

Examining the Influence of Organisational Culture on Middle Leadership in Primary Schools in Saudi Arabia and United Kingdom

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Abstract : Shared values, beliefs, norms and assumptions within the organisation can affect personal and team effectiveness. Organisational culture can also affect the performance of organisational members. The nature of middle leadership in a primary school is largely influenced by organizational culture. The effectiveness of middle leadership in primary schools and their performance is strongly determined by the circumstances in which they work and can be political or institutional. This study aims to examine the influence of organisational culture and government policy on the performance and effectiveness of middle managers, using the English and Saudi education systems as case studies. To examine how education policy conditions educational discourse, and answer the research questions, there is a need to collect qualitative data on middle manager's perceptions and experiences in the English and Saudi Arabian contexts. The study involved a qualitative and interpretative approach. In-depth interviews with 6 middle managers and school supervisors in 3 English primary schools and 6 middle managers in 3 Saudi Arabian primary schools were conducted to answer the research questions. The study also included ethnographic tools such as observations of a sample of three primary schools in both England and Saudi Arabia where the researcher observed middle managers' interactions with their peers. The sample of three enabled the study to identify trends and make comparisons between leadership approaches in both systems based on observations without the bias of prescriptions. The use of ethnographic tools not only makes the study empirical but also increases the reliability and validity of the findings by reducing prescriptive bias. The observations will be triangulated with the results of the interviews to draw comparisons and conclusions on whether middle managers act as leaders or as followers in their respective political contexts.

Keywords : education management, government education policies, middle managers, organisational culture

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