AN ANALYSIS OF TRANSFORMATIONAL LEADERSHIP AND MANAGING STAKEHOLDER PERCEPTIONS: A CASE STUDY OF THE PASSENGER RAIL AGENCY OF SOUTH AFRICA (PRASA)

by

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# **ABSTRA**CT

This research is an analysis of transformational leadership and managing stakeholder perceptions of the Passenger Rail Agency of South Africa (PRASA). PRASA faces poor service performance when it is required to achieve service excellence and engage in stakeholder communication. Managing stakeholder perceptions is one of the key strategic pillars of the Passenger Rail Agency of South Africa (PRASA). The objectives of the study were to explore transformational leadership concepts, theories, and models so as to analyse transformational leadership within a management problem context, understand how people are motivated to follow and envisage the transformation and to suggest recommendations to the management and future researches. The research methodology uses explorative and qualitative approach, with face to face interviews as the central tool for data collection. The researchers made use of the purposive sampling method and conducted semi-structured interviews with thirty participants. All ethical considerations were strictly adhered to. According to the findings, it is clear that transformational leaders are at the core of organizational growth and development. This is an indistinct demonstration that transformational leadership has all the needed tools to be enforced towards the success of PRASA as a public sector. The significance of this study is to contribute to transformational leadership.

# DECLARATION OF ORIGINAL WORK

I, Jasper Mnukwa declare that this research report is my own, unaided work. It is submitted in partial fulfilment of the requirements of the Master of Public Management degree at Regenesys School of Public Management, Sandton, South Africa. It has not been submitted before for any degree or examination at any other university or educational institution.

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Name: J Mnukwa Date: 01 February 2019

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# **CHAPTER 1:** INTRODUCTION

## **BACKGROUND OF THE STUDY**

This study covered the analysis of transformational leadership and stakeholder perceptions of the Passenger Rail Agency of South Africa (PRASA). As a rail service provider, PRASA has the responsibility to engage and have an appreciation of how the organisation is perceived by its stakeholders. The nature of PRASA as a government entity has diverse stakeholders, both internal and external; example passengers for both trains and buses, suppliers of goods and services, government, parliament, the general public as well as a labour organisation.

Managing stakeholder perception or public involvement is aimed at achieving the following goals; Increase understanding of the organization’s service offering; strengthening partnerships and coordinating with transportation agencies, other government organizations, private industry, and the public. Being responsive to stakeholders concerns can help establish and improve feedback loop that can help to improve service delivery.

Managing stakeholder perceptions is one of the key strategic pillars of PRASA. The current support system and practices are not equipped in helping the organization provide an effective and efficient public commuter transport service. The organization faces poor service performance when it is required to achieve service excellence and engage in stakeholder communication (“Corporate Plan 2016.pdf,” n.d.). PRASA in its financial statements stated that it is committed to growing and providing excellent service for both its customers and stakeholders by improving safety and performance, capability and optimizing cost to the taxpayers.

PRASA is a State Owned Enterprise in the Department of Transport (DoT) under the command of the transport minister. The body is tasked with providing commuter rail services in the suburbs, bus services, and intercity rail services within South Africa (Advertorial, n.d.). The body is also tasked with making sure that solutions are offered as well as providing high-quality services to passengers in a secure and safe environment (Advertorial, n.d.).

The department of transport expects PRASA to provide intermodal service packages into amalgamated public transport plan to optimise the performance of the public transport system. PRASA focuses on providing an integrated, efficient public transport system. The entity is forging the government’s efforts to change public passenger transport by providing better mobility and convenience in pursuit of a better life for all.

The National Development Plan (NDP) identified the transport system as one of the key objectives to be achieved by South Africa in its economic framework 2030. The NDP goes further to recommend that commuter rail services must be efficient, competitive and responsive for a vibrant economy. PRASA is not only an important player in providing public passenger rail transport but also plays a prime role in the economic advancement of the country. Metrorail, a division of PRASA, owns about 15% of South Africa’s rail network. It owns and operates 530 train stations, undertaking approximately 560 passenger trips per annum. It covers 3180 kilometres of rail track of which it owns about 2200 kilometres with a rolling stock of 4560 train coaches which is 38012 car train sets( PRASA Corporate Plan 2016-2019).

The (DoT) explains that the most recurring challenges facing South Africa are inefficiencies in the various public transport modes sector. Furthermore, the inefficiencies in the rail commuter services are a hinder to the economy in ways like job creation as well as business development. A reliable and affordable rail commuter services can lessen the burden of commuting to and from a place of work.

A report by the Public Protector titled “Derailed” on PRASA stated that PRASA as an organ of state has direct implications to the economy. The report highlights poor management decisions on procurement of good and services and management of public finances has an unswerving negative bearing on efficiency and helpfulness of public transport.

The Minister of Transport, Dr. Blade Mzimande, stated that there is an urgent need for strong leadership at PRASA to implement the government mandate of providing safe, efficient and cost-effective public transport solution. The question leaders’ encounter today has to do with the way they manage to design and define the transformation, how they motivate transformation and bring its momentum with an intention to have people following it and envisaging it (Beck-Tauber, 2013). According to Beck-Tauber (2013), the idea of transformational leadership looks like a promising approach as far as addressing the dynamics of transformation in societies and organisations.

It is emphasized by Lender, Hunter & Schreyer Honors College (2018) that transformational leaders abruptly enhance or de-enhance the strength of needs that could have been rendered dormant. They further state that transformational leadership attains its goals through 1) creating high levels of awareness, consciousness regarding the importance of expected outcomes and means of achieving them; 2) getting them to scale higher for organisation’s and team’s sake 3) increasing our portfolio of wants and needs (Lender, Hunter & Schreyer Honors College, 2018).

It is incumbent upon PRASA to achieve managing stakeholder perceptions. The organization’s critical success factors are service excellence and stakeholder communication amidst poor service performance. Therefore according to Bass (1985) transformational leadership is essential in order to respond to new requirements. Transformational leadership behaviour is categorized into (1) Idealized influence, (2) Inspirational motivation, (3) Intellectual stimulation and, (4) Individual consideration (Lender, Hunter & Schreyer Honors College, 2018).

The leadership behaviours will be examined on how they impact on managing stakeholder perceptions.

## **PROBLEM STATEMENT**

In the past five years, PRASA has been experiencing poor service performance when it is required to achieve service excellence and provide a seamless rail public transport system. The poor service, unreliable and unsafe travel experience for the passengers has led to a sharp decline in customer satisfaction levels and interested parties confidence due to PRASA’s inability to convey its primary obligation.

The sharp decline in passenger trips is an indication of the negative commuter perception of PRASA rail services. For example, in 2010 the organisation recorded 634 million passenger trips. However, the number declined to 472 million passenger trips in 2012 which is a significant drop of 34%. That number is now standing at 380 million passenger trips in 2018. The loss of patronage is not only of great concern to PRASA but to the government as well (PRASA AFS, 2017).

PRASA is a key player in undoing the legacy of the underinvestment, a social and economic exclusion that comes due to the post-democracy government, which is evidenced by the long distance that many people travel to work. Travelling long distance to work mostly affects the poor as they live far from their place of work.

National department of transport has emphasized that strong and dedicated leadership is needed in PRASA for it to fulfil the government’s mandate of providing safe, efficient, and cost-effective rail commuter solutions.

A Five-Point Plan developed by PRASA in 2013 was aimed at addressing key customer challenges such as overcrowding, very long train delays, slow travel times, safety concerns, and address negative perceptions about overall poor organizational performance.

PRASA’ 2012/2013 financial statement, the Auditor General revealed that the leadership was responsible for non-compliance with the laws and regulations in PRASA. This had contributed to the business inability to meet its deliverable targets.

It is almost unimaginable for the South Africa government to improve its economy without improving its public transport network. Furthermore, the majority of the workforce depends on public transport. To curb the high cost of living, PRASA has to provide a dependable, cost-effective, and a flowing public transport network connecting all numerous forms of public transport.

The government has committed to revitalizing the rail network by investing about R52 billion. However, the implementation of these programmes has been negatively affected by unstable leadership at PRASA as well as allegations of maladministration.

Sub – Problems

* How do leaders succeed and formulate transformation?
* How is the impetus for transformation created?
* How is transformation achieved in the institute?

## How are individuals motivated to follow and visualize the transformation?

## **PURPOSE OF THE RESEARCH**

According to Chaka (2014), South Africa finds itself in a circumstance where it gets worldwide credit as a result of extraordinary standards of corporate governance and similarly has observers raising concerns regarding the functionality of state-run bodies.

This study will contribute to knowledge in fields of leadership, strategic planning, stakeholder management and communication, and overall good corporate governance and accountability.

According to Alloggio and Thomas (2013), the National Development Plan envisions that by 2030, transport sector investments will ensure that this sector becomes the main driver in advancing South Africa through 1) enhanced economic opportunities, services, and social space through bringing geographic distance safely, reliably and affordable. 2) Ensuring high mobility of goods and people via transport alternatives which support minimised environmental harm.

## **RESEARCH QUESTIONS**

The research will be guided by the following overarching research question: What is transformational leadership and how does it improve poor service in order to achieve service excellence and engage in stakeholder communication at PRASA?

With this question in mind, five additional and more focused questions were crafted:

* How is transformation defined and designed?
* What is the impetus for transformation in the organization?
* How can transformation be realized in the organization?
* What causes people to get motivated and follow a transformational leader and organization?

## **RESEARCH OBJECTIVES**

Within PRASA:

* To explore transformational leadership concepts, theories, and models
* To analyze transformational leadership within a management problem context
* To understand how people are motivated to follow and envisage the transformation.

## **RESEARCH DESIGN**

This study is qualitative research. It is an explanatory study that addresses questions surrounding PRASA and how it faces poor service performance when it is required to achieve service excellence and engage in stakeholder communication. The specimen will comprise of employees of PRASA. The choice criteria considered will better help address and answer the study questions in an unbiased way. Descriptive research design will be used as well as Questionnaires and survey method of data collection.

The descriptive design is used to describe an event in its current form, and it is suitable when the study is concerned in specific conditions, the narrative of facts and characteristics concerning situations or individuals (Payne & Brindle, 2013). The researcher settled on this design as the study will require the collection of data through questionnaires. It helped in gathering information regarding research objective on transformational leadership concept, analyse this type of leadership within a management problem concept and helped in understanding how people are motivated to follow and envisage the information. There were questionnaires for both the pre-test and the main research. They were administered and collected later so as to give respondents enough time to answer the instruments appropriately. The relationship between variables was measured through multiple correlations and regression analysis as a way of finding the inter-relationship between the three variables and their influence on the dependent variable. SPSS computer program will be used and findings presented in charts and tables.

Social reality is viewed through the lens of an idealist. According to Love (2012), reality is only realised through the mind and socially enacted meaning.This is a nominalist view. To yield social science knowledge, we must keenly observe, construe and replicate regarding what other individuals are saying and doing in particular social contexts while we concurrently mirror on our own familiarities and understandings (Neuman, 2014)

This study will take an explorative and qualitative approach. According to Beck-Tauber (2013), this design allows room for taking up unforeseen facets and enhancing the comprehension of the phenomena. The exploratory research design is carried out regarding a research problem in instances where there are insufficient or no earlier studies to refer to (Creswell, 2014) thus, this approach is appropriate for a study of this nature, due to the scarcity of qualitative research in transformational leadership. Several publications build on quantitative correlation analysis between transformational leadership behaviours and follower performance. Beck-Tauber (2013) further states that the exploratory prospective of such approaches toward augmenting the comprehension of transformational leadership is restricted. Therefore Flick (2018) emphasize generally that qualitative research designs are said to give understanding on a more all-inclusive basis.

The following are the brief research objectives;

* To explore transformational leadership concepts, theories, and models
* To analyze transformational leadership within a management problem context
* To understand how people are motivated to follow and envisage the transformation.

Semi-structured interviews are applied as the key instrument for the data collection in this research. This method allows the interviewer to delve deeply and allow for greater depth and richness of information” (Gilmore, 2014). Purposive sampling will be utilized as the main sampling strategy. Hence, PRASA stakeholders and business unit heads are selected as participants for this study. The stakeholders are within South Africa.

## **DELIMITATIONS OF THE STUDY**

The study intended to investigate the impact of transformational leadership at PRASA. The scope of this research thus cast a wide net around PRASA and all poor service performance when it is required to achieve service excellence and engage stakeholder communication. Findings are applicable to enterprises in the same industry and sector.

## **OUTLINE OF THE MINI – DISSERTATION**

Chapter 1 – Introduction

The study introduces transformational leadership and managing stakeholder perceptions and provides the study’s background by analysing the previous empirical research. Importance of the study, as well as the problem statement, are explained. Research questions and objectives are pointed out too. The study’s delimitations are also given.

Chapter – 2 Literature Review

This chapter is a literature review of approaches and concepts on transformational leadership and managing stakeholder perceptions and how that link to the research question. The origin of transformational leadership is explored; Bass’s model of transformational leadership is explained and what constitute leadership behaviours and their link to managing stakeholder perceptions.

Chapter 3 – Research Design

The research methodology is an explorative and qualitative approach, with face to face interviews as the main instrument for data collection. This chapter outlines the framework in which this research is done. It includes data collection, data analysis and presentation, research design, the population of the study and sample size. This chapter specifies the blueprint or framework for the entire research process that enables the researcher to achieve the three objectives of the study.

Chapter 4 – Research Findings

Chapter 4 is a presentation of the primary data findings. It comprises results from an analysis based on the research questions and the support or lack thereof of the proposition or the testing of hypothesis.

Chapter 5 – Analysis and discussion of the results

Lays bare the Issues identified in the research (triangulation of the literature reviewed, results and comparison with the current reality).

Chapter 6 – Conclusion and recommendation

Comprises a summary of research objectives and key findings through which conclusions are arrived at. Suggestions for further studies are noted down as well as the study’s limitations.

## **CONCLUSION**

The research hypothesis is that a positive relationship exists between transformational leadership and managing stakeholder perceptions. Through a literature review, the relationship between transformational leadership and managing stakeholder perceptions will be determined.

# CHAPTER 2: LITERATURE REVIEW



## **INTRODUCTION**

In this chapter, suitable literature material that is dependable and connected to the study’s objectives was reviewed. This chapter is vital as it helped gather the data that connects the present study with earlier studies and what yet to come for researchers to work on. This chapter analysed the leadership concept, stakeholder engagement relating to transformational leadership and its impact at PRASA.

According to the Auditor General’s report 2013 financial year, PRASA has demonstrated weak leadership in enforcing good corporate governance and acquiescence with laws and regulations as well as supply chain management. In the ensuing year, PRASA did not comply with the laws which lead to poor internal and accounting controls and this contributed to wasteful and authorised expenditure.

PRASA is also facing key challenges in the mismanagement of financial resources; ineffective operational strategy; continued loss of passenger public transport market share; turbulent leadership which has had a direct impact on policy decisions with adverse impact on overall performance of the business.

PRASA rail operation continues to encounter big challenges that have had a negative impact on its overall performance. One main challenge is the decline in fleet availability. Other disputes include pricing of services and right to use to its network, pricing matters with businesses and contractual issues. The key challenge remains the cost of operating and sustaining the rail system as it is no longer dependable due to frequent failures and botches.

The quality of rail services has suffered greatly due to the disruptions of the current system that relies on outdated technology. There has been a need for a modernised passenger rail. PRASA needs to invest about 7 billion in modernising the system.

### Lack of political commitment to reforms

PRASA is fully owned by the South African government through the department of transport. Therefore any organisational reforms will have to be approved or driven by the shareholder. In the past ten years, indications are that the shareholder has been less committed to reforms which would address most of the challenges PRASA and other SOE’s are experiencing. A presidential report on SOEs recommended several best practices to be implemented, but without government commitment, such efforts are likely to fail. For instance, strengthening corporate governance mechanisms to prevail must be the desire of the shareholder and the collective government at large.

### Corporate Governance: Auditor General

PRASA acknowledged in 2012/13 financial statements that the company requires a well-thought transformation and change management from management level to lower level employees if it were to be successful. It goes further to suggest that PRASA needs to go through its organisational transformation in order to overhaul of management structures, implement effective management systems and a new set of values to drive service delivery.

PRASA does not only provide access to public transport but also contribute towards long term social and economic development. There is still a long way to go to restructuring PRASA. The government needs to speed up in reforming these entities. Much damage has already been done on public finance and economic growth. SoEs are a crucial part of the puzzle in achieving economic recovery and promoting sustained economic development. They can play an essential role in generating resources to solve the challenges of black youth unemployment and intractable multidimensional poverty.

Four things that affect South African SoEs include: Governance failures, lack of strategic perspective and weak developmental mandate, poor understanding of government’s oversight role and weak policy regulatory environment, and operational inefficiencies. Third, SoEs should justify themselves before the rationale of value-creation for the public, and with clear development impact. Where there is no clear competitive advantage or potential to develop it, and there is no developmental value yielded, such enterprises should be allowed to die rather than be on expensive life support. Fourth, at the minimum, these entities should abide by existing corporate governance norms, including the Companies Act, the Public Finance Management Act, and King IV Codes of Good Governance. For this to be possible, boards should be selected on a merit-based system and made up of individuals known for their integrity and grasp of ethics.

Some of the challenges PRASA had identified by key impediments to its optimal business operation include; ageing rolling stock whose average is more than 45 years; the limited rolling stock as a result of many years of under-investment in the sector; obsolete and outdated signalling technology system which makes the movement of trains unsafe and less predictable; very old supporting infrastructure ; the burning down of trains and vandalism of assets; lack of engineering and related skills.

On the operational side, PRASA appears to lack a comprehensive preventative maintenance strategy so as to enhance the availability and dependability of trains and infrastructure. This is key to improving passenger rail services.

The review will aim to conceptualize leadership, origins of transformational leadership, theories of transformational leadership and models of transformational leadership. Three key facsimiles will be reviewed; the full range leadership theory, Schein’s models of organizational ethos and leadership and thirdly Kouzes and Posner’s transformational leadership model.

## **LEADERSHIP CONCEPTS**

Leadership implies many things to different people. This is due to the changing of roles of leaders from the family to top positions of multinationals. Notwithstanding, as a result of variation of skills, roles played or functions performed, different leaders hold different perceptions of leadership. Therefore, several attempts have been made for the success and failure of leadership in the form of properties and processes,styles or traits of leaders. These attributes, however, cannot provide satisfactory guidance for leadership success. Therefore practitioners and theoreticians have developed the leadership concept that emphasizes of no single best way of leadership.

According to Burns (2012) leaders entice followers to follow certain goals which represent motivations and values, needs and wants, desires and prospects of both leaders and followers and the intellect of leadership stems from the mode in which leaders perceive and act on their own and followers’ aspirations and values. Daft & Lane (2011) define leadership as the means of swaying an organised group with the aim of attaining particular goals. Yoder-Wise & Kowalski, (2010) state that leadership dwells on the aspects of orchestra conductor who sets things in motion by using his expertise rather than power, a coach who directs work and sets right the direction, a teacher that constantly learns and instructs others, a pioneer who regularly breaks new ground, a producer who gathers together resources from unequal parts into common process and a teacher that builds units through values.

Iszatt-White & Saunders (2017) defines leadership as a collaboration between two or more members of a group which regularly involves a structuring or restructuring of the state of affairs and of the insights and expectations of the members.

## **ORIGINS OF TRANSFORMATIONAL LEADERSHIP**

Transformational leadership has its commencement from Earley (2015) who explains it is a description of political leaders who transform the values of the follower. However, Bass & Riggio (2014) extends the concept within an organizational context.

Carr & Q Learning Organisation (2016)describe transformational leadership as something that brings about change in individuals and social systems. This is a type of leadership that brings positive and valuable change in the followers and at the end turning the followers into leaders. This form of leadership makes out motivation, performance, and morale of followers through a variety of mechanism. These includes linking the followers sense of distinctiveness and self to the undertaking and the shared identity of the firm, being a role model for followers that motivate them, challenging followers to assume a bigger ownership for their duties, and understanding the strengths and weaknesses of followers, so the leader can bring into line followers with duties that heighten their performance.

Carr & Q Learning Organisation, (2016)  goes on to state that transformational leadership is a means through which leaders and followers assist each other to push to a bigger level of motivation and morale. Two concepts originate from Burns, namely; transactional and transformational leadership. Transactional leadership is characteristic conventional leadership, the motivation of followers by fulfilling basic needs which are, physiological, safety and belonging. Transactional leadership rewards desirable things and also intervenes where there is poor performance within the organization and does maintain the status quo. Transformational leadership in contrast to transactional leadership satisfies followers higher level needs through empowerment and inspiration to full leadership development. Transformational leaders provide organizational vision and mission of the organization and take the initiative to coach and advise teams. Transformational leadership communicates expectations and hence the outcome of this type of leadership is that it transforms the status quo (Carr & Q Learning Organisation, (2016)

Transformational leadership has five key characteristics, namely; a) Creativity through innovation, initiative, being solution oriented, change agents and risk-taking; b) Interactive, with a high emotional intelligence and spiritual intelligence – this is demonstrated through a leader competency to self-recognize, self-regulate, social recognition and social regulation; c) Visionary, the communication of vision to followers, helping with ethical decision making and the promotion of participatory approaches; d) Empowering, participation, collaboration and problem-solving, giving power to others, the provision of resources and allowing others to make decisions; e) Passion by showing commitment to work, enthusiastic about work and friendly attitude.

Fundamental to transformational leadership are five transformational styles; individualized consideration, idealized behaviour, intellectual stimulation, inspirational motivation, and idealized attributes.

In idealized behaviour, its living one’s beliefs by being purpose and values-driven. According to Arvinen-Muondo & Perkins, (2013) idealized influence brings out a role model for high principled behaviour, trust, respect and instills pride. Idealized behaviour and idealized attributes are integrative. Idealized attributes are about promoting respect, trust, and faith.

Arvinen-Muondo & Perkins, (2013) state that inspirational motivation motivates others through vision and standing up for convictions. It is the point to which the leader enunciates a vision which is alluring and rousing to followers. Leaders with inspirational motivation challenge followers by high standards, hopefulness communication regarding future goals and giving meaning to the mission at hand. Followers need to have a strong sense of purpose if at all they are to be inspired to act. Purpose and meaning give the energy which drives the group forward. The visionary facets of leadership are reinforced by communication skills which make the vision comprehensible, detailed, powerful and engaging. The followers are willing to dedicate more effort in their tasks, they are motivated and hopeful regarding the future and believe in their abilities (Arvinen-Muondo & Perkins, (2013).

Intellectual stimulation is the act of stimulating others through questioning, solving problems and creative thinking. Arvinen-Muondo & Perkins, (2013) explain that it is the magnitude to which the leader challenges expectations, takes risks and petitions follower’s ideas. Leaders who embrace this style kindle and embolden creativity to their followers, cultivate and develop individuals who think independently. For such a leader, learning is a value, and unforeseen circumstances are seen as chances to learn. The followers ask questions, think intensely regarding things and figure out superior ways to undertake their tasks.

Individualized consideration is about coaching and development and being individually focused. Arvinen-Muondo & Perkins, (2013) explain idealized consideration as the degree to which a leader attends to other followers needs, acts as a coach or mentor to the followers and gives an ear to the followers’ concerns. A leader shows empathy and support, permits open communication and puts challenges before the followers. Need for respect is also encompassed here and individual contribution is recognised from each follower to the team. The followers have a will and ambitions for self-development and have an inherent motivation for the task.

Kirimi & Barine (2012) theorized that transactional and transformational leadership were mutually exclusive styles. Transactional leaders mainly do not endeavour for cultural change in the firm but operate in the existing culture whereas transformational leadership may bring change to organisational culture.

## **THEORIES OF TRANSFORMATIONAL LEADERSHIP**



### Inspirational Motivation Theory

Arvinen-Muondo & Perkins, (2013) refer to Burns theory of transformational leadership as a process in which leaders and followers help each other to advance to a higher level of morale and motivation. Burns theory on transformational leadership originates from a description of political leaders who transform the values of their followers ( Bass & Riggio,2014). The transformational approach creates significant change in the life of people and organisations, it redesigns perceptions and values and changes the expectations and aspirations of employees (Arvinen-Muondo & Perkins, 2013).

It is further argued by (Arvinen-Muondo & Perkins, 2013) that unlike the transactional approach, it is not based on a give and take relationship but it is the leader's personality, traits and ability to make a change through example, articulation of an energising vision and challenging goals. Transforming leaders are idealised in the sense that they are moral exemplars of working towards the benefit of the team, organisation, and the community.

### The Grid Theory of Leadership

Fronted by Van & Suino (2014), this theory focuses on organizational transformation. Their work is integrative to Burns theory of transformational leadership. Transformational leadership theory has attracted the attention of many researchers in the area of organizational management over the past thirty years (Givens, 2008).

Van & Suino (2014) compare and contrast transformational leadership with transactional leadership. They advance that transactional leadership is the ability to keep the organization running; the leaders react to the problems that arise and is able to modify the organization as needed. The leaders are always within accepted constraints. Nevertheless, transformational leadership is a new framework of the future through initiate. Leaders imitate fresh ideas, standards, and means of carrying out business. Transformational leaders rouse key mass of individuals in the firm to be imaginative in ensuring that the new vision becomes certain. Therefore, according to Van & Suino (2014), transformational leadership initiates change in almost all aspects of the organization like strategy, design, values, and people.

Emerging from the authors’ perception of transformational leadership is the synergy and alignment from the individual, team, culture, strategy, structures, and systems within the organization with factors in the external environment — leader values influence team values which impact on organizational values and behaviour towards actions in the organization. Therefore, change is dependent on the internal forces within the microenvironment of the organization and the response to external forces from the macro environment of the organization. They are internal forces and external forces at work in an endeavour to craft a new framework of the future through acculturation, people, values, design, and new tactics.

### Morton Eight Leadership Theory

Morton (2012) stresses that transformational leadership in the context of school leadership has eight angles:

1. Recognising and expressing a vision which refers to the behaviour on the leader’s part intended at finding new opportunities for their school, and formulating, expressing and inspiring others with a vision for the future;
2. Nurturing the reception of group goals, which refers to the leader’s behaviour which aims at enhancing cooperation among the workforce and helping them to work together towards common goals;
3. Providing individualised support that involves the behaviour on the leader’s part which includes respect for individual staff members and concern regarding that person’s needs and feelings;
4. Intellectual stimulation which denotes the behaviour on the leader’s part which challenges the staff to maximize some of the assumptions regarding their work and to re-evaluate how it can be performed;
5. Providing a suitable model that refers to the behaviour on the leader’s part which sets an example for members of staff to follow dependable with the values the leader advocates;
6. High-performance expectations, which denotes how the leader demonstrates expectation for excellence, big performance, and quality of staff;
7. Strengthening school culture, which denotes the behaviour of leaders expectations for staff engagement, power-sharing and others responsibility, promotion of an atmosphere of trust and caring amongst staff, direct and frequent communication, the explanation for school’s vision and norms of excellence , and;
8. Forming collaborative partnerships which are the leadership conduct that illustrates the readiness of a leader to portion responsibility, power and decision making which comprises the workforce opinion when reaching decisions. Furthermore, the leaders make sure effective group problem-solving guarantees autonomy for teachers in their choices and modify working conditions to guarantee that the employees have collaborative planning times (Morton, 2012).

### Dugan Leadership Theory

According to Dugan (2017), transformational leadership behaviour can be broken down in the following standpoints: Inspirational motivation, Idealized influence, Individual consideration and Intellectual stimulation.

Burke (2014) explains idealized influence as, leaders who are venerated, cherished and trusted. Their followers identify with and want to match their leaders. The leader portions risk with followers and are unswerving in conduct with fundamental integrities, philosophies and values.

Within the context of Inspirational motivation Mayall (2009), these crop of leaders acts in ways that encourage those surrounding them by giving them meaning and challenge for their work. Individual, as well as the team spirit, is awakened. Optimism, as well as enthusiasm, are showcased. The leader motivates followers to envisage resplendent future states that they can eventually envision for themselves.

On intellectual stimulation Mayall (2009) explains that these leaders stimulate the follower's determination to be inventive and imaginative through questioning assumptions, reframing problems and countering old status quo in new means. There is no mock or public censure of personal mistakes. Fresh ideas and innovative solutions to problems are sought from followers who are encompassed in the process of addressing glitches and coming up with solutions.

Finally, on individualised consideration, these leaders focus their attention on each person’s desire for achievement and growth by acting as a mentor or coach. Followers are developed to sequentially bigger echelons of potential. Fresh learning chances are developed along with reassuring climate in which to develop. Personal differences in terms of desires and needs are recognised (Mayall, 2009)

## **OTHER MODELS OF TRANSFORMATIONAL LEADERSHIP**

### Full Range Leadership Model

This model fronts that leadership is actualised through a contemplation of the following|; transformational, transactional and laissez-faire leadership theories.

Hawkins (2017) fronts that transformational leadership is hypothesized to include the following factors: Idealized Influence, Inspirational motivation, Intellectual stimulation, and Individualized consideration.

A significant factor in transformational leadership is the attainment of individual commitment in order to achieve organizational commitment. This is a significant attribute in attempting to achieve organizational objectives. Ethical consideration is also incorporated. Individual values have an influence on organizational values which in the end impacts organizational performance. Ethical leadership promotes ethical behaviour in organizations. The leaders are role models for ethical behaviour, and they promote and stand up for their convictions.

Grace (1999) 4-V model of ethical leadership stipulate values, vision, virtue, and voice as the central tenants in theorizing ethical leadership. Ethical leadership symbolize the resolution and standards of the firm with an emphasis on executive success and not personal egos — employees with potential and identified and developed. Ethics and values is a consistent message in their organizations. The leadership formulates procedures to manage conceivable conflict, and comprehend and respect diverse standards and ideas. Significantly, they set activities in a principled context and tie value avowals and plans to stakeholders and social responsibilities.

According to Hawkins (2017), transactional leaders lead through social exchange. The leader's present rewards and punishments. This form of leadership is built on two key pillars, the Contingent Reward Leadership which involves the assignment of what needs to be done with assurance or real rewards offered in exchange of carrying out the task (Bernard M. Bass & Riggio, 2006); and the Management – by – Exception, which is about taking corrective action when the need arise. These are active managers by exception, though some are passive and less proactive (Hawkins, 2017).

Lastly, on reviewing the full range model, we have the Laissez Faire Leadership. According to Northouse (2015), this form of leadership is actually the absence of leadership. Management and leadership are withdrawn and reflect uncooperative and unassertive conflict-handling intentions.

### Schein’s Models of Organizational Culture and Leadership

According to Schein (2009), administrative culture and leadership model is pegged on the principle that a leader is a culture manager and leads the organization in stages of organizational development and strategic issues. He points leadership styles at diverse phases of the firm; to begin with, a new institution where the leader as a culture creator; secondly, the middle stage where the leader is a culture enhancer or supporter and finally, the maturity stage in which the leader dwells further on reviewing the cultural archetypes and searching for new values.

Furthermore, Schein (2009) points out continuous leaders as those that are needed to meet the expectations like new insights, emotional strength, motivation, analytical skills and changing assumptions comprising others and learning the insight of the organisation. This model can incorporate emerging leadership trends through an integrative approach inclusive of ethical leadership, authentic leadership, servant leadership, and spiritual leadership. These emerging leadership trends can be used as strategies that culture manager plans and design approaches to attain particular outcomes in any enterprise.

### Kouzes and Posner’s Transformational Leadership Model

This model combines charisma, morality, transformation, and visioning. According to Kouzes & Posner (2002), this model contains five practices on what constitutes exemplary leadership. The leadership behaviours include; 1) modelling the way, which is principal regarding earning the right and the respect to lead through direct individual involvement and action. They assert that people follow the person first, then plan by example. Inspiring a shared vision (Kouzes & Posner, 2002) the leadership tactic point towards connecting with the followers hopes, dreams, visions, aspirations, and values; 2) inspiring a shared vision that is responsive to both internal and external stakeholders; 3) challenging the practice, in which the leader’s main input is in the acknowledgment of good ideas, the backing of those ideas and preparedness to challenge the scheme to get new process, products, systems, and services; 4) facilitating others to act, which denotes to the leaders capacity to nurture collaboration and develop trust. These leaders see teamwork, trust, and empowerment as essential elements of their effort. And; 4) encouraging the heart, which focuses on the acknowledgment of the follower's accomplishments and efforts. Planned spontaneous recognition as a significant leader contribution.

### Situational Leadership

This leadership was developed by Paul Jersey and Ken Blanchard and stated that best leaders utilize a range of different styles based on the environment. Factors like worker seniority, the business process at hand and the complexity of the task at hand determine the leadership style to adopt in a particular situation. With this leadership style, it becomes difficult to gauge what leadership style is suitable for a particular circumstance. This holds up the decision-making process (Blanchard, Zigarmi, P., & Zigarmi, D. 2013).

## **CONCLUSION**

This chapter examined leadership and has reviewed theories of transformational leadership. Detail is provided on transformational models and the role of transformational leadership in organizations. The following chapter presents the research design to the study and presents a further literature review focusing on the research methodology.

The literature captured in this section was on the concept of transformational leadership and managing stakeholder perceptions. The success of any company depends on the leadership in place. On the transformational leadership concepts, theories, and models, the literature acknowledged that it greatly influenced the way a company performs. Various concepts, theories, and models are reviewed and how they affect leadership. The second objective was also discussed where transformational leadership was analysed with a management problem context. The study noted transformational leadership involved values, virtues, vision with a focus in attaining organisational success and not personal egos.

The third objective focused on how people are motivated to follow and envisage the transformation. It notes that leaders should behave in a way that motivate those around them (employees). Through this, they are able to motivate the employees, and a team spirit is created. The literature review gave the researcher a platform where he dug information from other researchers on the same area of study that enabled him to build on his objectives.

The literature captured in this section analysed the concept of transformational leadership. Various models are analysed that fall within transformational leadership. This form of leadership is also analysed within a management problem concept. An analysis is also done on how people are motivated to follow transformational leadership. This study sought to fill this research gap by investigating transformational leadership and managing stakeholder perception in The Passenger Rail Agency of South Africa (PRASA).

# CHAPTER 3: RESEARCH METHODOLOGY



## **INTRODUCTION**

The research methodology is interpretative and qualitative approach and seeks to explore the best practices in achieving service excellence and stakeholder communication and how PRASA can contribute towards vision 2030 of the National Development Plan. The following section will describe the research design and setting, sampling and participants, data collection and procedure, data analysis, validity and reliability, limitations and ethical considerations.

## **RESEARCH DESIGN**

This study utilized an Interpretative social science research strategy as it sought to understand and describe meaningful social action. Saunders, Lewis and Thornhill (2013) argue that researchers ought to be cognizant of the philosophical environment we make through our choice of research strategy which has an impact on how we understand what we are investigating.

According to Leedy and Ormrod (2014), making use of qualitative research provides the researcher with a descriptive inquiry that borrows on interviews, documents, narratives and observations, face to face interaction which can generate new theory (inductive), and takes place in a natural setting. Furthermore, qualitative research has goals such as understanding, descriptive, discovery, meaning and hypothesis generation (Silverman, 2016).

## **SAMPLING**

Sample selection is the choice of unit of analysis of the sample. According to Buckland, Anderson & Burnham (2010), the researcher is required “to ponder where to observe when to observe, whom to observe and what to observe.”

Purposive sampling and guided interviews are used in this study. A sample of 35 stakeholders was drawn from the target population of business unit heads within PRASA. Sekaran & Bougie (2013) argue that “the logic and power of purposeful sampling dwells in picking rich information cases for study in detail. Information-rich cases are those that one can gather a huge deal regarding issues of key prominence to resolve the research hence the connotation purposeful sampling”.

Purposeful sampling is dependent on selection criteria and why the criteria are essential (Pickard, 2013).

## **DATA COLLECTION AND PROCEDURE**

### Interviews

Interviewing is often a major part of the qualitative data needed for understanding the phenomenon under study (Eiras, 2011). The principal method of data collection was semi-structured interviews which were carried out by the researcher. “Interviews will allow for greater depth and richness of information and explain the participants’ point of view (Edwards, Levinson & Oldham, 2018). Semi-structured interviews lack predetermined and structured choices. Instead, the questions are open-ended yet precise in intent, permitting individual responses (Edwards, Levinson &Oldham, 2018). This method of data collection allows the interviewer to delve deeply into social and personal matters (Hopper & Dawson, 2012).  The responses were recorded using the researchers’ pen, and pad and these were later transcribed by the researcher.

### Procedure

Consent to carry out the study was gained from the operations management level at PRASA. The data is obtained after ethical clearance, from available annual reports, which are public documents and interviews and questionnaires. A willingness to undertake such research was obtained from the organisation.

## **DATA ANALYSIS**

In this particular study, the unit of analysis is transformational leadership. Since this study is qualitative, it is explained that (Leedy and Ormrod, 2014) data analysed in a non-numerical, qualitative manner are compared across data sources, methods and time.

Quantitative studies and qualitative studies are not exclusive on the method of analysis. It is expounded by Leedy and Ormrod (2014) that, after qualitative researchers have recognised a theme in their data using an inductive process, they typically shift into a more deductive mode to authenticate or adjust it with additional data.

Cuesta (2013) has presented and described a data analysis spiral, which entails going through the data several times through successive steps from raw data until the final report as follows:

* Organization; filing, creating a computer database, breaking large units into smaller ones.
* Perusal; getting an overall “sense” of the data and jotting down preliminary interpretations.
* Classification; grouping the data into categories or themes and finding meaning in the data
* Synthesis; offering hypotheses or propositions and constructing tables, diagrams, and hierarchies.

Expanded and elaborated by (Creswell, 2007 ) case study analysis typically involves the following steps:

* The Organization of details about the case
* Categorization of data
* Interpretation of single instances
* Identification of patterns and
* Synthesis and generalization.

According to Leedy and Ormrod, (2014) when only a single case is studied, any generalization made are of course, tentative and must await further support from other studies – perhaps from additional case studies, other kinds of qualitative studies or experimental research.

A brief review of popular computer packages for qualitative analysis is made; According to (Harun, 2010) SPSS ( Statistical Package for the Social Sciences ), all questions would be individually analysed , taking into consideration all the available factors and supported with descriptive and inferential analysis.

Further on it is argued by (Wickham & Woods, 2005) and indicates that computer programs referred to as Computer Aided Qualitative Data Analysis Software ( CAQDAS ) can be utilized for analysis of data and coding large amounts of data. The Atlas.ti is one such software package. (Muhr, 2004) notes that one benefit of the Atlas.ti software is that it permits a researcher to scrutinize unstructured data in a structured fashion. According to (Muhr, 2004) Atlas.ti it has four attributes. It has the ability to visualise, integrate data, opportunity for serendipity and exploration.

The third software package is the NVivo software package. It is presented by (Jones, 2007) NVivo and has the following functional elements; coded data, it can analyse documents, undertake multiple categories, concepts, and auto coding. It has the functionality of conceptualisation and does memos, data bytes, conceptual models and hypothesis testing. Thirdly on data management, it can search, assay and report.

The researcher collected data through a self-administered questionnaire. This method was appropriate since all the interviewees were literate. The relationship between independent variables was measured through multiple correlations and multiple regression analysis, in order to find out the inter-relationship between the four independent variables and their influence on the dependent variable. The findings of the data are presented in tables and charts.

## **VALIDITY AND RELIABILITY**

The validity of a method is in two types, internal validity, and external validity. According to Leedy and Ormrod (2014), a research study internal validity refers to the extent to which design of data in research permits a researcher to come up with precise conclusions regarding the cause and effect and other relationships within the data. External validity of a study refers to the extent to which the study applies to situations beyond the scope of the study. This study will contribute to knowledge in fields of leadership, strategic planning, stakeholder management and communication, and overall good corporate governance and accountability.

In improving internal validity, a choice of strategies mostly used by researchers is; a controlled laboratory study, a double-blind experiment, unobtrusive measures, and triangulation. In seeking to enhance external validity, three common tactics are used; the real world –setting, an illustrative sample and duplication in a different setting.

Neuman (2014) defines reliability as constancy or dependability. It infers that the same thing is reiterated or repeats under the indistinguishable or many related conditions. There are three types of reliability; representative reliability, stability reliability, and equivalence reliability.

This study seeks to solve a workplace problem within PRASA and create value within the organisation. Hence, the research design ensures trustworthy dependable and appropriate data at secondary and primary to be gathered that support understanding of transformational leadership.

## **LIMITATIONS**

The limitations to the study are access to the internal environment data and some external environment records of the establishment. The study will depend on public documents and voluntary participation. In the absence of monitoring and evaluation, reporting sufficient data to give meaning may be lacking.

Furthermore, qualitative research is a subjective field of study. According to Anderson (2010) some key limitations are noted, such that research quality is greatly reliant on the personal skills of the researcher and more easily influenced by the researchers’ personal biases and eccentricities; secondly, the data’s volume makes analysis and interpretation time consuming; thirdly, the researchers’ presence can affect the interviewees responses’; lastly, issues of anonymity and confidentiality can present problems when presenting findings.

The researcher undertakes conformity to an internal locus of control and is led by ethical considerations. If the researcher’s presence affects the subject's responses’, these observations are noted and accounted for.

## **ETHICAL CONSIDERATION**

The ethical contemplations that are relevant to qualitative research mainly dwell on the issues of cognisant assent procedures, the connection between the researcher and the participant, the ratio between benefit and risk, discretion and the dual title role of the researcher (Love, 2012).

This study focuses on people and the decisions they make; it is, therefore, important to consider ethical factors. Most ethical factors belong to one of these four categories; 1) protection from harm; 2) voluntary and well-versed participation; 3) right to secrecy and; 4) honesty with professional colleagues (Leedy and Ormrod, 2014). Therefore in conducting the study, consideration will be made to informed consent, avoiding deception, uphold partaker’s right to privacy, admission of findings, ability to keep confidential information and engage in the study with clarity on the code of ethics of the organisation and the community the study is being undertaken. It is also important to be culturally sensitive and practice virtue.

Ethics practice will be applied in getting permission and approval to conduct the study within the organisation. Voluntary participation will be upheld. A full description of the particulars of the study and the significance of stakeholder participation will be provided. The researcher will make available contact details of the researcher and supervisor to the respondents. The researcher will request full permission to make a recording of interviews and avoid divulging names of respondents. All records are kept secure with password protection in the computer.

## **CONCLUSION**

The significance of this research is to contribute to transformational leadership. The study is a qualitative study with an opportunity for more narrative on transformational leadership. It’s a single interpretive case study. Purposive sampling approach is undertaken on document analysis, interviews, and observation. A sample of 35 is selected before the data collection. The analysis is done through data analysis spiral.

# CHAPTER 4: DISCUSSION, PRESENTATION AND ANALYSIS OF RESEARCH FINDINGS

## **INTRODUCTION**

This section centres on the presentation, discussion, and analysis of the research outcomes on the topic that sought to analyse transformational leadership and managing stakeholder perceptions: A case study of Passenger Rail Agency of South Africa (PRASA). The findings are presented in terms of the research objectives that were presented in the first chapter of the research, starting with the broad information of the research respondents and other responses from the questionnaire, discussing each section as per the results obtained basing on the research set objectives. The objectives of the research were to explore transformational leadership concepts, theories and models, to analyse transformational leadership within a management problem context and to understand how people are motivated to follow and envisage the transformation.

## **RESPONSE RATE**

The response rate is stated as the total number of people who returned responses to a survey divided by the entire number in the sample (Fincham, 2011). This also generally determines the success of the research, therefore, significant in every research process. In this research, a total of 35 interview guides were disbursed and out of the total, 30 respondents, responded positively to the interviews which give a response rate of 85.7% and those who did not attend to them were 5 which is 14.3% to the total. Therefore, Table 4.1 presents the responses per discussion.

**Table 4:1: Interview response rate**

|  |  |  |
| --- | --- | --- |
| Total planned interviews | Frequency | Percentage |
| Total attended interviews | 30 | 85.7 |
| Total unattended interviews | 5 | 14.3 |
| Total | 35 | 100 |

## **DEMOGRAPHIC INFORMATION**

The respondents’ demographic information was based on gender, age, a position held and the department where they are placed. The researcher asked each of the 35 respondents to indicate their gender, age, marital status and position held. The responses are as summarized below in Table 4.2.

**Table 4:2: Respondents demographic data**

|  |  |  |
| --- | --- | --- |
| **Gender** | **Frequency** | **Percentage** |
| Male | 20 | 66.6 |
| Female | 10 | 33.3 |

|  |  |  |
| --- | --- | --- |
| **Age** | **Frequency** | **Percentage** |
| >40 | 5 | 16.6% |
| <40 | 25 | 83.3% |

|  |  |  |
| --- | --- | --- |
| **Marital Status** | **Frequency** | **Percentage** |
| Married | 19 | 63.3% |

|  |  |  |
| --- | --- | --- |
| **Position** | **Frequency** | **Percentage** |
| Senior management | 5 | 16.6 |
| Middle management | 7 | 23.3 |
| Supervisors | 6 | 20 |
| General employees | 12 | 40 |
| Total | 30 | 100 |

The study managed to make an establishment of gender distribution as it is a significant part of transformational leadership. From Table 4.2, it can be summarised that 57.1% of the participants were male and 28.5% female. This gives the conclusion that the majority of the respondents were males.

Those who were 40 years and below represent a percentage of 16.6%, and those who were above 40 represent a percentage of 83.3% of the participants.

Table 4.2 also indicates that those who indicated that they are married represent a percentage of 63.3% of the participants. This indicates that most of the research respondents comprised of married individuals.

One of the requirements of the interview guide was for research respondents to state their positions at work. The results were categorised into groups where the employee belonged to the senior management, middle management, supervisors and general employees. Out of the 30 respondents, five belonged to the top management, which is 16.6% of the total responses; those who belonged to the middle management were seven which represents a percentage of 23.3. Supervisors were six which is a percentage of 20, and the general employees were 12 which is a percentage of 40.

## **RESEARCH FINDINGS BASED ON THE RESEARCH OBJECTIVES**

### Objective 1: To explore transformation leadership concepts, theories, and models

#### **Respondent’s understanding of the concept of transformational leadership**

Chaka (2014) argued that in order to lead in a transformational process, leaders should adopt the transformational style of leadership. In an attempt to establish if the respondents were aware of the concept of transformational leadership, the researcher prodded the respondents to give their opinion on the concept. In a retort to that question, most respondents pointed out that a transformational leader is one who leads by example with the interest of both the organization and the followers. Allogio and Thomas (2013) stated that such leadership is rare considering the South African public sector context. One of the research respondents argued that:

*“Most of the time, situations tend to drive leaders into acting the way they do*.”

Some of the responses pointed out that leadership is best understood when demanding situations arise. One of the respondents from the management pointed out that:

*“I understand leadership as a process of motivating an organised team of people. The influence can be exercised autocratically or democratically.”*

A transformational leader has also been defined by the research respondents as:

*“One who can transform followers through the creation of a vision and how they are to be attained.”*

Others defined transformational leaders as those people in control over day to day activity in the organisation. However, scholars argue with the fact of leaders being controlling, rather than encouraging them to be the coordinators of work and set of direction through the use of expertise and core agent of change. Wright (2011) argued that the transformational leaders fulfil their role of transforming the organisation by inspiring others, setting a vision for the future and being exemplary. However, this contradicts with the findings from PRASA denoting that people who are meant to be leaders and provide strategy and direction for the organisation are performing at a level lower than they are supposed to thereby causing the strategic decision making to lack. Leaders want to become too operational maybe because they do not trust their subordinates to deliver on the operational issues.

#### **The implementation of change at PRASA**

One of the aspects that were asked in the section under the objective that sought to explore transformational leadership concepts, theories and models sought to unveil how change is being implemented in the organisation. Garber (2013) argued that change is inevitable, therefore, making it a responsibility of leaders to embrace change. According to the research responses, change at PRASA indicated to be slow and ineffective.

One of the respondents stated,

*“In the recent past, it has been a haphazard, uncoordinated and driven by personalities and issues.”*

This implies that change requires coordination. In line with the same argument, another respondent pointed out that,

*“My view of the change in the organisation is that it is very haphazard without proper due diligence or strategic expertise. We see evidence of this in the many failed projects that the organisation has started and never completed.”*

The respondent implied that there is a lack of a proper structure, designed to focus on the Issue of change within the organisation.

Change at PRASA is being implemented in a fragmented way rather than being integrated. One of the research respondents said, *“At the corporate office level, the change drivers of change are the Group Executives driving change based on unplanned needs and environment changes and at the Division Level, a trickle-down effect from the Divisional Executive Management teams.”* This implies that there is no proper planning for change initiatives, but it only happens as per environmental changes. In line with the same argument, another respondent said, *“at PRASA as an organisation, change is not implemented as a programme, It is just introduced without any change management programs which creates most of the time confusion in the business, and it lacks communication*.” This shows that change at PRASA lacks strategy and proper planning.

Another aspect that the respondents were asked in the interview guide was to indicate who the drivers of change in the organisation were. Tuominen (2016) pointed out that many can drive the implementation of change noting that change can be purposive or planned. One of the research respondents said,” *those individuals confronted with issues of reporting PRASA compliance requirements. Some respondents noted that the Group Executives and CEO’S, Trade Unions are the ones responsible as drivers of organisational change.”* In agreement with this view, another respondent indicated that the drivers of change were senior management, but as mentioned there seems to be a total disregard on the importance of change programs. In line with the same view, HR is regarded by most respondents as the one tasked with driving change programs at PRASA. One of the respondents,” *the Marketing and Communications should also be very involved in driving transformation/change programs together with HR as HR can only target internal employees while Marketing and Communications can target external stakeholders*.” This brings the conclusion that change is top down at PRASA rather than bottom up.

According to the ADKAR model of change, employees should be aware and have knowledge on any change initiative to be implemented in the organisation, and this leverages employees to support change, but according to the research results, employees at PRASA seems uninvolved in the change process (Raftery,2009).

The other question asked research respondents to state the framework guiding the implementation of transformation in the organisation. Raftery (2009) pointed out that a successful organisational change initiative should have a clear and defined framework for change.

In response to the questionnaire, one respondent noted that:

*“The Corporate Plan mainly serves as a basis for change, followed by applicable Human Capital policies.”*

Supporting the existence of a framework, another respondent pointed out that:

*”There is a change framework, but it is not being followed.”*

A Transformation Model is a framework that should be used to enlighten leaders with an understanding of their organisations and also guide a successful redesign. However, PRASA focuses on HCM policies, and it is not necessarily focusing on the business as a whole. There seems to be no effective communication even between the leadership regarding change initiatives. This is evidenced by one of the respondents who pointed out that:

*“The organisation subscribes to the national government’s framework, but I am not aware of the implementation of the framework.”*

In line with the same argument, another respondent noted that:

*“I do not know if PRASA has adopted a framework within which to implement transformation. As a leader, I should know and should be able to communicate such.”*

This implies that there is no effective strategy for the implementation of any transformation as there is no proper information dissemination with most employees feeling sidelined.

### Objective 2: To analyse transformational leadership within a management problem context

O’Neill (2012) pointed out that management practices that are change related must be clear and consistent based on what is required to be changed for persons to advance their insights and eventually motivate and change their perceptions towards change. About what causes people to get motivated towards change, the respondents were asked on what they think motivates people to follow transformational leaders. According to the responses from the interviews, one of the respondents said,” *it is the possibilities for growth (professionally and career wise) and the fulfilment to participate in exciting programs and projects.”* Chaka (2014) pointed out that, transformation occurs when leaders broaden the interests of their followers and create opportunities for the growth of their followers.

Another research respondent noted that knowing the direction of the organisation highly motivates them to have a positive attitude towards change:

*“To know where one is going (i.e. reasons to do what we do) and know that our principals know and believe in where the organisation is going.”*

It is the responsibility of the Leaders to have an interest in the growth of the organisation. Transformational leaders have the responsibility to demonstrate quality of fairness, hard work, and transparency. This is in line with Wilkes, Joyce & Edmond (2011) who argued that transformational leaders appear to be more committed to followers through creating awareness and accepting the purpose and undertakings of the group and motivates them to work not only towards their interests but towards those of the organization while leaders focus on the follower's needs.

The Clarity of a vision, goal and continuous communication are regarded as tools for motivation,plans on one hand and the consistency with which values are lived on the other hand. The O’Neill’s model of 2012 pointed out some steps for successful organisational change that are inclusive of sharing of the message of change throughout the organisation, determining the readiness of workers, communicating the plan of conveying the communication of change and celebrating the beginning of the change process.

One of the respondents said:

*”The leader himself should believe in the transformation, he/she should communicate the transformation effectively, and the leader should walk the talk to demonstrate the buy into the transformation.”*

Transformational leaders provide strategy and direction for the organisation to perform well through strategic decision making. Research findings indicate that leaders at PRASA want to become too operational because they do not trust their subordinates to deliver on the operational issues thereby rendering the change process ineffective. Therefore other research respondents said,” There should be a clear process of engagement, inspiration and setting up of milestones for achievement.” This can be reinforced through rewarding employees who achieve the envisaged goals and thus encouraging good employee behaviour.

Acknowledging efforts and hard work of employees is regarded as one of the tools for motivating them. Recognition of their efforts results to promotions where required. Leaders need to be in the forefront of any change initiative and ensure the necessary burning platform for change through leading by example and spearheading the transformation agenda while acknowledging the presence and efforts put by their followers. One of the respondents said,

***“****Credible, trusted and insightful leadership and management invite commitment, support and delivery by all employees. This includes exemplary leadership and management in terms of work ethic, results, and values. There should be results focused work culture that will help focus all employees on what matters.*”

Therefore, leaders who implement what they say will do and mean it and have a high level of conviction in implementing their vision through sharing and communicating the progress in strategy implementation. Generally, good leaders are transformational, energetic, enthusiastic and passionate with so much concern and participate in the process and engrossed on assisting every group member to excel as well. Motivational leaders are the ones who pull and motivate their followers with a clear direction to where the business needs to go, through the leader’s positive attitude, openness, fairness, attentiveness and acceptance of ideas and organisational plans initiation.

Change initiatives that produce results are one of the ways to motivate employees towards change. Chaka (2014) pointed out that the management of change for results begins with the creation of a foundation of values which are a based on organisational performance. One of the respondents pointed out that within PRASA culture there is a tendency of lack of trust between leaders and followers, which hampers the establishment of sustainable results. Therefore there is a collective standpoint that for a leader to handle change of results, the most significant aspect is valuing team members and followers, having clarity and knowledge of their needs. The research responses show that transformational leader who leads through example is empathetic, and visionary and is likely to attain results that will transform the organization.

An organisation that has vision and strategy for direction highly motivates employees following transformational leaders. With an organisation such as PRASA, vision and direction are crucial to keeping employees focused on a unified goal.

One respondent said,

*“Leadership need to engage in a more key role in establishing cooperation within PRASA. There is a challenge where employees feel they are being sidelined and most of the change initiatives mutually exclude them.”*

Therefore change in management should be part of an organization’s vision. Czichos, (2014) defined transformational leadership as the practice of winning over an organized group towards reaching its goals and achieving its vision. One of the respondents said,” there is a need for an integration of leaders as role models, examples within PRASA and the interest of the workers should be a significant factor in the governance of the organization.”

#### **An assessment of the services at PRASA**

According to the interview guide, the research respondents were asked to give their view of whether people were satisfied with the service delivery at PRASA. One of the leaders said,” improving passenger services and provide public transport that is reliable and safe remains the primary role of the organisation.” The question is if there is any action towards achieving that. One research respondent noted that:

*“The trains are not reliable, unsafe and overcrowded making the service delivery unreliable in terms of fulfilling a public transport mandate.”*

Another response in line with the same argument noted that:

*“Most of the parts of the business are not functional because of the lack of inspiration to perform…Employees need leaders to motivate them, and they need more engagement in order to drive towards achieving higher service delivery.”*

Also, one of the hindrances to service delivery at PRASA is employees not being motivated to follow their leaders. The main reason as mentioned by one of the respondents is constant change without direction. The respondent went on to mention that:

*“There is constant missing performance targets, decisions not being taken at all levels of management in different business units, no accountability for non-performance, lack of communication within the group and often delays in decision making.”*

In line with this argument, another research respondent said:

*“I am specifically referring to rail and bus operations; services are not reliant even the staff members using the same transport are complaining although there is an upgrade in facilities, the lack of security within the system renders the work fruitless.”*

According to the findings, there is a poor quality of service delivery. One of the research respondents mentioned that:

*“Commuters are not happy with PRASA service delivery as is evidenced in the commuter satisfaction surveys, contractors are unhappy with the decision making strategy and processes which have hindered many projects, and the staff feel that their protection at work is being taken off.”*

The core service of PRASA is to provide train services of which the service has been termed unreliable and always not on time. In conjunction with the same argument, another respondent pointed out that:

*“The core mandate of PRASA is to facilitate the movement of passengers safely, cost-effectively with a reasonable degree of predictability, comfort, and dignity. Currently, this is not happening at a level that is acceptable.”*

### Objective 3: To understand how people are motivated to follow and envisage the transformation.

One question posed towards determining how transformation can be realised at PRASA was to find out the opinion of respondents on factors hindering transformation at PRASA. According to the research findings, instability emanating from the top management leading to a high staff turnover is one of the leading causes mentioned by the respondents as a hindrance to transformation. Another respondent noted that:

*“Heavy influence by the government has slowed down transformation, and there has been a tendency of appointing and holding on to key people in the organisation simply because of their political connections without regarding the contributions they make to the organisation.”*

Fear of job security and lack of a clear policy has been regarded as another barrier to transformation. According to the findings, one of the respondents in the questionnaire mentioned:

*“Job insecurity, the absence of a distinct policy of transformation and shared vision, skepticism and absence of staff involvement are the hindrance to transformation at PRASA.”*

Chaka (2015) pointed out that the management should be conscious of successes and failures of any change initiative. Another respondent with the same argument as stated above argued that,

*“The lack of strategic leadership, lack of accountability and the implementation of hard decisions have resulted in the ineffectiveness of any change initiative at PRASA.”*

Adding on, the research respondents were also asked on the methods that can be introduced to speed up change. Tang and Gao (2012) argued that, as organisational change has become of necessity and frequent for survival, employee resistance has become an issue of concern. One research respondent noted that:

*“Leaders who are responsible for coaching should set a direction on their subordinates and should continually seek learning so as to motivate others.”*

Having a vision and strategy for direction and motivation is one reliable method that an organisation can use to speed up change. Neill (2012) argued that vision and strategy for motivation are crucial to keeping employees focused. One of the research respondents in the management through the questionnaire noted that:

*“Every individual at PRASA is required towards the fulfillment of the organisation’s brand promise that is inclusive of the provision of superior services to residents, regeneration of the of South Africa’s rail industry, creation of employment, development of skills and empowerment for all.”*

Transformational leaders are appealing and zealous, and for change to be successful, there is a need to combine an individual’s charisma with an appealing idea in addition to an unrestrained desire towards change (Senge, 2010). Therefore, the execution of every policy is to be implemented at all levels in the organisation for it to be a success.

Empowering employees to work through the removal of barriers is one of the strategies towards speeding up change. One respondent towards this idea argued that:

*“Leaders should be aware of possible hindrances to employees and loosening of too much control and work towards the building of mutual relationships for the benefit of the organisation.”*

There should be an increase in investing in human capital through mentorship programs by executives and senior management (Wilkes, Joyce & Edmond, 2011). This implies that when employees are empowered with knowledge, there is the creation of future leaders that is attainable through shared vision and ideas. One of the respondents from the employees mentioned that:

*“PRASA established a foundation that has got a typical way of partaking with staff members at all echelons in the organisation giving them career path planning which drives employees towards building their careers.”*

Senge (2010) argued that transformational leaders tend to have the commitment to satisfy followers by empowering them and paying attention to their needs. Each team member should feel being part of the business by being given management responsibilities and being involved in the decision-making process thereby removing too much control of the management.

Organisational changes should become more frequent and regarded as a necessity to ensure organisational survival. Tang and Gao (2012) noted that the change should be one of the critical and significant human resources functions that will enhance chances for the success of various change projects. According to the research findings, one of the respondents mentioned that Human resources should make an effort to engage with consulting firms that will bring in experts to initiate change processes as well. This reduces the uncertainty about the future because employees will be having enough knowledge about every activity. About the findings, one of the employees mentioned that:

*“There is uncertainty as workers do not dedicate to any practice of change since it often put them to a hindrance.”*

Burns (1978) argued that transformational leaders are highly rousing and aspiring. This is the kind of leadership that is required at PRASA to speed up change initiatives, and it is clear that transformational leaders are a prerequisite in any change process.

Another strategy to speed up change according to the research findings is consolidation and integration to encourage a culture of change. Chaka (2015) argued that awarding employees could aid in the uplifting of their moral and inclusivity thereby developing a winning spirit within the organisation and continuous improvement within the organisation. According to the questionnaire responses, one method to speed up change, mentioned by an employee was:

*“Effective and efficient communication of any change initiative throughout all stakeholders and sharing of the progress of any change process.”*

This generates a sense of belonging into the organisation and stimulates the level of commitment of employees towards progress.

## **SUMMARY OF THE FINDINGS**

The findings were presented according to the set research objectives as per the first chapter of the study. The objectives were: to explore transformation leadership concepts, theories and models, to analyse transformational leadership within a management problem context and to understand how people are motivated to follow and envisage the transformation.

In line with the first objectives, seeking to explore transformation leadership concepts, theories and models, the researcher asked questions regarding the understanding of the concept and the dominant response was that a transformational leader is one who leads by example with the interest of both the organisation and the followers. The research respondents have also defined a transformational leader as, one who can transform followers through the creation of a vision and how they are to be attained. Others defined transformational leaders as those people in control over every day to day activity in the organisation. The findings also denote that, individuals who are meant to be leaders and provide strategy and direction for the organisation are performing at a level lower than they are supposed to thereby causing the strategic decision making to be lacking. Leaders want to become too operational maybe because they do not trust their subordinates to deliver on the operational issues.

One of the aspects that were asked in the interview guide under the objective that sought to explore transformational leadership concepts, theories and models aimed at unveiling how change is being implemented in the organisation. The major responses in line with these objectives according to the research responses was that change at PRASA indicated to be slow and ineffective and the responses described it as haphazard, uncoordinated and driven by personalities and issues. The research findings also note that there is a lack of a proper structure, designed to focus on the issue of change within the organisation. This implies that change requires coordination.

Change at PRASA is regarded as being implemented in a fragmented way rather than being integrated. This implies that there is no proper planning for change initiatives, but it only happens as per environmental changes. In line with the same argument, another major response pointed out that, PRASA as an organisation, change is not implemented as a programme, it is just introduced without any change in management programs which creates most of the time confusion in the business, and lacks communication. This shows that change at PRASA lacks strategy and proper planning.

The other question required respondents to state the framework guiding the implementation of transformation in the organisation. The findings show that there is a corporate plan which serves as a basis for change and an applicable Human Capital policy. Respondents showed that there is no adherence to the available framework.. According to the findings, a Transformation Model is a framework that should be used to enlighten leaders with an understanding of their organisations and also guide a successful redesign. However, PRASA focuses on HCM policies, and not necessarily on the business as a whole. There seems to be no effective communication even in the leadership regarding change initiatives. This implies that there is no effective strategy for the implementation of any transformation as there is no proper information dissemination with most employees feeling sidelined.

Another objective sought to analyse transformational leadership within a management problem context. Regarding this objective, the responses show that most employees get motivated towards change withthe possibilities for growth (professionally and career wise) and the fulfilment to participate in exciting programs and projects. It is the responsibility of the Leaders to have an interest in the growth of the organisation. Transformational leaders have the responsibility to demonstrate qualities of fairness, hard work, and transparency.

Also, the findings show that there is need of the Clarity of a vision, goal and continuous communication which are regarded as tools for motivation and the plans on one hand and the consistency with which values are lived on the other hand.The leader himself should believe in the transformation, he/she should communicate the transformation effectively and should walk the talk to demonstrate the buy into the transformation. Transformational leaders therefore according to the findings provide strategy and direction for the organisation to perform well through strategic decision making. However, according to the findings, leaders at PRASA want to become too operational because they do not trust their subordinates to deliver on the operational issues thereby rendering the change process ineffective. There should be a transparent process of engagement, inspiration and setting up of milestones for achievement. This can be reinforced through rewarding employees who achieve the envisaged goals and thus encouraging good employee behaviour.

One of the significant findings shows that acknowledging efforts and hard work of employees is regarded as one of the tools for motivating them — recognition of their efforts where it is due and promotions where required. Leaders need to be at the forefront of any change initiative and ensure the necessary burning platform for change. They should lead by example and also spearhead the transformation agenda while acknowledging the presence and efforts put by their followers. Therefore, Credible trusted and insightful leadership and management invite commitment, support and delivery by all employees. This includes exemplary leadership and management regarding work ethic, results, and values. There should be results focused work culture that will help focus all employees on what matters.

Regarding the service delivery at PRASA, improving passenger services and provide public transport that is reliable and safe remains the primary role of the organisation according to the findings. However, most responses pointed out that, the trains are unreliable, unsafe and overcrowded making the service delivery unreliable regarding fulfilling a public transport mandate. Most of the parts of the business are not functional because of the lack of inspiration to perform. Employees need leaders to motivate them, and they need more engagement in order to drive towards achieving higher service delivery.

Another objective of the research sought to determine ways at which transformation can be realised at PRASA.According to the research findings, instability emanating from the top management leading to a high staff turnover is one of the leading causes mentioned by the respondents as a hindrance to transformation.The lack of strategic leadership, lack of accountability and the implementation of hard decisions have resulted in the ineffectiveness of any change initiative at PRASA.Leaders who are responsible for coaching should set a direction on their subordinates and should continually seek learning to motivate others.

Having a vision and strategy for direction and motivation is one reliable method that an organisation can use to speed up change**.** According to the findings**,** every individual at PRASA is required in the fulfillment of the organisation’s brand promise that is inclusive of the conveyance of superior services to residents, regeneration of the South Africa’s rail industry, creation of employment, development of skills and empowerment for all. Empowering employees to work through the removal of barriers is one of the strategies towards speeding up change. Therefore,leaders should be aware of possible hindrances to employees and loosening of too much control and work towards the building of mutual relationships for the benefit of the organization. This brings a sense of belonging into the organisation and stimulates the level of commitment of employees towards progress.

## **CONCLUSION**

The chapter was on the presentation, discussion, and analysis of the research findings. The research results were presented concerning the research questions. Demographic data of the respondents was presented which looked into issues such as the age of the respondents, gender and position at work. The second segment discussed findings of exploring transformation leadership concepts, theories, and models. The other aspects that were discussed were the factors that motivate employees into following transformational leaders at PRASA and in this section, the services that the organization is offering were assessed if they are successful or not. The chapter ended with determining ways at which transformation can be realized at PRASA.

The next chapter will cover the research summary, conclusions, and recommendations.

# CHAPTER 5: DISCUSSION OF FINDINGS AND CHALLENGES AT PRASA



## **INTRODUCTION**

This study seeks to solve a workplace problem within PRASA and create value within the organisation. The previous chapter presented findings with a provision of a contextual understanding surrounding transformational leadership and stakeholder perceptions at PRASA. This chapter discusses transformational leadership and insights into the state at PRASA. Some of the results to be discussed are based on the secondary sources at PRASA such as polices, minutes held during meetings, training programs, documents and mission statements of the organisation that the researcher had access to. The response to the research problem is also discussed in this chapter and findings are also discussed about the literature.

## **RESPONSE TO THE PROBLEM STATEMENT**

The problem statement of the research was that PRASA faces poor service performance when it is required to achieve service excellence and engage in stakeholder communication.

Sub – Problems

* How do leaders accomplish to describe and design transformation?
* How is the impetus for transformation created?
* How is transformation achieved in the institute?
* How are individuals motivated to follow and envision the transformation?

PRASA is one of the leading public transport organisations in South Africa with a mandate to transform the public transport sector. It seems that the entire transport sector has not been efficient, innovative and accountable for the provision of services. This has been leading to breakdowns, inconsistency and unreliable train services. It is therefore essential to overcome the dysfunctional institutional arrangements that have been in existence in the passenger transportation services.

The significant transformation drivers at PRASA are having access to decent public transport facilities to ensure increased customer satisfaction. Rail operators have been facing challenges of aging and unreliable stock fleet resulting in bad customer satisfaction. This fragmented and dysfunctional arrangement at PRASA necessitates the process of transformation. The process of change is inclusive of strategies to deal with the old systems with outdated technology that has caused operational backwardness that has resulted in inadequate services and unreliable financial performances. According to the findings, technological advancement and employee culture and empowerment are crucial to transformation initiatives.

There is the need for PRASA to spearhead the generation of earnings from the utilisation of assets and as well as to observe the objectives of the transport sector and the socio-economic development initiatives of the nation at large. The whole of the rail network requires transformation and to be modernized. Allogio and Thomas (2013) argued that the state of the transportation sector is a big challenge to the economic development of the nation. Therefore the research sought an understanding of the transformational leadership and managing stakeholder perceptions with regard to PRASA.

## **DISCUSSION OF FINDINGS FROM THE REVIEWED LITERATURE**

According to the reviewed literature, Allogio and Thomas (2013) argued that sanctioned in its genuine form; transformational leadership improves the inspiration, drive and performance of employees through a diversity of contrivance. These are inclusive of the connection of the cohorts’ sense of identity and self to the undertaking and the shared distinctiveness of the institute. Transformational leaders being role models to their subordinates, they motivate and dare them into taking bigger ownership for their tasks (Garber, 2013). These give leaders a comprehension of the strengths and weaknesses of followers so that they can be allocated responsibilities that improve their output.

Burns (1978b) in his theory on transformational leadership views transformational leadership as a procedure through which leaders and cohorts work together towards the advancement of a favourable level of morale and motivation. Transformational leaders make provision for organizational vision and mission of the organization and take the initiative to coach and advise teams (Chaka, 2015). Therefore the theory argues transformational leadership as a method of leadership that communicates expectations and the outcomes as well as being able to transform the status quo (Earley, 2015).

According to Burns theory, transformational leadership has five major characteristics, which are created through innovation, initiative, solution-oriented, change agents and risk-taking, Interactive, with a high attitude intelligence and spiritual intelligence which is shown through the competency of a leader to self-recognize, self-regulate and social regulation. Another aspect is a transformational leader being regarded as a Visionary, who is responsible for the communication of vision to followers, helping them with making decisions and on the other hand promoting participatory approaches. According to this form of leadership, a leader empowers subordinates through participation, collaboration and problem-solving, giving authority to others, and providing resources and lastly, the leader shows passion through showing commitment to work, enthusiastic about work and friendly attitude (Tang and Gao, 2012). Transforming leaders are liked and appreciated in the logic that they are self-esteem exemplars of working in the direction of the advantage of the team, group and the public.

Another theory according to the reviewed literature is by Tichy and Devanna (1986) which makes a comparison and contrast of transformational leadership with transactional leadership (Chaka, 2015). The scholars argue that transactional leadership is capable of keeping the organization operational and most leaders react to the challenges that arise in the organization and are able to modify the organization as required (Wright, 2011). The leaders are always expected to be within accepted constraints. Transformational leadership is a new framework that both parties within the organisation are required to work positively towards its initiation (Tao and Gao, 2012). Thus, transformational leaders rouse a big number of personnel in the business to be imaginative towards creating the new vision to turn out to be an actuality and initiates change in most aspects of any organisation.

The theory by Tichy and Devanna 1986 had a perception that transformational leadership is the synergy and alignment from the individual, team, culture, strategy, structures, and systems within the organisation with factors in the external environment (Chaka, 2015). The values of a transformational leader profoundly impact on the values of an organisation and behaviour towards activities within the organisation. Therefore, change profoundly depends on the internal forces within the microenvironment of the organisation and the responsible individuals towards external forces from the macro environment of the organisation (Senge, 2010). There are internal forces and external factors within the organisation to craft a new framework of the future through acculturation, people, values, design and new tactics (Senge, 2010).

According to Bass's theory (1998), transformational leadership behaviour is explained as Idealized influence, Inspirational motivation, Intellectual stimulation and Individual consideration. O’Neill (2012) described idealized influence as, leaders who are well-regarded, honoured and trustworthy. Employees are motivated to emulate and follow them and transformational leaders share challenges with followers and are considered as dependable in conduct with underlying ethics, ideologies and values within the organisation (Chaka, 2015). Within the context of Inspirational motivation, transformational leaders always strive towards motivating those around them thereby bringing meaning and challenge to their work (Senge, 2010). Therefore Individual and team spirit are encouraged.

Also, transformational leaders always display enthusiasm and optimism to their followers. This is done by encouraging cohorts to envisage eye-catching future states that they can eventually visualize for themselves (Chaka, 2015). On intellectual stimulation, there is a belief that transformational leaders stimulate the follower’s determination to be inventive and imaginative by questioning assumptions, reframing hitches and approaching an old state of affairs in better and effective ways (Senge, 2010). Fresh ideas and inventive solutions to problems are implored from followers who are encompassed in the process of tackling problems and coming up with the way out

## **DISCUSSION OF THE FINDINGS AS PER THE RESEARCH QUESTION**

### What is transformational leadership and how does it improve poor service in order to achieve service excellence and engage in stakeholder communication at PRASA?

According to the secondary research findings, leadership at PRASA is said to be based upon the mandate of inspiration to the followers, self-actualisation, empowerment, performance-driven and intelligence. However, according to the research findings, there seem to be differences with leadership styles mentioned and how followers are incorporated for sustainable transformation. Most employees seem unresponsive to leadership styles that are implemented because of a lack of integration in most of the decision making processes. This has resulted in a lack of employee confidence in the future and a lack of support towards change initiatives.

According to the findings, the type of leadership seems to be autocratic with much focus on results and achievements. This is argued to be demotivating especially to the majority of the employees. However, there is a need for employees to put an effort to follow into some leadership initiatives and on the other hand putting much focus on their career development and skills enhancement. This is of benefit to both the employees and the organisation. The management at PRASA acknowledges that having an organisational mission and vision is not enough without active employee support. Therefore, together with transformational initiatives, productive employees with concern for the future of the organisation are needed.

### Discussion of findings on Leadership at PRASA and challenges

The aspect of leadership seems to be a controversial subject concerning how it is embraced in different organisations. About transformation, how leaders associate with their followers in the work environment towards motivating them is crucial to any transformational move. Chaka (2014) argued that in order to lead in a transformational process, leaders should adopt the transformational leadership style. The research findings pointed out that PRASA lacks collaboration with those who can spearhead any change initiatives especially those who interact directly with employees on the ground. Transformational leaders are therefore crucial with its fundamental role of motivating and inspiring strategies.

The research findings indicated that employees at PRASA have a limited interaction with leaders and end up feeling as if leaders were just hungry for gaining power. Some employees felt side-lined in the change initiatives especially the middle and junior managers. In line with this finding, the ADKAR model of change, employees should be aware and have knowledge on any change initiative to be implemented in the organisation, and leveraging employees to support change, but according to the research results, employees at PRASA seems uninvolved in the change process (Raftery,2009). Therefore the respondents suggested a more leadership structure that pits focus on both the employees and the development of change strategies.

Insights that the lower level workers were not permitted to apply their lengthy concerns were raised during the research. Therefore, the loosing too much control from the leadership was suggested as a solution towards a sense of purpose and innovation and as well the fact that employees will feel that their contributions are of much valid towards organizational sustainable growth and development. According to Chaka (2014), there is a need for a more human collaborated transformational leadership style at PRASA. Leaders should be furnished with skills for the modification of followers’ attitudes, and behaviours towards change and as well as building their self-confidence and esteem should be the desire of every leader.

According to the research findings, PRASA is said to be built on a bullying power base with which followers are led through negative administration initiatives and the reduction of awards. This has been said to be the source of low motivation, morale and innovation. Therefore, there is a need to put into consideration the needs of both parties that are part of the organization and the employees. Chaka (2014) pointed out that the management should use a psychological contract tactic where the sense of balance of needs and wants for both employees, and the organization are put at a balance and are equally managed.

Findings also point out that, leaders at PRASA are conscious of the fact that as leaders the authority is vested in themselves to effect transformational initiatives, but there is a need for the support of the followers. There is also a lack of inclusivity and an effective transformational strategy to effect change that would secure influence throughout PRASA. Senge (2010) argued that transformational leaders tend to have the commitment and satisfy followers by empowering them and paying attention to their needs. Each team member should feel being part of the business by being given management responsibilities and being involved in the decision-making process thereby reducing too much control of the management. The leaders should, therefore, work hand in hand with employees and ensure that every employee is aligned with the vision of the organisation and the organisational culture.

Various stakeholders within PRASA had different views that they demonstrated towards their understanding of the concept of transformational leadership. Change has been discovered as a need for PRASA to be useful in its operations. Most of the suggestions were that change should begin with those that are within the organisation, both the least and the follower working together towards achieving it. According to the findings, the change proved to be needed at PRASA and should not only be spearheaded by the top management but should work together with the lower followers, putting into consideration their interests and felt needs. Tang and Gao (2012) noted that the change should be one of the essential and significant human resources functions that will enhance chances for the success of various change projects. According to the research findings, one of the respondents mentioned that Human resources should make an effort to engage with consulting firms that will bring in experts to initiate change processes as well. This reduces the uncertainty about the future because employees will be having enough knowledge about every activity. Communication of any change initiative to all stakeholders was suggested to be the most effective tool towards achieving change and should be prioritised.

According to the research findings, the large proportion of respondents seemed to fear their leaders more than they respected them. Leaders seem to have the capacity to create an environment for their favour of viewing transformation as a business imperative. According to Chaka (2014), for transformation to be a success, leaders need to find a combined effect of leader and the follower. The teamwork of the two might create the possibility of successful achievement of desired objectives and results. However, the motivation levels are lower at PRASA, and this requires change.

The fundamental role of transformational leaders is to ensure the establishment, management and initiation of an organisational culture that supports the vision and strategic organisational goals. An explicit transformations vision is there at PRASA but lacks strategy. According to Chaka (2014), PRASA should follow the ‘Be moved brand promise of 2010' which was a unified system, embedded with an exceptional customer service delivery. Transformational leaders are appealing and zealous, and for change to be successful, there is a need to combine an individual’s charisma with an engaging vision as well as an unrestrained passion towards change (Senge, 2010). Therefore, the execution of every policy is to be implemented at all levels in the organisation for it to be a success and, to drive transformation at PRASA, there is a need to consider the capacity of the human capital and their competencies. Chaka (2015) argued that awarding employees could aid in the uplifting of their moral and inclusivity thereby developing a winning spirit within the organisation and continuous improvement within the organisation. There is a need for PRASA to attract leaders who have a vision to effectively utilise their expertise towards the effective economic performance of the organisation and deliver to both the society and the government at large.

## **CONCLUSION**

The chapter discussed the response to the research problem, which is, if the research managed to respond to it. According to the discussed findings, it is clear that transformational leadership is a subject that has been widely discussed concerning the body of literature available and it seems to be a key aspect towards the success of most organisations. PRASA being a public sector, it is worth noting the need for transformational leaders across the business; hence the chapter provided strategies towards the achievement of change.

# CHAPTER 6: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS



## **INTRODUCTION**

The previous chapter focused on the presentation, discussion and analysis of the research findings that were attained through the questionnaire that was distributed at PRASA. This chapter, therefore, makes a summary and conclusion of the whole research project and as well suggests recommendations to managers at PRASA and give an insight to future researchers. Key research findings:

This section analyses the significant primary research findings. The findings and meaning reached through this study are qualitative within the context of transformational leadership and managing stakeholder perceptions. This was done about the respondents of the study, data analysis and the discussion of the results.

## **BRIEF SUMMARY OF THE RESEARCH OBJECTIVES AND MAJOR FINDINGS**

### Objective 1: To explore transformational leadership concepts, theories and models

#### **Respondent’s understanding of the concept of transformational leadership**

Leadership is a universal, continuously evolving and complex phenomenon that has been theorized from various disciplines. The concept of this study has been connected with transformation which denotes an inevitable process and a multifaceted consequence of leadership. Chaka (2014) argued that in order to lead in a transformational process, leaders should adopt the transformational leadership style. Most respondents pointed out that a transformational leader is one who can lead by example with the interest of both the organisation and the followers. Allogio and Thomas (2013) argued that such leadership is rare considering the South African public sector context but generally understood as a process of motivating an organised team of people. The influence can be exercised autocratically or democratically. Wright (2011) argued that the transformational leaders fulfil their role of transforming the organisation by inspiring others, setting a vision for the future and being exemplary. However, this contradicts with the findings from PRASA denoting that people who are meant to be leaders and provide strategy and direction for the organization are performing at a level lower than they are supposed to be thereby causing the strategic decision making to be lacking.

#### **The implementation of change at PRASA**

One of the aspects that were unveiled through the data collection was the implementation of change at PRASA. Garber (2013) argued that change is inevitable, therefore, making it a responsibility of leaders to embrace change. According to the research responses, change at PRASA indicated to be slow and ineffective. This implies that change in the organisation still required effective coordination. Another finding was that the decisions on change were very haphazard without proper due diligence or strategic expertise evidenced by many unsuccessful projects that the organisation started and failed to complete. Change at PRASA is regarded as being implemented in a fragmented way rather than being integrated. It is just introduced without any change management programs which creates most of the time confusion in the business, and it lacks communication. This shows that change at PRASA lacks strategy and proper planning.

Another aspect that the respondents were asked in the interview guide was to indicate who the drivers of change in the organisation were. Earley (2015) pointed out that many can drive the implementation of change noting that change can be purposive or planned. According to the findings, those responsible as drivers of change were the Group Executives and CEO’S, Trade Unions. In agreement with this view, other respondents indicated that the drivers of change were senior management, but as mentioned there seem to be a total disregard on the importance of change programs. This brings the conclusion that change is top down at PRASA rather than bottom up. According to the ADKAR model of change, employees should be aware and have knowledge on any change initiative to be implemented in the organisation, and this leverages employees to support change, but according to the research results, employees at PRASA seems uninvolved in the change process (Beck-Tauber, 2013).

Beck-Tauber (2013) pointed out that a successful organisational change initiative should have a clear and defined framework for change. Regarding this idea, according to the findings, The Corporate Plan mainly serves as a basis for change, followed by applicable Human Capital policies. Supporting the existence of a framework, most findings indicated the existence of a framework for change at PRASA that lacks implementation.

The findings recommend a Transformation Model as the framework that should be used to enlighten leaders with an understanding of their organisations and also guide a successful redesign.

#### **Finding out what causes people to get motivated and follow transformation leaders**

O'Neill (2012) pointed out that management practices that are change related must be clear and consistent based on what is required to be changed for persons to advance their discernment and eventually motivate and change their perceptions towards change. About what causes people to get motivated towards change, the findings indicated the possibilities for growth, professionally and career-wise, and the fulfillment to participate in exciting programs and projects are the primary motivators.

Another motivational tool according to the findings is to know the direction of the organisation which creates a positive attitude towards change. It is the responsibility of the leaders to have an interest in the growth of the organisation. Transformational leaders have the responsibility to demonstrate qualities of fairness, hard work and transparency. This is in line with Carr, R., & Q Learning (2016) who argued that transformational leaders mostly got more committed followers through generating wakefulness and accepting the drive and mission of the group and motivates them to work not only towards their interests but towards those of the organization while leaders pay attention to the needs of the followers.

Clarity of a vision, goal and continuous communication are according to the findings and tools of motivation. The O’Neill’s model of 2012 propounded some steps for successful organisational change that are inclusive of the sharing of the message of change throughout the organisation, determining the readiness of workers, articulating the plan of conveying the message of change and celebrating the beginning of the transformation process. Transformational leaders provide strategy and direction for the organisation to perform well through strategic decision making. Research findings indicate that leaders at PRASA want to become too operational because they do not trust their subordinates to deliver on the operational issues thereby rendering the change prices ineffective. Therefore other research respondents noted that there should be a transparent process of engagement, inspiration and setting up of milestones for achievement. This can be reinforced through rewarding employees who achieve the envisaged goals and thus encouraging good employee behaviour.

Acknowledging efforts and hard work of employees is regarded as one of the tools for motivating followers — recognition of their efforts where it is due and promotions where required. According to the findings, Leaders need to be at the forefront of any change initiative and ensure the necessary burning platform for change. They should lead by example and also spearhead the transformation agenda while acknowledging the presence and efforts put by their followers. Therefore there is a collective standpoint for a leader to manage change of results where the most significant aspect is valuing team members and followers, having clarity and knowledge of their needs.

#### **An assessment of the services delivery at PRASA**

According to the findings, there is a poor quality of service delivery. There was a mention of commuters that are not pleased with PRASA service delivery as is evidenced in the commuter satisfaction surveys, contractors are unhappy with the decision making strategy and processes which have hindered many projects, and the staff feel that their protection at work is being taken off. The core service that PRASA is to provide is train services of which the service has been termed unreliable and always not on time. The principal mandate of PRASA is to facilitate the movement of passengers safely, cost-effectively with a reasonable degree of predictability, comfort and dignity. Currently, this is not happening at a level that is acceptable.

#### **Determining ways transformation can be realised at PRASA**

According to the research findings, instability emanating from the top management leading to a high staff turnover is one of the leading causes mentioned by the respondents as a hindrance to transformation. This is said to have been caused by the heavy influence of the government that has slowed down transformation, and there has been a tendency of appointing and holding on to key people in the organisation simply because of their political connections without regarding the contributions they make to the organisation.

Fear of job security and lack of a clear policy has been regarded as another barrier to transformation. According to the findings, the responses in the questionnaire mentioned that job insecurity, lack of a clear policy of transformation and shared vision, skepticism and lack of staff involvement are the hindrance to transformation at PRASA. Chaka (2014) pointed out that the management should be conscious of successes and failures of any change initiative. Another respondent with the same argument as stated above argued that “lack of strategic leadership, lack of accountability and the implementation of hard decisions have resulted in the ineffectiveness of any change initiative at PRASA.

#### **Strategies to speed up change at PRASA**

Tang and Gao (2012) argued that, as organisational change has become of necessity and frequent for survival, employee resistance has become an issue of concern. According to the findings, having a vision and strategy for direction and motivation is one of the reliable methods that an organisation can use to speed up change. Neill (2012) argued that vision and strategy for motivation are crucial to keeping employees focused. There is, therefore, the need for inclusiveness at PRASA towards the fulfillment of the organisation’s brand promise that is inclusive of the provision of quality services to citizens, regeneration of the of South Africa’s rail industry, creation of employment, development of skills and empowerment for all. Transformational leaders are appealing and zealous that for change to be successful, there is a need to combine an individual’s charisma with an appealing vision as well as an unrestrained desire towards change (Senge, 2010). Therefore, the execution of every policy is to be implemented at all levels in the organisation for it to be a success.

Empowering employees to work through the removal of barriers is one of the strategies towards speeding up change. According to the findings, leaders should be aware of possible hindrances to employees and loosening of too much control and work towards the building of mutual relationships for the benefit of the organisation. There should be an increase in investing in human capital through mentorship programs by executives and senior management (Carr & Q Learning Organisation, 2016). This implies that when employees are empowered with knowledge, there is the creation of future leaders that is attainable through shared vision and ideas.

Organisational changes should become more frequent and regarded as a necessity to ensure organisational survival. Tang and Gao (2012) noted that the change should be one of the critical and significant human resources functions that will enhance chances for the success of various change projects. This reduces the uncertainty about the future because employees will be having enough knowledge about every activity. This is the kind of leadership that is required at PRASA to speed up change initiatives. This is clear that transformational leaders are a prerequisite in any change process.

The other strategy to speed up change according to the research findings is consolidation and integration to encourage a culture of change. Chaka (2014) argued that awarding employees could aid in the uplifting of their moral and inclusivity thereby developing a winning spirit within the organisation and continuous improvement within the organisation. These create a sense of belonging into the organisation and stimulate the level of commitment of employees towards progress.

## **AN ASSESSMENT ON THE FULFILMENT OF SET OBJECTIVES**

This section seeks to analyze the extent to which the research managed to fulfill the set objectives. The objectives were, to explore transformational leadership concepts, theories, and models, to analyse transformational leadership within a management problem context and to understand how people are motivated to follow and envisage the transformation.

The first objective is to explore transformational leadership concepts, theories and models and finding data regarding this objective was a success. On the knowledge of employee at PRASA regarding transformational leadership, the researcher discovered through the research results that, Leadership is a universal, continuously evolving and complex phenomenon that has been theorized from various disciplines. The concept of this study has been connected with transformation which denotes an inevitable process and a multifaceted consequence of leadership. Most respondents pointed out that a transformational leader is one who is capable of leading by example with the interest of both the organization and the followers. Allogio and Thomas (2013) contended that such leadership is rare considering the South African public sector context but generally understood as a process of motivating an organised team of people. However, this contradicts with the findings from PRASA denoting that people who are meant to be leaders and provide strategy and direction for the organisation are performing at a level lower than they are supposed to be thereby causing the strategic decision making to be lacking. Therefore, based on these major finding, the researcher would note that the respondents proved to have knowledge in the concept of transformational leadership and it happens that lack of proper valuing of the concept with regard to PRASA.

One of the aspects that were unveiled through the data collection was the implementation of change at PRASA. According to the research responses, change at PRASA indicated to be slow and ineffective. This implies that change in the organisation still required effective coordination. Another finding was that the decisions on change were very haphazard without proper due diligence or strategic expertise evidenced by many unsuccessful projects that the organisation started and failed to complete. In agreement with this view, other respondents indicated that the drivers of change were senior management, but as mentioned there seem to be a total disregard on the importance of change programs. This brings the conclusion that change is top down at PRASA rather than bottom up. These significant findings are determining the rate of implementation of change at PRASA aimed at fulfilling the second objective of the research which sought to analyse the transformational leadership within a management problem context. The objective was fulfilled as the researcher managed to obtain data on the extent to which the leadership at PRASA valued the implementation of change.

The third objective of the research sought to understand how people are motivated to follow and envisage the transformation. The findings of this objective indicated the possibilities for growth, professionally and career-wise, and the fulfillment to participate in exciting programs and that projects are the primary motivators. Another motivational tool according to the findings is to know the direction of the organisation which creates a positive attitude towards change. It is the responsibility of the leaders to have an interest in the growth of the organisation. Transformational leaders have the responsibility to demonstrate qualities of fairness, hard work, and transparency. Acknowledging efforts and hard work of employees is regarded as one of the tools for motivating followers. Recognition of their efforts where it is due and promotions when required. According to the findings, Leaders need to be at the forefront of any change initiative and ensure the necessary burning platform for change. They should lead by example and also spearhead the transformation agenda while acknowledging the presence and efforts put by their followers. Therefore there is a shared standpoint that for a leader to manage change for results; the most significant aspect is valuing team members and followers, having clarity and knowledge of their needs.

The study also managed to assess service delivery at PRASA. According to the findings the respondents seemed unhappy with the services. The reason for poor services being, instability emanating from the top management leading to high staff turnover. According to the findings, having a vision and strategy for direction and motivation is one of the reliable methods that an organisation can use to speed up change. Empowering employees to work through the removal of barriers is one of the strategies towards speeding up change. Leaders should, therefore, be aware of possible hindrances to employees and loosening of too much control and work towards the building of mutual relationships for the benefit of the organisation. Thus, there should be an increase in investing in human capital through mentorship programs by executives and senior management.

Therefore, according to the findings, it is worth concluding that the research managed to fulfil the set objectives.

## **RECOMMENDATIONS TO THE GOVERNMENT AND MANAGEMENT**

The researcher suggests that the management of various organisations should:

* Formulate and ensure implementation of policies that support transformational initiatives.
* The government should ensure and reduce control over organisations but instead, offer support inform of flexible operational policies.
* The management in organisations should ensure the implementation of employee skills development initiatives.
* Organisations should ensure all information and developments are communicated to all stakeholders.

## **LIMITATIONS OF THE STUDY**

It can be concluded that, while much has been unveiled in this study, there is still further research that should be done on the various aspects surrounding transformational leadership. The suggested recommendations for future researches are to broaden the research in the benefits of transformational leadership on the performance and growth of employees and the importance of the inclusiveness to both organisational and employee growth. Future studies should also look into employees' reaction to most change initiatives in organisations.

## **CONCLUSION**

The chapter was about the summary of the whole research project. It began with a brief summary of the previous chapters in the research comprising of the secondary data. A summary and conclusion of the primary findings are also given in this chapter and also suggests recommendations for future researches. According to the findings, it is clear that transformational leaders are at the core of organisational growth and development. This is a pure demonstration that transformational leadership has for all the needed tools to be implemented towards the success of PRASA as a public sector. However, according to the findings, it is clear that PRASA is still experiencing barriers to change and the constraints are related to the management.

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# APPENDICES

**Appendix A: Letter of permission to conduct research**



**Appendix B: Questionnaire**

**QUESTIONNAIRE FOR PASSENGER RAIL AGENCY OF SOUTH AFRICA EMPLOYEES.**

The objective of the questionnaire is;

1. To find out the transformational leadership concepts and models at PRASA.
2. To find out what causes people to get motivated and follow transformation leaders.
3. To determine ways transformation can be realized at PRASA.

**Please fill in your answers in the spaces provided.**

**BIBLIOGRAPHIC DATA**

1. Age ……………………………………………………..

2. Male or female…………………………………………

3. Marital status: ………………………………………….

4. Highest educational qualification: .............................

5. Position and Business unit………………………….

Questions

**1. SECTION A: Exploring transformation leadership concepts, theories and models**

1.1How is change being implemented in the organization?

………………………………………………………………………………………………………………………………………………………………………………………

1.2 Who are the drivers of change programs in the organization?

………………………………………………………………………………………………………………………………………………………………………………………….

1.3 What framework guides the implementation of transformation in the organization?

…………………………………………………………………………………………………………………………………………………………………………………………

**2. SECTION B:** **Finding out what causes people to get motivated and follow transformation leaders.**

2.1. What do you think motivates people to follow transformational leaders?

……………………………………………………………………………………………………………………………………………………………………………………

2.1.2 Would you say that currently people are motivated to follow their leader?

…………………………………………………………………….

2.1.3. Give reasons for the above answer

…………………………………………………………………….

2.2 Would you say that people are pleased with the quality of service delivery that PRASA offers?

…………………………………………………………………………………

2.2.1 If no, explain why………………………………………………..

2.2.2 If yes, explain why………………………………………………………

**3. SECTION C: Determining ways transformation can be realized at PRASA.**

3.1What do you think is hindering transformation at PRASA?

……………………………………………………………………………………………………………………………………………………………………………………

3.2 What methods do you think can be introduced to speed up transformation at PRASA?

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Thank you for your participation!