

**Transformational Leadership in the Public Sector Universities of  
Pakistan: Study of Public Sector Universities located in Islamabad and  
Rawalpindi**

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By

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**Haris Raza**

**Enrolment # 01-229091-002**

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A dissertation submitted to the faculty of Management sciences¶  
Bahria University, Islamabad¶  
In partial fulfillment of the requirement for the degree ¶  
M. Phil Management Sciences

Supervised by

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**Dr. Faisal Aftab**

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**A thesis presented to Bahria University, Islamabad in partial fulfillment of the requirements for the degree of Master of Philosophy**

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I, ~~Haris Raza~~, M.Phil. Student in the Department of Management Sciences, Bahria University, Islamabad, certify that the research work presented in this thesis is to the best of my knowledge my own. All sources used and any help received in the preparation of this dissertation have been acknowledged. I hereby declare that I have not submitted this material, either in whole or in part, for any other degree at this or other institution.

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## ABSTRACT

The purpose of this study was to examine the extent to which transformational leadership is exercised in the public sector universities of Pakistan. The public sector universities have been subjected to lots of criticism as their performances have been on a continuous decline despite considerable level of attention, being given to them in recent years by the government. It has been observed that the teachers, who act as the corner stone in the performance of an educational institution, are less satisfied with their institutional leadership. This study aimed to identify gaps and specific areas of improvement in the leadership practices of these institutions. The Kouzes and Posner's (2007) transformational theory lens has been deployed to conceptualize effective leadership practices that are modeling the way, inspiring the shared vision, challenging the processes, enabling others to act and encouraging the heart. The leadership practices inventory, designed by James Kouzes and Bary Posner (2007), has been used to measure these transformational leadership practices of the top management and faculty heads of the public sector universities. A cross sectional survey research design has been selected for this study and data from two hundred teachers of three public sector universities of Islamabad and Rawalpindi has been collected. The results from 148 usable survey instruments revealed that transformational leadership practices are exercised at a below average frequency in these universities. It was also found that universities, ranked higher by the higher Education Commission (HEC) in terms of quality and performances, have reported a greater frequency of transformational leadership practices.

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I dedicate this study to my family, friends and teachers whose continuous support and prayers have kept me going through all the high and lows of my life. Also, this work is dedicated to all those who are striving for improvements of our country's public sector educational institutions.

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