

## ABSTRACT

The research investigated the problem of the apparent lack of leadership among leaders in the higher education (HE) sector in South Africa (SA). In particular, the research investigated the perception that there is a lack of transformational leadership among leaders in the public institutions of higher learning. This will compromise the leaders' ability to manage change successfully. This problem was therefore viewed from the perspective of the changing HE landscape in SA in which institutions of higher learning are being merged or incorporated. One of the potential consequences of these mergers and incorporations is that the newly formed institutions may be challenged by a lack of appropriate leadership. The view that a lack of appropriate leadership is one of the root causes of institutions finding themselves in a precarious situation is widely supported by scholars and role players in the HE sector.

The aim of this research was to establish the frequency of exhibition of transformational leadership and its behaviours, as well as to ascertain the level of transformational leadership among leaders in the HE sector. Transformational leaders are, by definition, change agents. Therefore, the research was premised on the assumption that if leaders exhibit transformational leadership and its behaviours frequently, if not always, and if their level of transformational leadership is high, then they will necessarily be able to manage change successfully. The Full Range of Leadership Styles (FRL) was adopted in that in addition to transformational leadership, the transactional and laissez-faire leadership styles were also measured. Fundamental to the FRL model is that every leader exhibits each style to some extent and that the model represents how frequently a leader exhibits a particular style of leadership.

The findings of the empirical study generally indicated that the picture painted by scholars and role players in the HE sector about leadership in that sector is not as bleak as they claim, although some improvements in developing transformational leadership still have to be made.

## KEY WORDS

Transformational leadership, transactional leadership, laissez-faire leadership, leader, follower, change, transformation, merger, higher education, coaching.



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## DECLARATION

I declare that

**EFFECTIVE TRANSFORMATIONAL LEADERSHIP BEHAVIOURS FOR MANAGING CHANGE** is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of references.



This research is dedicated to my late mother, Lina Makhala Vinger who, with incredible ecstasy, could be telling all and sundry that her son has completed a doctoral degree. *Mme*, I know you are with me spiritually. Please share my happiness with me because you made me who I am today. Please accept, posthumously, my gratitude for everything you have done for me.

