ABSTRACT

The quality of educational services at SMK Telkom Malang plays an important role in student and parent satisfaction. However, the decline in the number of applicants in the last seven years and student survey findings indicate dissatisfaction with visionary leadership and organizational culture. This study analyzes the influence of visionary leadership and organizational culture on the quality of educational services in order to identify areas for improvement.

This study aims to analyze the influence of visionary leadership and organizational culture on the quality of educational services at SMK Telkom Malang. In addition, this study identifies improvements needed to increase student satisfaction and school attractiveness. The results are expected to provide strategic recommendations for managers in optimizing educational services.

A quantitative approach with a survey method was used to measure the relationship between visionary leadership, organizational culture, and the quality of educational services. Data were collected through questionnaires with a proportionate stratified random sampling technique from a population of 1,465 students in grades X, XI, and XII. The sample was calculated using the Slovin formula with an error rate of 8%, resulting in 141 respondents. Data analysis was carried out descriptively and inferentially using multiple linear regression to test the influence of visionary leadership and organizational culture on the quality of educational services at SMK Telkom Malang.

The results of the study indicate that visionary leadership and organizational culture have a significant effect on the quality of educational services, both partially and simultaneously. Multiple linear regression tests confirm that both variables have a positive contribution to improving the quality of services at SMK Telkom Malang. To improve the quality of educational services, SMK Telkom Malang needs to strengthen visionary leadership by ensuring clearer communication of vision, consistency in policies, and empowerment of educators. In addition, an organizational culture that supports innovation and discipline must continue to be developed in order to create a more conducive learning environment..

Keywords: *Visionary Leadership, Organizational Culture, Service Quality,*