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Calvin Oule

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Influence of Transformational Servant Leadership on Developing Urban Livability:  
A Case Study of Kampala Capital City Authority in Uganda

Submitted to Southeastern University

Jannetides College of Business and Entrepreneurial Leadership

In partial fulfillment of the requirements  
for the degree of  
Doctor of Philosophy in Organizational Leadership

Calvin Oule

August 2024

Jannetides College of Business and Entrepreneurial Leadership  
Southeastern University

This is to certify that the dissertation prepared by:

Calvin Oule

titled

**INFLUENCE OF TRANSFORMATIONAL SERVANT LEADERSHIP ON  
DEVELOPING URBAN LIVABILITY: A CASE STUDY OF KAMPALA  
CAPITAL CITY AUTHORITY**

Has been approved by his/her committee as satisfactory completion of the dissertation  
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October 23, 2023

August 2024

### **Abstract**

Transformational servant leadership is an emerging leadership concept that integrates the tenets of transformational leadership and servant leadership. The purpose of this research was to conduct a case study of Kampala Capital City Authority (KCCA) to explore how transformational servant leadership influences the development of urban livability. Since the investigation was a qualitative case study, data were collected through interviews with 10 KCCA leaders. Data were also gathered using document review. The study was guided by research questions that sought to understand the participants' views on transformational servant leadership, urban livability, and the role of transformational servant leadership in developing urban livability. Six themes emerged during data analysis: (1) leading transformation, (2) people and community-centered leadership, (3) urban attractiveness and well-being, (4) livability impediments and opportunities, (5) vision and engagement, and (6) serving employees and community.

According to the findings, transformational servant leadership can improve urban livability because transformational servant leaders focus on creating transformation in organizations and situations, and serving people. This research enhances the knowledge of transformational servant leadership. The study also adds to existing research on transformational servant leadership. In addition, the study also provides insights that city leaders can utilize to improve urban livability.

*Keywords: transformational servant leadership, transformational leadership, servant leadership, urban livability, case study*

### **Dedication**

I dedicate this dissertation to my precious wife Shirley Jemima Oule, my daughter Selah Serese Oule, and my son Tsion Branch Oule. Thank you, Shirl, for your unwavering support throughout my doctoral studies. In your words and actions, you were my cheerleader as I labored to do every coursework and research. You were considerate when I went to bed late most nights and rose in the wee hours of each day to study. Selah and Tsion, you supported “Papa” by praying for me to finish my course successfully and encouraging me to do my “schoolwork” after dinner. I love you Shirl, Selah, and Tsion. I thank God for you, my wonderful family.

## **Acknowledgments**

To God, my Creator, and Heavenly Father, I would like to say thank you for helping me start and successfully finish my doctoral studies. You provided the physical strength, good health, intellectual ability, and financial resources I needed to study. Without you, Lord, I wouldn't have reached the finish line.

To my dissertation advisors, Dr. Joshua Henson, Dr. Bethany Peters, and Dr. Emile Hawkins, I would like to say thank you for your indescribable support that enabled me to realize my dream of attaining a PhD. I particularly thank Dr. Henson for walking the dissertation journey with me from the proposal to the final product. Dr. Henson, your encouragement and guidance gave me confidence that completing a highly demanding doctoral program was possible. Every virtual meeting with you was invaluable.

Dr. Peters, your expertise in methodology greatly shaped my dissertation work into what it is. You were available to listen to me, encouraged me to ask questions, and generously provided helpful advice. Thank you for being a gentle and patient academic mentor.

Dr. Hawkins, you were the first professor I interacted with when I joined Southeastern University (SEU) as a doctoral student. As a transfer student, you wholeheartedly welcomed and made me comfortable in your class and at SEU. You also encouraged the rest of the students to support me.

I would also like to express my heartfelt gratitude to Dr. Jenny Carter for offering me all the moral and technical support I needed at the beginning of my studies at SEU. Dr. Carter, you went above and beyond to help me begin my academic journey well. In numerous ways, you demonstrated your support for me to succeed in achieving my educational dream.

Finally, I thank Dr. Debra Dean for providing the editorial support I needed to finalize this dissertation. Dr. Dean, your attention to detail and editorial skills added a professional touch to this document.

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## **Chapter 1-Introduction**

Urban livability is critical to the health of cities because they are economic hubs characterized by high population density driven by rapid urbanization (Kookana et al., 2020; Ritchie & Roser, 2018; Szibbo, 2015). In developing countries, rapid urbanization spurs economic development and promises the provision of better social services but also creates social, economic, and environmental challenges in cities (Asian Development Bank et al., 2019; Kookana et al., 2020; Kuddus et al., 2020; United Nations, 2018). Consequently, rapid urbanization compromises urban livability (Ahmed et al., 2019; Bachani et al., 2022; Kyohairwe, 2020; Liang et al., 2020; Yassin, 2019). The challenges associated with rapid urbanization in developing countries necessitate city leaders to prioritize livability in urban development policies and plans (Alderton et al., 2019; Bachani et al., 2022; Nastar et al., 2019; World Bank, 2022). Thus, leadership is crucial in creating and improving urban livability (Kirn et al., 2018; Mirzahosseini & Mohghaddam, 2021). Tsouros (2013), Cen et al. (2022), and Higgs et al. (2019) opined that effective urban management is required to foster urban livability. Hambleton (2015) stressed that strong civic leadership is necessary to achieve urban regeneration and improve a city's quality of life. Further, Nastar et al. (2019) revealed that poor city leadership inhibits the provision of social services to citizens.

However, in a study conducted in three regions in Uganda, Musinguzi et al. (2018) reported that transformational leadership improves the quality of public healthcare services more than transactional and laissez-faire leadership styles. Kafumbe (2017) attributed the improvement in service delivery in Kampala City to authentic transformational leadership reflected in a leader's moral values. Bumgarner (2016) highlighted that transformational leadership improves the performance of employees in a public organization which translates into improved services to citizens.

Additionally, servant leadership is linked to improved service delivery in government-controlled organizations. For example, Yuan et al. (2020) pointed out that servant leadership strengthens customer-oriented behaviors (COBs) in public

service organizations by enhancing the sense of belonging to an organization (organizational identification) among employees. Tran and Truong (2021) underscored that servant leadership boosts the motivation of civil servants and thus raises the quality of service delivery for the good of citizens. Awasthi and Walumbwa (2021) highlighted that servant leadership is needed in local government institutions because, through servant identity and moral potency, servant leaders are motivated to serve employees and the community. Nguyen et al. (2022) revealed that servant leadership inspires employees in public service organizations to be innovative by boosting their motivation to serve people and the desire to learn and grow professionally.

Given that transformational leadership and servant leadership enhance employee performance and improve service delivery in public institutions (Awasthi & Walumbwa, 2021; Bumgarner, 2016; Kafumbe, 2017; Musinguzi et al., 2018; Nguyen et al., 2022; Tran & Truong, 2021; Yuan et al., 2020), it was necessary to investigate how transformational servant leadership (TSL) influences the development of urban livability. Transformational servant leadership is a leadership approach that combines transformational leadership and servant principles (Lukulu, 2014; Parolini, 2012; Shaw et al., 2018). Shaw (2017) conducted a study in China that indicated that transformational servant leadership increases the leadership competence of students in a graduate leadership program. However, the author focused on leadership development in higher education and recommended that more research on TSL is needed since it is a new concept in leadership studies (Shaw, 2017). Ampradithpun and Vilavicencio (2014) highlighted that transformational servant-type leadership inspires people to maximize their abilities and work hard to execute organizational mission and vision. However, Ampradithpun and Vilavicencio's (2014) mixed-methods research concentrated on organizational effectiveness, not urban livability. Lukulu (2014) conducted a mixed methods study in Kenya that incorporated transformational servant leadership. Nonetheless, the author focused on how learning English and using text and audio-visual media facilitate leadership development in primary and secondary schools (Lukulu, 2014). Against that background, the current research through a case study

of Kampala Capital City Authority (KCCA), aimed to fill the research gap by exploring the influence of transformational servant leadership on developing urban livability in cities in developing countries. The need for the current inquiry was premised on the notion that transformational servant leadership increases an organization's effectiveness in achieving its goals and promotes the followers' well-being (Ampradithpun & Vilavicencio, 2014; Parolini, 2012; Shaw, 2017; Shaw et al., 2018).

The purpose of the current research was to conduct a case study of Kampala Capital City Authority to explore how transformational servant leadership influences the development of urban livability. Kampala is the capital and largest city of Uganda, a developing country in Africa (Kyohairwe, 2020; Richmond et al., 2018). The city of Kampala is one of the fastest-growing cities in Africa (Ernstson & Mukwaya, 2021; Kasimbazi, n.d; Vermeiren et al., 2012). Kampala's population continues to grow rapidly and consequently presents socio-economic problems such as crime, drug abuse, environmental pollution, traffic congestion, growth of slums, housing shortage, a high rate of unemployment among urban youths, and other challenges (Kwiringira et al., 2021; Kyohairwe, 2020, Monitor, 2022; Renzaho et al., 2020; Richmond et al., 2018). Exponential urbanization compromises the quality of life in cities (Kwiringira et al., 2021; Kyohairwe, 2020; Kuddus et al., 2020; United Nations, 2018). Hence, improving urban livability is necessary for the well-being of the people living and working in cities (Higgs et al., 2019; Liang et al., 2020; Raissa et al., 2021).

### **Statement of the Problem**

Urban livability is a unique type of livability associated with the quality of life in cities and other urban settlements (Alderton et al., 2019; Martino et al., 2021; Saeed et al., 2022). Higgs et al. (2019) revealed that livable urban communities promote public health, environmental health, and traffic management in urban centers. Liang et al. (2020) highlighted that the livability of urban neighborhoods improves the residents' living conditions. Raissa et al. (2021) emphasized that livability enhances the well-being of city citizens. Altrock (2022) and Kashef (2016) opined that urban livability integrates the physical (structural), socio-

economic, and environmental well-being of a city. Given the importance of urban livability, city leaders should prioritize improving livability in urban planning and development (Bachani et al., 2022; Kutty et al., 2022; Nastar et al., 2019; World Bank, 2022). However, enhancing urban livability requires a leadership approach that focuses on the welfare of city inhabitants (Kashef, 2016; Rezaul Islam et al., 2020; Sancino & Hudson, 2020; Tsouros, 2013). Based on its focus on increasing organizational performance and caring for people (Ampradithpun & Vilavicencio, 2014; Parolini, 2012; Shaw, 2017; Shaw et al., 2018), transformational servant leadership could influence the development of urban livability.

However, up to this point, studies on transformational servant leadership and urban livability are scarce. Shaw's (2017) study on transformational servant leadership focused on leadership development in higher education in China. Moreover, Shaw (2017) recommended that more studies on transformational servant leadership are needed since it is a new concept in leadership research. In that sense, it was vital to investigate the connection between transformational servant leadership and urban livability. Considering that Ampradithpun and Vilavicencio (2014) undertook mixed-methods research centered on organizational effectiveness, a qualitative study on transformational servant leadership and urban livability was necessary. Furthermore, since Lukulu (2014) conducted a mixed methods study in Kenya that primarily dealt with leadership development in schools, not transformational servant leadership, a qualitative study on transformational servant leadership and urban livability in the Ugandan context was needed.

### **Purpose of the Research**

The purpose of the current research was to conduct a case study of city leaders at Kampala Capital City Authority. The investigation employed a case study to explore how transformational servant leadership influences the development of urban livability. A case study was suitable for the inquiry because case studies enable researchers to analyze real-life situations and gain a deeper understanding of cases (Bryman, 2016; Creswell & Poth, 2018; Lucas et al., 2018; Takahashi & Araujo, 2019). The study site was Kampala Capital City Authority

(KCCA) headquarters in Kampala, Uganda. The study participants were leaders in the technical (civil service) wing of KCCA. The KCCA technical wing's mandate is to manage the affairs of Kampala City, and plan and implement city development projects (Kampala Capital City Authority, n.d; Ministry of Public Service, 2012). Since the responsibility of the KCCA technical leaders entails urban development (Kampala Capital City Authority, n.d; Ministry of Public Service, 2012), it was assumed that their work encompassed developing urban livability. Urban livability is a common and fundamental factor in urban planning and design (Alderton et al., 2019; Altrock, 2022; Liang et al., 2020).

### **Research Questions**

This study was necessary because until now, no known research dealt with transformational servant leadership and urban livability (Ampradithpun & Vilavicencio, 2014; Lukulu, 2014; Shaw, 2017). The objective of this research was to carry out a case study of Kampala Capital City Authority to explore how transformational servant leadership influences the development of urban livability in developing countries. A primary research question that the study sought to address was "In what ways does the leadership style demonstrated by Kampala Capital City Authority leaders influence the development of urban livability?" In addition, the study aimed to answer the following sub-research questions:

RQ1. How do KCCA leaders perceive transformational servant leadership?

RQ2. How do KCCA leaders perceive urban livability?

RQ3. What is the role of transformational servant leadership in developing urban livability?

### **Significance of the Research**

Theoretically, the current investigation expands existing research on transformational servant leadership and its application in public and private sector organizations (Ampradithpun & Vilavicencio, 2014; Lukulu, 2014; Shaw et al., 2018). In addition, since transformational servant leadership is not yet a well-known construct in leadership research and literature (Parolini, 2012; Shaw, 2017; Shaw et al., 2018), the study has the potential to contribute to the development of transformational servant leadership theory. Furthermore, the study could trigger



more research on transformational servant leadership and its association with urban livability. Practically, insights from the study can be utilized by city leaders and urban planners to make decisions and formulate policies that promote urban livability (Alderton et al., 2019; Bachani et al., 2022; Nastar et al., 2019; World Bank, 2022). On top of that, insights from the study can be used in leadership development programs in city governments, public service organizations, and private sector organizations (Awasthi & Walumbwa, 2021; Cen et al., 2021; Hambleton, 2015; Higgs et al., 2019).

### **Conceptual Framework**

The purpose of the present study was to explore the influence of transformational servant leadership on developing urban livability. In line with its objective, the study examined the concepts of transformational leadership, servant leadership, and transformational servant leadership. Urban livability, a key concept in the inquiry, was also analyzed.

Transformational leadership (TL) is a leadership style that inspires followers to support a common goal, nurtures their leadership potential, and introduces significant change in organizations (Bass & Riggio, 2006; Bass & Bass, 2008; Northouse, 2016). The theory of TL has its roots in Burns' (1978) classic concepts of leadership. In his seminal writing on leadership from a political perspective, Burns distinguished transforming leadership from other forms of leadership (Burns, 1978). Later, Bass (1985) built on Burns' ideas and formulated the components of transformational leaders as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Bass, 2008; Bass & Riggio, 2006; Bryant, 2003; Kariuki, 2021; Hayati et al., 2014; Langat et al., 2019; Northouse, 2016). Because of its focus on change and organizational development, TL is connected to the increased effectiveness of organizations (Bass & Bass, 2008; Dasborough & Ashkanasy, 2005; Ghasabeh & Provitera, 2017; Kabeyi, 2018; Northouse, 2016; Pasovska & Miceski, 2018). Transformational leadership is also relevant in public institutions because it improves service delivery (Bumgarner, 2016; Kafumbe, 2017; Musunguzi et al., 2018).

Servant leadership (SL) is a theory whose origin is linked to Greenleaf's (1997) essay on "The Leader as A Servant." Greenleaf (2002) explained that being a servant leader "begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead" (p. 27). Servant leadership is a leadership model focused on caring for and developing followers (Greenleaf, 2002; Makau, 2021; Spears, 2005). Leaders exhibit SL in qualities such as paying attention to the followers' needs, listening, empathy, healing, developing and empowering followers, foresight, conceptualizing or visioning, integrity, humility, stewardship, persuasion, and building community (Barbuto & Wheeler, 2006, Greenleaf, 1977, 2002; Patterson, 2003; Russel & Stone, 2002; Spears, 2005; van Dierendock, 2011). Scholars have posited that SL boosts organizational performance (Muller et al., 2018; Nguyen et al., 2022; Saleem et al., 2020; Wesevich, 2022) and creates institutions that serve the community by nurturing a culture of servanthood (Awasthi & Walumbwa, 2021; Dennis & Bocarnea, 2005; Greenleaf, 2002; Fulton & Shannonhouse, 2014; Spears, 2005). Besides, SL is linked to better service delivery in public organizations because servant leaders raise servant employees (Awasthi & Walumbwa, 2021; Tran & Truong; 2021; Yuan et al., 2020).

Transformational servant leadership (TSL) is an emerging construct in leadership research that integrates the principles of transformational leadership and servant leadership theories (Shaw, 2017; Shaw et al., 2018). In essence, TSL is characterized by values and practices associated with transformational leadership and servant leadership (Lukulu, 2014; Shaw et al., 2018). Parolini (2012) defined TSL as "the ability to cast a collaborative moral vision while actively caring for those participating in moving the vision to reality" (p. 42). The uniqueness of TSL is that it focuses on transforming organizations to improve their performance but also emphasizes caring for people (Aumpradithpun & Villavicencio, 2014; Parolini, 2012; Shaw, 2017). Since TSL incorporates transformational leadership and servant leadership characteristics, TSL attributes connected to urban livability include casting a shared vision, implementing organizational change, ethical behavior in leadership, and serving community (Awasthi & Walumbwa, 2021; Bass & Bass,

2008; Bass & Riggio, 2006; Barbuto & Wheeler, 2006; Bryant, 2003; Dasborough & Ashkanasy, 2005; Dennis & Bocarnea, 2005; Greenleaf, 1977, 2002; Patterson, 2003; Russel & Stone, 2002; Spears, 2005).

Livability is an important and popular concept in urban planning and development literature because of its connection to quality of life (Altrock, 2022; Liang et al., 2020; Tolfo & Doucet, 2022). Urban livability is a principle that specifically applies to urban communities (Altrock, 2022; Liang et al., 2020). Though there is no universally agreed definition of urban livability, Higgs et al. (2019) defined urban livability as “communities that are safe, attractive, socially cohesive and inclusive, and environmentally sustainable; with affordable and diverse housing” (p .2). Martino et al. (2021) described urban livability as “the ability of cities to fulfill expectations of its inhabitants for the wellbeing and quality of life” (p. 221). In short, urban livability is the characteristics that make a city attractive, and enjoyable to work and live in (Alderton et al., 2019; Martino et al., 2021; Lee, 2021). Urban livability is important because it impacts the urban residents’ quality of life and well-being (Higgs et al., 2019; Saeed et al., 2022; Sheik & Ameijde, 2022). Cities with high livability enjoy a high quality of life, while cities with low livability are characterized by a low quality of life (Kashef, 2016; Paul & Sen, 2020; Sofeska, 2017).

### **Methodology**

The objective of the current research was to explore the influence of transformational servant leadership on urban livability by conducting a qualitative case study of Kampala Capital City Authority. A bounded, exploratory case study was utilized because a case study aids in-depth examination of a situation in a real-world setting (Creswell, 2014; Creswell & Poth, 2018; Crowe et al., 2011; Heale & Twycross, 2018). A case study enables a researcher to better understand the problem under investigation (Ebneyamini & Moghadam. 2018; Lucas et al., 2018; Papparini et al., 2020). Besides, a case study unveils latent and peculiar characteristics of a phenomenon being analyzed (Berg & Lune, 2012; Punch, 2014; Thomas, 2013) and can generate information that organizational leaders can use to make decisions and policies (Sibbald et al., 2021). Moreover, given its flexibility, a

case study can utilize quantitative or qualitative research methods (Takahashi & Araujo, 2019; Turnbull et al., 2021). A case study also provides insight into an issue that is new, intriguing, or complex (Leedy & Ormrod, 2010; Punch, 2014; Takahashi & Araujo, 2019). Considering that TSL is an emerging leadership concept (Shaw et al., 2018; Parolini, 2012), a case study was appropriate for the present study (Shaw et al., 2018; Parolini, 2012).

### ***Participants and Sampling Procedure***

A study population for the current research was leaders in the technical (civil service) wing of KCCA. The mandate of the technical leaders is to manage Kampala City affairs, and design and execute development activities in line with KCCA's vision for Kampala to be "a vibrant, attractive, liveable and sustainable city" and mission "to deliver quality services to the city" (Kampala Capital City Authority, n.d, "ABOUT US" section; Kampala Capital City Authority, 2020, p. 12; Ministry of Public Service, 2012). A study sample was selected using purposive sampling. Purposive sampling is a technique through which specific individuals are intentionally chosen to participate in the study (Ames et al., 2019; Creswell & Creswell, 2020; Palinkas et al., 2015). Individuals identified through purposive sampling are those considered sources of information that will address the research questions (Gentles et al., 2015; Gupta et al., 2019; Omona, 2013). Through purposive sampling, 10 KCCA leaders comprising directors, managers, and supervisors were enlisted as participants in this research.

### ***Data Collection***

This study aimed to gather qualitative data through a qualitative case study. Qualitative data are non-numeric pieces of information generated from participants' views on the research problem (Aspers & Corte, 2019; Busetto et al., 2020; Dettori & Norvell, 2018; Khan et al., 2022; Shima et al., 2022; Sutton & Austin, 2015). Individual interviews were conducted to obtain data because interviews allow a researcher to interact with participants and explore their thoughts, and feelings about a research problem (Barret & Twycross, 2018; Busetto et al., 2020; DeJonckheere & Vaughn, 2019; Sutton & Austin, 2015). In the current study, each participant was interviewed for 25-43 minutes. Follow-up interviews (Elhami &

Khoshnevisan, 2022; Holter et al., 2019; Signorrel, 2021) were not conducted because the need did not arise.

In addition, data were compiled through document analysis to augment interviews. Document analysis entails studying personal or public documents containing information related to the issue under investigation (Morgan, 2022; Saldaña & Omasta, 2018; Terrell, 2016). Document analysis was necessary for data triangulation to enhance the credibility of data (Bowen, 2009; Daghli et al., 2020; Morgan, 2022) in the current research.

### ***Data Analysis***

The data collected through individual interviews and document reviews were thematically analyzed. Thematic analysis is a method of systematically organizing and examining data sets (Dawadi, 2020; Elliot, 2018; Younas et al., 2022). Thematic analysis enables a researcher to seek, and identify common themes present in the data (Elliot, 2018; Lochmiller, 2021; Sutton & Austin, 2015). The process of analyzing interviews consisted of transcribing, condensing, and coding data. Transcribing data is the stage of writing down verbatim recorded interviews with research participants (Saldaña & Omasta, 2018; Stuckey, 2015; Sutton & Austin, 2015). Transcribing provides easy access to the data to be analyzed (Lochmiller, 2021; Saldaña & Omasta, 2018). Condensing data encompasses reducing large amounts of information accumulated to ease data analysis (Lester et al., 2020; Saldaña & Omasta, 2018). Data are condensed by removing information that is irrelevant to the study's research questions (Saldaña & Omasta, 2018; Walsh et al., 2019).

Coding is the reduction of data into smaller pieces that symbolize the data's meaning in a summarized form (Creswell & Creswell, 2020; Gale et al., 2013; Jugessur, 2022; Walsh et al., 2019). Coding eases the process of data analysis and enables a researcher to reflect on the information gathered and gain a better appreciation of the participants' viewpoints (Gale et al., 2013; Saldaña & Omasta, 2018; Sutton, 2015; Younos et al., 2022). A code, according to Saldaña & Omasta (2018) is "a word or phrase that symbolically assigns a summative, salient,

essence-capturing, and/or evocative attribute for a portion of language-based or visual data” (p. 120).

In this study, the coding process included first cycle coding and second cycle coding. First cycle coding, also known as open coding in grounded theory research (Dufour & Richard, 2019), is concerned with summarizing data into codes that describe and assign attributes to the participants’ perspectives (Coates et al., 2021; Creswell & Poth, 2018; Lewinski et al., 2019; Skjott Linneberg & Korsgaard, 2019). Second cycle coding is the stage where pattern coding happens to compress data into categories and themes derived from the participants’ views (Miles et al., 2019; Saldaña, 2016).

Coding techniques comprised in vivo coding, process coding, values coding, and evaluation coding (Miles et al., 2014; Saldaña & Omasta, 2018). In vivo coding is the initial qualitative data analysis that develops codes directly from what participants say (Manning, 2017; MAXQDA, 2020). In vivo coding is useful in understanding the meaning of data based on the participants’ views (Manning, 2017; MAXQDA, 2020). Values coding is suitable for case studies and involves scrutinizing data to create codes from values, attitudes, and beliefs expressed by participants (Onwuegbuzie et al., 2016; Saldaña, 2009; Saldaña & Omasta, 2018). Process coding entails generating codes from data segments that depict actions by individuals or a group of people (Miles et al., 2014; Saldaña & Omasta, 2018). Evaluation coding is the procedure of creating codes that appraise programs, policies, or activities of a group of people or an organization (Miles et al., 2019; 2014).

Like interviews, document review data were thematically analyzed. The KCCA documents reviewed were the Kampala Capital City Strategic Plan 2020/2021-2024/2025 and Kampala Physical Development Plan. The themes that developed in the interview findings were also applied to the document review findings because document analysis supplemented interviews. Moreover, no new themes emerged in the document analysis findings.

## Scope and Limitations

The current research was confined to leaders at Kampala Capital City Authority. Thus, participants were strictly drawn from the selected study population. Anyone outside of the chosen study population was not included in the investigation.

Concerning limitations, it is difficult to generalize the current research findings to contexts beyond KCCA since the study was a bounded qualitative case study (Creswell & Creswell, 2020; Morgan, 2022). The study was designed to collect data from the personal views of participants and organizational documents (Ross & Zaidi, 2019; Saldaña & Omasta, 2018; Takahashi et al., 2019). However, insights from this research can be applied in other organizational contexts (Noble & Smith, 2015; Theofanidis & Fountouki, 2019), particularly city governments and public service organizations. In addition, since it was a qualitative case study, the validity and reliability of this research cannot be guaranteed (Golafshani, 2003; Korstjens & Moser, 2018; Noble & Smith, 2015). However, the credibility of the study findings was enhanced by ensuring the data accurately reflected the participants' views (Saldaña & Omasta, 2018; Shaw & Erren, 2015; Stahl & King, 2020; Terrell, 2016). The credibility of the findings was also maintained by ensuring the researcher's potential bias was acknowledged in the report (Golafshani, 2003; Leung, 2015; Shaw & Erren, 2015).

## Definition of Terms

The key terms and concepts in the present study are defined as follows:

*Billion* refers to billion Uganda Shillings.

*Boda-bodas* refers to the public service motorcycles used to transport people and goods in Kampala City and Uganda.

*Kampala Capital City Authority (KCCA)* is an agency that manages the affairs of Kampala City on behalf of the central government (Ministry of Public Service, 2012; Kampala Capital City Authority, 2020).

*KCC* refers to Kampala City Council that preceded Kampala Capital City Authority.

*Kisenyi* is one of the public health centers in Kampala City.

*NDP III* is the National Development Plan III.

*NEMA* is an abbreviation of National Environmental Management Authority.

*Rapid urbanization* is the mass migration of people from rural areas to urban centers that significantly increases urban populations (Farrell, 2017; Kuddus et al., 2020; Wang et al., 2018).

*Servant leadership* is a leadership approach that focuses on caring for and developing followers (Barbuto & Wheeler, 2006; Greenleaf, 2002; Spears, 2005).

*Transformational leadership* is a leadership style that inspires followers to support a common goal and establishes significant change in organizations (Bass & Bass, 2008; Bass & Riggio, 2006).

*Transformational servant leadership* is a concept that integrates transformational leadership and servant leadership principles (Parolini, 2012; Shaw, 2017).

*Urban livability* is the characteristics that make a city attractive, and enjoyable to live and work in (Alderton et al., 2019; Higgs et al., 2019; Lee, 2021; Martino et al., 2021).

*Urbanization* is the movement of people from rural settings to towns and cities, and the growth in urban populations (Jiang et al., 2021; Moll et al., 2019).

## **Summary**

The current study's purpose was to explore the influence of transformational servant leadership on developing urban livability through a qualitative case study of Kampala Capital City Authority. Urban livability is associated with the well-being of citizens in urban settings such as cities. In that sense, city leaders play a fundamental role in developing urban livability for the good of citizens. Participants in this study were leaders in the technical wing of Kampala Capital City Authority (KCCA). The technical wing is responsible for KCCA's day-to-day operations, and planning and implementing development projects in the city. Data for the study were primarily collected through individual interviews. A document review was utilized as a secondary source of data to



supplement interviews. Data generated through interviews and the document review were analyzed using the thematic analysis method.

## **Chapter 2 – Literature Review**

Based on the purpose of the current study to explore the influence of transformational servant leadership on developing urban livability, the literature review in this chapter will demonstrate how both transformational leadership (TL) and servant leadership (SL) are associated with casting a shared vision in an organization, implementing organizational change, ethical behavior in leadership and serving the community. The literature review also explains the similarities and differences between transformational leadership and servant leadership. Additionally, the review depicts how transformational servant leadership (TSL) is a leadership model that combines TL and SL. Further, the review describes the connection between leadership and urban livability.

### **Transformational Leadership**

Transformational leadership (TL) is a contemporary leadership theory with roots in Burns' (1978) classic concepts of leadership. In their seminal writing on leadership, Burns distinguished transforming leadership from other forms of leadership. He described transforming leadership as intellectual leadership that involves critical thinking and imagination to analyze the social environment to creatively change it. He also conceptualized transforming leadership as reforming leadership that champions unprecedented, pervasive transformation within an organization, a movement, and society. The author explained that reform leaders are moralists who rally allies to advocate the preservation of a group's established ideals, values, and practices.

Bass (1985) expanded Burns' ideas and described transformational leadership as a leadership style that expands the followers' understanding of the importance of the goals to be achieved, motivates followers to focus on the team or organizational goals rather than personal interests, and shifts the followers' attention from their lower order (physiological and safety) needs to higher order (esteem and self-actualization) needs. In his survey of business and military organizations in the United States, Bass found that while transactional leaders used contingent rewards and management by exception (MBE) to motivate followers to accomplish tasks and achieve goals, transformational leaders improved the

subordinates' performance through charisma, individualized consideration, and intellectual stimulation.

Later, the components of transformational leadership were refined and broadened as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Bass, 2008; Bass & Riggio, 2006; Bryant, 2003). Bass and Riggio (2006) argued that transformational leadership is a relationship between a leader and follower which results in high productivity at individual and organizational levels. They stated that through idealized influence, individualized consideration, intellectual stimulation, and inspirational motivation, transformational leaders influence their followers to achieve exceptional results based on organizational goals. They also described idealized influence as a leader's behavior that influences followers to view a leader as a role model who is admired, respected, and trusted because of their charisma and high moral standards. Besides, the authors explained that leaders display inspirational motivation when they clearly articulate an organizational vision and inspire followers to be its champions and motivate employees to work hard to achieve organizational goals.

Bass and Bass (2008) defined intellectual stimulation as the leader's ability to inspire followers to think critically and creatively as they perform their tasks. They pointed out that through intellectual inspiration, leaders and their followers constantly explore new and innovative ways to solve problems and improve organizational products, services, or processes. The authors defined individualized consideration as the special attention leaders pay to the needs and aspirations of individuals. They argued that leaders demonstrate individualized consideration by providing opportunities for followers' personal and professional development through mentoring, coaching, and relevant training.

Hayati et al. (2014) indicated that through its four dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, TL positively and significantly influences work engagement among nurses. The authors' study showed that through idealized influence, congruence between the leaders' and followers' expectations and dreams occurs. They also

reported that leaders transmit their passion for work to their subordinates by modeling it through idealized influence and inspirational motivation.

Langat et al. (2019) found that idealized influence boosts the performance of lower-level managers. The authors' research on insurance companies in Kenya discovered that when idealized influence increases, employee job performance increases. They also reported that the relationship between TL and improved job performance is strengthened by the compatibility of employee work and the values of an organization (employee work-value congruence).

Based on the findings of their study on a Norwegian military university college, Bakker et al. (2022) submitted that when leaders exhibit TL behaviors such as intellectual stimulation and individualized consideration, followers are inspired to use their strength and personal initiative to perform tasks. The authors highlighted that the use of personal strength and personal initiative increases work engagement and performance. They emphasized that when leaders consistently practice TL, the followers' ability to lead themselves and solve work problems is enhanced.

However, Chen et al. (2018) revealed that TL can be advantageous and disadvantageous to an organization because TL has a curvilinear relationship with employee performance. The authors explained that TL's positive influence weakens when TL reaches its limit. Consequently, the followers' productivity declines. They also revealed that the extent to which TL positively affects the subordinates' performance is contingent on employee proactive behavior.

### ***Casting a Shared Vision***

Vision is the overarching dream or goal that an organization sets out to achieve (Djordjevic, 2021; Orhan et al., 2014; Slåtten et al., 2021). A shared vision is a common goal that the members of a group or an organization identify with and treat as their dream (Alvarado-Alvarez et al., 2021; Chou, 2015; Kaiser et al., 2021; Kouzes & Posner, 2013; Li et al., 2016; Martin et al., 2014).

M'Lingera and Guantai (2020) in a literature review highlighted that transformational leaders and followers co-create a shared vision that guides decision-making within an organization. They opined that through inspirational

motivation, leaders communicate a compelling vision that energizes and gives followers a clear direction as they perform their tasks. Further, the authors underscored that transformational leaders effectively sell the vision by clearly defining specific goals to be achieved.

Steinmann et al. (2019) reported that transformational leaders articulate an organization's principal vision and help employees understand the importance and achievability of defined goals. They indicated that transformational leaders enhance the followers' support for and ownership of organizational goals by delegating responsibility and offering instrumental and moral support to subordinates. In addition, the authors highlighted that transformational leaders enthrall followers to pursue and implement goals developed by supervisors or subordinates by explaining why goals are important and how they will be attained.

Research by Jensen et al. (2018) showed that employees are attracted to the vision of an organization when they perceive their leaders to be transformational. However, the authors pointed out that transformational leaders are effective when they communicate effectively. They stressed that though there are various ways of communicating with followers, transformational leaders effectively communicate organizational vision when they utilize a face-to-face dialogue with the people they lead and explain the importance and viability of the common goal. They also stated that face-to-face interaction is time-consuming and not as practical in larger organizations as in smaller institutions.

A study of local government units in Indonesia by Nawangsari et al. (2015) revealed that through inspirational motivation, transformational leaders paint a clear picture of what an organization intends to achieve and inspire followers to own a shared vision. The authors highlighted that a good understanding of organizational vision and mission boosts employee enthusiasm for work. They pointed out that individual and collective performance improves when employees put extra effort into implementing goals. The researchers also indicated that teamwork among employees is strengthened when transformational leaders portray inspirational motivation.

An investigation by Nyokabi et al. (2017) discovered that the chief executive officer (CEO)'s idealized influence and inspirational motivation significantly influence the performance of senior managers. The findings conveyed that the senior managers' performance improves when the CEO exhibits idealized influence behaviors such as communicating organizational vision, clarifying the vision of an organization by setting specific goals, and modeling what followers should emulate. The findings also revealed that the performance of top leaders is enhanced when the CEO displays inspirational motivation characteristics such as communicating an organization's vision, inspiring, and boosting the leaders' enthusiasm for their work, and fostering teamwork among senior-level managers (Nyokabi et al., 2017).

According to the reviewed literature, transformational leaders clearly articulate a shared organizational vision that followers identify with. Based on that view, city managers could use transformational leadership to effectively cast a shared vision for developing urban livability that followers can engage in and execute. However, past studies did not deal with the subject of transformational leadership and urban livability. Hence, a study that involved TL and urban livability was needed.

### **Implementing Organizational Change**

Change in the context of an organization is a shift from the current state to a new state or doing something different from the norm (Hickman, 2010; Moreira et al., 2016). Change is commonly introduced in organizations to increase effectiveness in executing the vision, mission, and goals (Bradley, 2020; Korejan & Shahbazi, 2016; Faupel & Süß, 2019; Ghasabeh & Provitera, 2017). Daft (2016) stated that change is instituted in organizations to improve products and services to meet the changing needs of the public. He argued that change is successfully implemented when leaders and employees work together and demonstrate commitment to adopt new ideas. He opined that effective execution of change requires leaders to prepare people to cope with stress and overcome challenges that come with change.

Hussain et al. (2021) opined that change is necessary for the survival and growth of organizations. The authors pointed out that organizational change comprises two dimensions: planned change and frequent change. They indicated that TL enables change to occur in organizations because transformational leaders through their behaviors inspire followers to support transformation initiatives.

Mgqibi (2019) revealed that TL is linked to the successful implementation of organizational change. The outcome of the inquiry indicated that leaders who practice transformational leadership and display idealized attributes, idealized behaviors, inspirational motivation, intellectual stimulation, and individualized consideration are effective in executing organizational change. The investigation also highlighted that change is effectively implemented when idealized attributes, idealized behaviors, inspirational motivation, and intellectual stimulation are prevalent in an organization. However, the findings showed that strong individualized consideration decreases effectiveness in implementing organizational change.

Islam et al. (2021) highlighted that a strong bond between transformational leaders and followers motivates employees to embrace change and enhances their change-oriented work engagement. Research findings indicated that a strong bond between transformational leaders and followers mitigates uncertainty and fear of change. Additionally, the findings showed that TL increases effectiveness in boosting employee change-oriented work engagement. The inquiry also revealed that TL influences employee change-oriented work engagement in an environment where positive organizational valence exists, and leaders are trusted.

The findings of Le and Le's (2021) research showed that transformational leaders create the right environment for an organization to go through the transformation process successfully. The authors reported that innovative culture and competent champions of change are key ingredients that contribute to an organization's capability to change. They highlighted that the positive characteristics of transformational leaders enhance employee willingness to support change and innovation. They also emphasized that transformational leaders

influence organizational performance directly or indirectly by fostering an innovative culture and raising and empowering champions of change.

Dickson and Kising'u (2019) confirmed that the four components of transformational leadership: idealized influence, inspirational motivation, intellectual motivation, and individualized consideration influence change management in organizations. The authors' study of the Kenyan Ports Authority (KPA) discovered that idealized influence is associated with change management because transformational leaders motivate employees to take risks in pursuit of organizational goals. The study also found that inspirational motivation influences change management in that transformational leaders passionately communicate the organization's desired future and strategies for growth. In addition, the investigation reported that intellectual stimulation positively affects change management because transformational leaders work with employees to develop innovative strategies to protect an organization against internal and external threats. Further, the inquiry showed that individualized consideration impacts change management in the sense that through mentoring, coaching, and caring for workers, leaders develop and empower employees to contribute to organizational success and growth.

Aprileani and Abadi (2022) revealed that transformational leadership effectively prepares employees to embrace change. The authors concluded that transformational leaders prepare subordinates to support change by advocating commitment to organizational values, expressing optimism about an organization's future, and instilling in employees the importance of personal and professional development. The study findings indicated that transformational leaders create a conducive organizational environment for successful change implementation by inspiring workers to follow leadership directives.

Busari et al. (2019) discovered that there is a positive relationship between TL and employee reactions to change. The investigation highlighted that TL creates the right environment for change to occur in organizations. The inquiry also suggested that TL is a suitable leadership style to deal with frequent change because TL provides vision, motivates, and empowers followers. The results indicated that followers support change initiatives when they are free to think



independently and critically, empowered to make decisions and provide feedback, and participate in executing transformation. The findings also revealed that trust in organizational leadership grows when employees are led by transformational managers.

Faupel and Süß (2019) confirmed that TL facilitates the successful implementation of organizational change. The authors pointed out that TL influences followers to recognize beneficial (attractive) outcomes of change and increases employee active support for change. The authors also revealed that TL inspires employees to become champions of change by boosting their work engagement during the change process. The researchers stated that when employees become champions of change who play a crucial role in effecting transformation, they view change as an opportunity for their own and organizational growth not as a threat.

TL, as revealed in the appraised literature, is associated with the effective implementation of organizational change. On that premise, city leaders could utilize TL to institute change in organizational processes to create urban livability. However, despite confirming that TL positively influences change in organizations, previous studies did not focus on TL and urban livability. With that in mind, an investigation that addressed TL and urban livability was necessary.

### ***Ethical Behavior in Leadership***

Ethical behavior is a person's moral conduct that conforms to established standards of behavior in an organization or a given society (Cicero, 2021; Mitchel et al., 2020). Al Halbusi et al. (2022) stated that people perceive a person with ethical behavior as one whose actions and decisions are consistent with ethical principles. Dwi Widyani et al. (2020) asserted that ethical behavior is important in leadership because it boosts the followers' trust in leaders and organizations. The authors argued that the integration of ethical behavior and leadership contributes to the effectiveness of leaders and improves organizational performance.

According to Burns (1978), TL in the true sense is built on a moral foundation of ethical values. The author described TL as collaborative interaction between leaders and followers in which they increase each other's motivation and

morality. They underlined that to avoid corrupting leadership outcomes, transformational leaders should not use unethical means to achieve goals.

Bass and Steidlmeier (1999) distinguished authentic transformational leaders from pseudo-transformational leaders. They opined that authentic transformational leaders are conscious of what is right and wrong, good and bad, and act according to personal ethical values and organizational code of conduct. The authors contended that authentic transformational leaders make decisions and use their power and influence to promote the good of the group, organization, or community and its members. The authors pointed out that pseudo-transformational leaders, on the other hand, exhibit a contradiction between what they say and do, and thus they act authentic in public life and inauthentic in their private behavior. The writers submitted that inauthentic transformational leaders pretend to make decisions for the benefit of others, an organization, or society but their motive is to pursue and achieve selfish ends.

Gamarra and Girroto (2022) observed that the literature on ethical behavior has significantly increased in the past three decades due to moral scandals that have occurred among leaders in organizations. The authors observed that research connected to ethical behavior centered on issues of trust, virtue, values, and the influence of ethical behavior on organizational climate and culture. They, however, pointed out that few studies have focused on the relationship between leadership and ethical behavior. In a review of past studies, they identified TL as one of the leadership styles to which a leader's ethical behavior is connected.

Ramdehal and Madueke (2022) stated that corporate American employees prefer to be led by leaders who exemplify integrity and trustworthiness given the scandals that rocked various organizations in the United States in the early and mid-2000s. The authors pointed out that TL is strongly associated with behavioral integrity and trust. They indicated that leaders who portray strong transformational leadership qualities exhibit higher levels of integrity and trust in their behavior.

Copeland (2016) postulated that to boost organizational resilience and trustworthiness, 21<sup>st</sup> Century organizations need leaders with authentic, ethical, and transformational behaviors. The author emphasized that leaders who are authentic,

ethical, and transformational have a high capacity to lead organizations successfully and boost organizational effectiveness in achieving goals. They argued that leaders' effectiveness is enhanced if they possess authentic, ethical, and transformational leadership qualities. The authors' perspective highlights the link between ethical behavior and leadership effectiveness.

Williams (2014) opined that a leader's holistic effectiveness is influenced by character and integrity. They emphasized that as fundamental aspects of one's behavior, character and integrity foster trust between a leader and their followers. The author concluded that the display of character and integrity in a transformational leader's behavior is consistent with the teachings in the Bible about the importance of ethical behavior in leadership. The author's argument underscores the connection between a leader's character and leadership effectiveness.

Michel (2014) found that Jesus's teaching on leadership in the New Testament's Gospel of Matthew 23 confirmed the contemporary theories of authentic TL and pseudo-TL. The author stated that authentic TL is related to ethical leadership because authentic TL brings about personal and organizational transformation. They stressed that authentic transformational leaders apply idealized influence, inspirational motivation, intellectual motivation, and individualized consideration for the common good of those they lead. The author, however, argued that pseudo-TL reflects unethical leadership in that though pseudo-transformational leaders possess some of the TL characteristics such as idealized influence, inspirational motivation, intellectual inspiration, and individualized consideration, pseudo-transformational leaders lead people with ulterior, self-centered motives, and pursue their own agendas. They contended that in Matthew 23, Jesus expressed displeasure with the Pharisees because they exhibited pseudo-TL by domineering, exploiting, and demanding people respect and serve them.

Lin et al. (2017) indicated that followers view leaders with unethical behaviors such as manipulative tendencies or intentions as pseudo-transformational. The authors highlighted that the influence of TL on followers and

their performance is inhibited if they are led by controlling and coercive leaders. They pointed out that employees will misunderstand TL and tend to copy pseudo-transformational behaviors if their managers are pseudo-transformational leaders. They concluded that pseudo-transformational behaviors weaken employee organizational identification, thereby employee contextual (extra-role) performance diminishes.

The analyzed literature distinguished authentic TL from pseudo-TL. As opposed to pseudo-TL, authentic TL is identified with moral principles. TL is fit to be used in developing urban livability because past studies linked authentic TL to ethical behavior in leadership, which consequently enhances leadership effectiveness and organizational success. Ethical behavior can boost public trust in the city leaders' ability to develop urban livability. Nevertheless, past research did not address TL and urban livability. Thus, a study that focused on TL and urban livability was needed.

### ***Serving Community***

Governments establish public institutions to provide social services such as healthcare, education, transportation infrastructure, water and sanitation, security, and electricity (Atiku et al., 2023; Chau et al., 2022). However, public institutions require effective leadership to enhance service delivery (Atiku et al., 2023; Belrhiti et al., 2020). Effective leaders raise the motivation of employees in government institutions to serve the public better (Hameduddin & Engbers, 2022; Nurung et al., 2020).

Kafumbe (2017) submitted that public institutions in developing countries are inefficient in delivering services to citizens due to corruption, poor leadership, and limited funding. The author underlined that public service organizations need competent leaders who exemplify ethical principles in their conduct and work. He stated that authentic transformational leadership (ATL) is the leadership approach required in public organizations to enhance the delivery of services. He affirmed that ATL improves service delivery in government institutions because it is associated with moral values such as integrity, honesty, transparency, accountability, and trustworthiness.

Musinguzi et al. (2018) asserted that improving service delivery in resource-constrained contexts such as developing countries necessitates training leaders in government agencies in TL. The authors' research discovered that TL increases motivation, job satisfaction, and teamwork among government employees in resource-constrained organizational settings more than transactional leadership and laissez-faire leadership styles. The findings showed that public service employees prefer working under transformational leaders because transformational supervisors inspire their subordinates to grow, maximize their potential, and excel in their work.

Ledimo (2014) reported that TL fosters a constructive organizational culture that contributes to improved service delivery in public institutions. He emphasized that leaders in public organizations need to adopt a TL style to enable organizations to serve citizens better. The author pointed out that transformational leaders promote a constructive culture that boosts service delivery by modeling values and behavior that they want their subordinates to emulate.

Isaacs (2016) revealed that TL improves service delivery in public organizations by enhancing policy and decision-making processes. He argued that transformational leaders translate organizational plans into projects that benefit citizens and improve their lives. The author explained that transformational leaders raise the quality of services that citizens need by improving accountability and performance management in public organizations. He opined that TL strengthens performance management, which in turn boosts service delivery because TL is centered on vision, organizational growth, and inspiring followers.

Bumgarner (2016) observed that public sector leaders need to be developed as transformational leaders who can design strategies to improve service delivery. The author affirmed that the practice of TL in public institutions mitigates problems such as employee self-preservation interests, low pay, low motivation, and ineffective leadership training that negatively affect service delivery by encumbering effective performance. The author intimated that TL improves service delivery by strengthening performance management because transformational

leaders provide direction and support to followers through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Based on the examined literature, TL is associated with improved service delivery in public institutions. In that case, urban governments can use the principles of TL to develop urban livability as one of the ways to serve the citizens better. However, since the previous studies did not focus on TL and urban livability, it was necessary to carry out research that encompassed TL and urban livability.

In summary, since TL is linked to the leaders' ability to cast a shared organizational vision, implement organizational change, display and promote ethical behavior in leadership, and inspire organizations to serve the community, this study was anticipated to reveal how city leaders utilize TL to develop urban livability. Consistent with the literature, the study found that city leaders who exhibit transformational leadership, communicate a vision of what should be achieved to followers and other stakeholders. The study also affirmed that transformational leaders create positive change in organizations and transformation in people's lives.

### **Servant Leadership**

Servant leadership (SL) is a theory whose origin is traced to Greenleaf's (2002) essay on "The Leader as A Servant." He linked great leaders to servants and described a servant leader as an individual who is naturally motivated to serve. The author explained that being a servant leader is reflected in one's desire to serve others first but not to lead first. To emphasize who a true servant leader is, he argued that:

The best test, and difficult to administer, is this: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived? (p. 27)

The author distinguished SL as a leadership model that is centered on caring for followers by prioritizing their needs. He highlighted that servant leaders exhibit

attributes such as listening, empathy, foresight, ability to persuade, conceptualizing, promoting healing, serving others, and building community among others.

Russel and Stone (2002) postulated that though SL is not yet a refined leadership theory, its popularity in leadership literature is growing because SL has the potential to enhance individual and organizational performance. They stated that there is consistency in the literature about attributes that servant leaders possess. The authors identified vision, honesty, integrity, trust, service, modeling, pioneering, appreciation of others, and empowerment as the core characteristics of servant leadership.

Sendjaya et al. (2008) declared that SL considers serving employees a priority over pursuing organizational interests or goals. The authors identified six dimensions that distinguish SL from other leadership styles: voluntary subordination, authentic self, covenantal relationship, responsible morality, transcendental spirituality, and transforming influence. They expressed that through voluntary subordination, a person willingly offers themselves to serve others by attending to their needs. Authentic self means that a person leads out of who they are (personal beliefs, convictions, values) and displays behaviors such as humility, accountability, integrity, security, and vulnerability in their leadership. Covenantal relationships are marked by genuine love and care, mutual trust, a sense of security, acceptance, and belonging. Responsible morality ensures that a leader's actions, decisions, and dealings with others are guided by ethical principles. Through transcendental spirituality, leaders lead with a sense of calling to make a difference in people's lives and display behavior that reflects spiritual values that promote employee wholeness in the workplace. Transforming influence is the goal of SL in that leaders equip and inspire followers to become servant leaders who serve others (individuals and society).

According to van Dierendonck (2011), SL is a distinct form of leadership with a primary focus on the well-being of followers. He underlined that SL is about caring for people and developing genuine relationships. He defined a servant leader as a person who combines the desire to lead with the need to serve people. The author explained that SL is displayed when leaders empower and develop people,

and exemplify humility, authenticity, interpersonal acceptance, and stewardship. He contended that through SL, leaders inspire followers to reach their full potential and increase team and organizational effectiveness in achieving goals.

Yukl (2013) stated that servant leaders prioritize care for followers by paying attention to their needs and aspirations. The author expounded that servant leaders listen to, empower, and empathize with followers when they are hurting. They also described servant leadership as a leadership model that focuses on investing in the growth of followers for their good. In addition, the author underlined that servant leaders stand for what is good and right even if it might hurt the organization's revenue.

Kim (2020) concluded that SL is useful in bureaucratic organizations because SL is concerned with empowering people and creating the right environment for leaders and followers to interact and develop meaningful relationships. They, however, pointed out that organizational context, particularly the structure of an organization affects the practice of SL. The authors' investigation determined that SL is high in more formalized organizations (organizations with standardized systems, roles, and positions) and low in more centralized organizations (organizations in which decision-making mainly occurs at the senior management level). They advised that organizations need administrative structures that enable the flourishing of SL.

Hurt and Long (2023) stated that SL is associated with increased organizational performance. The authors, however, argued that positional authority affects the impact of SL on organizational performance. They asserted that the influence of SL in organizations is strong if leaders use their positional power to serve people. They also submitted that in situations where the behaviors of top leaders in an organization inhibit SL, junior leaders with limited positional power can be servant leaders since the SL principles can be practiced by anyone.

### ***Casting a Shared Vision***

Though up to this point, no extant literature specifically addressed SL and casting a shared organizational vision, SL as one of the positive leadership styles is linked to employee engagement, which is associated with positive individual, team,



and organizational outcomes (Bakker & Albrecht, 2018; Decuyper & Schaufeli, 2020; Rehman et al., 2022; Schaufeli, 2012). Employee engagement is reflected in employee passion (enthusiasm) for work, extra-role behaviors (discretionary effort), and commitment to an organization (Eldor et al., 2020; Lisbona et al., 2017; Schaufeli, 2012). Thus, when employees are highly engaged, individual, team, and organizational performance improves (Bakker & Albrecht, 2018; Khusanova et al., 2021).

Zhou et al. (2022) opined that SL positively influences employee engagement in that when servant leaders put the needs of followers first, employees reciprocate by investing more effort in their work and achieving organizational goals. The findings of the authors' research revealed that SL can have a positive influence on employee engagement through trust. The study reported that trusted leaders inspire their followers to display positive behaviors that enhance work engagement.

Canavesi and Minelli (2022) submitted that SL positively influences employee engagement through empowerment, team cohesion, a positive organizational climate, assigning employees challenging tasks, and employee proactive personality. The study disclosed that employee dedication and commitment to work and the organization increased when subordinates felt empowered, valued, appreciated, and cared for by their supervisors. The study also suggested that the leaders' commitment to work and availability to support subordinates motivated employees to be more engaged. The authors, however, pointed out that factors such as high pressure, poor work-life balance, and remote working can inhibit the impact of SL on employee engagement.

De Clercq et al. (2014) explained that because of the priority it places on caring for and developing followers, SL is associated with high work engagement among employees. The authors' inquiry discovered that the effect of SL on work engagement was stronger when value congruence and social interaction between leaders and followers were high. The findings also reported that the leader-follower value congruence strengthened SL's influence on work engagement when social interaction between leaders and followers was high.

Aboramadan et al. (2022) confirmed that SL influences work engagement in an organization. The findings revealed that SL influences employee extra-role behaviors such as innovative work behaviors, organizational citizenship behaviors, and creativity through work engagement. The findings also indicated SL boosts work engagement in an organization because servant leaders prioritize the needs of followers. The authors contended that when followers notice SL behaviors in leaders, employees reciprocate by displaying positive work behaviors. The authors recommended that organizations, especially non-profit organizations, could boost work engagement among their employees by adopting SL practices.

Yagil and Oren (2021) in their research discovered that since SL's primary concern is the wellbeing and development of followers, SL spurs employees with low levels of proactivity and job autonomy to be more engaged. Based on their study findings, the authors recommended that employees with low proactivity and job autonomy need to work under managers who portray SL attributes. Further, the study showed that SL mitigated an employee habit of reporting to work late by boosting engagement. Additionally, the study highlighted that SL promotes constructive employee behaviors and prevents counterproductive employee behaviors.

Rahal et al. (2022) concluded that SL has a significant relationship with employee work engagement. The authors' investigation revealed that SL components such as altruistic calling, wisdom, persuasive mapping, emotional intelligence, and organizational stewardship were connected to the work engagement elements such as vigor, dedication, and absorption in academic settings. The authors postulated that engaged employees can contribute to a rewarding learning experience for both teachers and learners in educational institutions. In addition, they highlighted that in times of crisis, anxiety, uncertainty, and significant change, SL motivates employees to be more engaged in their work because servant leaders are concerned about the well-being of followers. The authors also indicated that as SL increases trust in a leader, followers are stimulated to be more engaged.

As indicated in the analyzed literature, SL is linked to high employee engagement, which in turn increases individual and organizational performance. On that basis, city leaders could utilize SL to inspire employees to participate in implementing a shared vision for developing urban livability. However, previous studies did not investigate the relationship between SL and urban livability. Addressing the research gap necessitated a study that examined SL and urban livability.

### ***Implementing Organizational Change***

Although traditionally, TL is the leadership style associated with organizational change, some scholars opined that SL can influence change in organizations and communities (Russel & Stone, 2002; Quenga, 2022). The potential of SL to facilitate organizational change is premised on the argument that SL creates the right conditions for individuals and organizations to be transformed (Russel & Stone, 2002; Quenga, 2022). In addition, SL can enable the implementation of organizational change because of its focus on the followers' needs and interests (Khan et al., 2022).

Khatri and Dutta (2018), in a literature review, reasoned that since SL focuses on caring for, empowering, and developing people, SL can instill in employees a psychological sense of ownership towards an organization, which consequently diminishes resistance to change. They opined that employees with a sense of ownership tend to support organizational change because they want to see an organization flourish. The authors also mentioned that employees are motivated to embrace change if they perceive their supervisors as servant leaders who lead by example.

Irfan and HusamRjoub (2021) discovered that SL does not have a direct relationship with organizational change. The findings, however, revealed that SL influences organizational change through organizational commitment. The authors pointed out that because of its focus on people, SL inspires employees to be committed to an organization. The authors also underlined that SL prepares employees to be ready for and open to change because SL considers employee interests first.

A dissertation by Shadrick (2018) indicated that Christian servant leadership (servant leadership anchored in a Christian worldview) cultivates a favorable environment for the successful implementation of organizational change. The findings showed that Christian servant leaders inspire subordinates to participate in change initiatives by demonstrating empathy for employees and listening to their views. Besides, the findings showed that Christian servant leaders increase employee involvement in implementing and sustaining change by regularly communicating with followers, providing support to employees, and equipping employees with the knowledge and skills needed to navigate change. Furthermore, the study outcome revealed that when frontline managers demonstrate Christian servant leadership in their commitment to employees and an organization, employees reciprocate by supporting change undertakings.

Hundley's (2019) dissertation discovered that there is a positive and significant relationship between SL and organizational readiness for change. The findings reported that because of SL's focus on followers, SL influences organizational readiness to implement change more than transactional leadership and transformational leadership in higher education institutions. The findings also revealed that the follower-focus of SL engenders employee trust, loyalty, and strong attachment to an organization.

Schulker's (2017) research determined that there is no connection between SL and employee affective commitment to change. The study particularly did not confirm SL's effectiveness in facilitating the implementation of change initiatives in manufacturing companies in the United States. The study results disclosed that the frontline managers' display of SL elements such as conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, behaving ethically, emotional healing, and creating value for the community did not influence employees to be emotionally attached to change initiatives. However, despite the study outcome, the author argued that the practice of SL does not diminish the overall employee commitment to an organization.

Past studies showed that there is a link between SL and the successful implementation of organizational change. That being the case, city managers could

embrace SL to motivate followers to support organizational change initiatives that relate to the development of urban livability. Nonetheless, previous studies did not address SL and urban livability. In that sense, a study to explore the connection between SL and urban livability was necessary.

### ***Ethical Behavior in Leadership***

Besides authentic, spiritual, and ethical leadership, SL is considered a moral leadership style because of its emphasis on ethical values in leadership and organizations (Abay et al., 2023; Craun & Henson, 2022; Ortiz-Gómez et al., 2022). SL is associated with ethics and morality since its primary focus is on people's well-being, empowerment, and growth (Liden et al., 2014; Miao et al., 2014; Saleem et al., 2020).

Tanno and Banner (2018) opined that SL fosters an ethical climate in organizations by advocating ethical decision-making in organizations. The authors' research found that in organizations with the SL culture, leaders serve followers, practice stewardship, and shun unethical ways of conducting organizational business. Additionally, the study reported that SL-oriented organizations prioritize inspiring and caring for employees. In summary, the study underlined the relevance of SL in organizations to promote ethical practices for the good of employees and the organization.

Zada et al. (2022) postulated that SL is linked to ethical behavior because servant leaders are characterized by honesty, understand their role as stewards of what is entrusted to them, and adhere to high moral principles. The authors also cited that SL is moral leadership because it prioritizes the needs of followers over the leaders' needs. Moreover, the findings of the authors' research showed that SL prevents unethical practices such as knowledge hoarding in an organization by nurturing a climate of psychological safety. Essentially, the investigation emphasized the uniqueness of SL as a moral and follower-centered leadership style.

Dod et al. (2018), in an empirical study, found that organizational ethical climate is nurtured when leaders display SL characteristics such as accountability, standing back, humility, authenticity, empowerment, and stewardship. The findings showed that employees regard an organization as ethical if they perceive their

supervisors to be servant leaders. The study also concluded that when managers demonstrate SL attributes, employees are stimulated to behave ethically by exhibiting SL principles, and thus an ethical culture is instilled in an organization.

Slack et al. (2020) affirmed that SL fosters an ethical climate in organizations where unethical practices are prevalent. The findings testified that a strong ethical climate boosts the public's confidence and trust in government institutions. Further, the study showed that servant leaders who model ethical behavior lead by example and display honesty, integrity, compassion, and humility. In short, the study highlighted the need for leaders and organizations to embrace SL to promote ethical practices.

Previous studies confirmed the connection between SL and ethical behavior in leadership and organizations. Given SL's ethical orientation, city governments can adopt SL to enhance the citizens' confidence in the leaders' capability to create urban livability. However, the reviewed previous research did not focus on SL and urban livability. In that connection, a study concerned with SL and urban livability was vital.

### ***Serving Community***

According to Liden et al. (2008), one of the dimensions of SL is creating value for the community in that individuals and organizations participate in addressing community needs. The authors argued that SL emphasizes serving individuals and the community. They stated that SL inculcates in employees a heart of servanthood that manifests in employee interest and commitment to serve an organization and the community. The authors' study reported that servant leaders can inspire followers to participate in serving the community in which an organization exists. Furthermore, the authors noted that an organization can develop a serving culture if many leaders adopt SL practices.

Liden et al. (2014) argued that SL promises to instill a serving culture (a culture that puts the needs of others first) in organizations. The authors reasoned that servant leaders influence the adoption of a serving culture in an organization by involving followers in practicing SL. The authors also highlighted that a serving culture is ingrained in an organization when employees perceive SL behaviors in

their leaders. The authors' research indicated that when employees adopt a serving culture and have a strong identification with a team and the organization, employee performance and customer satisfaction are enhanced.

Christensen-Salem et al. (2021) discovered that SL has the potential to turn employees into servants. The authors observed that a serving culture in an organization is reflected when employees care for each other and give back to the community. The study results showed that through social resources such as trust in the leader, trust in the team, and team cohesion, SL enables a team operating in high-stress and high-risk situations to maintain a serving culture.

Awasthi and Walumbwa (2021) stated that because of their interest in the well-being and prosperity of the community, servant leaders nurture a serving culture in organizations, and empower employees to serve the community (Awasthi & Walumbwa, 2021). They highlighted that leaders who possess a servant identity shaped by life experiences, beliefs, and values are driven to address community needs. The authors also pointed out that serving the community requires leaders to have moral potency that manifests in personal integrity and adherence to a code of conduct. The authors underscored that leaders who have moral potency serve the community better by avoiding scandals.

Tran and Truong (2021) established that servant leadership is linked to increased motivation of employees in public organizations. The authors' investigation established that employee motivation to serve the community is boosted when leaders in public institutions portray SL dimensions such as empowerment, standing back, forgiveness, humility, integrity, accountability, and courage. The study highlighted that empowering employees to take charge of their work and make decisions enhances employee motivation to serve citizens. In addition, the study pointed out that employee public service motivation improves when leaders communicate a captivating vision, foster a safe working environment, support, and invest in employee development, and trust employees. The findings, however, revealed that though stewardship is an element of SL, stewardship did not have an impact on employee public service motivation in the Vietnamese context.

Giambatista et al. (2020) opined that the culture of SL in an organization influences individual and corporate beliefs, values, and practices. They stated that the SL culture is propagated through the display of SL behaviors in leaders and junior employees. The authors proposed that organizations can facilitate the growth of the SL culture in organizations by hiring individuals who are high in core self-evaluation enabling people to recognize and adopt SL practices readily.

Siddiquei et al. (2021) established that in organizations where environment-specific servant leadership (ESSL) is practiced, organizational economic goals and social responsibility are balanced. The findings showed that ESSL influences organizations to prioritize the protection of the environment and develop pro-environment initiatives for the good of the community. The results also indicated that ESSL nurtures behaviors at individual and team levels that foster environment-friendly organizational practices that benefit society.

Takeuchi et al. (2020) found that SL is a suitable leadership style to be applied in high-level radioactive waste management (HLW) in Japan because the primary concern of servant leaders is people. They emphasized that since SL puts people first not an organization, SL can enhance the trust of the public in the leaders tasked with overseeing the HLW management process. The authors also revealed that through SL organizations can improve their credibility because servant leaders are concerned about the safety of the public and involve citizens in decision-making processes. Further, they contended that servant leaders nurture their followers to be servant leaders who are unafraid of implementing difficult and unpopular projects for the good of the community and nation.

The examined literature affirmed that SL creates servant organizations that prioritize serving the community. In that connection, SL could be useful in creating urban livability as an initiative to serve the community. However, extant studies did not address the connection between SL and urban livability. Filling the research gap necessitated research on SL and urban livability.

In conclusion, given SL's association with employee engagement, implementation of organizational change, a leader's ethical behavior, and organizational orientation to serve the community, the current research was



expected to discover how city leaders apply SL to develop urban livability. In harmony with the literature, the study found that because SL is people-centered, SL can facilitate organizational transformation. The study also highlighted that servant leaders model exemplary behavior to serve people. In addition, the study indicated that servant leaders prioritize serving people and the community.

### **Similarities and Differences Between TL and SL**

Stone et al. (2004) opined that TL and SL are similar in that both leadership styles are people-oriented. They explained that TL and SL emphasize appreciating, valuing, mentoring, teaching, and empowering followers. They also highlighted that TL and SL concepts encompass influence, vision, trust, respect or credibility, risk-sharing or delegation, integrity, and modeling. The authors concluded that TL and SL are complementary leadership concepts. However, they pointed out that a key difference between TL and SL is in the leader's focus. They stated that a transformational leader's focus is to inspire and empower followers to contribute to achieving organizational objectives. A servant leader, on the other hand, focuses on addressing the followers' needs, concerns, and aspirations.

Parolini (2007), in an empirical study, confirmed that there are some differences between TL and SL. The author's research findings identified a leader's moral orientation, focus, motive and mission, development of followers, and influence as the points of distinction between TL and SL. According to the author, a transformational leader's moral emphasis is on upholding collective values and advancing organizational interests. A servant leader's moral emphasis is on selflessly serving individuals and promoting their well-being. A transformational leader's focus is directed toward achieving organizational objectives and demonstrating loyalty to the organization. A servant leader's focus revolves around individual followers and their empowerment. A transformational leader's motive and mission are centered on instituting radical change (transformation) within an organization while servant leaders prefer change in an organization to develop gradually (evolve). Regarding the follower's development, the goal of transformational leaders is to nurture leaders who emulate their values, passions, and behaviors. Servant leaders develop others as autonomous servant leaders.

Lastly, transformational leaders influence others through charisma (idealized influence) while servant leaders influence followers by serving them.

van Dierendonck et al. (2014) confirmed similarities and differences between SL and TL. The authors' first inquiry indicated that leaders who portrayed TL characteristics were viewed as more effective while leaders who displayed SL attributes were viewed as being more competent to address the followers' needs. In their second investigation, they found that both SL and TL were more effective in influencing perceived leadership effectiveness, need satisfaction, and work engagement than the laissez-faire style of leadership. The findings suggested that SL influenced work engagement by satisfying the followers' needs, whereas TL impacted work engagement through leadership effectiveness. The authors' third study validated the theory that though SL and TL are associated with work engagement and organizational commitment, SL's impact is greater through fulfilling the followers' needs while TL's influence is stronger through leadership effectiveness.

Washington et al. (2014), in a study conducted in the United States, discovered that SL and TL were positively related. The findings revealed that supervisors who were perceived as servant leaders were also viewed as transformational leaders. Without specifying areas of commonality, the authors stated that SL and TL share many common characteristics. They claimed that a servant leader can also exhibit TL attributes.

Eva et al. (2019) acknowledged that though TL and SL overlap, a distinction between the two leadership types is based on SL's motive, mode, and mindset. They explained that the motive of SL is to serve others first and thus servant leaders take the focus off themselves and pay attention to the needs and interests of others. The mode of SL is that servant leaders recognize and treat each follower as a unique individual with unique needs, interests, dreams, and aspirations. Hence, servant leaders understand their role as stewards with a responsibility to care for and develop people entrusted to them. The mindset of SL is reflected in a leader's thinking and behavior as a trustee who takes care of both employees and other organizational resources. Moreover, the authors concluded

that SL shifts the followers' attention from themselves to the needs of individuals and the community, and how to make a positive difference in society.

Xie (2020) researched small and medium enterprises (SMEs) in China to compare the impact of SL and TL on a learning organization. The results indicated that SL was not significantly linked to a learning organization in which TL was prevalent. The author attributed the weak impact of SL on a learning organization in a Chinese context to the notion that the Chinese culture is characterized by high power distance. On the other hand, the study revealed that TL had a strong and positive relationship with a learning organization. The author posited that a significant correlation between TL and a learning organization could be attributed to the view that establishing a learning organization in a collective Chinese society requires leaders to motivate employees to prioritize organizational needs over their needs.

Ucar et al. (2021) discovered that SL and TL are directly and positively connected to employee creative behavior. The authors' study, however, revealed that SL and TL have a stronger effect on employee behavior when servant leaders and transformational leaders exhibit authentic leadership behaviors (attributes). The findings also indicated that SL inspires employees to be more creative because SL focuses on meeting the followers' socio-emotional needs and thus fosters the generation of new ideas among employees. Furthermore, the research results revealed that TL spurs employees to develop creative behaviors because TL entails meeting the followers' socio-emotional needs and creates a conducive environment for creativity. Based on their study outcome, the authors proposed that leaders need to be trained in SL and TL.

Ji (2020) stated that SL is more strongly linked to trust than TL because servant leaders portray integrity in their behavior and benevolence toward employees. The author submitted that SL boosts trust in a leader more than TL because servant leaders foster psychological safety in the workplace. They explained that when employees feel safe and free to share their ideas, feelings, mistakes, or take risks, employee affective trust in a leader grows. According to the author, trust in a leader improves employee performance because trust enhances

organizational citizenship behavior, job satisfaction, and organizational commitment.

Allen et al. (2016), in a literature review, observed that servant leaders focus on the growth of individuals to add value to their lives or as a way of caring for them so that they will become better people. Servant leaders share leadership with followers by listening to and empowering the people they work with and building effective teams. Servant leaders display empathy, kindness, healing, and persuasion while interacting with followers. The authors also pointed out that though transformational leaders prioritize achieving organizational goals, transformational leaders do not ignore the needs of followers. Transformational leaders invest in the development of followers to enhance their professional and leadership competence. Through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, transformational leaders inspire followers increasing the followers' commitment to an organization and its vision, and consequently improving employee performance. Transformational leaders are driven to take risks in volatile and uncertain environments and thus they can successfully lead organizations in difficult and unstable seasons. Furthermore, the authors stated that transformational leaders clearly articulate a compelling vision that becomes a shared purpose of the organization.

Goestjahjanti et al. (2022) stated that transformational leaders are useful in organizations because transformational leaders inspire followers to transcend their agendas and prioritize achieving organizational goals. The authors' investigation that focused on transformational leadership, servant leadership, and organizational learning found that since transformational leaders are passionate about improving products through innovation, TL promotes a learning culture in an organization. Additionally, the findings showed that since servant leaders focus on the followers' needs, SL creates a learning environment in an organization that enables/encourages employees to acquire new knowledge and competencies. The authors also highlighted that servant leadership motivates employees to continually improve their performance because servant leaders involve followers in nurturing a learning culture in an organization.

As indicated in the examined literature, TL and SL are similar in some respects and differ in focus. The similarities between TL and SL suggest that there is no conflict between the two leadership forms. The differences between TL and SL imply that the two leadership forms are complementary. Thus, TL's inadequacies can be enhanced by SL's strengths and SL's limitations can be augmented by TL's strong points (Choudary et al., 2013; Hoch et al., 2018).

### **Transformational Servant Leadership**

Transformational servant leadership (TSL) is an emerging leadership concept in leadership literature and research (Lukulu, 2014; Shaw et al., 2018). TSL integrates the principles of TL and SL (Lukulu, 2014; Shaw et al., 2018; Stauffer, 2019). Accordingly, a transformational servant leader concurrently displays TL and SL characteristics (Stauffer, 2019).

Parolini (2012) highlighted that TSL balances the principles of TL and SL. The author defined TSL as "the ability to cast a collaborative moral vision while actively caring for those participating in moving the vision to reality" (What leadership is---really? section). Parolini emphasized that transformational servant leadership encompasses two key aspects: caring for followers and casting vision. According to the author, transformational servant leaders inspire followers to pursue an organization's vision while caring for employees. She explained that transformational servant leaders demonstrate care for people by listening to them and showing interest in their needs and desires. In terms of casting vision, the author stated that transformational servant leaders involve others in defining an organization's dream and how it can be realized.

Aumpradithpun and Vilavicencio (2014) noted that transformational servant-type leadership is a new model of leadership that organizations need since both TL and SL are categorized as positive and moral leadership. The authors' study revealed that transformational servant-type leadership was significantly and positively associated with organizational effectiveness. The authors explained that transformational servant-type leaders inspire followers to focus on the mission and vision of an organization. They also posited that leaders could utilize

transformational servant-type leadership to invest in the development of employees.

Shaw (2017) defined TSL as a theoretical construct that combines TL and SL theories. The author expounded that TSL integrates TL and SL dimensions such as values, behaviors, serving relationships, performance, and transformation. The author's study showed that TSL integrates SL's follower-orientation and TL's organization-orientation and thus TSL leverages the strengths of TL and SL theories. The findings revealed that participants perceived TSL as a leadership approach that creates a balanced focus on values and behaviors, employees and organization, relationships and performance, and service and transformation. The results also indicated that the synergy of TSL positively influenced change in the attitudes and behaviors of the participants. In addition, the inquiry reported that TSL is suitable to be applied in developing and training followers as leaders since TSL incorporates TL and SL characteristics.

Muhammad and Sari (2021) postulated that TL and SL are complementary moral and values-based leadership styles. In that connection, the authors argued that an individual can be a transformational leader and a servant leader. Their study revealed that TL and SL share attributes such as influence, vision, trust, respect (credibility), risk-sharing, integrity, and modeling. Furthermore, the authors stated that a blend of TL and SL as transformational servant leadership is an inclusive leadership model with the potential to have a greater effect on the followers and organization. Additionally, they contended that TL without the service dimension lacks dynamic influence and SL without the transformative element has diminished impact.

Stauffer and Maxwell (2020) affirmed that TSL is a novel leadership concept that integrates the principles of TL and SL. They declared that TSL as a fusion of TL and SL has a threefold focus comprising followers, organization, and leaders. The authors' research focused on the attitudes and behaviors of TSL and discovered that TSL was significantly and positively related to effective change implementation and organizational culture. Thus, the authors proposed that organizations could adopt TSL as an appropriate leadership model to implement

change successfully. They also recommended that TSL be incorporated into leadership development programs in organizations.

The appraised literature revealed that TSL is a leadership concept that creates a balance between the focus on followers and the organization. A fusion of TL and SL characteristics creates a synergistic leadership model that leverages the strengths of TL and SL. Since TSL prioritizes caring for employees and promoting organizational interests, exploring the influence of TSL on urban livability was necessary. Up to this point, there was no known study that investigated TSL and urban livability.

### **Leadership and Urban Livability**

Half of the world's population currently lives in urban centers, and due to rapid urbanization, it is projected that approximately seventy percent of the global population will reside in cities by 2050 (Höjer & Wangel, 2014; United Nations, 2018). Urbanization is occurring at a faster rate in developing countries than in the developed world because urbanization spurs economic development and promises better social services (Ammann & Förster, 2018; Eisenmenger et al., 2020; Smit, 2018; United Nations, 2018). However, rapid urbanization is also associated with social, economic, and environmental challenges in cities (Asian Development Bank et al., 2019; Kookana et al., 2020; Kuddus et al., 2020; Kwiringira et al., 2021). The problems linked to rapid urbanization necessitate city governments to prioritize urban livability in development policies and plans (Alderton et al., 2019; Bachani et al., 2022; Biswas et al., 2019; World Bank, 2022).

Luo et al. (2022) highlighted that developing livable cities has become a global priority. They stressed that it is important for city governments to assess livability at the community level to gain a better understanding of livability on a macro level. The authors asserted that evaluating community livability can guide the harmonization of the relationship between people and the environment in connection to healthy urban development and the residents' well-being.

Kashef (2016) stated that urban livability is linked to the concept of urbanity (characteristics of urban life). He emphasized that global rapid urbanization requires urban governments to develop strategies to address urban

livability issues. According to the author, while developed countries have sustained high urban livability by enhancing economic and health conditions, and addressing environmental problems in cities, livability in developing countries is geared towards decreasing poverty, hunger, and disease. He maintained that cities need a model of governance that involves city dwellers in making policies on urban livability to promote the citizen's health and well-being.

Based on the study conducted in Bangkok, Thailand, Alderton et al. (2019) submitted that the city administration plays a critical role in fostering livability to improve the health and well-being of the citizens. They observed that urbanization is occurring at an unprecedented rate in low- and middle-income countries due to high rural-to-urban migration. They also argued that livability measures connected to public transport, affordable housing, and public open space may not encompass elements of livability in the context of low- and middle-income countries. Against that background, the authors pointed out that it is necessary to contextualize and understand livability from the perspective of low- and middle-income countries. The authors' research determined that besides the common livability indicators such as affordable housing, public transport, public open space, and a healthy environment that apply to diverse contexts, Bangkok's unique livability concerns revolved around sewage and waste management, the safety of drinking water, domestic (household) fuel, informal housing, flooding, and workers' rights.

Nastar et al. (2019) stated that globally, improving urban livability is prioritized in urban development plans and policies. Their research findings indicated that leadership plays a vital role in the process of improving urban livability. The authors pointed out that in the case of Kampala, government leaders, opposition leaders, and cultural leaders need to work together to improve services such as the provision of safe water and sanitation to the residents, which in turn enhances the quality of life in the city. However, based on their research findings, the authors argued that enhancing urban livability in city settings such as Kampala should not be limited to quantitative measures of livability. They contended that understanding the local context and experiences of the residents is instrumental in increasing urban livability.



Lee (2021) stressed that local governments have a responsibility to improve livability in cities. According to the author, environmental satisfaction, accessibility to urban facilities, pleasantness and safety, and neighborhood relations are some of the factors that can affect urban livability. The author's study identified accessibility to urban facilities such as public transportation and safety as environmental factors that greatly influence urban livability. In addition, the investigation established that neighborhood relations enhance the livability of the city in that the more urban residents interact and build relationships with each other, the more their quality of life is enriched.

Das et al. (2022) opined that creating sustainable, livable, and equitable cities is a key policy issue. They asserted that policymakers should be interested in understanding the subjective well-being factors that urban communities consider foundational and important. The authors in their research discovered that home heating and cooling, snow clearing (removal), and neighborhood greenery were foundational elements of subjective well-being in Minnesota given its cold climate. The study also identified public transportation as an important component of subjective well-being since access to public transportation is a vital social service to Minnesota citizens. In addition, the findings indicated that the size of the home is an important aspect of subjective well-being because the home size is linked to environmental sustainability.

Higgs et al. (2019) mentioned that the view that urban livability is positively linked to quality of life, health, and well-being is becoming popular worldwide. Based on a literature review, they identified transport, social infrastructure, employment, walkability, housing, and green environments as indicators of urban livability that can be used as a framework to evaluate how a city's livability improves health and well-being for residents and decreases spatial inequalities. Further, the authors contended that if livable neighborhoods were designed and developed, more people would be stimulated to walk, and the use of private motorized transport would decrease. The authors also recommended that it is important to monitor how livability in various contexts evolves as urban populations and urbanization continue to increase.

Paul and Sen (2020), in a literature review, highlighted that globally there are variations in the understanding of what constitutes livability. The authors explained that livability in the United States and Europe is typically defined from the perspective of physical infrastructure such as transportation systems and transit-oriented development (vibrant, walkable, pedestrian-focused urban communities), and economic prosperity but livability in developing countries encompasses socio-cultural dimensions. The authors concluded that regardless of the lens through which livability is viewed, community participation and urban governance play a pivotal role in creating livable urban communities.

Mirzahosseini and Mohghaddam (2021) made a distinction between a smart city and a responsive city. They argued that though a smart city improves the quality of life for residents through the maximization of technology, optimal use of resources, and controlling pollution, a responsive city utilizes smart infrastructure to facilitate interaction between the citizens and government to improve city management. The authors posited that a responsive city is a holistic concept that could shape the future of cities and improve their livability and sustainability because a responsive city encompasses governance, infrastructure, and citizens. They emphasized that a responsive city prioritizes the citizens' needs in decision-making, planning, and city management. The authors also highlighted that it is important for city governments to involve the citizens in decision-making to enhance the well-being of the community. According to the authors, residents can provide feedback on how city affairs are managed.

Past studies demonstrated that leadership plays a crucial role in creating urban livability in cities. Previous research also indicated that urban livability promotes the citizens' quality of life and well-being. However, since up to the present time no research focused on Transformational servant leadership (TSL) and urban livability, it was important to explore the influence of TSL on developing urban livability. Transformational servant leadership is a concept that integrates the principles of transformational leadership and servant leadership.

**Summary**

According to the reviewed literature, both transformational leadership (TL) and servant leadership (SL) are associated with casting a shared vision in an organization, implementing organizational change, ethical behavior in leadership, and serving the community. Theoretical and empirical research indicated that though TL and SL have some similarities, TL is primarily concerned with organizational interests and success, and SL prioritizes the needs and interests of followers. However, an integrated model of transformational servant leadership (TSL) creates a balanced and synergistic focus on achieving organizational objectives and caring for followers. In that connection, TSL would be a suitable leadership approach to apply to develop urban livability. Previous studies revealed that effective leadership is required to create or improve urban livability. Nonetheless, none of the past studies focused on TSL and urban livability. Thus, it was essential to conduct a study on the influence of TSL on developing urban livability in the context of a developing country.

### **Chapter 3- Methodology**

This chapter outlines the plan and process that guided the study to explore the influence of transformational servant leadership on developing urban livability. The chapter describes the research approach and design that the study utilized. In addition, the data collection and analysis techniques are discussed. Since the previous chapter highlighted the absence of research that dealt with transformational servant leadership and urban livability, the current study filled the research gap and contributed additional knowledge in the field of leadership (Bentley et al., 2015; Kearney, 2017; Terrel, 2016).

#### **Purpose of the Research and Research Questions**

The purpose of this study was to conduct a qualitative case study of Kampala Capital City Authority to explore the influence of transformational servant leadership on developing urban livability. Until now there was no existing research that focused on transformational servant leadership and urban livability. The overarching research question that the study intended to address was “In what ways does the leadership style demonstrated by Kampala Capital City Authority leaders influence the development of urban livability?” The study also sought to answer the following sub- research questions:

RQ1. How do KCCA leaders perceive transformational servant leadership?

RQ2. How do KCCA leaders perceive urban livability?

RQ3. What is the role of transformational servant leadership in developing urban livability?

#### ***Interview Questions***

Interviews are the most common technique used in qualitative research to generate primary data (Cairns-Lee et al., 2022; Dunwoddie et al., 2022; Taderhoost, 2022). Through interviews, a researcher interacts with study participants to explore and understand their views on a phenomenon being studied (Buschle et al., 2022; DeJonckheere & Vaughn, 2019; Weller et al., 2018). Since the current study was a qualitative case study, semi-structured interview questions guided conversations between the researcher and participants. Semi-structured questions allow a researcher to ask spontaneous follow-up questions to gain more insight into the

issue or issues being discussed (Berg & Lune, 2012; Jamshed, 2014; Roberts, 2020; Taderhoost, 2022). The interview guide (protocol) for the current inquiry contained descriptive questions and semi-structured questions linked to research questions (refer to Appendix B for the complete interview protocol).

**Descriptive Questions.** Descriptive questions seek to gather information about the characteristics of a phenomenon under investigation or participants (Barroga & Matanguihan, 2022; Kamper, 2020). Through descriptive questions, a researcher compiles the participants' particulars such as their roles and responsibilities in an organization (Ratan et al., 2019; Tully, 2014). The interview guide for this study included the following descriptive questions:

Q1: How long have you been an employee of KCCA?

Q2: What is your current role at KCCA?

Q3: What are your responsibilities?

**Research Question One.** RQ1: "How do KCCA leaders perceive transformational servant leadership?" aimed to discover the participants' views on transformational servant leadership. According to the reviewed literature, transformational servant leadership (TSL) is a concept that integrates the characteristics of transformational leadership and servant leadership (Lukulu, 2014; Parolini, 2012; Shaw et al., 2018; Stauffer, 2019). Thus, individuals can be both transformational leaders and servant leaders (Muhammad & Sari, 2021; Stauffer, 2019). The researcher's interest was to determine from the participants' perspectives the attributes of transformational servant leaders. Interview questions linked to RQ1 were stated as follows:

IQ1: How would you describe a transformational leader?

IQ2: What does servant leadership mean to you? How would you describe a servant leader?

IQ3: How has transformational servant leadership been demonstrated at KCCA?

**Research Question Two.** RQ2: "How do KCCA leaders perceive urban livability?" sought to explore the participants' opinions on the elements of urban livability in connection with Kampala City. Urban livability is defined as the characteristics that make a city attractive, and enjoyable to live and work in

(Alderton et al., 2019; Lee, 2021). As described in the literature, the key elements of urban livability include physical infrastructure, social services, economic opportunities, and environmental health (Higgs et al., 2019; Kashef, 2016; Paul & Sen, 2020). Based on RQ2, the following interview questions guided the researcher's dialogue with the participants:

IQ4: How would you describe urban livability? Follow-up question: What are the characteristics of a livable city?

IQ5: What is the importance of making a city livable?

IQ6: What policies and plans does KCCA have to create urban livability in Kampala?

IQ7: What could be the hindrances to making Kampala a livable city?

IQ8: What opportunities are available to make Kampala livable?

**Research Question Three.** RQ3: "What is the role of transformational servant leadership in developing urban livability?" was intended to determine from the participants' perspectives how transformational servant leadership influences the development of urban livability. The literature indicated that leaders play a crucial role in developing urban livability (Mirzahosseini & Mohghaddam, 2021; Nastar et al., 2019). Thus, effective city leadership (urban governance) is required to create and develop urban livability in cities (Bachani et al., 2022; Kashef, 2016; Luo et al., 2022). Connected to RQ3, the investigator used the following interview questions to facilitate interaction with participants:

IQ9: What behaviors of transformational servant leadership would enable city leaders to develop urban livability?

IQ10: Since KCCA's vision for Kampala is to be "a vibrant, attractive, liveable and sustainable city", how would KCCA leaders apply transformational servant leadership to the process of making Kampala a livable city?

### **Research Orientation**

The commonly discussed research worldviews are positivism, constructivism, transformative worldview, and pragmatism (Creswell & Creswell, 2020). Positivism presupposes that reality is objective, observable, and independent of the researcher's perception and values (Saunders et al., 2007; Thomas, 2013). A

transformative worldview advocates that the rights and needs of marginalized groups should be recognized and prioritized in organizations, and communities (Creswell, 2014). Pragmatism is a paradigm associated with mixed methods research because pragmatist investigators are not tied to a positivist, constructivist, or transformative philosophy (Creswell, 2014). Pragmatist researchers advocate finding practical solutions to research problems (Creswell, 2014).

The current study was embedded in social constructivism (naturalistic inquiry) since it was qualitative research. Social constructivism is a philosophical paradigm that presupposes that individuals make sense of their environment and events in the world as they interact with others (Adom et al., 2016; Creswell, 2014; Creswell & Creswell, 2020). Constructivist researchers focus on human interaction to understand and interpret the meaning, or meanings that people ascribe to social phenomena: events, experiences, or human issues in the world (Burns et al., 2022; Creswell, 2014; Klenke et al., 2016; Tenny et al., 2023). With that in mind, qualitative investigators focus on the participants' perspectives concerning the phenomenon under investigation (Creswell & Poth, 2018; Yin, 2016). Furthermore, qualitative inquirers gather data in the natural settings of the participants to appreciate their historical and cultural backgrounds (Creswell, 2014; Leedy & Ormrod, 2010; Tenny et al., 2023). Moreover, unlike quantitative researchers who aim to test a theory, qualitative investigators inductively uncover meaning or generate a theory that can be tested or developed further (Creswell & Creswell, 2020; Creswell & Poth, 2018; Terrel, 2016). Qualitative researchers also holistically describe a phenomenon with its complex and multidimensional nature (Leedy & Ormrod, 2010).

In addition to the philosophical worldviews, quantitative and qualitative research approaches are characterized by underlying ontological, epistemological, axiological, and methodological assumptions (Creswell & Creswell, 2020; Leedy & Ormrod, 2010; Punch, 2014; Priya, 2021). Ontology is concerned with what is real and the attributes of reality (Bryman, 2012; Grix, 2010). Epistemology refers to knowledge and how the knowledge of phenomena is obtained, and validated (Corona Lisboa, 2018; Priya, 2021). Axiology refers to the role of the researcher's

and participants' values in research (Morse, 2018; Terrel, 2016). Methodology is the process that an inquirer undertakes to examine a phenomenon and acquire knowledge about it (Punch, 2014; Thomas, 2013).

According to Creswell and Poth (2018), the ontological assumption in qualitative research is that a qualitative inquirer presents multiple realities about a phenomenon under investigation. Thus, a researcher displays different realities of a social situation in themes generated from the participants' perspectives. The authors explained that the epistemological assumption in qualitative research is that an investigator undertakes a study in proximity to the participants. Direct interaction between a researcher and participants is necessary to understand and capture the participants' views firsthand in a real-life context. Regarding axiology, the authors stated that the axiological standpoint of qualitative research is that reality is value-laden. That means a researcher acknowledges and reports the values they bring into a study that could influence the interpretation of the data. A researcher also recognizes that the participants' values shape their perspectives on an issue being analyzed. Further, the authors described the methodology of conducting qualitative studies as being inductive. A qualitative investigator employs a bottom-up research approach in that though a theory acts as a framework to guide a study, conclusions emerge from the data rather than from a theory or theories. The authors also asserted that a qualitative researcher is free to modify questions in the process of conducting a study to gain a better understanding of the research problem.

### **Case Study Research**

A case study is an in-depth examination of a case in a real-world setting within a specified period (Alpi & Evans, 2019; Bryman, 2012; 2016; Crowe et al., 2011; Heale & Twycross, 2018; Masoud et al., 2023). A case is an event or situation, an individual, a group of people, an organization, a community, or a nation under investigation (Creswell, 2014; Saunders et al., 2008; Yin, 2014). A single case or multiple cases can be the unit of analysis in case study research (Creswell & Poth, 2018; Yin, 2014).



A case study was a suitable research strategy for the current study because a case study enables an inquirer to explore, analyze, and understand better a phenomenon being examined in a specific context (Ebneyamini & Moghadam, 2018; Lucas et al., 2018; Papparini et al., 2020). A case study also provides a detailed description of an issue and the context in which it occurs (Harrison et al., 2017; Lincoln & Guba, 2013; Leedy & Ormrod, 2010). Furthermore, case studies permit the use of multiple data collection techniques in a single case or multiple cases (Harrison et al., 2017; Takahashi & Araujo, 2019; Yin, 2014). In addition, through a case study, a researcher captures the feelings, opinions, and experiences that participants express concerning a phenomenon under inquiry (Cooper et al., 2019; Lincon et al., 2013; Yin, 2014). Additionally, a case study offers an opportunity to explore and gain insight into a new, intriguing, or complex issue being studied (Leedy & Ormrod, 2010; Patton, 2002; Punch, 2014; Priya, 2021; Takahashi & Araujo, 2019). Moreover, the purpose of case studies is not to generalize the findings since each context is unique (Creswell, 2014; Creswell & Poth, 2018; Takahashi et al., 2019). However, the findings from a case in a specific context can be compared to the findings from a case in another context (Lincoln & Guba., 2013; Schwandt & Gates, 2018). The findings from one case can also be used to determine if a similar trend exists in another case (Lincoln & Guba, 2013; Schwandt & Gates, 2018).

Since the purpose of the current research was to explore the influence of transformational servant leadership on the development of urban livability, the researcher utilized an exploratory case study to achieve the study's objective. According to Cooper et al. (2019), an exploratory case study is ideal for participants to freely share their views on a phenomenon being analyzed. An exploratory case study also enables a researcher to appreciate the participants' authentic experiences (Cooper et al., 2019). Additionally, new research questions that can be addressed in further research can emerge from an exploratory case study (Priya, 2021). Furthermore, through an exploratory case study, deep and rich data can be generated from participants (Vu & Feinstein, 2017).

### **Analysis of the Exemplar**

A case that the researcher examined was Kampala Capital City Authority (KCCA) in Kampala, Uganda. KCCA was established in 2010 as a government agency to manage the affairs of the city of Kampala on behalf of the central government in Uganda (Kampala Capital City Authority, n.d; Ministry of Public Service, 2012; Kampala Capital City Authority, 2020). KCCA comprises the political wing headed by the Lord Mayor and the technical wing under the oversight of the Executive Director (Kampala Capital City Authority, n.d; Ministry of Public Service, 2012). The administrative structure of KCAA comprises directorates, urban divisions, and departments (Kampala Capital City Authority, 2020). KCCA's long-term vision for Kampala is to be "a vibrant, attractive, liveable and sustainable city" (Kampala Capital City Authority, 2020, p. 12). The mission of KCCA is to "deliver quality services to the city and the core values of client care, integrity, teamwork, innovativeness and excellence" (Kampala Capital City Authority, 2020, p. 12). KCCA's strategic goal for the 2020-2025 period is to transform Kampala into "an inclusive, liveable, resilient, and well-planned city that provides economic opportunities" (Kampala Capital City Authority, 2020, p. 12).

Kampala is the capital city of Uganda (Kyohairwe, 2020; Richmond et al., 2018), and one of the fastest-growing cities in Africa and the world (Ernstson & Mukwaya, 2021; Kasimbazi, n.d; Vermeiren et al., 2012). Given it is the largest city in Uganda, Kampala is the economic center where most industrial and commercial activities in the country occur (Kampala Capital City Authority, 2020). As Kampala's population continues growing due to high rural-to-urban migration, and natural urban population increase, the city faces socio-economic problems such as crime, drug abuse, environmental pollution, traffic congestion, growth of slums, housing shortage, a high rate of unemployment among urban youths, reliance on retail trade and service sector, and other challenges (Kampala Capital City Authority, 2020; Kwiringira et al., 2021; Kyohairwe, 2020, Monitor, 2022; Renzaho et al., 2020; Richmond et al., 2018).

## **Participants and Sampling**

The participants in the current study were selected using purposive sampling. Purposive sampling is a common technique used in qualitative case studies because a sample in a case study is not intended to be representative of a larger population (Creswell & Creswell, 2020; Mtisi, 2022; Priya, 2021; Subedi, 2021). Purposive sampling allows a researcher to identify participants who suit the purpose or objectives of the study (Campbell et al., 2020). Through purposive sampling, individuals considered information-rich sources for the study are chosen as participants (Ames et al., 2019; Gentles et al., 2015; Gupta et al., 2019; Omona, 2013; Palinkas et al., 2015).

The study participants were chosen from leaders in the KCCA technical wing. The KCCA technical leadership provides strategic direction and management of Kampala city affairs (Kampala Capital City Authority, n.d, “ABOUT US” section; Ministry of Public Service, 2012). The responsibilities of the KCCA technical leaders entail planning and monitoring (supervising) development projects in Kampala (Kampala Capital City Authority, 2020; Ministry of Public Service, 2012). Participants in the study comprised directors, managers, and supervisors. Though the target number of participants was six to 12, 10 leaders participated in the study. Scholars opined that the number of participants in qualitative research can be one individual or a big group, provided high-quality data are generated (Hennink & Kaiser, 2022; Subedi, 2021).

## **Ethical Considerations**

Based on the guidelines outlined by the American Psychological Association (2020), Patton (2002), and Vanclay et al. (2013), the researcher obtained authorization from the Southeastern University Institutional Review Board (IRB) before the process of collecting data commenced. Participants read and voluntarily signed the informed consent form before participating in the study. Research participants were also briefed on the purpose of the study, how the investigation would be conducted, and why they were chosen. The anonymity of participants was maintained throughout the research process, and sensitive information shared during interviews was not included in the findings. Data

collected were securely kept and protected from unauthorized people's access. In addition, the investigator ensured that participants were treated with dignity and respect by not using offensive or discriminatory language during interviews. Furthermore, the researcher ensured that the study findings accurately reflected the participants' views. Moreover, to uphold academic research integrity, plagiarism was avoided by acknowledging the sources of information in the study report.

### **Data Collection**

Data collection is a process of gathering data to understand a phenomenon under investigation (Yin, 2014). The researcher was the primary instrument to collect data (Creswell, 2014; Creswell & Creswell, 2020) since the current inquiry was qualitative research. As a result, the researcher directly interacted with participants in a real-life setting to understand their views on the issue investigated (Creswell & Creswell, 2020). In qualitative research, interviews, observations, document examination, and analysis of artifacts are the common data collection techniques (Creswell & Poth, 2018; Yin, 2016). The current study utilized individual interviews, and document review to obtain data.

### **Interviews**

As stated before, interviews are frequently used in case studies to gather data (Cairns-Lee et al., 2022; Schwandt & Gates, 2018). Individual interviews were used in the current study because interaction with each participant enables a researcher to explore each person's thoughts and feelings about a research problem (Barret & Twycross, 2018; Busetto et al., 2020; DeJonckheere & Vaughn, 2019; Sutton & Austin, 2015). Bryman (2016; 2012) opined that during interviews, the participants' voices, perspectives, and experiences are heard and appreciated firsthand (Bryman, 2012, 2016). Structured, semi-structured, or unstructured interviews are typically used to gather data in qualitative research (Berg & Lune, 2012; Hennink & Kaiser, 2022; Punch, 2014). Structured interviews contain preset and fixed questions while unstructured interviews (non-directive interviews) have no preset questions (Berg & Lune, 2012; Grix, 2010; Hennink & Kaiser, 2022).

The current study utilized semi-structured interviews because they allow flexibility for the researcher to ask spontaneous questions, and dig deeper into the

participants' views (Jamshed, 2014; Roberts, 2020; O'Reilly & Kiyimba, 2015; Taderhoost, 2022). The average interview length for each interview was 30 minutes though the researcher initially planned to interact with each participant for 45-60 minutes. Although scholars recommended follow-up interviews to allow respondents to share additional views on the research issue (Elhami & Khoshnevisan, 2022; Holter et al., 2019; Signorrel, 2021), the current study did not require follow-up interviews.

### ***Document Review***

Data were gathered through document review to supplement interviews. Document review involves scrutinizing documents such as personal or public records: diaries, memoirs, meeting minutes, strategic plans, reports, and policies, to identify information that can be incorporated into the data (Bowen, 2009; Daglish et al., 2020; Morgan, 2022; Saldaña & Omasta, 2018; Terrell, 2016). Studying organizational documents is necessary for data triangulation to enhance data credibility (Daglish et al., 2020; Morgan, 2022). Given that KCCA was the case investigated to achieve the study's objective, the organizational documents reviewed included the Kampala Capital City Strategic Plan 2020/2021-2024/2025 and the Kampala Physical Development Plan.

### ***Data Analysis***

Data analysis is the critical examination of data to determine their meaning and draw conclusions (Taderhoost, 2020). Saldaña and Omasta (2018) defined qualitative data analysis as “an active process with one’s mind and body to find patterns in the data and to articulate their interrelationships” (p. 4). Qualitative analysis involves synthesizing various data elements and rearranging them into meaningful information (Saldaña & Omasta, 2018).

### ***Thematic Analysis***

The current research applied thematic analysis to study data collected through interviews and document review. Thematic analysis is a method of systematically organizing data into categories and themes to be analyzed (Dawadi, 2020; Elliot, 2018; Roberts et al., 2019; Younas et al., 2022). In other words, thematic analysis involves a thorough examination of data to generate codes and

identify themes connected to research questions (Bowen, 2009; Clarke, 2012; Morgan, 2022). Thematic analysis is commonly used in qualitative case studies to examine the themes of a case being probed (Creswell & Poth, 2018; Sheard, 2022). Thus, a researcher searches for and identifies common patterns and themes present in the data sets (Elliot, 2018; Lochmiller, 2021; Severin & Chataway, 2021; Sutton & Austin, 2015). The advantage of thematic analysis is that it enables an investigator to gain insight into and interpret the patterns or themes of the data segments (Braun & Clarke, 2012; Roberts et al., 2019).

### ***Analyzing Interviews***

In the current study, analyzing interview scripts involved transcribing, condensing, and coding data (Buseito et al., 2020; Dunwoodie et al., 2023). Transcribing is the task of writing down verbatim the participants' responses during interviews (Lochmiller, 2021; Stuckey, 2015; Sutton & Austin, 2015). Condensing according to Saldaña and Omasta (2018) is the reduction of large amounts of information accumulated to ease data analysis. The authors stated that it is necessary to condense data because a research report is not meant to contain every piece of information an investigator gathers. They explained that through data condensing, information that is irrelevant to research questions is removed from data segments.

Coding is the reduction of data into codes (smaller pieces) that symbolize the data's meaning in a summarized form (Creswell & Creswell, 2020; Gale et al., 2013; Jugessur, 2022; Walsh et al., 2019). A code is a descriptive word or phrase that ascribes meaning to a segment of information (Lester et al., 2020). The size of a code can be a word, paragraph, text page, or a group of images (Miles et al., 2014). Coding is essential because it eases the data analysis process and enables a researcher to reflect on the compiled information to gain insight into its meaning (Gale et al., 2013; Sutton, 2015; Younos et al., 2022).

Saldaña (2009) categorized data coding into first-cycle coding and second-cycle coding. The author described the first cycle of coding as the initial phase of summarizing big chunks of data into codes for analysis. The second cycle of coding

is the stage where pattern coding (grouping related codes) occurs to create categories and themes in the data.

In the current study, first-cycle coding and second-cycle coding methods were applied to analyze interview data. The common techniques used in first-cycle coding include descriptive coding, in vivo coding, process coding, emotion coding, values coding, and evaluation coding (Saldaña & Omasta, 2018; Miles et al., 2014; 2019). The present study utilized in vivo coding, values coding, process coding, and evaluation coding in the first cycle coding process. According to Saldaña and Omasta (2018), and Miles et al. (2014; 2019), in vivo coding is the method of developing codes directly from the language of the participants. Values coding entails scrutinizing and creating codes from the participants' values, attitudes, and beliefs expressed in the data. Process coding involves generating codes from data segments that portray actions by individuals or a group of people. Evaluation coding is the procedure of creating codes that appraise the value or significance of organizational programs, activities, or policies.

### ***Analyzing Documents***

Thematic analysis was also utilized to analyze data collected through document review. Saldaña and Omasta (2018) emphasized that because big volumes of data from documents require condensing, a researcher needs to carefully select information to analyze. They highlighted that a qualitative researcher's responsibility is to study documents critically to interpret the meaning of their contents. The authors recommended paying attention to and examining conspicuous and latent issues connected to the research problem.

### ***Credibility of Data***

Traditionally, the concepts of validity and reliability are not associated with qualitative research (Anderson, 2010). Nonetheless, a qualitative researcher's task is to ensure data collected and analyzed are credible (Terrel, 2016). In the current study, the researcher ensured that the research findings were trustworthy, and accurately reflected the participants' perspectives by avoiding including his opinions in the data (Yin, 2016). However, since the researcher is a resident of Kampala City, it is possible that unintended personal bias could have influenced the

research process. Triangulation, a strategy of using multiple sources and methods to generate data (Aguboshum, 2021; Yin, 2014), was applied to the study by collecting data through interviews and document review. In addition, the research report was submitted to the Southeastern University dissertation committee to evaluate the research process and findings.

### **Scope and Limitations**

Based on the existing literature, no known research focused on transformational servant leadership and urban livability up to this point. Taking that into account, the current study aimed to fill the existing research gap through a qualitative case study of Kampala Capital City Authority (KCCA). Since the study was qualitative research, and data were collected from the participants' views supplemented by document review, it was not practical to generalize the findings to contexts beyond the case explored (Morgan, 2022; Ross & Zaidi, 2019; Takahashi et al., 2019). However, the study provided insights that can be utilized in other organizational contexts (Noble & Smith, 2015; Theofanidis & Fountouki, 2019). Besides, the validity and reliability of data could not be guaranteed because the inquiry was a qualitative case study (Golafshani, 2003; Korstjens & Moser, 2018; Noble & Smith, 2015). However, data credibility was enhanced through accurate reporting of the participants' perspectives, triangulation, peer review, and reflexivity (Shaw & Erren, 2015; Stahl & King, 2020).

### **Summary**

The current research was a qualitative case study rooted in social constructivism. Social constructivism focuses on understanding human interaction, and the meaning people assign to the events in their lives and environment. The case analyzed in this study was Kampala Capital City Authority (KCCA) in Uganda. Study participants were KCCA leaders recruited through purposive sampling. Data were collected through interviews and document review. Thematic analysis was applied to the data analysis process and data credibility was ensured through triangulation, peer review, and reflexivity.



## **Chapter 4: Findings**

The purpose of this qualitative research was to explore how transformational servant leadership (TSL) influences the development of urban livability. Although past studies focused on TSL and leadership development (Lukulu, 2014; Shaw, 2017), and TSL and organizational effectiveness (Ampradithpun & Vilavicencio, 2014), up to this point, no study specifically dealt with TSL and urban livability. Against that background, it was necessary to conduct a qualitative case study of Kampala Capital City Authority (KCCA) to investigate how TSL contributes to the development of urban livability.

### **Data Collection**

A qualitative case study was utilized to explore how TSL influences the development of urban livability. The study was guided by three research questions and 10 interview questions. The participants' recruitment process commenced after the Southeastern University Institutional Review Board approved the study. To enlist participants, the researcher submitted an introduction letter from Southeastern University and a personal written request to the office of the KCCA Executive Director (ED) for permission to interview KCCA leaders for the study. After permission was granted, one of the leaders in the office of the KCCA ED was assigned to assist the researcher in identifying the leaders who participated in the study. Ten leaders comprising directors, managers, and supervisors voluntarily agreed to be interviewed after reading and signing the consent form. All the interviews were conducted physically. Although a duration of 30-60 minutes was planned for each interview, the interaction between the researcher and participants lasted between 25 and 43 minutes, with an average interview length of 30 minutes.

To protect their identity, the participants' names were kept anonymous, and each participant was assigned a random number. Additionally, the participants' specific roles in the organization were not disclosed in the data. In addition to interviews, data were collected through the review of KCCA documents. Two documents were reviewed: the Kampala Capital City Strategic Plan 2020-2025 and the Kampala Physical Development Plan.

## **Data Analysis**

Qualitative data analysis involves synthesizing various data elements and reorganizing them into sensible and meaningful information (Saldaña & Omasta (2018). Data analysis in the current study entailed examining interview data and document review data. The two data sources are described below.

### ***Interviews***

Interviews were the primary source of data for the current study. Ten participants were interviewed, and eight of the 10 interviews were audio-recorded. For personal reasons, two participants preferred their responses to be handwritten by the researcher. Audio-recorded interviews were uploaded onto Otter.ai to facilitate the transcription process. Transcribed interviews were copied and pasted on Microsoft Word and saved on the researcher's password-protected computer. Each transcript was reviewed and cleaned to correct transcription errors. Handwritten participants' responses were typed, saved on Microsoft Word, and saved on the researcher's password-protected computer.

First-cycle coding and second-cycle coding described by Miles et al. (2014; 2019) and Saldaña and Omasta (2018) were applied to the data analysis process. Coding data involved reviewing each transcript six times. In the first review, the researcher read the transcripts to get acquainted with the data, make corrections, and highlight key ideas. The second review focused on identifying in vivo codes in the participants' language. The third review identified process codes based on action words in the participants' views. The fourth review involved values coding to identify values, attitudes, and beliefs in the transcripts. The fifth review identified evaluation codes from the participants' perspectives. The sixth review reassessed the codes to ensure codes suited data segments. Coding was initially done manually, but subsequently, ATLAS.ti 9 was utilized to aid the coding process.

The first cycle of coding was followed by the second cycle of coding to group identified codes. Related codes were bundled together and examined to establish categories. Themes were generated from related categories and codes (Saldaña & Omasta, 2018).

### ***Document Review***

Document review was a secondary data collection method to supplement data gathered through interviews. The documents reviewed were titled “Kampala Capital City Strategic Plan 2020/2021-2024/2025” and “Kampala Physical Development Plan.” The documents contained information about the state and development of Kampala. Document review was similar to the interview data analysis process. The review process began with scanning the documents to identify segments connected to the study. Relevant information in the documents was saved on Microsoft Word. The second step in document review involved reading selected information and coding using ATLAS.ti9. The third step entailed grouping related codes to form categories. The themes in the interview findings were applied to the document review findings. No new themes emerged in the document review data.

### ***Themes***

Six major themes emerged when the perspectives of the 10 KCCA leaders were analyzed according to the following research questions:

RQ1. How do KCCA leaders perceive transformational servant leadership?

RQ2. How do KCCA leaders perceive urban livability?

RQ3. What is the role of transformational servant leadership in developing urban livability?

The themes that developed in the data were as follows: (1) leading transformation, (2) people and community-centered leadership, (3) urban attractiveness and well-being, (4) livability impediments and opportunities, (5) vision and engagement, and (6) serving employees and community. How each theme is presented and alignment with the research questions is shown in Table 1.

**Table 1***Order of Findings' Analysis and Presentation*

Research Questions	Themes	Subthemes
RQ1	Leading Transformation	Transforming People and Situations Institutional Transformation Communicating Vision
	People and Community-Centered Leadership	Serving People and Community Economic Empowerment Exemplary Behavior
RQ2	Urban Attractiveness and Well-being	Enjoyable and Safe City Thriving and Economic Opportunities Healthy and Conserved Environment Basic Services
	Livability Impediments and Opportunities	Limited Funding Governance and Development Citizens' Mindset and Behavior Natural and Human Resources Collaboration/Partnership
RQ3	Vision and Engagement	Vision Casting Stakeholder Engagement Resource Mobilization
	Serving Employees and Community	Employee Care and Development Solutions and Services Leadership Values

### ***Theme 1: Leading Transformation***

The theme of leading transformation was widespread during the data analysis process. The leading transformation theme comprised three subthemes: transforming people and situations (15), institutional transformation (14), and communicating vision (5). Leading transformation was linked to RQ1: “How do KCCA leaders perceive transformational servant leadership?” Three interview questions (Appendix B) were asked to gain insight into the participants’ perceptions of transformational servant leadership. A summary of theme 1, its subthemes, and frequencies in the data is presented in Table 2.

**Table 2**

*Codebook for Theme 1: Leading Transformation*

Theme	Subthemes	Freq.
Leading Transformation	Transforming People and Situations	15
	Institutional Transformation	14
	Communicating Vision	5

**Transforming People and Situations.** The subtheme “Transforming People and Situations” consisted of the following categories of codes: people transformation (5), situation/city transformation (3), change creation (4), and citizen engagement (3). The participants’ responses indicated that transformational leaders and servant leaders focus on transforming people’s lives and situations. Participant 1 stated:

My description of transformational leadership and a transformational leader is how they relate with people. There are two things in leadership: there is the tasks and there is the relationships. So, there is people and there is work. We can achieve great tasks, we can build buildings, we can come up with many roads, those are very important things. I don't undermine or demean them at all. But how did you treat the people? How did you work with the people? I can give you an example of one transformational experience since I've been here at KCCA. When we came in, there was a very notorious group. We call them ghetto boys- gangs. They were really upsetting the

work we were doing in the markets particularly. We got an idea that “Why don't we engage them? Now, it's far off to say engage with gangs, to bring them on board. But we did that. I met them off site in several meetings. And then finally, we brought them on board, promised them work. We gave them little money. As we speak now, we have brought together over 3000 of them, they work for us on the streets. Recently, the President described them as the people who have been turned from Sauls to Pauls.” Changing the life of a person, being focused on their transformation so that they can be agents of change, that's what I call transformational leadership.

Participant 4 explained that:

A servant leader is a leader who focuses on serving others, making sure that your leadership benefits the community. You think about community. You think about transforming people and making sure that people are better. In the city, if you are a leader of the city, that should be your focus. Serve the city dwellers, work with them to do what they are supposed to do to get to a better state.

Participant 6 stated:

Transformational leadership, depending on the sector you're dealing with, means that you are having a group of people you are leading to accomplish something, which needs to change and you lead people to change that thing into the desired goal. To me, that means transformational. But you are transforming both the people you are leading and a situation you are leading them to transform. That's how I do it in my layman's understanding.

In addition, participant 6 reasoned that:

You can be a transformational leader and yet not be a servant leader. A servant leader takes it to a higher level. But again, you can be both. Actually, a servant leader will most likely transform. So, I better be a servant leader than a transformational leader if I was to choose exclusively because a servant leader will have the element of transforming the people he is leading and also transforming the processes they are dealing with.

Participant 8 stated:

My description of a transformative leader is the leader that creates change, but a positive change, because I think change can be both positive and negative. For me, a transformative leader is one that creates a positive change within the context that they're working in. The contexts will vary.

**Institutional Transformation.** The subtheme “Institutional Transformation” comprised the following categories of codes: image and service improvement (9), innovation culture (3), and revenue growth (2). In their answers, participants underscored that transformational leaders and servant leaders advocate and initiate transformation in an organization to achieve a defined goal. Participant 2 observed that “a transformational leader takes an institution from one format to another. He or she takes an institution to a desired end.” Participant 3 echoed a similar view by stating that “a transformational leader guides people to move an institution from one stage or level to another, towards a desirable goal.” Participant 7 shared an example of the transformation that occurred at KCCA. They said:

One of the things we can pride ourselves in... we have been able to grow the revenue base. When we took over as KCCA, this institution was collecting on average about 35 billion a year. Last financial... we collected 105 billion. We have been able to grow revenue about three times. Now, what has made us realize that? Probably that will be explaining the aspect of transformational leadership in revenue mobilization. One, we were able to identify the challenges that would otherwise inhibit maximizing the revenue potential within this institution. One of them we identified was the fact that revenue administration in the KCC, the previous one, was anchored on manual processes. So, we said “No”, we have so many things that we can do in order to improve our processes. But I think the first one should rotate around automation so that our clients don't have to always interface physically with our staff. They can do some of these activities in the comfort of their sitting rooms. So, we have since automated almost all our processes. If you were to apply for a trading license today, you can do it in the comfort of your sitting room. You can complete that process within less

than five minutes and print for yourself a trading license. Some people couldn't believe that is possible but it's happening today.

Participant 7 added that:

So, when you're talking about transformational leadership, I'm looking at leaders who are always thinking of innovative ways of how to go about leading their teams in order to achieve the goals of that team, identifying the gaps in the systems, and then say "Is there no better way we can do this and attain our objectives in a way that is less laborious to the staff but also our clients?" You being at the helm of the team and saying, "I think there is something that we can do better here." How can we do it? And then you allow a team to bring their ideas.

Participant 10 pointed out that:

We have quite many success stories... just the change of the institutional image. Compare KCCA and what KCC was, there's a whole world of difference. KCCA has an image- a brand. It's a recognized institution. Even that alone is not a mean achievement. Now, anyone can say KCCA on the street, and people will know what you're talking about. Even the building itself is not as it was. You see the building now is working. You can work here late. It was a significant transformation even in service delivery. Even with institutional reform, you have an institution that can function. It was big change.

Participant 4 highlighted that:

10 years ago, if you walked to any health center in town, it was very difficult to access service. Now, you can take your wife to Kisenyi and you get a safe delivery. You can get treatment. Very good service is offered there. They have stamped out corruption- people who were getting money from patients to get drugs. A system has been created in our health center. You can walk in, get the service, and walk out without any hindrance.

**Communicating Vision.** The subtheme "Communicating Vision" consisted of the following categories of codes: vision sharing (3), and goal clarity/foresight (2). The study findings revealed that communicating vision is necessary to cause



transformation in organizations or the community. Participants emphasized that transformational leaders and servant leaders share a vision of what they want to achieve with others. Participant 10 stated:

I think first, a transformational leader should be a leader who has foresight... can discern what a community should be, and then try to get the community there. That does not mean what the community needs to do to get there isn't comfortable with the community. So, the person has got to have the courage to share that vision in the community and get the community along to get there.

Participant 5 expressed that:

A transformational leader is someone who is in a leadership position and has the ability to bring about change, to bring about transformation not in a bossy way, but one that leads by example. One that is willing to serve-serving is different from being bossy, someone willing to lay down his life for others but also lead, not pointing fingers "Do this, do that" but to lead others into transformation. Someone who has a long-term vision of things, who has an appetite for transformation. That's a transformational servant leader.

Participant 1 articulated that:

Servant leadership serves the people so that the ultimate kingdom goals are actualized. It is not just about being lowly. But it is appreciating the ultimate goal of your leadership, and how do I get there through the people that God has given me. Transformational leadership and servant leadership are interconnected. But the distinction that I'm trying to draw is that you are serving him who has called you, and you are serving him through working with his people. But you clarify on the goal, on the purpose, on the aim of what we are doing so that these who are transformed can go and serve the vision.

### ***Theme 2: People and Community-Centered Leadership***

The theme of people and community-centered leadership was common during the data analysis process. The people and community-centered leadership

theme encompassed three subthemes: serving people and community (15), economic empowerment (6), and exemplary behavior (13). People and community-centered leadership was connected to RQ1: “How do KCCA leaders perceive transformational servant leadership?” Three interview questions (Appendix B) were asked to understand the participants’ perspectives on transformational servant leadership. A summary of theme 2, its subthemes, and frequencies is presented in Table 3.

**Table 3**

*Codebook for Theme 2: People and Community-Centered Leadership*

Theme	Subthemes	Freq.
People and Community-Centered Leadership	Serving People and Community	15
	Economic Empowerment	6
	Exemplary Behavior	13

**Serving People and Community.** The subtheme “Serving People and Community” included the following categories of codes: servant heart (7), people’s needs (4), community good (2), and citizen feedback (2). According to the participants’ views, servant leaders put emphasis on serving people and the community. Participant 8 stated:

A servant leader is that... to serve people, to put people first, in terms of the choices they make... is one that listens to the needs of the people, and then takes the decision based on the needs of the of the people as opposed to their personal needs.

Participant 10 mentioned that:

I think a servant leader is... everybody talks about it. It is a common understanding of it. But when we talk about it, we’re referring to a leader who puts community interests first, beyond individual interests. So, that’s probably in a nutshell what I would say a servant leader is.

Participant 9 said:

A servant leader and transformational leader kind of tie because when you look at the traits of a transformational leader, they're more like traits of a servant leader. You're doing whatever you're doing for the common good. So, it's mainly focusing on how people are going to benefit. How are we improving? What is the impact? What are they saying about what we are doing? How can we change? You're looking at solutions. So, a servant leader is a person or a leadership style, which is basically looking at serving the people, serving the population for a common good.

To emphasize that their role is to serve people, participant 7 stated:

I keep telling the clients as well that I am simply doing this job on your behalf. I'm supposed to do it in the way you deem fit. Tell me what your desire is. So, I am simply acting as the leader of the team, but recognizing the fact that I am doing this on your behalf. That is how I would explain servant leadership.

Participant 4 explained that:

When you look at our road construction, we didn't focus on only the city center, we've looked at the connectivity in the suburbs. So, you can easily move from one place to the other. There are many new roads that have been opened, to make sure that even where the lowest of the community live, they can connect, and travel safely, and so on.

Transformation and all our programming focus on the needs of the people. A lot of research has been conducted in the community. If you talk about the fecal sludge project intended to deal with eliminating fecal matter in the community... their toilets are emptied. They create a situation where people can have a place for safe disposal. So, I think all these are focusing on the community. It is a community-centered transformation.

**Economic Empowerment.** The subtheme "Economic Empowerment" included the following categories of codes: low-income citizens (2), economic opportunities (2), and employment opportunities (2). Participants indicated that transformational servant leaders think about the economic empowerment of people,

and devise ways to improve the citizens' incomes. Participant 2 expressed that "More effort is being put in the economic empowerment of low-income city residents. KCCA runs programs for economic empowerment of low-income residents." A similar opinion was expressed by Participant 9 who said:

When you're rooted in getting solutions for the common good, then you are actually a servant leader. When it comes to employment, because we know that not everyone is going to get employment immediately or the way they want it, we come out to support: support the youth through youth livelihood projects, the elderly through training them on specific skills like making candles, pottery, and then you're given young chicks to take care of and make a livelihood. We have urban farmers we've trained to do vegetable urban farming. Even if you're renting somewhere, you can have a limited space where you can grow vegetables for your own consumption, but also for sale and you make a livelihood.

Participant 4 explained:

You notice a lot of the things that we've been doing are focused a lot on community. Even when you talk about cleaning and garbage collection, ordinarily we would say we need this place clean. We need to get a service provider to sort out this. But there are so many casuals that have been employed. The best thing to do was to use these people, teach them what is expected of them. So, it is about everybody who lives in the city, including this casual- making sure that they have a livelihood. If you look at our programs, the Kyanja Agricultural Center, they're focusing on the economic well-being of the people. If you look at the public markets in Kampala, they're creating workspaces for the low-income people in the city to work and earn a living. So, in that aspect, you're creating a clean market, and you also trying to make sure that the low-level person in the community is accessing an opportunity to sell products. Even the issues of boda-boda registration, all these are focusing not just on stamping out boda-bodas. If they will be there, can it be some order in their operation to transform the

transport system? But you also don't want to dump this person who is depending on that for the livelihood of their families.

**Exemplary Behavior.** The subtheme “Exemplary Behavior” contained the following categories of codes: selflessness (4), humility (3), leading by example (3), and fostering teamwork/empowerment (3). In their responses, participants described exemplary behavior that transformational leaders and servant leaders exhibit to serve people. Participant 3 said, “A servant leader puts interests of others and an institution before their own interests.” This view was echoed by Participant 9 who stated:

A transformational leader is a leader who is focusing on improving the team, creating an enabling environment for the people they are leading, or working with to create positive change. So, it focuses on improving the team by giving them the best possible support in form of tools, well-being, enabling environment... improving capacity. Basically, creating a positive environment that allows people to stay and work where they are working, but while creating big impacts, I think that's how I would put a transformational leader... someone who is not looking at themselves... but you're focused on the people around you.

While describing KCCA leaders as transformational leaders and servant leaders, Participant 5 observed that:

Transformational Leadership has come through in KCCA here. I've seen it at the helm of our institution. Leaders have been very keen to see the city transform from what it was to a better city, ready to sacrifice everything, even their personal lives to try to see the lives of others change. I've seen our leaders come in to clean the city by themselves. I've seen our leaders take lead in many things... even some of the minor areas, defend their teams, bring about teamwork, work with a team, put on the gloves, boots and go along with the team.

Participant 6 explained that:

Servant leadership comes with the attribute of humility, to know that you're in a position not because you are the best, but that you have been chosen to

serve. A servant leader is humbly serving the people he is leading. I can decide to have the people I lead come in a bowing state. But I can also decide to go to them, where they are, and talk to them and hear their views. One is the boss, another one is a servant leader.

Participant 7 mentioned that:

I lead a team of close to 200 staff. But quite often I keep challenging them, the fact that I'm the one who is in this chair, should not necessarily be perceived as if I am some king of sorts. The work that I'm doing is about all of us. I am not usually on the ground to carry out activities. It's my colleagues- officers, supervisors, managers, deputy directors. I am riding on you. And I recognize that most of whatever we are doing here, most of our achievements, we're doing this together. It is only that it is me who happens to be your team leader. I am riding on your ideas; I am riding on your actions.

### ***Theme 3: Urban Attractiveness and Well-being***

The theme of urban attractiveness and well-being was prevalent during data analysis. Urban attractiveness and well-being consisted of four subthemes: enjoyable and safe city (20), thriving and economic opportunities (13), healthy and conserved environment (7), and basic services (24). Urban attractiveness and well-being were connected to R2: "How do KCCA leaders perceive urban livability?" Three interview questions (Appendix B) were asked to explore the participants' views on urban livability. A summary of theme 3, its subthemes, and frequencies is indicated in Table 4.

**Table 4**

*Codebook for Theme 3: Urban Attractiveness and Well-being*

Theme	Subthemes	Freq.
People and Community-Centered Leadership	Enjoyable and Safe City	20
	Thriving and Economic Opportunities	13
	Healthy and Conserved Environment	7
	Basic Services	24

**Enjoyable and Safe City.** The subtheme “Enjoyable and Safe City” comprised the following categories of codes: city enjoyment (6), city ownership (2), social cohesion and interaction (6), and city safety (6). Research findings indicated that an enjoyable and safe city is a characteristic of urban livability. Participants emphasized that a city is livable when it is enjoyable and safe. In their description of a livable city, Participant 6 stated:

It is a place where all people are comfortable to be. I mean you are moving from here to here in the city, you are sitting in a place and you're enjoying the city. And so, a livable city should be free of thieves pickpocketing, should be free of accidents. Right now, the boda-bodas, when you're walking, you're always..., should be free of the riots. How can a livable city have riots? So, a livable city to me, I see as a place where we enjoy the atmosphere, environment and the city. The facilities which are there are for you to enjoy. They are not meant for other objects. They are for people. That's how I see a livable city- A livable city whereby the environmental issues are taken care of: Issues of pollution, issues of cleanliness, something where you feel you are there and you're comfortable, there is dialogue between people, engaging each other, working together. To me, that is a livable city.

Participant 4 expressed that:

A livable city is where it is convenient for you to live. You are able to move. If you need a service, you can get it. You look at young adults, you want the city to be safe for them and their families. Look at children, is it a safe environment for them to live? Schools, are they a safe environment? Is the food that comes to the market safe? Is it easy to access? If you need something from the market, are you able to move within the city, save time, manage what you're supposed to do within the time that you want? I think that is a livable city. Now, if you compare to the one which is not, maybe there is a lot of noise. You can't speak. You can't move. There's a lot of flooding. The environment is toxic for the children. The school is not comfortable. I look at connectivity, in terms of movement, access to

services. The economic aspect also is very important. If they can't earn, I think that becomes a challenge.

Participant 8 shared an intriguing view about urban livability. They said:

Urban livability... I think it varies from the eyes and the lens at which you're viewing it. And that's usually dependent on the social status which you are within society. The urban poor- people that are living on less than \$1 a day, earn a wage every day, I think their definition of urban livability would be for them to be able to put bread on the table every day. That's all they want. Do not give them beautiful flowers, beautiful gardens, air conditioning. And then you move from that class to the middle-income class, the working class. Maslow's theory is that there are basics. For somebody, they only want the basics and that determines their urban livability. As they keep moving up within the social status, the definition of livability changes. From my view as among the city administrators, urban livability would be having space that is beautiful, that allows you to enjoy the beautiful green-nature in spaces that they live in, clean air, spaces where people relax and enjoy. And I think for me, it's more about the beauty within nature. As long as I keep seeing beauty within nature, I feel that is livable for me.

Participant 1 explained that:

Cities are melting centers for all sorts of cultures. In Kampala, you find everybody. You find the language- cultures from our different little parts are all here. We have to create cohesion, a peaceable environment that everybody enjoys. We have to coexist. We coexist with each other because we drive a capitalist economy. It is not that we should share our wealth with everybody.

**Thriving and Economic Opportunities.** The subtheme “Thriving and Economic Opportunities” involved the following categories of codes: personal/family income (3), economic opportunities (2), economic growth (2), and human thriving (6). Urban livability is characterized by thriving citizens and



economic opportunities in a city. Participants expressed that a livable city is one where residents thrive and economic opportunities are available. Participant 1 said:

Urban livability, the way I understand it is, how is the environment serving its people? How is everything within the urban setting enabling the citizens to thrive? We are talking about the air, climate issues, roads, health facilities, education, entertainment, politics, everything to do with livelihood. Are they able to earn? Are they healthy? Is everything that you've set up for the health of the individual being looked into? Are we providing housing? Are we providing a setting that enables a human being to thrive, even if it is squeezed? Are we taking care of the facility so that they can thrive? But are we administrators creating an environment that enables all to thrive? If we don't, then we'll be advancing theft. People will be stealing from each other. Inequalities will be very significant which creates ill feelings about other people. So, the connectedness we have to government programs, to government goals, government strategies, government planning, should enable us deliver that livability- that resilience of the city that enables citizens to thrive. I think our ultimate existence is about creating resilience. It is about creating livability for the residents.

Participant 10 explained why it is important for a city to be livable. They stated:

It's important that every city just like Kampala strives to achieve a certain level of livability because that's the only way that allows human beings living in that city to explore their opportunities and abilities and maximize them. If a city is not livable, there is a high crime rate. It doesn't matter whether you're poor or rich. Crime somehow will find you. If the environment is not good, air is polluted. It doesn't matter whether you're poor or rich. You will still be exposed to these hazards. So, it is just in everybody's interest that a city is livable. That's when people can maximize their potential. That's when people can enjoy living in a city. That's how a city can create economic opportunity for people because if it's not livable, then there is no investment. If people can't come and invest, then there are no jobs. When people can't find jobs, then crime increases.

**Healthy and Conserved Environment.** The subtheme “Healthy and Conserved Environment” included the following categories of codes: unpolluted environment (4) and safe air (3). Participants pointed out that a healthy and protected environment is a characteristic of a livable city. Participant 3 mentioned that “making a city livable is important for free movement, people can earn income, environment is not polluted, goods and services are provided and there is access to public transport.” Participant 9 affirmed the need for a healthy and conserved environment:

I needed to talk about the environment. There's this tendency of creating a lot of built environments, and then we compromise the natural environment. But the other thing that comes to mind when you talk about livability is the natural environment. Kampala is endowed with a beautiful natural environment. We have a lot of indigenous natural trees. We have many wetlands but also rivers. All those wetlands have natural rivers flowing through them. And then we have a big resource, Lake Victoria. But we're not using these to the best of our ability, and sometimes we compromise them. And the other beauty is the natural green gardens. Kampala has natural green gardens which also add to the cohesion of the city because these natural green gardens are parks... people are sitting, having a beautiful talk, eating, exhibition, shopping. So, all these put together create the livability of the city because everyone wants to work in an area which is not polluted.

Participant 5 said:

Urban livability rhymes with our strategic plan and our vision. Our vision is to be “a vibrant, attractive, livable, and sustainable city.” Livability, we are defining it as the city which people not only enjoy, but a place that is livable... has all the all the aspects pertaining to good life: accommodation, health, education, an environment they enjoy, an environment that is not polluted, an environment that is clean and conducive to live in, access to services, food, employment. All these are aspects that come up with a livable city. So, cities must be livable.

**Basic Services.** The subtheme “Basic Services” contained the following categories of codes: service provision (8), housing (3), infrastructure (3), transport system (3), education (4), and public health (3). Most participants underlined that a city’s livability is reflected in the provision of basic services to citizens. Participant 2 stated:

A livable city is where all services are available to people. No discrimination in service delivery. There is efficient service delivery. A city must have amenities like children’s parks. Public transport system must be efficient. There must be greenery. No air pollution. There must be leisure parks and access to educational and health facilities.

Participant 7 elaborated on the similar view by explaining that:

Even if we didn't go so much into the academic intricacies, what message does the word livable portray to you? You want to stay in an environment that you desire to stay in. So, in short, what we are saying is that we want to stay in a Kampala, which one would desire to stay in. Desiring to stay in in what terms? In relation to the aspect of delivering services. But the aspect of vibrancy, attractiveness, and sustainability, vibrancy in which terms? We will begin from the very basics when we're talking about service delivery, which service is Kampala expected to render? I'm very sure you came driving here, but you went through a very tough traffic jam. Isn't there probably something that we can do in the area of infrastructure? Are you satisfied with the state of our roads in Kampala today? A number of people have said, and we also know it because we live within this city, “potholes, potholes, potholes.” Can’t it be better? Would you be so happy when you're driving through Kampala at night and the streets are dark? Darkness already has implications in terms of safety of the people. Maybe when the streets are dark, it forces some people to close their businesses even earlier. Where they would have stretched and made a little more money, they have to close earlier because the place where you're operating is dark, and darkness comes with several vices. So, we are saying livableness should be in terms of infrastructure like the roads. Are they the kind that we desire? Are they

the kind that facilitate mobility within the city easily? Are there streetlights? Are you collecting garbage in a timely manner so that we don't see flies flying all over, leading to certain undesirable consequences in terms of health? To expand it further, is the city the kind that creates opportunities for employment for the people who are there? In terms of pollution, do you have regulatory mechanisms for ensuring that the air that we breathe in here is safe? It is not polluted. Those are all the factors that are talking to the aspect of livability.

Participant 10 explained that:

Urban livability is a broad concept. The way I will try to describe it without going into the technicalities is that the city works for all. I think people have defined a livable city as a city where a child can live. If a city reaches a level where even a child can live without fear, then probably you have created a livable city. It works for those who are old, energetic and work, children, everyone. That would be a livable city. Of course, working for everyone means so many things. The environment is not polluted. People can find decent housing, move from one point to the other comfortably without risk, in a manner that is affordable to them. Do they have access to services when they're needed? So, in practical terms, it may mean so many things. But summing it all together, if those tenets are available in the city, you can describe it as a livable city.

Similar to its prevalence in the interview data, the theme of urban attractiveness and well-being was common in the document analysis findings. For example, it was stated in the Kampala Capital City Strategic Plan that KCCA's strategic goal for the FY 2020/2021-2024/2025 is that:

By June 2025, Kampala will be an inclusive, liveable, resilient, and well-planned city that provides economic opportunities. The strategic goal is described in the following aspects:

(a) Inclusive: Kampala as an inclusive city for all with access to housing, healthcare, clean water, sanitation and effective transportation, and as well as educational and other developmental opportunities.

(b) Liveable: Kampala as a city that meets five aspects of great liveable cities: robust and complete neighborhoods, accessibility and sustainable mobility, a diverse and resilient economy, vibrant public spaces (with parks, family-friendly spaces), and affordability. Kampala as a secure and safe urban area with improved quality of life for all residents.

c) Well-planned: Kampala as a well-planned city with well-laid roads, businesses, institutions, communities, and individuals enhanced to survive, adapt, and grow, no matter what chronic stresses and acute shocks it may experience.

d) Providing greater opportunities economic opportunities: Kampala as a developing urban area unlocking the innovative and entrepreneurial energy of its residents to create sustained economic growth and job creation to meet the needs of all citizens. (Kampala Capital City Authority, 2020, pp. 39-40)

In addition, it was reported in the Kampala Capital City Strategic Plan that during consultations with citizens:

Whereas transport topped the social media list, informal settlements were focused more on poor waste collection, sanitation, health services, and education and employment opportunities in their areas. Private sector stakeholders placed high priority on KCCA enforcing laws to bring order and security and creating opportunities for public-private sector partnerships. (Kampala Capital City Authority, 2020, p. 22)

Other pressing issues were highlighted in the Kampala Physical Development Plan (KPDP) document. The authors of the KPDP, ROM Transportation et al. (2012) stated that:

Kampala urgently needs to tackle its pervasive poverty, enable and encourage upward socio-economic mobility and upgrade its informal neighbourhoods and, inasmuch as possible its slums, providing opportunity, amenities and Quality of Life to all its inhabitants. (p. 103)

#### ***Theme 4: Livability Impediments and Opportunities***

The theme of livability impediments and opportunities was widespread during data analysis. The livability impediments and opportunities theme encompassed five subthemes: limited funding (9), citizens' mindset and behavior (16), governance and development (21), natural and human resources (10), and collaboration/partnership (6). The livability impediments and opportunities theme was related to RQ2: "How do KCCA leaders perceive urban livability?" Three questions were asked to find out the participants' views on urban livability. A summary of theme 4, its subthemes, and frequencies is depicted in Table 5.

**Table 5**

*Codebook for Theme 4: Livability Impediments and Opportunities*

Theme	Subthemes	Freq.
Livability Impediments and Opportunities	Limited funding	9
	Citizen's mindset and behavior	16
	Governance and development	21
	Natural and human resources	15
	Collaboration/partnership	6

**Limited Funding.** The subtheme "Limited Funding" comprised the following codes: funding (7) and resources (2). The study findings showed that urban livability cannot be improved without sufficient funding. Participants underscored that limited funding hinders efforts to improve the livability of the city of Kampala. Participant 5 said "the major challenge right now is finance. City transformation doesn't come with a penny. It comes with a lot of pennies, and those pennies are not flowing. So that's one of the pains."

Participant 1 expressed a similar sentiment when they pointed out that: The actualization of the city's master plan requires massive financing. We want to implement our drainage master plan, the lighting, and road infrastructure. These are very big budgets. That slows our speed. We have a clear known strategy but we lack the financing for actualization.

Concerning the issue of limited funding, Participant 8 stated:

I think the challenge number one is financial resources. The challenge we have is that the budget allocated for maintenance- to keep things looking the way they should is very limited. That means we can't hire the number of people we need, buy the equipment we need, replacement pieces, materials we need to keep things looking the way they are. So, the budget constrains financial resources.

Participant 9 explained that:

Funding is a real challenge- a very big challenge. I can talk about the current funding model. We make local revenue, and it goes to the general government pool. We get domestic tax, then we get the government of Uganda funding. Sometimes you have funding from other agencies. But we still lack the required funding to implement projects, for example, smart city projects to improve infrastructure. You've heard about the pothole exhibition where KCCA was put on the spot for not improving the roads, but KCCA doesn't give itself money, as much as we collect the money. The money goes to the general pool and then we have to be given the money to implement our services. So, if we don't have the money, it means that all the plans we have, we cannot implement. That is a problem.

Participant 7 stressed:

Funding is very crucial. When you look at the state of our service delivery, particularly the roads, it has an influence on the way I work and how easy my work is going to be. So, all those factors, of course at the institutional level and whatever I have talked about- governance aspects, but the aspect of limited resources, very critical. It has a very serious influence on a number of activities that we do.

**Citizens' Mindset and Behavior.** The subtheme "Citizens' Mindset and Behavior" consisted of the following categories of codes: mindset (8), love for the city (4), corruption (2), and self-centered leaders (2). The participants' views suggested that the citizens' mindset and behavior can inhibit the development of urban livability. Participant 7 stated:

I will talk about that from my perspective. There are some challenges within the society. If you're talking about tax collection generally, to what extent would you assess our level of compliance culture-tax payment culture generally as a country? Do people appreciate the need to make that contribution towards making Kampala a livable city because it comes at a cost? So, who is supposed to meet that cost? It's you and me because this city is ours. But we tend to be transferring it to our foreign colleagues, and then they also say okay, "If we're coming, there is this condition, and then we begin quarreling. So, society needs to appreciate better the need to make a contribution towards the service delivery of this city. But that <sup>3</sup>culture is still a bit weak in the city. So, this makes the aspect of resource mobilization a bit harder. Where ordinarily you should be using the carrot, at times you find yourself applying the stick, which makes the cost of collecting those resources high.

Participant 5 described people's mindset as an issue that must be dealt with. They said:

The other major challenge is we have to work on the people's mindset. Transformation of such a city cannot come in a city population that doesn't love their city. You are joking. However much you transform, however much money you put in there, if people are not there to appreciate that this is their city, then we're not going anywhere. If the principles of the Bible don't come in: "Love your neighbor as you love yourself", we are losing it. Why? If you put a solar light and someone breaks it down, are you really loving your neighbor? If you throw garbage in the drain system and it gets clogged, and floods come through because of your waste in the garbage, you loved yourself by eliminating the garbage from you, but you forgot your neighbor. For me, financing and patriotism or the love for the city by the residents are critical. If you do not have those, you're wasting your time. So, we need to work on the mindset. We need to get people to appreciate that what we're doing is right.

Participant 8 expressed a similar view on the citizens' mindset. They stated:



The other bigger challenge is the mindset of the citizens of the city. I think the love for the city exists but at a very small level. I know nationally, we look at patriotism, but I think for me, there's also the need to build the love for the city that you're from. I think it's interesting when you look at the US, someone mentions they're from Kansas City, Chicago, New York with a sense of identity. And I think with that identity comes the pride you need to keep the city you're from looking the way it should. Kampala, unfortunately, in terms of the mindset, you see the love is very minimal which means when somebody sees someone throwing waste along the road, vandalizing a tree-cutting it down, building where they shouldn't be building, they'll say "That's not mine." Managing a city requires collective responsibility- a city that brings in over 3 million people per day. A resident population is approximately 1.5, but the day population is close to 4.5 million. And I think if we had that mindset change-people loving the city they're from... it's the way someone loves the home they live in. You wouldn't want to have a home that is untidy. You want to have a home that is well organized. But then somebody will say that "I'll do that for the home that they live in." When it comes to the city that gives me bread every day, "I'll choose to ignore that."

Participant 4 described the citizens' behavior as an obstacle to livability. They mentioned:

The biggest challenge, not just in Kampala, I think in Uganda is people are very difficult to manage. There is a bin there, but you throw something there when there is a place provided to throw. Someone who is in a car will throw a bottle. That becomes a bit of a challenge because even if you want a clean city, if you don't have that conscience that you need to have a clean environment to dispose in a safe place, it becomes a challenge. One person cannot change a city. It takes the leaders, city authorities, every person who lives in this city. The other one is people disposing of water in their compounds on the roads. Even if you put a well-paved road, if someone does not know that we all use this road, let me direct this water to a channel

so that it does not dig up the road..., and sometimes someone pours dirty water on the road, by the end of the day, the same road you cleaned is dirty. Of course, the other one is corruption. It is a very big issue. There are so many people out there who are doing things that are not right. They will approach our own staff and make sure that they don't do the right thing. it's very difficult. Corruption is rampant everywhere. People make it difficult to govern an organization because of corruption. There is a lot we need to do in society. The other issue that is there are people in high places who don't live by example. If someone is highly placed but he's building in a swamp, building without a plan, fences a place and puts there soldiers, nobody can go there. Ideally, people in high places should live by example but many of them don't. They're the ones who will make it difficult to achieve any progress.

**Governance and Development.** The subtheme “ Governance and Development” included the following categories of codes: governance structures/collaboration (5), political support/ interference (6), law enforcement (4), population increase (2), employee performance (2), and land tenure and planning (2). Participants identified the issues connected to city governance and development as obstacles to improving Kampala's livability. Participant 3 stated, “the land tenure system is a hindrance because land belongs to the people. This makes it difficult and costly to implement infrastructure development. High population in Kampala, encroachment on wetlands, political interference in implementation of development projects are other challenges.”

Participant 6 explained that:

The challenge of course is Kampala being in a metropolitan area is a cocktail of many leaders. And as you lead, you are all focusing on the same group of people you are leading. You have the political, you have the technical. You have the RDC. So, even if you have the other element of servant transformational leadership, you will be having these interferences coming. Sometimes you have a diversity of focus, and you can't progress. So that's the challenge.

Participant 9 shared a similar thought by stating that:

The other problem or challenge is political interference and then the lack of political support generally. You've had about the wars between the KCCA political wing and the KCCA technical wing. The technical is proposing that we need to improve these roads, and then political is saying, "How did you select them?" How come we were not involved, even when they're involved? There's just too much lack of political support. When we say we have a lot of vendors on the roads, it's not right. This is the capital city. If you say we don't want the vendors to be here, and then government comes out and says, "Don't touch them", or we don't want boda-bodas, and then government says, "They shouldn't be touched, or we don't want taxis to be parking everywhere-not everywhere is a stage, and we are told not to touch, it means that you're not getting that political support that should help us improve the outlook of the city. That is a challenge.

Participant 7 elaborated on the issue of governance as a challenge affecting the management of Kampala's affairs. They said:

Our governance structures, are they such that they make work easier for the technical people here to operate? When we're talking about KCCA, we have a Minister in charge of Kampala, we have a Minister of State. Those are political leaders. But we also have a Lord Mayor, a Deputy Lord Mayor, a council constituted of councilors. Then we have the technical wing headed by the Executive Director. And in terms of roles, I'm not sure whether the boundaries are very clear. We have a Resident City Commissioner, who is a representative of the President. So, who does what? Isn't there a possibility that there is a conflict in some of these roles that at the end of the day begins to create some tension? I'm not saying that it is happening. But there is a possibility that it is happening. Those things can create a toxic environment, which may create some limitations in the way the technical staff operate.

Furthermore, Participant 9 cited employee competence as an impediment to Kampala's livability. They explained:

The other challenge is the capacity gap- lack of technical expertise, and maybe institutional capacity. You find that many staff have not done any upgrading programs. They don't know new trends in whatever they're doing. The fact that we are stationed in these offices, and we are not upgrading ourselves or learning new skills, we end up becoming a problem to city management and the people. When you know what is supposed to be done- how things are changing, then you can also change your goals or principles and direction towards where the rest of the world is heading. So, if we have that capacity gap, it is a challenge.

The other challenge is the analog mindset, and people not wanting to change-people fear change. These days, everything is going digital. We are moving away from analog where people used to line up in our offices and getting into the digital world where someone at the comfort of their home can apply for a trading license and get it within a minute... without coming to City Hall. So, that's where the world has gone and that's where KCCA as an institution has gone. But you'll find that there are people who are still stuck within the mindset of “No, no, no, no, I fear change, I fear digital.” The mindset of not wanting to move away from the analog to changing into the digital is also affecting Kampala’s livability because at the end of the day, if you're looking at livability, you're looking at the comfort of the person who is receiving your services. How are they receiving the services?

Participant 9 also pointed out the increasing population as a livability challenge.

They expressed:

There is a lot of rural-urban migration. People are coming to Kampala thinking it has the greener pastures. So, after they've gotten in here, and they have nothing to do, it leads into a lot of unemployment. And because people don't have enough money, we get the negative development. If someone doesn't have the money to get a moderate housing structure, they end up getting into the wetlands where we have smaller plots that someone can buy. And then when someone buys those plots, slums are created,

wetlands are encroached on, and we are affecting the general outlook of the environment. These are some of the challenges.

Participant 4 identified politics as a hindrance to making Kampala a livable city.

They said:

I think the biggest challenge starts with the leader. Most of the leaders are selfish. You may be pushing a very good program, but someone will come on the way and make it difficult for you to move because they are serving their selfishness. I'll give you an example, getting hawkers out of the streets. It's not an easy process because there are so many stakeholders involved. While you are progressing, someone will come and say "No, they're not going anywhere. You have not found for them where to go" even when there is a place. I'll give you an example. There was that Usafi market that was created specifically to drive hawkers out of the city to have a workspace so that they could do their business, to avoid crowding the city... filth everywhere. We said let's find for them working space. It cost the government billions of shillings to buy that land. But for a long time, it was not occupied because of politics. As you're trying to drive them there someone will bring something to the contrary. That for me is the first challenge.

Additionally, Participant 4 highlighted that:

It is very difficult to enforce laws in the city because a lot of people have entitlement mentality. So, there are so many intricacies among the population that even when you want to implement a designed program, you will get opposition not because it is not good but it's difficult to do it. The other example is the boda-bodas. All of us are not comfortable with boda-bodas in the city. But to get boda-bodas out of the street, it's not easy. Of course, that talks about collaboration between agencies. If we're to do something, all the agencies concerned must work hand in hand to get that done. But if you're doing something and one agency is opposing it, one agency makes it difficult. That probably is one of the major ones.

The other one is the issue of performance. It's a very big issue. Generally, in government, performance is very difficult because people feel they are entitled. In a population of 1000 people, maybe 450 people are carrying the weight of the others. So, the biggest challenge for institutions like us is to make sure that we have efficient processes. If someone applied for a development permit, there is a clear system. It is monitored. There are no individuals within to interfere with it. Certainly, if someone asks you for money, you say "No" because you know it will take me seven days and I will have my permit. Internally, it's an area that needs a lot of focus.

There's another challenge that I didn't mention. The earlier planning of the city was a bit faulty. For example, if you're going to say you're going to introduce rapid train, it means you have to break some areas to make that happen. It means you will displace people.

**Natural and Human Resources.** The subtheme "Natural and Human Resources" involved the following categories of codes: green environment/climate (4), location and lake (5), population and management structure (4), and undeveloped land (2). Participants expressed that despite the challenges, there are numerous opportunities for Kampala to be a livable city. Participant 6 highlighted that "opportunities are there because first of all, there are problems to solve. And secondly, there are people to use to solve those problems. As much as there are also challenges, that's also an opportunity." A similar view was echoed by Participant 5 who said:

Kampala is a great place. So many opportunities in terms of lovable people. We have over 2 million people now in the city. The location of the city is wonderful. We are a lakeside city, an aspect that we haven't even been able to exploit. We are the capital city of Uganda. So, there is a lot that happens in the capital city- so many opportunities. We have people that are ready to work with us.

Participant 9 expressed optimism about Kampala becoming a livable city by stating that:

There are also a number of opportunities available, apart from the laws. For example, the city administration structure. We have the Executive Director of KCCA who is the accounting officer. And under the executive director, we have the Deputy Executive Director, and then the rest of management: the directors, managers, supervisors, officers. So, the structure put in place to manage the city is another opportunity because if it wasn't there, then maybe we wouldn't be planning for this city. Then the other opportunity that we have is the blue-green environment: trees, wetlands, rivers. We have several rivers flowing through the city and connecting down to the lake. This is the beauty that not every city has. We call it an opportunity because there's a lot of attraction that it causes from the external world- the investors that come into the country because of the green environment. Then the other opportunity is the population. As challenges, we talked about the population in a negative way, but we also have a population in a beautiful way. Having people around you creates relationships, cohesion. But also, the population are the employees that work within the different organizations. When you go to the market, transport sector, hotels, tourism sector, it's the population that creates that bloom.

Participant 10 mentioned that:

In terms of the environment, we have issues- people going to wetlands. But Kampala is still fairly green. The location of the city is quite an opportunity. The climate is very good. It's nice- not very hot, not very cold. And so, it is still a blessing compared to other places. We have the lake here with fresh water. Water may not be an issue for us, maybe in the next few decades. Whereas there are these opportunities, I think the question is, "Can we maximize them now?"

Concerning undeveloped land, participants mentioned that Kampala's livability can be improved because the city has undeveloped spaces. Participant 9 said:

The other thing is that yes, there is development- human settlements, but Kampala is not yet really built compared to other cities. So, the cost of remediation has not yet skyrocketed to a point where we have reached no

return. We still have low-density settlements, single-storey buildings largely. So, there's still opportunity, we can reorganize. The location of the city is quite an opportunity.

Participant 4 stated:

I see there are virgin areas in the metropolitan area of Kampala. That's an opportunity. Why? It is coming up. There are some areas which can be transformed because they have not been tampered with a lot. People are now trying to move out of the city to try to replicate what they would want. In some areas, the pressure is reducing on Kampala as a city. Before, everybody was looking at only Kampala. That means there is an opportunity for people to expand whatever development they need to do. Otherwise, if you're focusing on only Kampala, we'll look for the wetlands, green areas.

**Collaboration/Partnership.** The subtheme “Collaboration/Partnership” comprised the following categories of codes: government and partners (3) and people and community (3). Participants pointed out that opportunities for KCCA to collaborate or partner with various stakeholders in improving Kampala's livability are available. Participant 3 stated that “there is goodwill from the central government. Since Kampala is the capital city, such a status gives Kampala advantage when it comes to getting funding from the government.” Participant 8 expounded that:

I think in terms of more collaboration with various sectors: the private sector, religious institutions, cultural institutions as opposed to the responsibility being left to the government alone, there's an opportunity. I'll give an example, for cultural leadership... if the message was to encourage people to have a mindset change and love for the environment that they live in on a regular basis, I think that message will be adopted. If religious leaders in their sermons they preach... if that also sends a love for the community, I think that would go a long way in transforming the neighborhood, the city, and the whole country. So, opportunities are there,



especially in collaborating closely with all institutions, and people taking the initiative and saying, “This is what we can do. What do we do to help?”

Participant 4 emphasized:

I think we have goodwill from the community. The community is yearning for a change. They want a good city. They want a city that is livable. For me, that's an opportunity that we have. A lot of institutions have picked interest in Kampala. There are so many partners who are willing to help. That's also an opportunity. If we use their resources well, I think that will be a very a good thing. I think also government is beginning to think about Kampala, not just as an area to get votes from but that should be developed. You can see the Non-Aligned Movement Conference coming. Everybody is running around because they are ashamed of how the city looks. I think that's a good opportunity that they should look at Kampala as a good place that needs to be developed, attractive to the rest of the world.

The theme of livability impediments and opportunities was also dominant in the document review findings. It was stated in the Kampala Capital City Strategic Plan that the SWOT analysis of Kampala city revealed “issues that constrain Kampala from being a vibrant, sustainable, liveable and sustainable city” (Kampala Capital City Authority, 2020, p. 37). The following factors were cited as Kampala's challenges:

Lack of mass transport system, heavy traffic congestion reduces the city's productivity, too many power centres in city governance and administrative structures, poor road network with only 30% of the city roads paved, narrow, old and dilapidated road infrastructure, poor solid waste disposal and management systems, high unemployment levels, especially among the youths, and limited job opportunities, inadequate financing for city development, failure to enforce trade order.

Other challenges identified in Kampala include:

Over 60% of the city's economy is retail trade with high levels of informal businesses, the city's social wellbeing infrastructure, health facilities and schools are old and overwhelmed by demand, lack of modern sports and

recreational facilities across the city, high cost of infrastructure development (resettlement related costs), poor enforcement of legislations and ordinances, declining city residents' engagement in city development programmes, loss of city wetland systems due to failure to enforce against wetland encroachment. (Kampala Capital City Authority, 2020, pp. 37-38)

It was also noted in the strategic plan that one of the major issues Kampala grapples with is “high urban population growth due to natural growth and rural-urban migration” (p. 24). At the organizational level, SWOT analysis revealed the following challenges:

Inadequate staffing, inadequate office space and logistics, limited or no integration of internal processes, inadequate financing for organizational (institutional) needs, lack of a robust M&E system, low automation and digitalization of internal processes, declining visibility among the city residents despite the many deliverables, capacity gap in project management. (Kampala Capital City Authority, 2020, p. 38)

Problems associated with transport were more articulated in the strategic plan and KPDP than in the interview data. It was pointed out in the strategic plan that:

Kampala has a road network of approximately 2,100 km of which only 31% are in a fair condition while most of the roads have outlived their usefulness and need total reconstruction and expansion. Furthermore, most of the transport infrastructure in Kampala has no, limited, or dilapidated provisions for pedestrians and cyclists. The absence of a well-organized system of public transport and the poor roads lead to problems of congestion. This has significant implications on the city's productivity, air quality (pollution), high levels of morbidity and must be addressed as a matter of urgency. (Kampala Capital City Authority, 2020, p. 45).

A similar problem of transport was highlighted in the KPDP. ROM Transportation et al. (2012) explained that:

Walking is the most dominant mode of transport in Kampala and accounts for half of the trips performed in the metropolitan area, yet NMT (non-

motorized transport) infrastructure lags behind the existing demand levels with almost no direct funding allocated to the improvement and upgrading of pedestrian facilities. The low quality of the existing NMT facilities deters others from walking to their destination and induces use of other modes (primarily boda-boda or Taxi). Cycling is not a preferred mode of transport in Kampala today. This is attributed mainly to the lack of cycling facilities within the city's boundaries. (p. 138).

Additionally, in harmony with the interview findings, the environment was underscored in the KPDP as a key issue that requires urgent attention. In the KPDP, Kampala's natural environment is cited as a resource under threat. ROM Transportation et al. (2012) stated that "the primary threat to Kampala's valuable ecosystem is the absence of an appropriate sewage system to deal with the effluent produced by human habitation, resulting in degradation of the wetlands and associated ecosystems and contamination of Lake Victoria and groundwater" (p. 11). The authors expounded that "Kampala's natural environment is one of the city's greatest strengths, under constant threat and pressure but still retaining immense value and potential" (p. 220).

Moreover, though briefly mentioned in the interview data, the land tenure system was cited as a big hindrance to Kampala's development. It is underscored in the KPDP that:

The land tenure system is one of the major impediments to the development of Kampala, impacting on multiple fields and in numerous ways: limiting the supply of land for housing, public services, economic activity, particularly for activities requiring large parcels and/or concentrations of activity, enabling and encouraging land speculation and distorting the property market, limiting the supply of developable land and consequently directing development to where land is available, thereby distorting the spatial structure on the metropolitan, city and local (parish and neighbourhood) scales, requiring enormous financial resources to enable land acquisition for infrastructural development and public service facility provision, effectively restricting infrastructural and service provision. The

future of Kampala is dependent on the urgent resolution of the primary shortfalls in the tenure system and the bottlenecks in the management of land registration. (ROM Transportation et al., 2012, pp. 113-115)

Additionally, consistent with the interview findings, the strategic plan highlighted governance as one of the issues affecting service delivery in Kampala. It was mentioned in the strategic plan that “one of the critical tensions and challenges facing Kampala pertains to the issue of co-operative governance. Citizens do not distinguish between responsibilities in different spheres. They instead focus on whether or not delivery has taken place” (Kampala Capital City Authority, 2020, p. 53).

Despite the challenges Kampala faces, it was observed in the KPDP that:

Kampala is blessed with fertile soils, clement, a moderate climate appropriate for habitation, recreation, and tourism, a rich, diverse, naturally balanced ecosystem based on Lake Victoria, unlimited supply of fresh water from the lake, a naturally green environment, natural topography with mild slopes, appropriate for both cultivation and habitation and breathtaking vistas. (ROM Transportation et al., 2012, pp. 3-4)

### ***Theme 5: Vision and Engagement***

The theme of vision and engagement emerged during data analysis. The vision and engagement theme encompassed three subthemes: vision casting (9), stakeholder engagement (10), and resource mobilization (4). The vision and engagement theme was associated with the RQ3: What is the role of transformational servant leadership in developing urban livability? Two questions (Appendix B) were asked to discover how transformational servant leadership contributes to the development of urban livability. A summary of theme 5, its subthemes, and frequencies are presented in Table 6.

**Table 6***Codebook for Theme 5: Vision and Engagement*

Theme	Subthemes	Freq.
Vision and Engagement	Vision Casting	9
	Stakeholder Engagement	10
	Resource Mobilization	4

**Vision Casting.** The subtheme “Vision Casting” comprised the following categories of codes: clear vision (5) and effective communicating (4). The findings indicated that vision casting is linked to the role of transformational servant leadership in developing urban livability. Participants highlighted that vision casting is one of the transformational servant leadership attributes that would enable KCCA leaders to develop Kampala’s livability. Participant 5 explained:

If a leader is going to be a transformational servant leader... give a vision, be visionary: “We are here. Where do we need to be?” Implant that in the minds of the people that “we are here but we need to go to the next level.” If you don't plant the vision, then what are you transforming? Is it for yourself?

Be a good communicator of the vision, but also the different attributes pertaining to the city. The leaders, I’ve said, must be visionary. They must be able to say, “Where do we want to be?” That should be on every leader’s mind. Where do you want to be 5, 10, 20 years from now? And are we working towards that if you're going to have a sustainable, livable, vibrant, and sustainable city that Kampala desires to be? Those are some of the attributes of someone who's going to serve as a transformational servant leader.

Participant 1 articulated the importance of casting a vision. They said:

Envisioning others all the time about where we are going, not just the here and now but what it is. Using words and pictures that describe the future that can be. That is extremely important for a transformational leader and

the servant leader. Never leaving anybody behind, and always gathering others to be part of it.

Participant 6 stated:

A transformational leader number one is inspirational, and he has where he's going in focus. So, he inspires people but he also knows where he's going. He has that focus because you cannot transport people from A to B when you don't know B, you're not focusing on that B. So, he is inspirational.

And the other quality has to do with effective communication because it's all about communication. If you are going to rally people to join your cause, they must understand that. And if they don't, they will not go. So, I must have those communication skills. In other words, as leaders in KCCA, we need to see how we can effectively communicate to the people so that they understand where we are leading them.

While describing transformational servant leadership behaviors that KCCA leaders would need to portray to improve Kampala's livability, Participant 10 explained that:

A person has to have foresight and know what is good to take people to a point where they can enjoy their lives in the city, maximize their potential, pursue their dreams, and achieve them. That would be characteristic number one of a leader.

**Stakeholder Engagement.** The subtheme "Stakeholder Engagement" incorporated the following categories of codes: leaders' involvement/engagement (3), people's involvement (5), and teamwork (2). The findings showed that stakeholder engagement is connected to the development of urban livability. Participants expressed that making Kampala a livable city requires the engagement of all stakeholders. Participant 5 mentioned that "transformation is not a one-person-driven thing. In a city like this, you must be a team leader, and ready to work with a team and others. You're not going to come up here and transform things by yourself."

Participant 2 expressed that:

There should be a blend of transformational leadership and servant leadership for the good of the people. When KCCA started, it worked for the people. But KCCA should work with people: the community and employees for the good of the community and employees.

Participant 1 explained that:

The servant leader is a change agent, and the change is caused by many. They bring others on board. So, not leaving things as they are... but how can we create change that serves the people even better? This is the change we want to create: we want land to be used better in Kampala. Where do we start from? Let's bring key stakeholders on board, and let the change begin by creating these conversations.

To stress the importance of the community's involvement in making a city livable, Participant 4 explained:

I think a lot of the changes that are going to happen in Kampala will require the involvement of people who live in Kampala. For example, if you want to construct a road and the space in between the roads is narrow, government doesn't have money to buy that space, if the community appreciates the importance of this road, they will be willing to give a small portion of that land to create a road. If we're talking about security and safety in the streets of Kampala, if someone grabbed your phone, no one will help you to get the thief. Everybody would fear to deal with the thief. I think one of the things countries or societies that have transformed have is the people have been at the center of it. I think everything that we do should involve the people. For me I think the change starts with the politicians. A lot of the things need politicians to be on board, to understand their role, the role that the community plays, and work with the technical people. For me, any initiative that is started here in the city cannot happen unless that is done.

**Resource Mobilization.** The subtheme "Resource Mobilization" included the following categories of codes: resources (2) and investment (2). The findings

revealed that urban livability has a close relationship with resource mobilization. Participants emphasized that mobilizing resources is an element of transformational servant leadership that would enable KCCA leaders to improve livability in Kampala. Participant 1 stated that “Looking for resources is a very active role that a transformational and servant leader has to play. So, creating relationships across government, beyond government, other stakeholders.” Participant 5 expressed the same opinion when they stressed that:

You must be a mobilizer. A mobilizer not only of the people but even resources. You need to be able to mobilize resources. He has to be able to reach out and say, “This is where we are going.” Again, all that comes back to the vision- being able to cast the vision clearly so people know where to go and what to rally around. The leaders, I’ve said, must be visionary.

Though Participant 4 did not directly talk about resource mobilization, they emphasized the need for more investment in transformation efforts by saying that:

If you want a complete change, you need to invest in that change. Government needs to invest more money to cause a transformed society. If you have a 30-kilometer road and you bring only 300,000, it will take you time to get there. If you're going to have a hospital in every division, it’s going to take you more years to do it. So, there is a need for investment.

The theme of vision and engagement in the interview data also emerged in the document review findings. It was stated in the Kampala Capital City Strategic Plan that as its strategic direction, KCCA leadership prioritized the following areas in the period 2020/2021-2024/2025: “enhance citizen engagement, city economic growth, enhance KCCA governance, citizen engagement, and operational excellence, address the transport challenges in the city, enhance quality of life- sanitation, housing, education, health, sports, and recreation, city resilience” (Kampala Capital City Authority, 2020, p. 21). Concerning the quality of life, it was highlighted in the strategic plan that:

Improving the quality of life of all Ugandans is a central goal of the NDP III. Assuming a central role in delivering this for the citizens of Kampala,



and across all aspects of life, is the overarching goal of KCCA and is the primary reason for its establishment. (p. 47)

Promoting Kampala as a green city and resource mobilization were also emphasized as KCCA's priorities in the five-year 2020/2021-2024/2025 plan. To keep Kampala green, it was stated that:

The target is to increase city beautification, create at least one public park, use a "Blue Green" strategy to link public spaces by planting along drainage systems and incorporating wetlands into green and accessible public space and also ensure that landscaping is designed into the road improvement program. (p. 51).

Regarding resource mobilization, it was highlighted that:

Over the planned period, KCCA will seek to grow its revenue base in order to augment government financing and the current local revenue mobilization efforts to include the following: (i) enhance the mobilization of local revenue (ii) engage development partners to help in project financing (iii) encourage private-public partnerships in selected service delivery areas. (p. 52).

### ***Theme 6: Serving Employees and Community***

The theme of serving employees and community was prevalent in the data. The serving employees and community theme comprised four subthemes: employee care and development (8), solutions and services (4), and leadership values (21). The serving employees and community theme was linked to RQ3: What is the role of transformational servant leadership in developing urban livability? Two questions (Appendix B) were asked to discover how transformational servant leadership contributes to the development of urban livability. A summary of theme 6, its subthemes, and frequencies are presented in Table 7.

**Table 7***Codebook for Theme 6: Serving Employees and Community*

Theme	Subthemes	Freq.
Serving Employees and Community	Employee Care and Development	8
	Solutions and Services	4
	Leadership Values	21

**Employee Care and Development.** The subtheme “ Employee Care and Development” contained the following categories of codes: supporting/motivating employees (4) and developing talent (4). The study findings suggested that employee care and development are vital to empowering employees to contribute to building a livable city. Participants pointed out that transformational servant leaders care for and invest in the followers’ development. Participant 6 stated that “a transformational leader will always be motivational. He motivates the people they are leading.” Participant 6 also added that:

When you’re a servant leader you cannot avoid to involve the people you are leading. You can't avoid to be where they are. You have to be where they are. You see, I’m sitting here. If I'm to appreciate the cleaners out there, I’ll choose a day to be with the cleaners. Sometimes I try but I don't think I've done enough. But the little time I have gone motivates people. So, you put off your tie, you put on gumboots, and you are there where they are. Those days when we were in COVID, and they were doing those potholes, they were staying in a certain place, we used to supply them lunch. You go there, eat the kawunga, beans they were eating. They will no longer complain because you've eaten the food they are eating.

While explaining how KCCA leaders would apply transformational servant leadership to make Kampala a livable city, Participant 7 alluded to employee care when they said:

Just to reflect a bit further on what we have been discussing. Servant leadership... knowing that I exist for you, for your cause- being there for

colleagues in tough situations, standing in and defending them where you need to do so, having that element of empathy-feeling for them in situations where you need to do so.

Participant 9 underscored the need to develop employees when they stated:

Let us as KCCA leaders cultivate a habit of looking for talent. Look for talent out of people. If you realize that someone doesn't have the required talent, build capacity. Also, pick talent from out there the way they picked us and brought us here. There is still a lot of talent out there. Pick up people and include them in here because that's what a leader does. You have to keep enhancing the team- improving your people. For people that are within and are lacking some specific capacities- talent, improve that talent, train them. But for those that are out there, and have the skills that you need, bring them into this workforce so that you add them onto the general team that is improving this city.

**Solutions and Services.** The subtheme “Solutions and Services” involved the following categories of codes: providing services (2) and providing solutions (2). The participants’ responses indicated that providing solutions and services is an element of transformational servant leadership. Participants articulated that KCCA leaders would utilize transformational servant leadership to improve Kampala’s livability by providing solutions and basic services. Participant 3 mentioned that KCCA leaders would display transformational servant leadership by “providing required services such as infrastructure development, garbage collection, easy movement, a good environment for trade, and proper physical planning.” Participant 9 said, “We just need to continue doing what we have been doing: accept where we are wrong and give solutions, continue finding solutions to the pressing challenges, and some of them are emerging challenges within the community.”

Though Participant 10 did not explicitly talk about providing solutions, they emphasized that:

The leader has to make decisions. You have to make decisions at the right time. Otherwise, you miss an opportunity. Now, that does not mean that

every decision you take is correct, but as long as the leader is taking them in the interest of the community.

**Leadership Values.** The subtheme “Leadership Values” consisted of the following categories of codes: empathy (3), listening (4), humility (6), integrity/stewardship (4), adaptability/innovation (2), and confidence/endurance (2). Participants suggested that KCCA leaders would apply transformational servant leadership to develop Kampala’s livability if they exemplified values that enhance a leader’s effectiveness. Participants cited examples of leadership values KCCA leaders would need to model. Participant 5 said:

If a leader is going to be a transformational servant leader, associate with the pain of the people in that city. If you can't associate or you do not associate with the pain, why are you transforming? How are you serving them? You cannot, unless you feel their pain, feel the pressure.

Participant 5 also stated:

A transformational leader must be ready to listen to others. Listening is important. You must listen to others- the team, your people, ...willing to change- able to adapt. I've seen that the city is a very dynamic place. Things change day and night. Today, tomorrow something else comes up. You must be able to adapt to these different circumstances that come along and go on.

Participant 1 pointed out modeling for followers as a transformational servant leadership attribute that would enable leaders to create urban livability when they said, Modeling for those you’re leading. Modeling humility, integrity, stewardship, confidence, and endurance. Modeling the key attributes that Christ has taught us in our service.” Additionally, Participant 1 talked about the importance of advocating conflict resolution in an organization when they shared that:

Another thing I’ve found here that is very, very important for a transformational and servant leader is nurturing conflict resolution intentionally. That requires growing your muscles, and saying I will not pay evil for evil, but I will pay evil with good. Intentionally going across so that you can build bridges. We’re bigger than our differences and we can resolve

them for the general good. Christ is the one who built the biggest bridge. Like here, we often conflict with the political side, with the central government. But being intentional in resolving conflict because of the general good that you see. Those are things that I am continually engaging in.

Participant 10 advised that “leaders should accept where the decisions they have taken were wrong and own the decisions. Furthermore, Participant 5 recommended that:

A leader has to create trust so that the people can trust that you will make the correct decisions. That way, even when you make the wrong decision, they know you didn't mean bad. You're a human being. Creating that trust between the community and leaders sometimes is a difficult thing because you have to demonstrate that you can be trusted. And in most cases, you find that there have been a breakdown of trust between leaders and the community, which is also evident in the case of Kampala. So, there's that issue of trust which a leader has to have to be transformational.

Participant 4 underlined the need to fight corruption in an institution when they stated:

Of course, we need to deal with corruption. It's not negotiable. If a genuine person walks to KCCA and gets served, if you move to any government office and you get the service that you need, you will stop thinking of bribing. It takes two: the corrupt and the person who is corrupted. The easiest way to eliminate corruption is to make sure that systems work. But the moment systems don't work, we will be abetting corruption.

Participant 8 expressed that:

I think as leaders, no matter what position we are at within the structure, we need to embrace that we are all leaders. I think it starts by communicating from the very bottom what they can do as transformative leaders, what they do as servant leaders. At the very top, it's more of listening to what your team is saying because what the team around you represents are views that cut across a huge number of people. At the top as a CEO, I think 100% your

job is purely as a servant leader because yours is to listen. They've brought you all the views. You can't meet everyone but the team that you have seated at that roundtable with you has brought you all the views that come from home to the top. So, then as a CEO, your job is to be a servant leader. But ensure that your team members balance those two aspects of leadership.

Participant 9 pointed out the importance of listening to people's views. They said:

Continue listening to the people because people know how they're supposed to live. Many of these people are well-traveled. They've seen these things elsewhere, and they would like this to happen here. If they speak let's not think that they're just being negative. But let us listen to them and give solutions to what they are saying.

### **Summary**

Six major themes emerged in the study findings: leading transformation, people and community-centered leadership, urban attractiveness and well-being, livability impediments and opportunities, vision and engagement, and serving employees and community. Subthemes of each major theme were also identified in the data. During interviews, participants shared their perspectives that portrayed the stated themes. There was apparent unity in the participants' views that transformational servant leadership can contribute to the development of urban livability. Document review findings related to the themes identified in the interviewed data. There was coherence between interview findings and document review findings. Chapter 5 is a discussion of the importance and relevance of the study findings. It will also include recommendations for future research along with a discussion of the limitations and implications of this study.

## Chapter 5: Discussion

The purpose of the current study was to explore the influence of transformational servant leadership on the development of urban livability. A case study was utilized to gather the views of the 10 participants on how transformational servant leadership influences the development of urban livability. This chapter addresses the importance and relevance of the research findings, discusses the theoretical and practical implications of the findings, and recommends areas for future research.

### Research Questions

The following three questions were answered through the study findings:

RQ1. How do KCCA leaders perceive transformational servant leadership?

RQ2. How do KCCA leaders perceive urban livability?

RQ3. What is the role of transformational servant leadership in developing urban livability?

The findings indicated that transformational servant leadership (TSL) can contribute to the development of urban livability because transformational servant leaders focus on creating transformation in organizations and situations, and serving people. Though TSL seemed a new concept to the participants, the participants' common view was that a blend of transformational leadership and servant leadership attributes is necessary to develop a city's livability. It is important to highlight that while the responses of some participants indicated that transformational leadership (TL) and servant leadership (SL) are related, the views of most participants inferred that TL and SL have some differences. Similarly, extant literature revealed that TL and SL overlap but differ in focus (Eva et al., 2019; van Dierendonck et al., 2014; Washington et al., 2014). Eva et al. (2019) postulated that servant leaders primarily focus on the followers and their needs. Transformational leaders, on the other hand, are largely concerned with organizational success (Allen et al., 2016; Xie, 2020).

### *Research Question One*

Transformational servant leadership is an emerging concept in leadership studies (Aumpradithpun & Vilavicencio; 2014; Shaw, 2017; Stauffer & Maxwell,

2020). The purpose of the current research was to explore how transformational servant leadership influences the development of urban livability. RQ1, “How do KCCA leaders perceive transformational servant leadership” specifically sought to obtain the participants’ opinions on transformational servant leadership. Two themes in the findings related to RQ1 included leading transformation (theme 1), and people and community-centered leadership (theme 2).

**Theme 1: Leading Transformation.** IQ1, “How would you describe transformational leadership” motivated participants to share their views on transformational leadership. The participants’ responses indicated that transformational leaders focus on transforming people, organizations, and the community. Participants described transformational leaders as leaders who are passionate about seeing transformation occur. Participants used terms such as an appetite for transformation, transforming people, transforming a situation, sharing a vision, and creating positive change. The current study findings resonated with the previous research that linked TL to initiating and implementing organizational change (Faupel & Süß, 2019, Le, T., & Le, P, 2021; Mgqibi, 2019). However, though the current research findings suggested that TL transforms individuals, organizations, and the community, the previous research associated TL with only organizational change (Faupel and Süß, 2019, Le, T., & Le, P, 2021; Mgqibi, 2019).

It is important to mention that the current research findings revealed that servant leaders can facilitate transformation in people and organizations because SL is centered on serving people. The findings validated the previous studies that linked SL to the successful implementation of organizational change. According to past research, servant leaders create the right conditions for the execution of organizational change because SL focuses on people (followers) and their well-being (Hundley, 2019; Irfan & HusamRjoub, 2021; Khatri & Dutta, 2018; Shadrick, 2018).

**Theme 2: People and Community-centered Leadership.** IQ2, “What does servant leadership mean to you? How would you describe a servant leader?” prompted participants to express their perspectives on servant leadership. The



participants' responses revealed that servant leaders prioritize serving people and the community. While describing SL, participants emphasized that servant leaders serve people. Serving people stood out as a principal characteristic of SL in the current study findings. Participants used terms such as serving people, focusing on people, serving others, serving city residents, and community interests. The current research findings align with the literature that associated servant leadership with a focus on serving people by caring for employees and nurturing a servant culture in organizations (Awashiti & Walumbwa, 2021; Greenleaf, 2002; Hurt & Long, 2023; Sendjaya et al., 2008).

IQ3, "How has transformational servant leadership been demonstrated at KCCA?" sought to capture the participants' opinions on how transformational servant leadership has been exhibited at KCCA. The participants' answers reflected that transformational servant leadership has been evident at KCCA since the institution was established. The present research findings confirmed that KCCA leadership has focused on transforming the city and serving the city community. Participants used terms such as revenue growth, change of institutional image, stamping out corruption, economic empowerment, and good service. One participant stated that "transformation and all our programming focus on the needs of the people. It is a community-centered transformation."

### ***Research Question Two***

Urban livability is a concept linked to the urban citizens' quality of life and well-being (Alderton et al., 2019; Martino et al., 2021). RQ2, "How do KCCA leaders perceive urban livability?" aimed to understand and gather the perspectives of KCCA leaders on urban livability. Two themes in the collected data were linked to RQ2: urban attractiveness and well-being (theme 3), and livability impediments and opportunities (theme 4).

**Theme 3: Urban Attractiveness and Well-being.** IQ4, "How would you describe a livable city?" and IQ5, "What is the importance of making a city livable?" were asked to gather the participants' views on urban livability. Based on their responses, it was apparent that participants were familiar with the concept of urban livability. Participants described urban livability mainly within the context of

the city of Kampala. That was not a surprise because individuals who participated in the study were leaders directly responsible for the city's management and development. Participants explained urban livability as an enjoyable, inclusive, and safe city with basic services, a healthy environment, and economic opportunities for all people. The participants' description of urban livability mirrored KCCA's strategic goal in the Kampala Capital City Strategic Plan 2020/2021-2024/2025 which focuses on developing Kampala as "an inclusive, liveable, resilient, and well-planned city that provides economic opportunities." The current research findings were congruent with the literature's description of urban livability as characteristics that make a city attractive, and enjoyable to live and work in (Alderton et al., 2019; Higgs et al., 2019; Lee, 2021; Martino et al., 2021). However, the present study findings revealed that context influences people's understanding of urban livability. People interpret urban livability based on their experiences.

The participants' answers to IQ5, "What is the importance of making a city livable?" showed that a livable city creates an environment for the citizens' physical, social, and economic thriving (flourishing). The participants' opinions were in harmony with the emphasis of the Kampala Capital City Strategic Plan 2020/2021-2024/2025 and the Kampala Physical Development Plan on improving the citizens' quality of life. The current study findings affirmed the position advanced in the literature that urban livability promotes the citizens' quality of life and well-being (Kashef, 2016; Saeed et al., 2022). However, the findings of this research revealed that citizens are inclined to take ownership of a livable city and contribute to its development.

IQ6, "What policies and plans does the KCCA leadership have to create urban livability in Kampala?" was asked to establish if KCCA management prioritizes urban livability. The participants' views indicated that urban livability is a priority of KCCA leadership. For instance, some participants cited that KCCA has established laws to protect children, regulate transport and markets, and protect the environment. In addition, participants highlighted that KCCA has plans to

improve transportation, waste collection and disposal, education and health services, and economic empowerment.

**Theme 4: Livability Impediments and Opportunities.** IQ7, “What could be the hindrances to making Kampala a livable city?” and IQ8, “What opportunities are available to make Kampala livable?” generated insightful information from participants. The responses reflected the participants’ experiences in their roles as city administrators. It was evident in the participants’ opinions that some issues slow down or inhibit KCCA’s plans and efforts to improve Kampala’s livability. Key issues that participants raised as livability obstacles in Kampala were limited funding for development projects, the KCCA governance structure (comprising the central government leaders, elected political leaders, and technical leaders), and citizens’ mindset exhibited in the residents’ irresponsibility and apathy towards contributing to Kampala’s livability.

A point to note is that limited funding was cited as a challenge in both the interview data and document analysis data. However, limited funding was emphasized as a major challenge to improving Kampala’s livability in the interview findings. The findings revealed that KCCA depends on funding from the central government and donors. The current study findings are consistent with Kafumbe’s (2017) assertion that limited funding is one of the reasons public institutions in developing countries are inefficient in delivering services to citizens.

Citizens’ mindset was explicitly and frequently highlighted in the interview findings as Kampala’s livability impediment. On the other hand, the citizens’ mindset was not directly mentioned in the documents, but wetland encroachment and environmental destruction were discussed. The fact that the citizens’ mindset was emphasized in the interview findings suggested that improving Kampala’s livability largely depends on the citizens’ cooperation or support. One participant expressed that “if we allowed the public to have a change of mindset in loving the city they live in, we will see less incidents of vandalism within the city. I think with a change of mindset, decisions will be made better.” Another participant pointed out that “the biggest challenge starts with the leaders. Most of the leaders are selfish.” It is worth pointing out that though the citizens’ mindset was prominent in

this study as a hindrance to developing urban livability, the literature was silent on the citizens' mindset. It can be concluded that citizens' mindset as a livability challenge was unique to Kampala.

KCCA governance structure was emphasized in the interview data and document review findings as a major challenge to improving Kampala's livability. However, more than stated in the documents, participants expounded that the KCCA's governance structure consisting of the political and technical wings, constrains the implementation of development projects, and law enforcement. Participants pointed out that in some cases, conflicts arise between the technical wing and the political wing. Participants also expressed that the lack of political support hampers the work of the technical staff and affects employee morale. The current study findings align with the previous research that highlighted the need for government leaders, opposition leaders, and cultural leaders in Kampala to work together to improve services (Nastar et al., 2019).

Although a high population and land tenure were not emphasized as livability constraints in Kampala during interviews, Kampala's population growth and land tenure system were identified as big challenges in the document review findings. It was stated in the documents that Kampala's rapidly growing population constrains the delivery of services to city citizens. The current study findings support a view in the literature that a burgeoning Kampala population poses socio-economic problems (Kwiringira et al., 2021; Kyohairwe, 2020; Richmond et al., 2018). The land tenure system was cited as a major challenge in the Kampala Physical Development Plan because acquiring privately or community-owned land for development projects is costly. Since land ownership was not mentioned as a challenge to urban livability in the literature, land tenure as a livability obstacle was unique to Kampala.

In their responses to IQ8 about opportunities to make Kampala a livable city, participants highlighted that Kampala is endowed with natural resources such as a green environment, a lake (Lake Vitoria), and a favorable climate for habitation and agricultural production. It was also underlined in the Kampala Physical Development Plan that Kampala is endowed with natural resources such

as fertile soils, fresh lake water, wetlands, and beautiful scenery. Given Kampala is naturally gifted, participants stressed the need to protect and harness natural resources to improve the city's livability. Besides, it was emphasized in the documents that environmental conservation should be prioritized for the good of Kampala.

In addition, participants pointed out that there are opportunities for KCCA to collaborate or partner with various stakeholders such as the government, religious institutions, and the community to build a livable city. According to the interview findings, collaboration and partnership opportunities are possible because of the government's goodwill and interest in Kampala. The findings also indicated that the people who live and work in Kampala desire a better, livable city.

### ***Research Question Three***

As stated before, transformational servant leadership is a concept that combines transformational leadership and servant leadership (Parolini, 2012; Shaw, 2017). RQ3, "What is the role of transformational servant leadership in developing urban livability?" intended to gain insight into how transformational servant leadership (TSL) contributes to the development of urban livability. Two themes in the interview data were connected to RQ3: vision and engagement (theme 5), and serving employees and community (theme 6).

**Theme 5: Vision and Engagement.** IQ9, "What behaviors of transformational servant leadership would enable city leaders to develop urban livability?" and IQ10, "How would KCCA leaders apply transformational servant leadership to the process of making Kampala a livable city?" were asked to capture the participants' perspectives on the transformational servant leaders' attributes that would facilitate urban livability development in a city like Kampala. The participants' responses showed that transformational servant leaders have a clear vision for a city, which they sell to followers and citizens (stakeholders). In the case of Kampala, the participants' views implied that KCCA leaders would apply TSL to develop Kampala's livability by articulating a vision for the city and sharing it with employees and citizens. According to M'Lingera and Guantai (2020), a clear and compelling vision guides decision-making in an organization.

It is important to note that KCCA has a vision for Kampala City. The long-term vision for Kampala was stated in the Kampala Capital City Strategic Plan as “a vibrant, attractive, liveable and sustainable city” (Kampala Capital City Authority, 2020, p. 12). It was also evident in the strategic plan that KCCA leadership has a short-term vision for the 2020/2021-2024/2025 period that focuses on citizen engagement, economic growth, governance, transport, resource mobilization, quality of life, and improving Kampala’s green environment among other priorities (Kampala Capital City Authority, 2020).

Additionally, the participants' views indicated that transformational servant leaders intentionally involve people in executing a vision for a city. According to the participants' views, KCCA leaders would apply TSL to improve Kampala’s livability by engaging and working with employees, government institutions, private sector organizations, and citizens as key stakeholders in city affairs. One participant underlined that “one person cannot change a city. It takes the leaders, city authorities, every person who lives in this city.” As a priority of the KCCA leadership, citizen engagement is frequently mentioned in the strategic plan document.

The current study findings align with the consensus in the literature that transformational leaders effectively articulate organizational vision and inspire engagement from followers (Jensen et al., 2018; Nawangsari et al., 2015; Steinmann et al., 2019). However, unlike the present research findings that emphasized citizen engagement, the literature limited its focus on employee engagement. Previous studies also associated servant leadership with employee engagement but did not link servant leadership to vision casting (Bakker & Albrecht, 2018; Canavesi & Mineli, 2022; Zhou et al., 2022). Thus, a fusion of transformational leadership and servant leadership as transformational servant leadership is suitable for developing a city’s livability.

**Theme 6: Serving Employees and Community.** In addition to the vision and engagement theme, the theme of serving employees and community arose in the participants' responses to IQ9 and IQ10. The participants’ perspectives suggested that transformational servant leaders improve a city’s livability by

prioritizing serving employees and the community. In the context of Kampala, the findings indicated that KCCA leaders would apply TSL to develop Kampala's livability by focusing on serving employees and the city community. KCCA leaders would serve employees by caring for and developing them. The participants' views were congruent with Greenleaf's (2002) argument that the ultimate test of a true servant leader is whether a leader's followers grow, become empowered, and cultivate a heart to serve the community. Paying attention to employee needs and growth increases employee engagement in the organizational vision and mission (Aboramadan et al. (2022); Zhout et al., 2022).

Besides, as transformational servant leaders, KCCA leaders would serve citizens by providing opportunities for the economic empowerment of low-income individuals and households. In addition, KCCA leaders would serve the community by solving community problems and providing essential services such as affordable housing, waste management, good infrastructure, education services, health services, an efficient public transport system, and other amenities. Further, KCCA leaders would serve followers and the community by exemplifying leadership values such as empathy, listening, integrity, humility, and innovation. The participants' ideas echoed the view of Allen et al. (2016) that servant leaders listen and show empathy and kindness to followers.

It should be noted that the strategic plan document highlighted that KCCA leadership demonstrated serving the community by organizing consultations with the city residents to understand their needs and aspirations. It was reported that KCCA's conversations with the citizens centered on issues such as waste collection and sanitation, health and education, employment opportunities, security, and public-private sector partnerships (Kampala Capital City Authority, 2020). In the Kampala Physical Development Plan document, ROM et al. (2012) recommended that widespread poverty in Kampala must be dealt with, slums (informal settlements) should be upgraded, and the quality of life needs to be improved.

The findings of this research are consistent with the notion in the literature that transformational servant leaders focus on caring for individuals (Parolini 2012). The findings are also compatible with the conclusion in the literature that

transformational leadership and servant leadership emphasize caring for employees and serving the community (Christensen-Salem et al., 2021; Kim, 2020; Yukl, 2013). The literature revealed that servant leaders serve the community by instilling a servanthood culture in employees (Christensen-Salem et al., 2021; Liden et al., 2014; Takeuchi et al., 2020).

### **Implications**

Transformational servant leadership is a novel leadership construct that integrates tenets of transformational leadership and servant leadership (Muhammad & Sari, 2021; Stauffer & Maxwell, 2020). Since transformational servant leadership is new in the leadership field, Shaw (2017) recommended further research on transformational servant leadership. The current study sought to explore how transformational servant leadership influences the development of urban livability. The study findings have theoretical and practical implications. Theoretical implications could contribute to the development of transformational servant leadership theory. Practical implications could influence organizations to incorporate transformational servant leadership in leadership development programs.

#### ***Theoretical Implications***

Several theoretical implications have arisen in the current research findings. First, the findings suggest that an individual can display transformational leadership and servant leadership attributes because transformational leadership and servant leadership do not conflict (TL and SL are not on opposite ends). The findings confirm a claim by Stone et al. (2004) that though different in focus, transformational leadership and servant leadership are complementary leadership styles.

Second, the current study findings indicate that integrating transformational leadership and servant leadership as transformational servant leadership enhances a leader's effectiveness. Transformational leadership focuses on transformation, and servant leadership emphasizes serving people. The findings confirm Muhammad and Sari's (2021) assertion that transformational servant leadership is an inclusive leadership model that can greatly impact followers and an organization.



Third, the findings of this research reveal that transformational servant leadership is a suitable leadership approach for the development of urban livability because a transformational leader's passion is transformative change while a servant leader's concern is serving people or the community. In essence, transformational servant leadership creates change that serves people. The findings support Shaw's (2017) research conclusions that transformational servant leadership creates a balance between transformation and service.

Fourth, the findings imply that transformational servant leadership can improve service delivery in public institutions given that the focus of transformational servant leaders is transforming organizations and situations, and serving people. The findings validate Stauffer and Maxwell's (2020) submission that transformational servant leadership is a suitable leadership model for implementing organizational change. The findings also support Parolini's (2012) argument that transformational servant leadership emphasizes caring for people and casting vision.

### ***Practical Implications***

Besides theoretical implications, the current study has some practical implications. First, the study findings emphasized the importance of articulating the vision for the city for buy-in from stakeholders such as employees, the government, and citizens. The findings concur with the view put forth by Nawangsari et al. (2015) that followers own and enthusiastically execute a clear organizational vision. Though the vision for Kampala exists and is written down, the KCCA leadership should clearly and consistently communicate the kind of city Kampala should be. KCCA employees and Kampala citizens need to understand the vision and own it. The vision for Kampala should be visible to everyone. It is then necessary for KCCA leaders to use various platforms and strategies to communicate the vision for the city to citizens. Awareness of the vision should be created in the community. According to the findings, success in mobilizing resources for city development is also tied to the clarity and people's understanding of the vision.

Second, research findings highlighted the necessity of community involvement in building a livable city, and revealed that the community is a key stakeholder in managing and developing Kampala City. Transforming Kampala into a city people enjoy living and working in, requires collective effort. KCCA leadership should prioritize engaging and working with the community to develop Kampala's livability. Moreover, changing the citizens' mindset about the city (a key issue cited in the findings) requires intentional and continuous engagement with residents. The findings suggested that if the citizens' mindset is marked by love (patriotism) for Kampala, residents will likely be motivated to conserve the environment and contribute to the city's development. In addition, the findings emphasized the need for collaboration and partnership to improve the city's livability. In that case, KCCA management should focus on building collaborative or partnering relationships with various stakeholders including government agencies to mobilize resources for the city's development and strengthen law enforcement.

Third, the study revealed that the KCCA governance structure is a constraint to the management and development of Kampala due to the multiple power centers. The findings particularly highlighted the lack of political support or political interference in decision-making, law enforcement, and implementation of development projects in the city as a major problem. Based on that, the KCCA governance structure should be reviewed and reorganized to enable the technical team to do its work effectively.

Fourth, the study underscored that the leaders' exemplary behavior contributes to the development of a city's livability. The findings indicated that KCCA leaders should model leadership values such as listening to employees and the community, humility, integrity, and innovation. According to the findings, positive leadership values like those mentioned above contribute to the leaders' effectiveness in leading and serving employees, and the community.

Lastly, the study showed that transformational servant leadership enhances leadership and organizational effectiveness because transformational servant leaders are transformation and service-oriented. KCCA as an organization would

benefit from incorporating transformational servant leadership in leadership development activities. Effective leadership increases organizational performance. According to Atiku et al. (2023), Kafumbe (2017), and Musinguzi et al. (2018), effective leadership is required to improve service delivery in public institutions.

### **Limitations**

There are several limitations to the current study. First, the study involved only KCCA leaders at the head office since there was not enough time to interview leaders at the division level. In addition, the study focused on leaders in the KCCA technical wing as participants. Leaders in the KCCA political wing were not enlisted in the study because it is the technical wing that manages the city, and designs and implements development projects. That means the data collected lacked perspectives from the political side of KCCA.

Furthermore, since the study was qualitative, the participants' views were subjective. The study findings cannot be generalized to contexts beyond the case under investigation (Noble & Smith, 2015). However, the findings can serve as insights that can be applied in other organizational contexts (Cresswell & Creswell, 2020; Creswell & Poth, 2018).

Lastly, qualitative studies are prone to be influenced by researcher bias (Creswell & Poth, 2018). The researcher did his best to guard against including personal opinions in the study findings. However, since the researcher is a resident of Kampala, it is possible that unintended bias occurred during the research process.

### **Suggestions for Future Research**

Though the current study provided insight into how transformational servant leadership influences the development of urban livability, the relationship between TSL and urban livability could not be fully understood through a single study. Further research is needed to enhance the knowledge of TSL's influence on urban livability. The current study might necessitate replicating in another city setting in Africa or elsewhere.

Additionally, since the study participants were KCCA leaders, a study involving Kampala city residents as participants is necessary. It would be beneficial

to gather the residents' views on how TSL influences the development of urban livability. A study focused on the residents' perspectives would increase the knowledge about the relationship between TSL and urban livability. In addition, it would be valuable to conduct a study on TSL and urban livability with KCCA leaders in the political wing as participants since the current study participants were leaders in the technical (civil service) wing.

Further, given that the current study was a qualitative case study, quantitative research is needed to obtain objective data on the link between TSL and urban livability. A quantitative study could potentially lead to the development of TSL as a theory. Presently, TSL is treated as a concept but not a theory yet. TSL is an emerging leadership model (Shaw, 2017; Stauffer & Maxwell, 2020) with the potential to become a subject of interest to scholars.

### **Conclusion**

The purpose of the study was to conduct a case study of Kampala Capital City Authority (KCCA) to explore the influence of transformational servant leadership on urban livability. The study involved conducting face-to-face interviews with 10 KCCA leaders to collect their views on how transformational servant leadership influences the development of urban livability. In addition to interviews, the Kampala Capital City Strategic Plan and Kampala Physical Development Plan documents were analyzed to supplement the participants' views. Research findings confirmed that transformational servant leadership can contribute to the development of urban livability because transformational servant leaders emphasize transforming organizations and situations, and serving people. The findings affirmed that transformational servant leadership is a suitable leadership approach for developing urban livability because transformational servant leaders are transformation-oriented and people-oriented (Shaw, 2017; Shaw et al., 2018). The study has several theoretical and practical implications in addition to suggestions for future research. Though the study provides several leadership principles, the overarching conclusion is that transformational servant leadership can influence the development of a city's livability because transformational

servant leaders are passionate about transformation and serving people, and the community. Transformational servant leadership creates change that serves people.

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## **Appendix A**

### **Informed Consent Form**

You are invited to take part in the study on “The Influence of Transformational Servant Leadership on Urban Livability.”

You were chosen to participate in the study because of your role as a senior leader at Kampala Capital City Authority (technical wing). Please read this form and ask any questions you might have before agreeing to participate.

The study is being conducted by a researcher named Calvin Oule, who is a doctoral student at Southeastern University.

#### **Background Information:**

The purpose of the study is to learn from participants how transformational servant leadership influences the development of urban livability. The researcher is conducting this research as one of the requirements to complete a PhD in organizational leadership program.

#### **Procedures:**

(a) If you agree, you will be asked to participate in an audio-recorded interview.

The interview will last approximately 45-60 minutes.

(b) Or, if you are interested, you will be asked to participate in an audio-recorded focus group discussion. A focus group discussion will last approximately 60-90 minutes.

#### **Voluntary Nature of Participation:**

Your participation in an interview or focus group discussion is voluntary. This means that everyone will respect your decision of whether to participate or not. No one at Southeastern University will treat you differently if you decide not to participate in the study. If you decide to participate now, you can still change your mind later. If you feel stressed during an interview or focus group discussion, you may stop at any time. You may also skip any questions that you feel are too personal.

#### **Risks and Benefits of Participating:**

There is a minimal risk of psychological stress during an interview or focus group discussion. If you feel stressed during an interview or focus group discussion, you

may stop at any time. There are no benefits to you from participating in the study. The researcher will benefit by learning from you as you share your views.

**Compensation:**

There is no compensation for participating in the study.

**Confidentiality:**

Any information you provide will be kept confidential. The researcher will not use your information for any purposes outside of the study. Also, the researcher will not include your name or anything else that could identify you in the research report.

**Contacts and Questions:**

The researcher's name is Calvin Oule. The researcher's Dissertation Chair is Dr. Joshua Henson. You may ask any questions you have now. Or if you have questions later, you may contact the researcher via email at [coule@seu.edu](mailto:coule@seu.edu) or the dissertation chair at [jdhenson@seu.edu](mailto:jdhenson@seu.edu). If you want to communicate privately about your rights as a participant, you can contact the Southeastern University Review Board at [irb@seu.edu](mailto:irb@seu.edu) or Dr. Joshua Henson, Program Director, PhD, and DSL programs.

The researcher will give you a copy of this form to keep.

**Statement of Consent:**

I have read the above information. I have received answers to any questions I have at this time. I am 18 years of age or older, and I consent to participate in the study.

Printed Name of  
Participant

Participant's Written  
Signature

Researcher's Written  
Signature

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## **Appendix B**

### **Interview Protocol**

Opening Remarks: My name is Calvin Oule, a doctoral candidate at Southeastern University, Lakeland, Florida.

Thank you for accepting to participate in this interview for my research.

The purpose of this interview is to learn from you how transformational servant leadership influences the development of urban livability.

If I ask a question you might not understand, please ask me to simplify it.

#### **Definition of Key Concepts**

Urban livability is the characteristics that make a city attractive, and enjoyable to live and work in (Alderton et al., 2019; Higgs et al., 2019; Lee, 2021; Martino, 2021).

Transformational leadership is a leadership style that motivates followers to support a common goal, nurtures their leadership potential, and initiates change in organizations (Bass & Bass, 2008; Bass & Riggio, 2006).

Servant leadership is a leadership approach that focuses on caring for, developing, and empowering followers (Barbutto & Wheeler, 2006; Greenleaf, 2002; Spears, 2005).

Transformational servant leadership is a concept that integrates transformational leadership and servant leadership principles and creates a balanced focus on achieving organizational goals and caring for followers (Parolini, 2012; Shaw, 2017).

#### **Part 1: Descriptive Questions**

Q1: How long have you been an employee of KCCA?

Q2: What is your current role at KCCA?

Q3: What are your responsibilities?

#### **Part 2. Interview Questions Linked to Research Questions**

RQ1: How do KCCA leaders perceive transformational servant leadership?

IQ1: How would you describe a transformational leader?

IQ2: What does servant leadership mean to you?

Follow-up question: How would you describe a servant leader?



IQ3: How has transformational servant leadership been demonstrated at KCCA?

RQ2: How do KCCA leaders perceive urban livability?

IQ4: How would you describe a livable city?

Follow-up question: What are the characteristics of a livable city?

IQ5: What is the importance of making a city livable?

IQ6: What policies and plans does the KCCA leadership have to create urban livability in Kampala?

IQ7: What could be the hindrances to making Kampala a livable city?

IQ8: What opportunities are available to make Kampala livable?

RQ3: What is the role of transformational servant leadership in developing urban livability?

IQ9: What behaviors of transformational servant leadership would enable city leaders to develop urban livability?

IQ10: Since KCCA's vision for Kampala is to be "a vibrant, attractive, liveable and sustainable city", how would KCCA leaders apply transformational servant leadership to the process of making Kampala a livable city?

**Appendix C**  
**SEU Introduction Letter**



Southeastern University  
1000 Longfellow Blvd.  
Lakeland, FL 33801  
800.500.8760  
www.seu.edu

September 1, 2023  
Joshua D. Henson, Ph.D  
Program Director, PhD. in Organizational Leadership  
Southeastern University 1000 Longfellow Blvd.  
Lakeland, FL 33801 [jdhenson@seu.edu](mailto:jdhenson@seu.edu)  
Executive Director,  
Kampala Capital City Authority  
City Hall, Kimathi Avenue  
Kampala, Uganda



Dear Sir / Madam,

The purpose of this letter is to introduce to you Calvin Oule. Calvin is a Ph.D. candidate in Organizational Leadership at Southeastern University in Lakeland, FL, USA. Calvin has proposed a case study exploring the relationship between transformational servant leadership and creating urban livability. In order to accomplish this proposed study, Calvin requests access to interview between 6 and 12 employees in the KCCA who have experience with the City of Kampala's urban livability efforts.

Scope: The scope of the proposed study is limited to interviews and document reviews of already publicly published records related to urban livability. Calvin will not need access to any confidential or sensitive information. There are no questions in the study that would potentially harm the reputation of the City of Kampala. The goal of the study is to use the KCCA as an exemplar of how transformational servant leaders can bring positive change to urban city centers,

Timeline: Calvin will need to collect data as early as October 2023 and no later than December 2023

If you have any questions, you can contact me at [jdhenson@seu.edu](mailto:jdhenson@seu.edu).

With gratitude,

Joshua Henson, Ph.D.

## Appendix D

### IRB Approval

**SOUTHEASTERN  
UNIVERSITY**



**NOTICE OF APPROVAL FOR HUMAN RESEARCH**

**DATE:** October 23, 2023  
**TO:** Joshua Henson, Calvin Oule, Bethany Peters  
**FROM:** SEU IRB  
**PROTOCOL TITLE:** Influence of Transformational Servant Leadership on Urban Livability  
**FUNDING SOURCE:** NONE  
**PROTOCOL NUMBER:** 23 BE 18  
**APPROVAL PERIOD:** Approval Date: October 23, 2023 Expiration Date: October 22, 2024

Dear Investigator(s),

The Institutional Review Board (IRB) for the protection of human subjects has reviewed the protocol entitled, Influence of Transformational Servant Leadership on Urban Livability. The project has been approved for the procedures and subjects described in the protocol.

Any changes require approval before they can be implemented as part of your study. If your study requires any changes, the proposed modifications will need to be submitted in the form of an amendment request to the IRB to include the following:

Description of proposed revisions;  
*If applicable*, any new or revised materials;  
*If applicable*, updated letters of approval from cooperating institutions

If there are any adverse events and/or any unanticipated problems during your study, you must notify the IRB within 24 hours of the event or problem.

At present time, there is no need for further action on your part with the IRB.

This approval is issued under Southeastern University's Federal Wide Assurance 00006943 with the Office for Human Research Protections (OHRP). If you have any questions regarding your obligations under the IRB's Assurance, please do not hesitate to contact us.

Sincerely,

Rustin Lloyd  
 Chair, Institutional Review Board  
 irb@seu.edu

**Appendix E**  
**Request to Conduct Research**

September 18, 2023

Executive Director

Kampala Capital City Authority,

City Hall,

Kampala

Dear Sir/Madam,

**Re: Permission to Conduct Research on KCCA**

I am a PhD student in organizational leadership at Southeastern University in Lakeland/  
Florida, U.S.A.

I am writing to request your permission to conduct a case study on Kampala  
Capital City Authority (KCCA), to investigate the role of transformational savant  
leadership in developing urban livability.

On that basis, I am kindly requesting your permission to interview KCCA senior leaders  
such as the Executive Director, Deputy Director, Directors, and other selected leaders on  
the mid-management level. The study also necessitates reviewing KCCA documents  
connected to Urban Development.

Please refer to the attached letter from Southeastern University about the research I intend  
to carry out.

Your support regarding this matter will be highly appreciated.

Yours Faithfully,



Calvin Oule,

Kizungu,, Makindye,,  
Kampala.

Phone contact: 0776990056

E-mail: oule.calvin@gmailcom



## Appendix F

### KCCA Permission Letter



#### DIRECTORATE OF ADMINISTRATION AND HUMAN RESOURCE

**REF: DAHR/KCCA/201/17**

18<sup>th</sup> September, 2023

Mr. Oule Calvin  
PhD Candidate  
South Eastern University, Lakeland, Florida  
Tel. No. 0776990056  
**USA**

**RE: REQUEST FOR RESEARCH DATA**

Reference is made to your letter dated 11<sup>th</sup> September, 2023 on the above subject.

This is to inform you that permission to obtain data for your study on **"Exploring the Relationship Between Transformational Servant Leadership and Creating Urban Livability"** has been granted to you.

The above permission is granted to you on the following conditions:

1. Participation in your study is voluntary and the informed consent process should be observed at all times.
2. You will provide a report to the office of the Director Administration and Human Resource of your findings after the study.

By copy of this letter, the Deputy Director Strategy Management and Business Development, and other Heads of Directorates are requested to render you all the necessary support.

**Grace Akullo (Mrs)**  
**DIRECTOR ADMINISTRATION AND HUMAN RESOURCE**

**Copy:** Deputy Director Strategy Management & Business Development  
File Copy

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Plot 1-3 Apollo Kagga Road  
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