesia."

<sup>22</sup> Putrawan and Indrayani, "Pengaruh Kepemimpinan Visioner Pada Kinerja Organisasi."

<sup>23</sup> Fransiska, Harapan, and Tahrin, "Pengaruh Kepemimpinan Visioner Kepala Sekolah Dan Disiplin Guru Terhadap Kinerja Guru Sekolah Dasar."

<sup>24</sup> Purwanto, "Kepemimpinan Visioner Kepala Sekolah Terhadap Mutu Dan Kualitas Sekolah Di SD Negeri Soko."

<sup>25</sup> Subni et al., "Implementasi Kepemimpinan Visioner Dalam Meningkatkan Mutu Pendidikan."

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dynamic and complex environmental conditions.

## E. CONCLUSION

Based on various studies, it is evident that visionary leadership significantly influences the success of organizational transformation. Visionary leadership achieves this by outlining a compelling future state for the organization, aligning goals with values, and fostering a sense of purpose among its members. Visionary leaders not only set the strategic direction but also create an environment that encourages innovation and continuous learning. As such, visionary leadership drives the achievement of long-term goals, enhances productivity and performance, and ensures successful organizational transformation amidst dynamic and complex environmental challenges. Looking ahead, organizations are advised to develop visionary leadership training programs at all management levels, foster a culture of innovation and learning, and strengthen strategic planning with a clear vision. Additionally, optimizing technology and infrastructure, expanding cooperation networks, and periodically evaluating and adjusting strategies are essential steps for organizational success. By adopting these strategies, organizations can enhance their ability to adapt and thrive in times of change, while achieving the long-term goals set by their visionary leadership. Further research is needed to explore the impact of visionary leadership across different industries and cultural contexts and to develop intervention models that can further strengthen visionary leadership capabilities among organizational leaders.

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