

Exploring the Leadership Role of Secondary School Principals in Promoting Desirable and Constructive Organizational Culture in the Workplace: A Qualitative Study

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Abstract

The culture of educational organizations is an important issue that is influenced by the leadership style of principals. The purpose of the present study is to investigate the role of leadership behaviors of secondary school principals in promoting a desirable organizational culture from the perspective of teachers. This study was applied in terms of its purpose and qualitative in terms of approach. For this purpose, 12 secondary school teachers in Ramsar, Iran voluntarily participated in focus group interviews and answered questions. The data obtained were analyzed through thematic content analysis using MAXQDA software. Finally, 81 primary codes, 27 categories, and five themes were obtained. The main themes were recognition and appreciation, participatory decision-making, continuous growth and development, supportive behavior, and creating a cultural community. The findings show that from the perspective of the teachers present in the interview, school leaders should strive to strengthen human and social relationships and try to promote the general culture of the school in a positive and desirable direction by creating a safe and secure environment for sharing thoughts, experiences, and perspectives, as well as providing the necessary emotional and technical support.

Keywords: school culture, leadership, leadership behavior, secondary school

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