# SERVANT LEADERSHIP, ORGANISATIONAL COMMITMENT, AND PERFORMANCE OF UGANDA'S PARLIAMENTARY COMMITTEES

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## DECLARATION

This dissertation is my original work and has not been presented to any college or university for academic credit

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## DEDICATION

To the Byoona and the Ekirapa families, who have always stood by me and provided encouragement when I needed it most. May you be blessed from generation to generation.

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# ABSTRACT

The underperformance of parliamentary committees in Uganda remains a major governance challenge, and despite existing focus on issues such as corruption and inadequate resources, limited attention has been given to the influence of servant leadership within the parliamentary context. Although servant leadership has been widely studied in sectors such as health, education, and business, its application to legislative institutions in sub-Saharan Africa remains underexplored. This study therefore aimed to determine the influence of servant leadership on the performance of parliamentary committees in Uganda, focusing on humility, persuasion, altruism, and empowerment, and examining the moderating role of organisational commitment by Servant Leadership Theory, Leader-Member Exchange Theory, and Goal Setting Theory. The study adopted a pragmatic paradigm and mixed-methods research design. Data were collected from 320 committee members using a census approach, alongside 12 committee chairpersons and 15 clerks selected purposively. Quantitative data were analysed using descriptive statistics, correlation, and regression analysis, while qualitative data were analysed thematically. Findings revealed that servant leadership traits were positively exhibited, with high mean scores of; humility (4.06), persuasion (4.02), altruism (4.03), and empowerment (3.99). Qualitative results confirmed that these traits foster inclusive decision-making, consensus-building, supportive work environments, and autonomy among committee members. Performance of parliamentary committees was also rated positively. Inferential analysis showed that servant leadership significantly influenced parliamentary committee performance, with humility ($\beta = 0.640$, $p < 0.05$), persuasion ($\beta = 0.590$, $p < 0.05$), altruism ($\beta = 0.620$, $p < 0.05$), and empowerment ($\beta = 0.610$, $p < 0.05$) all demonstrating positive and statistically significant effects, with empowerment and altruism emerging as the strongest predictors. Organisational commitment was found to significantly moderate the relationship, strengthening the influence of servant leadership, particularly altruism and empowerment, on performance outcomes. The study concludes that servant leadership is a key driver of performance of parliamentary committees, enhancing participation, engagement, and output quality. It was further concluded that the performance of committtees is strengthened when supported by high levels of organisational commitment. The study recommends institutionalising servant leadership through leadership training, capacity building, and policy frameworks, alongside strengthening organisational commitment through improved working conditions and inclusive governance practices. The study contributes to theory by extending servant leadership to legislative contexts in sub-Saharan Africa and provides practical insights for strengthening parliamentary leadership and governance. These findings are beneficial to parliamentary stakeholders, policymakers, researchers, and development partners seeking to improve legislative performance in Uganda.

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## ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| ALR | Annual Legislative Review |
| COW | Chief Opposition Whip |
| CPA | Commonwealth Parliamentary Association |
| GoU | Government of Uganda |
| IPU | Inter-Parliamentary Union |
| LOP | Leader of the Opposition |
| MDA | Ministries, Departments, and Agencies |
| MLQ | Multifactor Leadership Questionnaire |
| MOU | Memorandum of Understanding |
| MP | Member of Parliament |
| MPS | Ministerial Policy Statement |
| PACU | Pan Africa Christian University |
| PoU | Parliament of Uganda |
| PSP | Parliamentary Strategic Plan |
| ROP | Rules of Procedure |
| SPSS | Statistical Package for Social Sciences |

# OPERATIONAL DEFINITION OF KEY VARIABLES

## Servant Leadership

Servant leadership refers to a leadership philosophy in which leaders prioritise the well-being and development of their followers (van Dierendonck et al., 2024). In this study, servant leadership was operationalised as a multidimensional construct comprising humility, persuasion, altruism, and empowerment, measured using Likert-scale items assessing observable leadership behaviours as captured in the research instrument.

## Humility

Humility refers to leadership that involves viewing oneself accurately, appreciating others strengths and contributions while modelling teachability (Luo et al., 2022). It was measured through items assessing active listening, openness to ideas, respect for others, consultation, and self-reflection.

## Persuasion

Persuasion refers to a leader’s ability to convince people to change their attitudes or behaviours regarding an issue through dialogue in an atmosphere of free choice (Palm & Tims, 2025). In this study, persuasion was measured using items capturing shared decision-making, clarity of communication, ability to build consensus, and use of reasoned argument.

## Altruism

Altruism refers to unselfish concern for the well-being of other people by a leader with no apparent gain for oneself (Atukunda, 2025). It was measured through items assessing empathy, supportiveness, responsiveness, commitment to others, and willingness to place collective goals above personal interests.

## Empowerment

Empowerment refers to the practice of delegating decision-making authority to the lowest level of an organisation in order to increase individual motivation in the workplace (Eslamdoust & Mahmoudinazlou, 2023). It was measured using items assessing information sharing, encouragement of innovation, support for problem-solving, facilitation of learning, and involvement in decision-making.

**Committee Performance**

Committee performance refers to the extent to which parliamentary committees effectively fulfil their legislative, oversight, and representational mandates (Inter-Parliamentary Union, 2022; Mugambwa et al., 2024). In this study, it was measured using indicators including member attendance, adherence to work plans, timeliness of report submission, number and quality of reports produced, stakeholder engagement in legislative processes, and contribution to private member bills.

**Organisational Commitment**

Organisational commitment refers to the psychological attachment and loyalty of individuals to their organisation (Pandya, 2025). In this study, organisational commitment was operationalised using three dimensions: affective commitment, continuance commitment, and normative commitment, measured through Likert-scale items reflecting emotional attachment, perceived cost of leaving, and sense of obligation to remain within the organisation.

# CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE STUDY

## Introduction

This study examined the influence of servant leadership on the performance of parliamentary committees in the Parliament of Uganda (PoU), with organisational commitment as a moderator. It was carried out among Ugandan parliamentary committees that are central in processing parliamentary business. This chapter provides an introduction, statement of the problem, the purpose of the study, the objectives of the study, the research questions, justification, significance, scope, limitations, delimitations, and a chapter summary.

## Background to the Study

The performance of parliamentary committees is a central issue in democratic governance because committees are the main structures through which legislatures examine bills, scrutinise public expenditure, oversee executive action, and engage citizens and stakeholders in the policy process (Fernandes et al., 2019; Inter-Parliamentary Union [IPU], 2019). When committees perform effectively, they improve the quality of legislation, strengthen accountability, enhance representation, and increase the responsiveness of government institutions (Fernandes et al., 2019; Holman & Luneburg, 2017). Conversely, weak committee performance reduces the capacity of parliaments to hold the executive to account and undermines the broader goals of transparency, service delivery, and public trust in democratic institutions (Grömping, 2020; IPU, 2019). The Inter-Parliamentary Union identifies parliamentary oversight as fundamental to democracy, the quality of government, and implementation of national development priorities, which means that committee

effectiveness is not a peripheral matter but a core determinant of parliamentary performance itself (IPU, 2019).

At the global level, parliamentary committee performance varies widely across legislatures (IPU, 2019). In some parliaments, committees are relatively strong, specialised, and influential in shaping policy and overseeing the executive (Agranoff et al., 2019; Olsen & Petersen, 2020). Nordic parliaments such as Denmark, Norway, and Sweden are often cited in literature as examples where committee systems are supported by stronger institutional arrangements for ex post oversight and where committees play a meaningful role in legislative scrutiny (Agranoff et al., 2019; Olsen & Petersen, 2020). By contrast, other parliamentary systems demonstrate that the mere existence of committees does not guarantee strong performance (Grömping, 2020; Matheson & Tomsa, 2018). In South Africa, for example, parliament has specialised committees with powers to initiate and amend legislation, collect evidence, and set agendas, yet oversight has still been weakened by party dominance and executive subordination (Knowles, 2025). Likewise, comparative work on parliamentary committees in Latin America has shown that countries such as Brazil, Chile, and Peru have experienced committee performance problems linked to weak institutional frameworks, limited resources, and political interference (Grömping, 2020). These examples show that the performance of committees depend not only on formal rules and structures, but also on how leadership, internal relationships, and political dynamics shape committee operations in practice (Agranoff et al., 2019; Grömping, 2020).

At the regional level, parliamentary committees' performance in sub-Saharan Africa has frequently been constrained by executive dominance, limited institutional

autonomy, weak technical capacity, and uneven public accountability (Anheier et al., 2023; Koehler & Rasmussen, 2017). Recent analysis of open parliament reforms in Africa shows that even where transparency and participation mechanisms have improved, deeper accountability outcomes have often remained limited because parliaments still struggle to challenge executive power effectively (Knowles, 2025). In Kenya, for example, reforms associated with constitutional change and open government have expanded opportunities for public participation, yet parliamentary oversight remains constrained by executive dominance (Knowles, 2025). In South Africa, strong transparency infrastructure and civic pressure coexist with parliamentary weakness because entrenched party discipline and patronage networks continue to blunt oversight (Knowles, 2025). In Ghana, channels for civic engagement have expanded, but decision-making limitations and inconsistent government responsiveness have reduced the full accountability potential of parliamentary processes (Knowles, 2025). At the continental level, even the Pan-African Parliament illustrates how formal openness and regional norm-setting can be undermined by weak powers and an advisory rather than fully legislative mandate (Knowles, 2025). Together, these examples show that the performance of parliamentary committees in Africa is shaped not only by laws and resources but also by the quality of internal leadership and the ability of committees to act cohesively and independently (Knowles, 2025; Koehler & Rasmussen, 2017).

The African context also makes the case for servant leadership especially compelling (Gigliotti & Dwyer, 2016; Winston & Ryan, 2008). Many African governance systems operate within relational, communal, and morally grounded traditions in which leadership is expected to balance authority with service, consultation, and responsiveness (Amah, 2015; Anaya, 2016). In parliamentary

committees, these values are important because committee work is inherently collaborative and often requires balancing party interests, national priorities, and stakeholder concerns (Gigliotti & Dwyer, 2016; Northouse, 2021; Patra, 2023). Where committee leaders adopt service-oriented leadership practices, they may be better able to reduce adversarial behaviour, encourage collective ownership of committee mandates, and strengthen both internal cohesion and public legitimacy (Langhof & Güldenberg, 2019; Patra, 2023; Sendjaya, 2015). Yet although structural weaknesses in African parliaments are well documented, far less attention has been given to how specific leadership behaviours may improve committee functioning under such constraints (Mugambwa, 2024; Kori, 2022; Koehler & Rasmussen, 2017). This leaves an important analytical gap in understanding why some committees perform better than others even within the same institutional environment (Koehler & Rasmussen, 2017; Nyberg & Svenningsson, 2019).

In Uganda, parliamentary committees are indispensable to the functioning of parliament because they handle much of the detailed legislative, oversight, and representational work that plenary cannot manage directly (Government of Uganda, 1995; PoU, 2021). The Parliament of Uganda operates through a committee system that includes sectoral committees and standing committees, with committees such as the Budget Committee, Public Accounts Committees, Committee on Government Assurance and Implementation, and Committee on Human Rights playing important roles in scrutiny and accountability (Draku, 2022; PoU, 2021). According to the Parliament of Uganda rules of procedure, standing committees last two and a half years and sectoral committees are constituted to examine matters related to government sectors and public administration annually (PoU, 2021). The strategic objectives of the Parliamentary Commission also explicitly include improving

legislative scrutiny, strengthening oversight over the executive, and building parliament's institutional capacity to perform its constitutional mandate effectively and efficiently (PoU, 2021; Government of Uganda, 1995). These institutional arrangements demonstrate that committee performance is not secondary but lies at the core of parliamentary effectiveness in Uganda (Government of Uganda, 1995; Inter-Parliamentary Union, 2022a).

Despite this central role, available evidence shows that parliamentary committee performance in Uganda remains uneven and continues to face serious constraints (Obua, 2019; Hansard, 2023; Muhumuza, 2018; POU, 2023). IPU data identify Uganda as a unicameral legislature with hundreds of MPs and an active parliamentary structure, but available studies and institutional reports point to continuing weaknesses in the depth, consistency, and independence of committee oversight (Inter-Parliamentary Union, 2022a; Inter-Parliamentary Union, 2022b). Uganda's parliamentary development agenda aims to strengthen scrutiny and accountability, yet committee work has continued to be affected by delayed reporting, uneven attendance, inadequate technical support, political influence, and resource limitations (Hansard, 2023; Obua, 2019; Muhumuza, 2018). Even where parliament has recorded visible legislative activity and introduced oversight-related tools, such as compliance-oriented mechanisms in the budget process, these gains have not eliminated longstanding concerns about executive dominance, variable committee effectiveness, and limitations in the practical follow-through of oversight work (Inter-Parliamentary Union, 2022a; Inter-Parliamentary Union, 2022b). In this respect, Uganda reflects a broader pattern in which formal committee structures exist, but performance outcomes remain mixed (Muhumuza, 2018; Obua, 2019).

The Ugandan case is especially important because it shows that committee performance challenges cannot be explained only by structure (Northouse, 2021; Obua, 2019). Uganda has an established committee architecture, defined constitutional mandates, and explicit strategic goals related to scrutiny and oversight (Government of Uganda, 1995; PoU, 2021). Yet the continued difficulties in committee effectiveness suggest that institutional reform alone is insufficient to produce strong performance (Muhumuza, 2018; Obua, 2019). The way committee leaders guide deliberations, manage relationships, motivate members, and create working climates may help explain why some committees are more effective than others (Kelloway & Barling, 2018; Northouse, 2021). In other words, the performance of parliamentary committees in Uganda is likely shaped not only by resources and rules, but also by the quality of leadership operating within those committees (Gigliotti & Dwyer, 2016; Northouse, 2021). This makes leadership a central explanatory variable in understanding committee performance (Kelloway & Barling, 2018; Northouse, 2021), and this is where the present study is located.

Existing research on parliamentary committee performance in Uganda and across much of Africa has focused predominantly on structural, legal, political, and financial constraints (Mugambwa, 2024; Kori, 2022; Muga, 2017; Muhumuza, 2018). Similarly, research on servant leadership has grown substantially in sectors such as business, education, health, and faith-based organisations, but there is still very limited empirical work examining servant leadership in legislative institutions, particularly in parliamentary committees in sub-Saharan Africa (Alipio & Avecillas, 2023; Marinova & Moon, 2019; Nyberg & Svenningsson, 2019). The available Ugandan discussion of committee underperformance has emphasised issues such as inadequate resources, technical gaps, absenteeism, and executive interference, but has

paid insufficient attention to whether leadership behaviours such as humility, persuasion, altruism, and empowerment shape how committees function and perform (Mugambwa, 2024; Muhumuza, 2018; Obua, 2019). In addition, although organisational commitment is often discussed as an important condition that can strengthen the effect of leadership on performance, this moderating relationship has rarely been examined within parliamentary committee settings (Dami et al., 2022; Kauppila, 2021; van Dierendonck & Nuijten, 2011).

Global debates on the performance of parliamentary committees increasingly recognise that institutional design alone is insufficient to explain why some committees are more effective than others (Grömping, 2020; Northouse, 2021). Committees are not self-executing structures; their performance depends on how members deliberate, how leaders coordinate collective work, how conflict is managed, how information is shared, and how trust and commitment are built within the committee (Abdelaliem & Zeid, 2023; Kelloway & Barling, 2018). This means that leadership becomes a critical explanatory factor in understanding committee effectiveness (Kouses & Posner, 2003; Northouse, 2021). Where committee leaders encourage participation, build consensus, promote responsibility, and empower members to contribute meaningfully, committees are more likely to produce better reports, conduct more effective scrutiny, and sustain higher levels of engagement (Gigliotti & Dwyer, 2016; Northouse, 2021). Where leadership is authoritarian, exclusionary, or self-serving, committee processes may become politicised, fragmented, and less effective (Abdelaliem & Zeid, 2023; Pizzolitto et al., 2022). In this sense, the relationship between leadership and performance of parliamentary committees is both direct and consequential (Kelloway & Barling, 2018; Northouse, 2021).

It is within this broader leadership-performance debate that servant leadership becomes relevant to parliamentary committees (Eva et al., 2019; McDaniel, 2023; Sendjaya, 2015; van Dierendonck & Patterson, 2014). Servant leadership emphasises humility, persuasion, altruism, and empowerment, all of which are highly relevant in committee settings where performance depends on collective decision-making rather than command-and-control authority (Northouse, 2021; van Dierendonck & Patterson, 2014). In a parliamentary committee, a chairperson who listens to members, values diverse views, encourages participation, shares responsibility, and builds consensus is more likely to foster a climate in which members contribute actively and constructively (Gigliotti & Dwyer, 2016; Northouse, 2021). Humility can support openness and reduce defensiveness in deliberations (Luo et al., 2022; Hakanen & Pessi, 2018; Sousa & van Dierendonck, 2017). Persuasion can improve consensus-building without coercion (Barbuto & Wheeler, 2006; Horsman, 2018; Spears, 2023). Altruism can strengthen trust and commitment by placing committee goals above personal interests (Coetser et al., 2017; Northouse, 2021). Empowerment can increase initiative, ownership, and innovation among members and clerks (van Dierendonck, 2018). Since committee performance is expressed through attendance, timely reporting, quality of outputs, stakeholder engagement, and effective scrutiny, servant leadership provides a plausible behavioural pathway through which those outcomes can be strengthened (Ahmed, 2001; Holman & Luneburg, 2017; McDaniel, 2023. van Dierendonck, 2018).

The specific gap this study sought to close, therefore, is the limited empirical understanding of how servant leadership influences parliamentary committee performance in Uganda, and how organisational commitment may strengthen or weaken that relationship (Dami et al., 2022; Marinova & Moon, 2019; Nyberg &

Svenningsson, 2019). The study addresses both a contextual gap and a conceptual gap (Alipio & Avecillas, 2023; Muhumuza, 2018). The contextual gap lies in the scarcity of evidence from Ugandan and sub-Saharan African legislative institutions (Ambasa et al., 2022; Koehler & Rasmussen, 2017; Marinova & Moon, 2019). The conceptual gap lies in the limited integration of servant leadership dimensions with parliamentary committee performance as an outcome, especially in a setting where collective work, accountability, and deliberative engagement are fundamental (Dhiman & Roberts, 2023; Holman & Luneburg, 2017; van Dierendonck, 2018). By focusing on humility, persuasion, altruism, and empowerment as dimensions of servant leadership, and by linking them to parliamentary committee performance with organisational commitment as a moderator, this study responds directly to an underexplored area in leadership and governance research in the Ugandan parliamentary context.

**Statement of the Problem**

The performance of parliamentary committees is a critical determinant of the effectiveness of parliament in fulfilling its legislative, oversight, and representational mandates (Inter-Parliamentary Union [IPU], 2019; Patra, 2023; Sarangan, 2025). In Uganda, parliamentary committees are expected to scrutinise bills, review government programmes and expenditures, generate timely and high-quality reports, and engage stakeholders in ways that strengthen accountability and democratic governance (Fernandes et al., 2019; IPU, 2019). However, evidence indicates persistent concerns regarding their effectiveness. Reports show that many Members of Parliament attend fewer than 10 committee meetings out of an expected average of at least 60 sittings within a seven-month period, reflecting significant gaps in participation and commitment to committee work (Parliament of Uganda [PoU], 2023). Similarly, parliamentary strategic reports indicate that average attendance in

committee business declined from 16 members to approximately 13 across financial years, suggesting inconsistency in member engagement (Mugambwa et al., 2024). In addition, committee activities such as field visits and oversight engagements have at times been limited or deferred due to administrative and institutional constraints, affecting the depth and scope of committee work (Mugambwa et al., 2024). These challenges are manifested in delays in legislative review, inconsistencies in oversight of government programmes, and uneven quality and timeliness of committee outputs (Draku, 2022; Muhumuza, 2018).

Weak parliamentary committee performance has significant implications for governance because it constrains parliament's ability to hold the executive accountable, weakens policy scrutiny, and limits the contribution of committees to transparency, service delivery, and public trust in democratic institutions (IPU, 2021; IPU, 2022a). In contexts where committees do not function effectively, legislative processes may be delayed, oversight may become inconsistent, and opportunities for meaningful public participation may be reduced, thereby undermining the overall effectiveness of parliament (Fernandes et al., 2019; Holman & Luneburg, 2017; Patra, 2023).

In Uganda, several institutional and operational challenges have been associated with committee performance, including legislative capacity constraints, inadequate technical and financial resources, political influence, corruption concerns, and executive interference (Muhumuza, 2018; Mutinyu, 2024; Obua, 2019). While these structural factors provide important explanations, parliamentary committees are also interactive working groups whose performance depends on how members coordinate, deliberate, and execute their responsibilities in practice (Kelloway & Barling, 2018; Northouse, 2021). This suggests that internal processes within

committees may also play a role in shaping performance outcomes. To buttress this, the Rt Hon Speaker Anita Among, while communicating to the House on 18th January 2023, noted that some committees had failed to complete their work within the six-month period provided by the Constitution of Uganda (Hansard, 2023). They noted that this was an indictment on both the committee and parliament as a whole (Hansard, 2023).

Among such internal processes, leadership is an important organisational factor that influences how individuals interact, make decisions, and work towards shared objectives (Kelloway & Barling, 2018; Northouse, 2021; Tripathi et al., 2023). In parliamentary committee settings, where decision-making is collective and relies on collaboration rather than hierarchical authority, the manner in which leaders guide discussions, facilitate participation, and manage relationships may have implications on how effectively committees perform their mandates (Gigliotti & Dwyer, 2016; Northouse, 2021; Tripathi et al., 2023). Servant leadership, which emphasizes humility, persuasion, altruism, and empowerment, represents one such leadership approach that is particularly relevant to collaborative institutional environment (Dhiman & Roberts 2023; van Dierendonck & Patterson, 2014; Northouse, 2021). However, within the Ugandan parliamentary context, there is limited empirical evidence on how servant leadership is associated with the performance of parliamentary committees, and how this relationship may be influenced by organisational commitment (Marinova & Moon, 2019; Nyberg & Svenningsson, 2019). This study therefore examined the influence of servant leadership on the performance of parliamentary committees, while also assessing the moderating role of organisational commitment on this relationship.

## Objectives of the Study

The broad objective of this study was to examine the influence of servant leadership on the performance of parliamentary committees, while also assessing the moderating role of organisational commitment on this relationship.

The specific objectives were:

a. To investigate the influence of humility on the performance of committees in the Parliament of Uganda
b. To find out the influence of persuasion on the performance of committees in the Parliament of Uganda
c. To establish the influence of altruism on the performance of committees in the Parliament of Uganda
d. To examine the influence of empowerment on the performance of committees in the Parliament of Uganda
e. To determine the moderating effect of organisational commitment on the relationship between servant leadership and the performance of committees in the Parliament of Uganda.

## Research Hypothesis

The study was carried out with the aim of testing the following hypotheses:

a. $H_0$: Humility has no significant influence on the performance of parliamentary committees in Uganda

   $H_1$: Humility has a significant influence on the performance of parliamentary committees in Uganda
b. $H_0$: Persuasion has no significant influence on the performance of parliamentary committees in Uganda

$H_1$: Persuasion has a significant influence on the performance of parliamentary committees in Uganda

c. $H_0$: Altruism has no significant influence on the performance of parliamentary committees in Uganda

   $H_1$: Altruism has a significant influence on the performance of parliamentary committees in Uganda

d. $H_0$: Empowerment has no significant influence on the performance of parliamentary committees in Uganda

   $H_1$: Empowerment has a significant influence on the performance of parliamentary committees in Uganda

e. $H_0$: Organisational commitment has no significant moderating effect on the relationship between servant leadership and the performance of parliamentary committees in Uganda

   $H_1$: Organisational commitment has a significant moderating effect on the relationship between servant leadership and the performance of parliamentary committees in Uganda.

**Assumptions of the Study**

The study assumed that MPs would be available and willing to participate in the study despite their demanding schedules. To address this, flexible data collection methods were used, including scheduling interviews around parliamentary activities and coordinating with clerks to identify suitable times. The study also assumed that some MPs had sufficient experience and institutional memory to provide reliable insights, which was addressed through purposive selection of long-serving chairpersons and clerks for interviews.

Additionally, it was assumed that participants would provide honest and accurate responses. To ensure this, the study upheld strict ethical standards, including anonymity, confidentiality, and informed consent, while maintaining a neutral and non-judgmental approach during data collection.

Overall, these assumptions were managed through careful planning, methodological flexibility, and ethical safeguards to enhance the reliability of the findings.

**Justification of the Study**

The study is justified by the central role parliamentary committee's play in legislative processes and overall parliamentary effectiveness, alongside the limited focus on evaluating the leadership of committee chairpersons. Given the limitations of traditional leadership approaches in peer-based settings, the study highlights the need to explore servant leadership, which emphasizes persuasion, empowerment, altruism, and humility.

The findings are expected to help the parliament in Uganda identify leadership gaps, inform political parties in selecting committee leaders, and contribute to improving committee performance. Additionally, the study advances theoretical knowledge by providing empirical evidence on servant leadership within parliamentary contexts, thus, addressing existing research gaps. Overall, the study offers both practical and scholarly value by informing policy, enhancing leadership practices, and guiding future research on organisational effectiveness in legislative institutions.

## Significance of the Study

The study is expected to benefit multiple stakeholders. Parliament, including Members of Parliament and committee chairpersons who will gain evidence-based insights on how servant leadership can improve collaboration, inclusive decision-making, and committee performance. Committee clerks and other parliamentary staff, such as researchers, could benefit from improved coordination, communication, and working relationships within committees. Parliamentary administrators and the Parliamentary Commission will receive guidance for leadership development, institutional strengthening, and promoting a participatory leadership culture.

The general public stands to benefit through enhanced parliamentary effectiveness, leading to improved accountability, transparency, and service delivery. Policymakers, development partners, and civil society organisations will gain insights into strengthening legislative oversight, ethical conduct, and accountability mechanisms, while promoting integrity in parliamentary processes (Afrobarometer, 2025).

Academically, the study contributes to existing literature by providing empirical evidence on servant leadership within African legislative contexts, advancing theory through the integration of leadership dimensions and organisational commitment in explaining committee performance. Overall, the study offers practical and policy-relevant insights to improve leadership, parliamentary effectiveness, and democratic governance in Uganda.

## Scope of the Study

The study was conducted amongst parliamentary committees in the Parliament of Uganda. Committees are responsible for doing most of the work that is discussed in

plenary and therefore very important in parliamentary operations. The researcher focused on the 11th Parliament since these were the Members of Parliament available to be interviewed. Committees in this study were viewed as instruments of plenary which are key in enhancing the efficiency of the legislative process as articulated by the information theory of legislative organisation. The theoretical framework for the research was drawn from the Servant Leadership Theory, LMX Theory and, the Goal Setting Theory.

It is practically impossible to study all aspects of servant leadership. Spears (2002) alone came up with 10 areas namely; listening, empathy, healing, awareness, persuasion, conceptualisation, foresight, stewardship, commitment to growth, and building community. This study looked at four characteristics which are unique to other leadership theories. They are; humility, persuasion, altruism, and empowerment (Barbuto & Wheeler, 2006; Dennis & Bocarnea, 2005; Liden et al., 2008; van Dierendonck, 2018).

**Limitations of the Study**

The study faced several limitations, including the limited availability of Members of Parliament due to competing parliamentary and constituency responsibilities, as well as the sensitive political environment, which could have affected participation and the openness of responses. These challenges were mitigated through flexible scheduling of interviews, repeated follow-ups, and assuring respondents of confidentiality and anonymity to encourage honest participation. The researcher also created a neutral and professional research environment to minimise fear of victimisation and reduce socially desirable responses.

Resource constraints related to time and finances limited the breadth of data collection. To address this, the researcher prioritised key respondents and employed efficient data collection strategies to maximise coverage within the available resources. The cross-sectional design restricted the ability to observe changes over time; however, the use of both quantitative and qualitative methods helped provide deeper insights into the phenomenon under study at a specific point in time. Although the findings are context-specific to the Parliament of Uganda and may not be fully generalisable to other settings, the researcher provided detailed contextual descriptions to support transferability of the findings to similar institutional environments.

The study acknowledged the researcher's position as a parliament employee, which provided access and contextual insight but posed risks of bias and influenced respondent openness. To address this, the researcher practiced reflexivity, used structured research instruments, and adhered to rigorous methodological standards.

Bias was further minimised through supervision and peer review, as well as triangulation of data from MPs, clerks, and chairpersons to ensure balanced perspectives. Ethical principles such as confidentiality, anonymity, and voluntary participation were upheld to encourage honest responses, alongside transparency in documenting the research process.

**Delimitations of the Study**

The study was scoped to enhance focus and feasibility by concentrating on four key servant leadership dimensions of humility, persuasion, altruism, and empowerment which are central in the literature (Eva et al., 2019; van Dierendonck,

2018). It specifically examined parliamentary committees within the Parliament of Uganda to allow for in-depth analysis of leadership and performance at the committee level.

A cross-sectional design was used, limiting analysis to a single point in time without capturing long-term changes. The study also focused on selected respondents, namely Members of Parliament, committee chairpersons, and clerks, prioritising internal perspectives while excluding other stakeholders such as civil society actors.

## Chapter Summary

This chapter has introduced servant leadership as one of the topical approaches, different from the command-and-control type of the past. A shift has been noted towards leadership styles that focus more on followership than traditional leadership, specifically, variables such as persuasion, humility, empowerment and altruism, and all key aspects of servant leadership practice. The influence of these variables upon the performance of parliamentary committees was the centre of this investigation. This is because research on servant leadership in Africa, let alone in parliamentary committees, is scanty.

The chapter also provided the statement of the problem, purpose of the study, the objectives of the study, research questions, justification, significance, scope, limitations and delimitations of the study. The next chapter focuses on the literature review of the study.

# CHAPTER TWO: LITERATURE REVIEW

## Introduction

This chapter reviews the literature on servant leadership and how it affects the performance of parliamentary committees. Specifically, the chapter examines the concept of servant leadership with particular focus on effective leadership practices of humility, persuasion, altruism, and empowerment. A theoretical framework is presented and forms the basis of the underlying relationship between servant leadership and the performance of parliamentary committees. The chapter further looks at research gaps identified from available empirical and theoretical reviews. In addition, a conceptual framework is formulated based on the literature reviewed and ends with a summary.

## Empirical Review

### Servant Leadership

Servant leadership is a human-centred and multidimensional approach grounded in the desire to serve others first, prioritising the growth, well-being, and development of followers, organisations, and society (Adams et al., 2025; Celikdemir, 2023; Dhiman & Roberts, 2023; Frick, 2018; Liden et al., 2014). Unlike transactional leadership, which is based on exchanges and rewards, servant leadership emphasises selflessness, ethical behaviour, care, and the success of others over personal ambition (Cogswell et al., 2023; Sullivan, 2019; Krumrei-Mancuso, 2018; Horsman, 2018). It is widely regarded as an ethical and socially responsible leadership model suited to addressing contemporary governance and organisational challenges (Celikdemir, 2023; Parris & Peachey, 2013; Saleem et al., 2020; Sendjaya, 2015). Servant

leadership is associated with positive organisational outcomes that lead followers to healthier and greater autonomy in the organisation (Bavik, 2020; van Dierendonck, 2011).

The concept positions leaders as servants first, focusing on meeting followers' needs and fostering trust, morality, and collaboration (Celikdemir, 2023; van Dierendonck & Patterson, 2014; Greenleaf, 1977). Its growing relevance is reflected in both academic interest and adoption by leading global companies, highlighting its practical and workplace value (Eva et al., 2019; Sendjaya et al., 2016; Spears, 2023).

Although servant leadership is gaining global attention, research in sub-Saharan Africa remains limited. Existing studies in countries such as South Africa, Nigeria, Kenya, and Rwanda show strong alignment with cultural values like service, humility, and Ubuntu, as well as positive links to leadership effectiveness. However, there is a notable gap in its application to parliamentary contexts in Africa. The oxymoronic nature of servant leadership makes it an interesting field of study especially in a highly charged political environment.

Servant leadership is conceptualised through both trait-based and behavioural models. This study adopts a behavioural perspective, focusing on key dimensions of humility, persuasion, altruism, and empowerment as defining characteristics that distinguish servant leadership from other leadership styles (Barbuto & Wheeler, 2006; van Dierendonck, 2018).

### *Servant Leadership and Committee Performance*

Servant leadership is a philosophy of leadership whose primary aim is to develop human wholeness and flourishing (Horsman, 2018; Kaushal & Mishra, 2023;

Rodrígues-Carvajal et al., 2014; van Dierendonck, 2010). Servant leadership promotes the development of the organisation by growing and nurturing employees (Brutus & Vanhove, 2017; Kaushal & Mishra, 2023). Servant leadership also enhances organisational growth by building positive relationships with internal and external stakeholders (Kaushal & Mishra, 2023; Brutus & Vanhove, 2017). Under servant leadership, followers are empowered and nurtured to grow professionally and personally (Tanno & Banner, 2018). Servant leadership enhances employee work motivation and engagement, leading to increased work outputs (Bieńkowska et al., 2022). This type of leadership has a positive impact on follower well-being, engagement and performance (Flotman & Grobler, 2020; van Dierendonck & Nuijten, 2011; Winston, 2023). This is different from task-oriented leadership styles where leaders only care about the bottom line. People want to know that they matter as individuals first, they are not machines.

According to Flotman and Grobler (2020), servant leadership has a predictive value at the individual, group, and organisational levels. At the individual level, servant leadership is positively related to outcomes like self-efficacy, employee engagement, organisational citizenship behaviour, turnover intention, and organisational commitment (Liden et al., 2014; van Dierendonck et al., 2014; Walumbwa et al., 2010; Winston, 2023). At the group and organisational levels, servant leadership is associated with the team and organisational performance (Flotman & Grobler, 2020; Peterson et al., 2012). Though team performance is often perceived as an aggregate of personal or individual performance, the interaction between members always produces more.

Servant leadership prioritises the development, growth, and well-being of employees with emphasis on satisfying their needs (Brutus & Vanhove, 2017; Ehrhart, 2004; Lee, 2019; Mishra & Mahapatra, 2018; van Dierendonck, 2011; van Dierendonck et al., 2026). Servant leaders pursue the achievement of organisational goals by first facilitating the employees who constitute the organisation (Ghosh & Khatri, 2018; Lee, 2019; Stone et al., 2004; Winston, 2023). The leadership views human growth and organisational effectiveness as symbiotic, hence the need to reconcile them (Giambatista et al., 2020). This leadership style contributes towards employee satisfaction and retention (Alafeshat & Aboud, 2019; Winston, 2023).

Developing relationships with followers is intended to build loyalty, trust, commitment, and growth (Ghosh & Khatri, 2018; Winston, 2023). Servant leadership reduces employee turnover in organisations since employees feel responsible for their work (Bieńkowska et al., 2022; Ntalala et al., 2020). Servant leaders connect with employees to accomplish organisational goals without relying on positional power (Gandolfi & Stone, 2018; Ghosh & Khatri, 2018). They help the organisation realise its vision by prioritising employee well-being and improving functional efficiency (Ghosh & Khatri, 2018; Winston, 2023). There is a risk of servant leaders forgetting organisational goals hence the need to stay alert and focused on the organisations vision as well.

### *Humility and Committee Performance*

Humility is a grounding tenet of servant leadership and incorporates compassion, generosity, gratitude, and joy (Dhiman, 2023; Foulkrod & Lin 2024; Horsman, 2018;). Servant leadership calls for personal humility as a prerequisite for effective implementation (Gandolfi & Stone, 2018; Sendjaya, 2015). Humility is

linked to effective leadership, though it is not the only attribute of those leading great companies (Dhiman, 2023; Horsman, 2018; Luo et al., 2022; Newstead, 2021; Sendjaya, 2015; Silard et al., 2025). Humility means recognising individual talents, achievements and weaknesses (Dhiman, 2023; Patterson, 2003; Schowalter & Volmer, 2023; Sendjaya, 2015). It refers to having a proper or an appropriate assessment of oneself, not over or under estimation (Dhiman, 2023; Park et al., 2020; Sendjaya, 2015). Further, humility is an antidote to ego-inflation; it manifests when leaders appreciate gifts others possess and starts with self-awareness and honesty (Horsman, 2018). It is opposed to pride, arrogance, or egocentrism (Dhiman, 2023; Mertel & Brill, 2015; van Dierendonck & Patterson, 2014). Being humble does not mean failing to appreciate your strengths as a leader and it should not be associated with low self-esteem.

Impediments to humility include arrogance and dishonesty (Horsman, 2018). Humility is difficult to attain if a leader struggles with acceptance and advancement since it starts with self-awareness and honesty (Horsman, 2018). Servant leaders gain satisfaction through a commitment to serve the underprivileged and marginalised than in their ability to spellbind followers (Sendjaya, 2015). Humility is more treasured after corporate scandals in the United States resulted from an untamed ego, arrogance and self-entitlement manifested by corporate executives (Sendjaya, 2015). Humility, being an antidote to ego inflation, can increase the effectiveness and authenticity of a leader (Horsman, 2018). Servant leaders are not weak; they use power primarily for the good of others and the organisation (Laub, 2018).

A humble leader promotes others above self (Horsman, 2018, Silard et al. 2025). Humility may arise from a commitment to God, a spouse, a career, or a team,

and increases with a deeper commitment to the relationship (Horsman, 2018; Silard et al. 2025). Indeed, one needs a super power above self to be able to avoid being selfish no wonder servant leadership has been associated to religion. Humble leaders believe everyone has talents, limits and inabilities and this enables them to empower employees (Horsman, 2018; Silard et al. 2025). Humility means respecting and appreciating your gifts and talents and those of others who may be subordinate to yours (Horsman, 2018; Silard et al. 2025). Humility is progress by having self-acceptance, many times leaders do not take time to examine themselves (Horsman, 2018). The duty to rally others in organisations requires humility that focuses on others not-self (Horsman, 2018). Nurturing a relationship capacity requires ego transparency and orientation towards meaningful relationships (Horsman, 2018). Humility helps develop authenticity by a leader acknowledging that they have limitations that can be filled by others (Laub, 2018). A humble spirit allows a leader to focus on others' interests, leading to altruism (Laub, 2018).

Leaders who adopt humility may lead to enhanced work engagement, vitality, job satisfaction and organisational commitment from followers (Keleman et al., 2023; Sousa & van Dierendonck, 2017; van Dierendonck & Nuijten, 2011). Servant leaders develop followers' talents and take note of tasks well done (Koistenen et al., 2023; Sun, 2013). They use positional power for the benefit of others (van Dierendonck & Patterson, 2014). Humble leaders are teachable and aware of their weaknesses (Sendjaya et al., 2016) and humble leadership may result into improved organizational performance arising from increased psychological safety and knowing that risks and failures are accepted (Rego et al., 2021).

Humility consists of recognising mistakes, faults, and limits, acknowledging followers' contributions and strengths and being teachable (Liu, 2016; Silard et al. 2025). It can significantly affect employee performance, job satisfaction, and willingness to contribute and impact employees positively (Nielsen et al., 2010; Rego et al., 2016; Silard et al. 2025). Humble leaders are transparent about their limitations, faults and mistakes and are open to self-disclosure (Liu, 2016; Silard et al. 2025). Being honest about imperfection includes accepting personal flaws, knowledge gaps, wrong judgment, and emotional failures (Liu, 2016; Silard et al. 2025).

Humble leaders are more receptive to new ideas, contentious information, and advice, and can process information in a balanced way (Liu, 2016; Silard et al. 2025). Self-awareness enables humble leaders to tap the strengths of others, allowing them to enhance their subordinate self-efficacy (Liu, 2016; Silard et al. 2025). In a modern organisational setting characterised by uncertainty and the need for adaptability, bottom-up approaches to leadership are critical (Liu, 2016). Humility enables leaders to quickly recover when they are getting too emotional because they are open and can seek help (Owens & Hekman, 2012).

Servant leaders affirm followers’ strengths and talents rather than being threatened by superior intelligence and skills (Sendjaya, 2015). The humility of servant leaders makes them teachable because they have a deep awareness of their weaknesses and thus helps them identify their blind spots (Sendjaya, 2015). Leaders can be defensive, especially towards unsolicited feedback from followers, because of the power and authority they hold (Sendjaya, 2015). Being teachable enables servant leaders to grow in self-knowledge, leading to authenticity (Sendjaya, 2015). A humble leader acknowledges that they are deficient in some areas and look to others for

reinforcement (Laub, 2018; Nguyen et al., 2020). This flexibility gives room for innovation in today's fast-paced world with numerous changes.

Humility can be a double-edged sword because employees may see humble leaders as less agentic (Silard et al. 2025). Humility may produce negative outcomes in certain contexts or conditions (Silard et al. 2025). This is very possible in a politically charged environment like Parliament and calls for discernment and wisdom from leaders. Firmness is necessary, especially when things are going wrong, for example, if members are breaking rules in a committee, the chairperson should be able to speak up.

The literature on leader humility and team performance is still relatively sparse, but it is growing rapidly. There is evidence that leader humility is positively related to team performance. A study by Owens et al. (2013) found that leader humility was positively related to follower engagement, creativity, and proactive behaviour, which in turn predicted higher team performance. The authors also found that the relationship between leader humility and team performance was mediated by team psychological safety, meaning that humble leaders created a climate of trust, respect, and openness that allowed team members to feel comfortable taking risks, sharing ideas, and challenging assumptions.

A study by Wang et al. (2019) found that leader humility was positively related to team creativity and innovation, and that this effect was mediated by team knowledge sharing and psychological safety. The authors argued that humble leaders fostered a culture of learning and improvement in which team members felt free to share their knowledge and expertise, experiment with new ideas, and make mistakes

without fear of criticism or retaliation. This, in turn, led to higher levels of creativity, innovation, and performance.

Evidence suggests that leader humility has a strong effect on team performance in certain contexts or for certain types of teams. A study by Lei et al. (2022) found that leader humility was more strongly related to team creativity and innovation in teams with higher levels of diversity, meaning that humble leaders were better able to leverage the unique perspectives and backgrounds of diverse team members to generate new ideas and solutions. In contrast, the effect of leader humility on team performance was weaker in teams with low levels of diversity, where team members had more similar perspectives and experiences.

Empirical evidence suggests that the benefits of humble leadership are amplified in teams where members depend heavily on one another's contributions. For example, Duan (2019) found that the positive indirect effect of humble leadership on research and development team innovation performance through team psychological safety was stronger when task interdependence was high. Ye et al. (2020) reported that team humility had the greatest impact on employee creative performance under conditions of high task dependence and a competitive climate. In these teams, humble leaders were better able to facilitate communication, coordination, and cooperation among team members, which in turn led to higher levels of team performance. In contrast, the effect of leader humility on team performance was weaker in teams with low levels of task interdependence, where team members had more independent roles and responsibilities.

There is evidence that leader humility interacts with other leadership styles or behaviours to influence team performance. Studies have found that the effect of leader

humility on team performance was stronger when combined with transformational leadership (Barling, 2013; Bass 1985; Bass & Riggio, 2006; Burns, 1978). This meant that humble leaders who also exhibited inspirational, intellectual, and individualised consideration behaviours were more effective at motivating and empowering their followers to achieve high levels of performance. In contrast, the effect of leader humility on team performance was weaker when combined with transactional leadership, meaning that humble leaders who also relied on contingent rewards, punishment, or management-by-exception behaviours were less effective at creating.

### *Persuasion and Committee Performance*

Servant leadership is an influence process that does not incorporate influence in the traditional way of domination, directing and control (Cogswell et al., 2023; Mutia & Muthamia, 2016). Servant leaders use persuasion while relating with followers, it is therefore for a source of power for them (Cogswell et al., 2023; Greenleaf, 1998; Kritz & Speranza, 2023; Mathews, 2025). Servant leaders use communication, collaboration, and persuasion to achieve consensus in an organisation (Bame, 2017; Horsman, 2018; Mathews, 2025). Persuasion occurs when one makes a decision based on what they know and personal intuition (Greenleaf, 1970). Influential persuasion assumes that a leader's power to influence originates from commitment to serving first, authenticity, interdependence, and availability (Horsman, 2018). Influential persuasion requires a moral approach to leading (Horsman, 2018). Persuasion is not a topic that has been commonly discussed in leadership circles like parliament but with the gradual departure of the command and control paradigm, it deserves a central position in leadership discourse.

Greenleaf (1996) called for persuasion without coercion, led by compassion and generosity (Horsman, 2018). According to Greenleaf, persuasion involves having a feeling of rightness about a feeling or action through one's intuitive sense. The act of persuasion, thus defined, "would help order the logic and favour the intuitive step. The persuaded person must take that intuitive, step alone, untrammeled by coercive or manipulative stratagems of any kind" (Greenleaf, 1996, p. 129). Intuition provides foresight through patterns that allow generalisation based on history of events (Greenleaf, 1977).

Persuasion can lead to influence without dependence on positional power (Beck, 2014; Davis, 2017; Tripathi et al., 2023). According to Aristotle, persuasion relies on logos (logical argument), pathos (appeal to emotions), and ethos (the personal character of the persuader) (Frick, 2018). Persuasive mapping relates to having the ability to influence others using sound reasoning and mental frameworks to conceptualise greater possibilities (Barbuto & Wheeler, 2006). Servant leaders use persuasion while relating with followers (Greenleaf, 1998; van Dierendonck, 2011).

Modern approaches to leadership explore the co-construction of leadership based on one's relationship with followers (Gigliotti & Dwyer, 2016). Persuasion may lead to dialogue, healing and learning, not resistance (Horsman, 2018). The ability to influence others is the cornerstone of leadership (Beck, 2014; Yukl, 2006). Servant leaders are willing to learn from others despite their position in the organisation making them more influencial (Laub, 2018). This ties persuasion to humility unless a leader does away with ego and pride persuasion can be elusive. It is, therefore, crucial to develop the art of persuasion in leadership and parliamentary committees need this art. Leaders should be responsive to followers' requirements to enable both to focus

on accomplishing goals (Ferris, 2020). Parliamentary committees hold deliberative and authoritative attributes and therefore need the skill to persuade (Moulds, 2020). Committees are places where legislative bargaining and compromises on bills take place before the general debate in plenary, and persuasion is therefore key (Little & Ogle, 2006; Sarangan, 2025).

Chairpersons of committees are leaders among equals and need to use persuasion, negotiation and cajolery to succeed (Little & Ogle, 2006; Sarangan, 2025). Legislative committees ought to be inspired by a consensual and cooperative logic of action, refraining from open engagement in political struggle (Little & Ogle, 2006, Sarangan 2025). Rational persuasion relates to using data and information to make decisions (Sikorski, 2017). Rationality and persuasion are more positive power bases than coercion (Greenleaf, 1970, Tripathi et al., 2023). Servant leaders use communication, collaboration, and persuasion to achieve consensus in an organisation (Horsman, 2018). Persuasion occurs when one makes a decision based on what they know and personal intuition (Greenleaf, 1970). Effective persuasion requires a principled approach to leading and assumes that a leader's power to influence originates from a commitment to serving first, authenticity, interdependence, and availability (Horsman, 2018).

Servant leadership relies on trust, commitment, and loyalty between leaders and followers, not positional power (Ferris, 2020). Servant leaders create and maintain cooperative relationships leading to enhanced interpersonal dialogue and information dissemination (Rai & Prakash, 2016). Even when handling conflict, servant leaders should not coerce, control, manipulate, or abuse followers (Horsman,

2018). Chairpersons of committees need to be transparent and willing to discuss issues with committee members whenever necessary (Little & Ogle, 2006).

Persuasion may lead to dialogue, healing, and learning, not resistance (Horsman, 2018). Servant leaders operate by convincing others, not by coercion for compliance (Spears, 2010; Tripathi et al., 2023). They influence others by persuasion and not as a formal authority in their interactions with followers (Greenleaf, 1998; Tripathi et al., 2023; van Dierendonck, 2011). Parliamentary committees need to spend time cultivating their sources of influence such as expertise and relationships, instead of resorting to formal status and power (White, 2015).

Models based on persuasion are more productive than authority-based models regarding positive outcomes (Sikorski, 2017). Leaders capable of consistently using persuasive mapping rather than legitimisation develop stronger relationships with their followers (Greenleaf, 1970). Coercion is a negative power base that can render a workplace toxic and make work difficult (Greenleaf, 1970). According to Greenleaf, coercive power is helpful as a deterrent and cannot be constructive (Spears, 1995). Dictatorship is often resisted, leading to destroying relationships. Leaders can choose to listen, then influence, and persuade (Horsman, 2018). A servant leader with expertise in dialogue can positively influence and support others within the changing global landscape (Gigliotti & Dwyer, 2016). Generative dialogue effectively initiates profound motivational shifts and behavioural change in a group or organisational culture (Horsman, 2018).

Legislatures depend on committees as the key locus for bargaining and building agreements (Little & Ogle, 2006; Patra, 2023). Committees promote better deliberation, cooperation, and debate by solving problems (Gaines et al., 2019).

Parliamentary committees can be viewed as problem-solving institutions through which interest groups and policy-makers hold discussions to promote effective legislation (Chaqués-Bonafont & Márques, 2016). It is, therefore, crucial for committee chairpersons to have the art of persuasion and not depend on positional power since they are dealing with peers and not employees. It should be noted that persuasion can be sometimes seen as weakness, failure or manipulation in the political arena. Members may think a chairperson is persuasive because of ulterior motives. Persuasion therefore should be accompanied by proper explanation and dialogue.

### *Altruism and Committee Performance*

Altruism refers to being 'others' orientated, selfless, and possessing a desire to positively influence by consistently being responsive to people, organisational and societal needs (Coetser et al., 2017, Hurt & Nolan, 2024). Servant leaders are driven by the primary desire to serve first; leadership is secondary to serving others (Kritz & Speranza, 2023; Manala, 2014; Sun, 2018; Urrila & Eva, 2024). Altruism can be described as the negation of narcissism (Mulinge, 2018). It is the central component of the leadership process under servant leadership, making it unique (Mulinge, 2018; Mutia & Muthamia, 2016; Russell & Stone, 2002). Altruism plays a considerable role in identifying servant leaders (Beck, 2014; Mulinge, 2018).

Servant leadership is determined by its emphasis on being others-oriented (Schowalter & Volmer, 2023). Greenleaf (1998) makes an observation that "the servant-leader is a servant first. It begins with a natural feeling that one wants to serve first. then conscious choice brings one to aspire to lead" (p.13). Serving first distinguishes servant leadership from other leadership approaches (Horsman, 2018; Sendjaya, 2015). Sacrificing self-interest in service to others and making a difference

in others' lives is the first principle of servant leadership (Davis, 2017; Ragnarsson et al., 2018).

Altruism is a behaviour aimed at benefitting others (Hurt & Nolan, 2024; Snyder & Lopes, 2007). It is closely linked with empathy, enabling a servant leader to be responsive to those being served (Petrovskaya & Mirakyan, 2017). Servant leadership has strong altruistic overtones due to its emphasis on followers' concerns, empathy, care and nurturance (Northouse, 2021). The ultimate goal of servant leadership is service by putting others first and diligently working to meet followers' needs (Sousa & van Dierendonck, 2017). Servant leaders are selfless, putting others' interests before personal and organisational interests (Greenleaf, 1977; Kritz & Speranza 2023). The decision to serve others stems from a willing heart, suggesting a conscious and deliberate choice (Hurt & Nolan, 2024; Manala, 2014). Putting others first is a tall order that needs divine intervention since human beings are generally selfish people. It is however achievable. Nelson Mandela is a good example of an altruistic leader who should be emulated.

Chairpersons of committees should be altruistic, seeking to meet members' needs before their own in order for committees to perform effectively. Organisational leaders are influential when motivated by concerns for others, and their actions are guided primarily by criteria to benefit others (Beck, 2014). Altruistic behaviours entail benefiting another person, performing voluntary action, being intentional, having clear goals, but not expecting external reward (Ghosh & Khatri, 2018; Manala, 2014; Reed et al., 2011). Altruism can be viewed as a link between sound and good motives without having ulterior motives (Mulinge, 2018; van Dierendonck & Patterson, 2014).

The crux of servant leadership is thus being follower-focused and altruistic, leading to follower satisfaction, a commitment to serve, and enhancement of the common good (Flotman & Grobler, 2020; Sendjaya, 2015). With their sacrificial nature, servant leaders are willing to be role models for their followers (Sendjaya et al., 2016). Servant leaders emphasise follower development (Hale & Fields, 2007; Canavesi & Minelli, 2022). They use less institutional power and control, but shift authority to followers (Northouse, 2021). Servant leaders build up others by listening, facilitating dialogue and empowering followers (Ragnarsson et al., 2018). These leaders derive satisfaction and motivation by satisfying the needs of others (Kumar, 2018). Chairpersons of committees would be expected to lead by example and steer committees towards achieving shared goals.

Being self-sacrificing creates a basis for servant leaders' behaviours to be emulated by their followers (Sendjaya et al., 2016). The leader's ability to transcend self-interest in serving others is essential for servant leadership (Irving, 2018; Parris & Peachey, 2013). Altruism considers actions moral when they are primarily aimed at promoting the best interests of others (Mulinge, 2018; Northouse, 2021). Servant leadership is being others orientated with the intent to empower; it is aligned with the construct of altruism (Northouse, 2021). Serving others or altruism is cardinal to leadership effectiveness (Beck, 2014; Hurt & Nolan, 2024; Moss, 2006).

Servant leaders are mindful of their responsibilities, prioritising service regardless of the nature of the service or the person to be served; they do so without seeking acknowledgment or compensation (Sendjaya et al., 2016). Chairpersons of committees should be able to accommodate members notwithstanding their political inclination, tribe, gender, or age. Servant leaders are involved in sacrificial behaviours

to the extent that they are willing to incur personal costs to serve others (Sendjaya et al., 2016). Servant leaders are not egoistic and do not project themselves as superior to those they lead (Laub, 2018). Servant leadership places the good of followers over the personal interest of the leader (Laub, 2018). Servant leadership takes a selfless approach that prioritises the needs of others before individual interests (Hurt & Nolan, 2024; Laub, 2018). Greenleaf (1977) calls this the sine qua non of servant leadership. It may reach an extent of a leader leaving his regular duties to assist followers in accomplishing their tasks (Mutia & Muthamia, 2016). Altruism goes hand in hand with humility, it is impossible to be altruistic if you are not humble.

Servant leaders give others their trust even when it may not be reciprocated (Laub, 2018). They view power as an enabling factor and give up personal rights to effectively serve others (Sendjaya, 2015). Servant leadership does not operate out of weakness, inferiority, or a lack of self-respect since only those with self-awareness are willing and able to serve others through their leadership (Sendjaya, 2015). Commitment is required to undertake personal sacrifices to enable others to exploit their potential (Sendjaya, 2015). Taking personal sacrifices does not mean servant leaders ignore their own needs, it needs a balanced mindset. Care for others and attend to yourself as well.

A serving-first approach to leadership bears more abundant fruit than traditional leadership (Horsman, 2018). Teams with different mindsets synergistically achieve organisational goals (Sikorski, 2016). Leaders willing to prioritise followers' interests above personal ones, garner trust and commitment from followers resulting in better relationships (Mutia & Muthamia, 2016). The self-sacrificial approach of servant leaders provides a base for followers to easily model their behaviour

(Sendjaya, 2015). Effective service includes listening to and understanding followers' needs and making them know that their needs and achievements are significant (Liden et al., 2008). Through demonstrating behaviours that put follower needs first, those in sub-ordinate leadership roles become effective (Sendjaya et al., 2008).

### *Empowerment and Committee Performance*

The focus of servant leadership is on developing and empowering people (Hakanen & Pessi, 2018; Horsman, 2018; Jack, 2018; Rodrígues-Carvajal et al., 2014; van Dierendonck et al., 2026). The responsibility of servant leaders is to help others grow toward their potential (Canavesi & Minelli, 2022; Laub, 2018). Under servant leadership, the fundamental duty of a leader is to develop and harness employees' potential (Kritz & Speranza, 2023; Savel & Munro, 2017). Servant leaders identify followers' unique abilities and interests, intending to bring out their whole potential (Stouten & Liden, 2020). Empowering employees has been associated with improvements in work related outcomes (Eslamdoust & Mahmoudinazlou, 2023). Greenleaf (1970) argued that the best test of servant leadership is: "Do those served grow as persons; do they while being served, become healthier, wiser, freer, more autonomous and more likely themselves to become servants?" (p. 15).

Empowerment refers to giving autonomy of followers to carry out their roles while developing talents and engaging in self-leadership (Fleming et al., 2020; Mutia & Muthamia, 2016; van Dierendonck, 2018). Empowerment involves participation in decision-making, information sharing, coaching, power-sharing, promoting self-efficacy, and mentoring for improved performance (Mutia & Muthamia, 2016; Sendjaya, 2015; Sousa & van Dierendonck, 2017). Delegation and decentralisation of decision-making authority are key ingredients of empowerment (Eslamdoust &

Mahmoudinazlou, 2023). Empowerment promotes self-confidence and pro-activity within followers, developing into a sense of personal power (Coetser, 2018; Muller et al., 2018; Rodrígues-Carvajal et al., 2014; Schowalter & Volmer, 2023; van Dierendonck et al., 2026).

Empowerment differs from motivation in that it relates to conditions when employees are looking for higher-level needs (Fleming et al., 2020). Successful empowerment of followers includes a commitment to their personal and professional development, and not only motivational aspects (Bragger et al., 2023; Liden et al., 2008; Sendjaya et al., 2008; van Dierendonck & Nuijten, 2011). Empowerment underpins a culture of trust required for contextual ambidexterity to grow (Lus et al., 2018). Servant leaders focus on addressing not only physical needs but also employees' psychological, emotional and spiritual needs (Sendjaya, 2015; Sendjaya & Cooper, 2011; Winston, 2023). The element of catering for spiritual needs is a good practice that is unique to servant leadership. It can however be abused when a leader is seen as forgiving and nice. Leaders should know when to draw the line. Repeated bad behaviour should not be tolerated and must be punished using company policy.

Empowerment reflects the level to which a leader delegates to subordinates entrusting them with autonomy and responsibility (Canavesi & Minelli, 2022). The parliamentary committee system allows legislators to divide their labour and specialise in specific areas (Patra 2023). That also becomes the primary way of increasing the productivity of Parliaments (Chaqués-Bonafont & Márques, 2016; Marinova & Park, 2014; Patra, 2023). It is therefore important that chairpersons of committees empower their followers. Servant leaders ensure employees are well trained before being offered different positions of responsibility (Coetser et al., 2017;

van Dierendonck & Nuijten, 2011). Empowerment is obtained by promoting growth and development initiatives to exploit personal talent and promote employee autonomy (Coetser et al., 2017; Hakanen & Pessi, 2018; Kausha & Mishra, 2023). Servant leaders consistently develop and empower followers to harness individual talent (Coetser et al., 2017; Kausha & Mishra, 2023; van Dierendonck, 2011). This is very good for succession and sustainability in the organisation. In a parliamentary setting, empowerment would create a pool of leaders to choose from whenever need arises.

Empowerment promotes cooperation and power-sharing within organisations (Lee, 2019). Information sharing, individual coaching, and autonomy in decision-making among employees are empowerment indicators (Fleming et al., 2020; Lus et al., 2018; Sousa & van Dierendonck, 2017; Spears, 2010). According to Northouse (2021), sharing power with followers boosts confidence and gives them a sense of control. Employees' ideas should be communicated, disseminated, and implemented by those in leadership positions (Savel & Munro, 2017). Servant leaders start with shared visions to develop followers in diverse areas (Sendjaya, 2015). Modeling ideal behaviours is one critical way servant leaders get followers' commitment (Laub, 2018; Sendjaya, 2015).

Servant leaders mentor others for the purposes of transformation and growth of leaders rather than for selfish reasons (Sendjaya, 2015). It is crucial for a leader to first work on himself to gain better insight into one’s worth before dwelling on others (van ‘T Zet, 2018). A self-aware leader is more effective and achieves lasting results for their team and organisation (van ‘T Zet, 2018) Servant leaders are self-aware and willing to share the resources needed to empower followers (Sendjaya, 2015; Urrila &

Eva, 2024). Sharing resources is critical in cash-strapped economies like Africa, it therefore calls for personal sacrifice to share available resources.

Servant leaders help followers grow and develop professionally by providing financial resources (Mayer et al., 2008; Stouten & Liden, 2020). Servant leaders transform followers through mentoring and engaging in apprenticeship training (Sendjaya, 2015). Development opportunities include training and development, coaching, mentoring, and promoting risk-taking (Coetser et al., 2017; Ferris, 2020; Sendjaya, 2015). Empowerment by chairpersons of parliamentary committees would mean giving members a chance to contribute to the committee agenda, speak during meetings, discuss committee budgets, and have a say in the running of committee business. The Committee Chairperson should also be a coach and mentor to committee members. This would include identifying training opportunities for members. Followers should be receptive to servant leaders interested in empowering and nurturing them for servant leadership to succeed (Northouse, 2021).

Servant leadership emphasises the growth and development of employees for the benefit of the greater whole (Greenleaf, 1970). Servant leadership focuses on building the individual before the organisation (Gandolfi & Stone, 2018). Servant leadership assumes that maximising employee potential will directly translate to the potential of the organisation and its overall performance (Gandolfi & Stone, 2018).

Servant leaders establish employee strengths and weaknesses, leading to strategic placements, resulting into improved employee retention, enhanced productivity, and enriched work experience (Savel & Munro, 2017). Servant leaders empower followers to take responsibility for their decisions, hence promoting accountability (Stouten & Liden, 2020). Servant leaders prioritise followers' growth

and development, thus building a culture of continuous learning (Laub, 2018; Sendjaya, 2015). Personal growth at the individual level helps the entire organisation improve (Fleming et al., 2020).

In fulfilling their mandates, committees need established systems that facilitate learning to achieve outcomes (White, 2015). Committees provide forums for experts and stakeholders to share and disseminate views on proposed legislation, hence enabling deliberative democracy (Moulds, 2020; Uhr, 2006). Committees serve as platforms where legislators develop expertise in specific areas (Adler & Wilkerson, 2008; Gaines et al., 2019; Polsby, 1968; Sheingate, 2006). Chairpersons of committees need to ensure that committee members are empowered to perform their duties. Servant leaders listen effectively, and followers participate in decision-making, thereby improving decision-making (Coetser, 2018). Power-sharing and employee involvement are vital in sustaining a high-performing organisation (Coetser, 2018).

Empowerment provided by servant leaders can increase followers' self-efficacy (Liden et al., 2014; Stouten & Liden, 2020). Altruism and empowerment help with role clarity since the focus is on employees and their specific needs (Stouten & Liden, 2020). Participation and collaboration can make employees feel valued and respected, leading to increased work engagement and high commitment required for improved organisational performance (Coetser et al., 2017). Trust that leads to excellence is built by servant leaders empowering their followers by unconditionally accepting them despite their track record (Sendjaya, 2015). These types of leaders are self-aware and willing to share the resources needed to empower followers (Sendjaya, 2015). Facilitating followers' growth and success can lead to self-actualisation with the possibility of one reaching their fullest human potential (Northouse, 2021).

Servant leadership focuses on leaders being attentive to followers' concerns, empathising with them, and nurturing them (Northouse, 2021). Under servant leadership, each follower is treated as a unique individual with intrinsic value beyond their tangible contributions to the organisation (Northouse, 2021). Servant leaders endeavour to create learning environments that foster growth and development (Laub, 2018). They focus on strengths and not weaknesses noting that mistakes are opportunities to learn (Laub, 2018). Servant leaders also offer people opportunities for new learning (Laub, 2018). Empowered followers have a sense of self-efficacy required to complete tasks and achieve goals (van Dierendonck et al., 2026).

Servant leaders encourage growth and learning among employees enabling them to improve at the tasks they are assigned to perform (Stouten & Liden, 2020). Employees become motivated to work hard when given more challenging assignments and complex tasks. Servant leaders portray a service mindset for the holistic development of followers (Stouten & Liden, 2020). They also build servant leadership attributes among followers and employ interactive dialogue and harmonious relationships (Stouten & Liden, 2020). For empowerment to be accomplished, there must be trust between the servant leader and the follower (Eslamdoust & Mahmoudinazlou, 2023). Servant leaders promote openness, resulting in more learning (Stouten & Liden, 2020). Empowerment creates social capital using informal support networks and professional legitimacy (Burgess et al., 2015; Lus & Sousa, 2018).

### *The Moderating Effect of Organisational Commitment on the Relationship between Servant Leadership and Organisational Performance*

Organisational commitment is a widely studied construct in organisational behaviour and management. It refers to the level of identification and involvement that employees have with their employment organisation (Meyer & Allen, 1991). The concept of organisational commitment has been explored from different perspectives, such as affective, continuance, and normative commitment (Meyer & Herscovitch, 2001), as well as the antecedents, consequences, and moderators of organisational commitment.

Organisational commitment can be defined as "a psychological state that characterises the employee's relationship with the organisation and has implications for the decision to continue or terminate membership in the organisation" (Mowday et al., 1979, p. 226). Organisational commitment can also be seen as a multidimensional construct that includes affective, continuance, and normative commitment (Meyer & Allen, 1991, Rai et al., 2025). Over the years, several theoretical models have been proposed to explain the antecedents and outcomes of organisational commitment. Meyer and Allen (1991) proposed a three-component model of organisational commitment which includes; affective, continuance, and normative commitment, but distinguishes between the targets of commitment, i.e., the organisation, the workgroup, and the career. In this model, affective commitment refers to an employee's emotional attachment and identification with the organisation (Ng, 2023), whereas continuance commitment refers to an employee's perceived costs of leaving the organisation (Ouedraogo et al., 2023). Normative commitment, in this model, refers to an employee's sense of obligation and moral responsibility towards the workgroup or the career (Oamen, 2023).

There have been several recent empirical studies that have examined the moderating effect of organisational commitment on the relationship between servant leadership and organisational performance. A study by Chettri and Nagpal (2026) found that organisational commitment significantly moderated the relationship between servant leadership and organisational performance in the hospitality context. Another study by Saeed et al. (2021) found that organisational commitment strengthened the relationship between servant leadership and organisational performance in the Pakistani context.

Similarly, Kim et al. (2020) found that organisational commitment mediated the relationship between servant leadership and organisational performance in the South Korean context. In the same vein, a study by Saleem et al. (2020) found that organisational commitment moderated the relationship between servant leadership and organisational performance in the Pakistani public sector. Leadership has been found to be a critical antecedent of organisational commitment. Transformational leadership, in particular, has been positively related to organisational commitment (Jiatong et al., 2022; Mathu & Gamage, 2021). Transformational leaders inspire and motivate their followers, leading to higher levels of organisational commitment.

Hameed et al. (2019) investigated the impact of transformational leadership on organisational performance and the moderating role of organisational commitment in this relationship. The results of the study showed that transformational leadership had a positive impact on organisational performance, and that organisational commitment moderated this relationship. Specifically, the positive relationship between transformational leadership and organisational performance was stronger for employees with high levels of organisational commitment.

Similarly, a study by Saeed et al. (2019) explored the moderating role of organisational commitment in the relationship between authentic leadership and organisational performance. The results of the study showed that authentic leadership had a positive impact on organisational performance, and that organisational commitment moderated this relationship. Specifically, the positive relationship between authentic leadership and organisational performance was stronger for employees with high levels of organisational commitment.

Another study by Islam et al. (2020) examined the moderating role of organisational commitment in the relationship between ethical leadership and organisational performance. The results of this study showed that ethical leadership had a positive impact on organisational performance, and that organisational commitment moderated this relationship. Specifically, the positive relationship between ethical leadership and organisational performance was stronger for employees with high levels of organisational commitment.

A study by Ullah et al. (2021) investigated the moderating role of organisational commitment in the relationship between servant leadership and organisational performance. The results of the study showed that servant leadership had a positive impact on organisational performance, and that organisational commitment moderated this relationship. Specifically, the positive relationship between servant leadership and organisational performance was stronger for employees with high levels of organisational commitment.

Recent literature suggests that organisational commitment can moderate the relationship between leadership and organisational performance. Specifically, the positive impact of transformational, authentic, ethical, and servant leadership on

organisational performance is stronger for employees with high levels of organisational commitment.

## Theoretical Framework

In research, theories serve as lenses for the inquiry, but they can also be generated during the study (Creswell & Creswell, 2023). This study is based on the following theories, namely; the Servant Leadership Theory, LMX Theory, and the Goal Setting Theory.

### *Servant Leadership Theory*

The Servant Leadership Theory is a leadership approach that emphasises the importance of leaders prioritising the needs and development of their followers, rather than focusing solely on their own goals and objectives (Eslamdoust & Mahmoudinazlou, 2023; Greenleaf, 1970; Liden et al., 2008). The concept of Servant leadership which can be described as an employee-oriented type of leadership that emphasizes serving others above personal interests was first coined by Robert Greenleaf in his essay “The Servant as Leader” in 1970 (Adams et al., 2025). Greenleaf’s views were based on his understanding of a leadership philosophy based on Hermann Hess’s novel journey to the East (Winston, 2023). In this novel, pilgrims hired Leo to carry their luggage, cook, and sing; when he left, they disbanded (Mathews, 2025). It turned out that the servant was actually the spiritual leader, guide, and president of the group (Mathews, 2025).

According to this theory, servant leadership is characterised by behaviours such as empathy, listening, empowerment, and ethical decision-making (Greenleaf, 1970). Graham (1991) laid the theoretical foundation of servant leadership theory (Hu et al., 2023). Early servant leadership scholars who have made a notable impact in

scholary research include; Avolio and Gardner (2005), Barbuto and Wheeler (2006), Laub (2005), Luthans and Avolio (2003), Patterson (2003); Russell (2001), Russell and Stone (2002), and Spears (1995). Several researchers have further developed and refined the theory of servant leadership. Research carried out by Hu et al. (2023) shows that van Dierendonck has a total of nine articles and 1,458 total citations; Liden has six articles and 1,443 total citations; Sendjaya has five articles and 752 total citations; Wayne has four articles and 1,044 citations; and Cooper has four articles and 335 citations.

These findings indicate substantial scholarly research on servant leadership. Hu et al. (2023) identify the United States, the Netherlands, Australia, China, and Canada as the five leading countries in terms of publications on servant leadership. Research originating from Africa remains comparatively limited, highlighting a clear regional gap and the need for targeted empirical and theoretical work to address underrepresentation.

Spears (1996) proposed 10 key characteristics of servant leaders, which include listening, empathy, healing, awareness, persuasion, conceptualisation, foresight, stewardship, commitment to the growth of people, and building community. Liden et al. (2008) developed a multidimensional measure of servant leadership that includes dimensions such as humility, empowerment, accountability, and standing back.

Several recent studies have applied the model proposed by Spear (2010) to investigate the relationship between servant leadership and organisational performance. Empirical work confirms that servant leadership can enhance organisational performance through employees' positive attitudes. For example, studies in Asian contexts have shown that servant leadership improves job satisfaction

and organisational commitment, which in turn strengthen performance outcomes at both individual and organisational levels (Chiniara & Bentein, 2016; Khan, 2022; Eva et al., 2019). A study by Lin and Cheng (2021) investigated the relationship between servant leadership and organisational innovation in Taiwanese firms. The study found that servant leadership is positively associated with organisational innovation, and that this relationship is mediated by knowledge sharing and employee creativity.

Similarly, Luciano Alipio (2023) explored the relationship between servant leadership and organisational performance. The results of the study showed that servant leadership positively affects organisational performance, organisational culture, and that culture partially mediates the servant leadership and performance relationship. Comparative evidence from Pakistan also supports these patterns. In the hospitality sector, Rehman et al. (2021) found that servant leadership enhanced employee retention through the mediating role of employee engagement, while Abbas et al. (2021) showed that servant leadership was a significant predictor of organisational performance in Pakistani higher education institutions. The results of the study showed that servant leadership had a positive impact on organisational performance, and that this relationship was mediated by employee engagement.

A study by Ullah et al. (2021) explored the moderating role of organisational commitment in the relationship between servant leadership and organisational performance. The results of the study showed that servant leadership had a positive impact on organisational performance, and that this relationship was stronger for employees with high levels of organisational commitment.

Though the Servant Leadership Theory has been found to have positive effects on employee attitudes, behaviours, team performance, and organisational innovation

there have been criticisms labeled against the theory. Dimensions that are unique to servant leaders include serving first and selflessly prioritising others (Grisaffe et al., 20l6). These concepts are viewed as unrealistic and unapplicable in some contexts leading to passivity (Johnson, 2019). Servant leadership principles are seen as too difficult to practice leading to stress (McDaniel, 2023)

The word “servant” has also been perceived as demeaning and associated with slavery making it unpalatable in some quarters (Sendjaya, 2015) It is seen as suitable for religious organisations because of its emphasis on ethical behaviour (McDaniel, 2023) It is therefore predicted or assumed that servant leaders run the risk of of being manipulated or seen as ineffective (McDaniel, 2023). Langhof and Güldenberg (2019) note that the servant leader is faced with a dilemma of balancing the desire to put people first and to make decisions that benefit the organisation. Critics argue that the servant leader may prioritise individual needs over organisational needs (Sendjaya, 2015). It is seen as a soft form of leadership without focus on achievement of goals (Bragger et al., 2023) The participatory nature of servant leadership is also associated with loss of time, control, power, frustration, job and emotional burn out (Johnson, 2019)

Following the above criticisms, servant leaders should avoid potential failures raised by critics by building a culture of support, monitoring personal weaknesses and depending on advisors (Bragger et al., 2023). They should also work with followers to be successful which can be challenging in traditional hierarchical structures (Bragger et al., 2023)

### *The LMX (Leader-Member Exchange) Theory*

The LMX (Leader-Member Exchange) Theory proposed by Graen and Uhl-Bien (1995) is a leadership approach that focuses on the quality of the relationship between a leader and their individual followers. The theory proposes that leaders form unique and differentiated relationships with each of their followers, and that these relationships can be characterised by either high- or low-quality exchanges.

According to Graen and Uhl-Bien's (1995) LMX Theory, leaders who develop high-quality relationships with their followers, characterised by trust, mutual respect, and open communication, are more likely to have followers who are motivated, committed, and perform at a higher level (Gerstner & Day, 1997; Graen & Uhl-Bien, 1995). On the other hand, leaders who have low-quality relationships with their followers, characterised by little trust, respect, or communication, are more likely to have followers who are dissatisfied, uncommitted, and perform at a lower level (Graen & Uhl-Bien, 1995; Gerstner & Day, 1997).

The LMX Theory has been influential in leadership research and has been applied in a variety of settings, including business, education, and healthcare. Graen and Scandura (1987) found that high-quality LMX relationships were associated with higher job satisfaction and performance, while Rafferty and Griffin (2004) found that high-quality LMX relationships were positively related to team creativity and innovation. A study by Gotz et al. (2020) revealed that LMX is positively associated with organisational identification which fosters productive work behaviour and promotes organisational citizen behaviour.

The LMX Theory is a leadership approach that emphasises the importance of high-quality relationships between leaders and their individual followers. This theory

has been shown to have significant implications for follower motivation, commitment, and performance, and has been applied in a variety of settings. LMX has continued to inspire leadership research and offer lessons into the importance of leader follower relationships in organisations (Sobral & Furtado, 2024)

Additionally, some researchers have proposed that the LMX theory can be used to develop leadership interventions and training programmes to improve leader-follower relationships (Liden et al., 1997; Liden & Maslyn, 1998). The LMX (leader-member exchange) theory can be used to explain the influence of servant leadership on organisational performance by emphasising the importance of high-quality relationships between leaders and their followers (Liden et al., 2014). Servant leaders prioritise the needs of their followers, focus on their personal growth and development, and build strong relationships based on trust, respect, and mutual understanding (Greenleaf, 1970; Sendjaya et al., 2013). These characteristics are likely to foster high-quality LMX relationships, which in turn may lead to improved organisational performance.

Research has supported the relationship between servant leadership and LMX quality. A study by Erkutlu and Chafra (2019) found that servant leadership was positively related to LMX quality and that LMX quality mediated the relationship between servant leadership and job satisfaction. Similarly, a study by Cheng et al. (2021) found that servant leadership was positively related to LMX quality, and that LMX quality mediated the relationship between servant leadership and job performance.

Studies have found that high-quality LMX relationships are positively related to various aspects of organisational performance. A study by Martin et al. (2016)

found that high-quality LMX relationships were positively related to organisational commitment, job satisfaction, and organisational citizenship behaviour. Subsequently, Gu et al. (2015) found that high-quality LMX relationships were positively related to team creativity and innovation.

The LMX Theory can be used to explain how servant leadership influences Organisational performance by emphasising the importance of high-quality relationships between leaders and their followers. Recent research has supported the relationship between servant leadership and LMX quality, as well as the relationship between high-quality LMX relationships and various aspects of organisational performance.

### *Theory on Performance*

The study was informed by the Goal Setting Theory (GST). The GST was originally proposed by Edwin Locke and Gary Latham in the 1960s and further developed over time. It posits that setting specific, challenging goals leads to higher levels of performance when accompanied by appropriate feedback, commitment, and task complexity (Locke & Latham, 1990; Rahman, 2025). The theory assumes that goals should be clear, specific, and measurable to effectively guide behaviour and performance, emphasising the importance of challenge and commitment in driving motivation and effort (Locke & Latham, 2002). Setting measurable goals enables individuals and teams to objectively evaluate their progress and adjust their efforts accordingly, providing a sense of direction and purpose (Locke & Latham, 2006). Goal setting theory is one of the most motivational frameworks in modern psychology (Rahman, 2025)

The Goal Setting Theory has been widely applied in various fields, including organisational behaviour, management, and psychology, due to its ability to enhance motivation and performance (Locke & Latham, 2019; Rahman 2025). However, critics argue that the theory's focus on setting quantitative goals may overlook other important aspects of performance, such as quality, creativity, and innovation (Locke & Latham, 2002). Moreover, the theory's applicability may vary depending on individual differences and situational factors, leading to potential limitations in certain contexts (Locke & Latham, 2006).

To address these weaknesses, organisations can adopt a balanced approach to goal setting that considers multiple dimensions of performance, including both quantity and quality (Locke & Latham, 2013). Additionally, tailored goal-setting processes that recognise individual differences and situational factors can help maximise the effectiveness of goal setting in diverse contexts (Locke & Latham, 2009). Furthermore, organisations should emphasise the importance of ethical behaviour and responsible goal pursuit to ensure that goal setting does not compromise integrity or ethical standards (Locke & Latham, 2005).

In the context of studying the performance of parliamentary committees, the Goal Setting Theory provided valuable insights into how setting clear, challenging goals can enhance committee effectiveness and performance (Locke & Latham, 2019). This is especially the case since traditional command and control models may not work in environments like parliament where MPs are expected to be self motivated and self regulating (Rahman, 2025) By examining the extent to which parliamentary committees establish specific, measurable objectives for legislative output, oversight activities, and stakeholder engagement, researchers can assess the

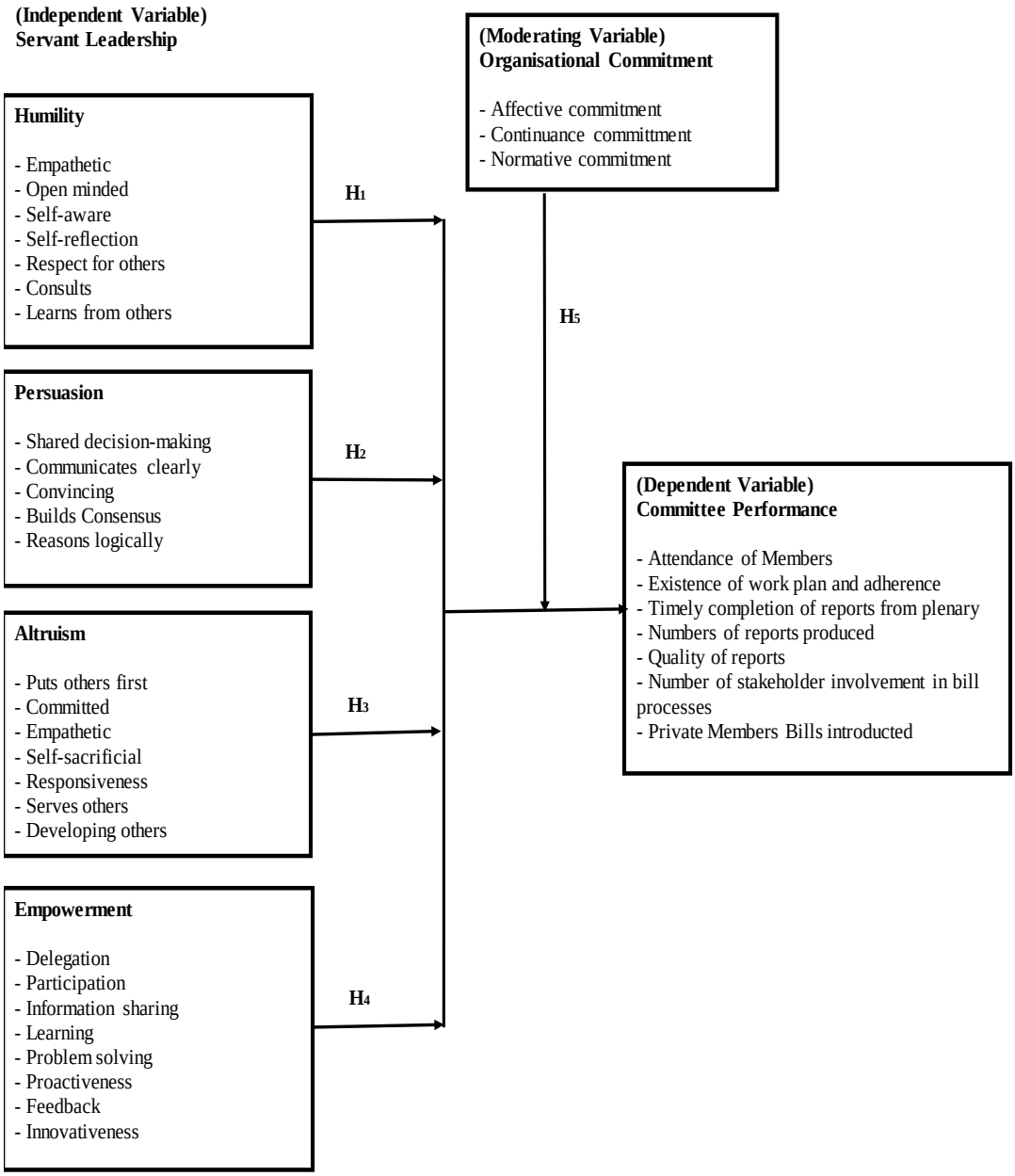
impact of goal clarity and specificity on committee performance (Locke & Latham, 1990). Additionally, the application of this theory will offer recommendations for improving goal-setting processes within parliamentary committees, such as providing feedback mechanisms, fostering commitment among committee members, and aligning goals with broader organisational objectives in order to achieve optimal performance (Locke & Latham, 2002).

## Conceptual Framework

## Servant Leadership and Performance of Parliamentary Committees

## Figure 1

***Conceptual Framework.***




*Source:* Developed from literature reviewed from Barbuto and Wheeler (2006), Dennis and Bocarnea, (2005), Liden et al. (2008), van Dierendonck (2018).

The conceptual framework illustrates how servant leadership influences the performance of parliamentary committees, with organisational commitment moderating the strength of this relationship.

Servant leadership, operationalised through humility, persuasion, altruism, and empowerment, is expected to have a direct positive effect on committee performance. Leaders who demonstrate humility through consultation, openness, and self-awareness foster trust and inclusivity, which enhances participation among Members of Parliament (MPs) (Wang et al., 2022). Persuasion, through logical reasoning and consensus-building, strengthens coordination and alignment in decision-making processes, particularly in politically diverse environments (Aboramadan et al., 2022). Altruism promotes cooperation and collective responsibility by prioritising the welfare and development of others, while empowerment enhances autonomy, learning, and active engagement in committee work (Kim & Beehr, 2022). Collectively, these leadership behaviours create a collaborative and enabling environment that improves MPs' effectiveness in executing committee responsibilities.

These leadership practices are expected to translate into improved committee performance outcomes, including better attendance, adherence to work plans, timely completion of reports, higher number and quality of reports, stronger stakeholder engagement, and increased contribution to legislative processes such as private member bills (Inter-Parliamentary Union, 2022).

The framework further identifies organisational commitment as a moderating variable that influences the strength of the relationship between servant leadership and performance. Organisational commitment, comprising affective, continuance, and

normative dimensions, shapes how MPs respond to leadership behaviours (Meyer & Herscovitch, 2001). MPs with high affective commitment are more emotionally attached to committee work, those with strong continuance commitment perceive value in sustained participation, while those with normative commitment feel a moral obligation to contribute. When organisational commitment is high, servant leadership behaviours are more likely to result in stronger performance outcomes. Conversely, when commitment is low, the effectiveness of servant leadership may be diminished, as MPs may be less responsive to leadership efforts (Mercurio, 2015).

Overall, the framework suggests that servant leadership positively influences committee performance, but the magnitude of this effect depends on the level of organisational commitment among MPs, highlighting the importance of both leadership behaviour and member attachment in driving effective parliamentary outcomes.

## Summary of the Literature and Knowledge Gaps

Table 1 below presents a summary of the key knowledge gaps identified in the existing literature.

**Table 1**

***Summary of Knowledge Gaps in the Literature***

| Author(s) | Focus | Methods | Key Findings | Identified Gaps | How the Current Study Addresses Gaps |
|---|---|---|---|---|---|
| **Opoku et al. (2019)** | Servant leadership and | Quantitative questionnaires | Servant leadership positively influences | Purely quantitative on behaviour | Uses mixed methods and focuses on parliamentary |

| | | | | | |
|---|---|---|---|---|---|
| | innovative behaviour | | employee innovation | | committee performance (reports, attendance, quality) |
| **Alafeshat & Aboud (2019)** | Servant leadership impact on organisational performance | Quantitative survey | Positive link to employee satisfaction and retention | Focused on private sector, no qualitative insight | Explores servant leadership in public committees with mixed methods |
| **Choudhary et al. (2013)** | Transformational vs servant leadership on performance | Quantitative survey | Transformational leadership impacts organisational learning more | Focused on profit-oriented service sector | Focuses on parliamentary committees and comprehensive servant leadership |
| **Baykal et al. (2018)** | Servant leadership effects on empowerment, gratitude, innovativeness | Quantitative cross-sectional | Positive effect on empowerment and performance | Random sampling may miss key insights | Purposive sampling of committee chairpersons for deeper insights |
| **Canavesi & Minelli (2022)** | Systematic review of servant leadership | Literature review | Positive outcomes like engagement and job satisfaction | Only secondary data, some old sources | Primary data from MPs ensures context relevance |
| **Coetser et al. (2017)** | Functions of a servant leader | Literature review | Linked to favourable individual, team, and organisational outcomes | Secondary data only | Combines primary and secondary data for richer insights |
| **Gandolfi & Stone (2018)** | Leadership styles and servant leadership | Literature review | Servant leadership meets criteria for effective leadership | Did not test in contemporary organisations | Evaluates influence on committee performance to test viability |
| **Harwiki (2016)** | Servant leadership on organisational culture, | Quantitative survey | Positive impact on OCB, culture, commitment | Only quantitative | Mixed methods capture deeper insights of |

| | | | | | |
|---|---|---|---|---|---|
| | OCB, performance | | , performance | | committee members |
| **Jit et al. (2017)** | Role of servant leadership in employee morale | Qualitative interviews | Servant leaders handle emotional turmoil, motivating employees | Did not cover intellectual empowerment | Includes empowerment, persuasion, humility, altruism |
| **Kumar (2018)** | Review of servant leadership | Literature review | Related to individual psychological factors | Focused on theory, mostly quantitative | Adds phenomenological insights with qualitative questions |
| **Lisbijanto & Budiyanto (2014)** | Servant leadership, job satisfaction, organisational performance | Quantitative survey | Positive impact on job satisfaction, limited on performance | Quantitative only, lacks depth | Mixed methods provide "how" and "why" insights |
| **Muhtasom et al. (2017)** | Servant leadership and performance | Mixed methods | Positive effect on employee performance | Conducted in developed country | Contextualised in a developing country's parliamentary committees |
| **Muller et al. (2018)** | Servant leadership perceptions | Quantitative survey | Positive influence on performance | Convenience sampling may bias results | Random and purposive sampling in Parliament ensures representative insights |
| **Tasliyan et al. (2016)** | Servant leadership and OCB | Quantitative survey | Positive correlation with performance | No opportunity for probing | Adds interviews to capture non-verbal and emotional cues |
| **Mutia, P.M & Muthamia, S. (2016)** | Servant leadership in Africa | Literature review | Servant leadership promotes caring relationships | Not context-specific to Africa | Primary data collected from Ugandan parliamentary committees |
| **Verdorfer (2018)** | Respect for genuine | Quantitative survey | Positive link to respect | Data from Germany and | Local African context |

| | | | | | |
|---|---|---|---|---|---|
| | servant leaders | | | Lithuania, different context | ensures relevance |
| **Ragnarsson et al. (2018)** | Servant leadership and care | Phenomenology | Servant leadership benefits all stakeholders | Small sample, missing altruism and humility | Larger, more inclusive sample addressing humility and altruism |
| **Tanno & Banner (2018)** | Servant leaders as change agents | Qualitative phenomenology | Ethical decision-making confirmed | Only leaders interviewed | Includes both leaders and followers for balanced view |
| **Tischler et al. (2016)** | Servant leadership and self-evaluation | Qualitative survey | Servant leadership predicts core self-evaluation | Conducted in USA, focus on self-evaluation | Outcome variable is committee performance (reports, attendance, bills) |
| **Triraharjo et al. (2019)** | Servant vs breakthrough leadership | Quantitative SEM | Servant leadership positively affects performance | Only senior positions surveyed | Includes both chairpersons and members for holistic view |
| **Wang et al. (2017)** | Servant leadership on service performance | Qualitative survey | Positive effect on in-role and extra-role performance | Conducted in China, high power distance | Collected in Uganda with local observation to suit context |

## Chapter Summary

Chapter Two reviewed literature on servant leadership, parliamentary committees, and organisational performance, highlighting servant leadership as a people-centred approach linked to improved outcomes such as job satisfaction, engagement, and performance. The review focused on key dimensions of humility, altruism, persuasion, empowerment and their influence on organisational effectiveness. Evidence shows that humility enhances engagement, altruism improves

well-being and performance, persuasion strengthens commitment, and empowerment promotes participation and productivity (Hoch et al., 2018; Kalyar et al., 2020; Liden et al., 2008; Liu et al., 2019).

The review also identified organisational commitment as an important moderating factor, influencing how strongly servant leadership affects performance and how such behaviours are perceived (Liden et al., 2008; van Dierendonck & Nuijten, 2011). However, a key gap exists in understanding these relationships within the context of parliamentary committees in Uganda. This study addresses that gap by examining the influence of servant leadership dimensions on committee performance and the moderating role of organisational commitment, with the next chapter outlining the research methodology.

# CHAPTER THREE: RESEARCH METHODOLOGY

## Introduction

This chapter details the strategy for identifying, collecting and analysing data. The chapter presents the research design, population studied, samples selected, sampling methods, data collection methods, instruments pretesting, data analysis plan and ethical considerations.

## Research Philosophy

The study used a pragmatic research philosophy that emphasizes problem solving through application of subjective and objective methods (Elgeddawy & Abouraia, 2024). Problem solving is feasible because pragmatism is context sensitive and responsive to the environment in approach (Foster, 2024). Pragmatism focuses on selecting methods that best suit the study's objectives, integrating quantitative and qualitative approaches to generate practical, context-relevant knowledge (Creswell & Creswell, 2023; Elgeddawy & Abouraia, 2024; Saunders et al., 2019).

The qualitative approach guided the quantitative aspect, enabling the measurement of objective relationships between servant leadership, parliamentary committee performance, and organisational commitment using questionnaires. The quantitative approach informed the qualitative component, capturing participants' subjective experiences and perceptions of servant leadership through interviews, providing deeper insights into motivation and commitment (Bhattacharya, 2017; Leavy, 2023).

By combining these approaches, the study achieved a holistic understanding of the research problem, allowing for data triangulation, enhanced validity, and

reliability. The pragmatic framework provided flexibility, ensuring the most effective methods were applied to generate comprehensive and meaningful findings (Elgeddawy & Abouraia, 2024; Roberts & Hyatt, 2023; Saunders et al., 2019).

## Research Design

The study employed a mixed methods approach with a dominant quantitative focus to examine the effect of servant leadership on parliamentary committee performance. Quantitative data were collected via surveys from committee members, using Likert-scale and closed-ended questions, and analysed statistically, including regression analysis, to assess the relationship between servant leadership and performance.

Qualitative data were gathered through semi-structured interviews with chairpersons and clerks to explore their experiences of servant leadership and its influence on committee performance. These interviews were analysed using narrative analysis to identify key patterns and insights.

The integration of quantitative and qualitative findings through triangulation enhanced understanding of the phenomenon, improved validity, and addressed the limitations of using a single method. This mixed-methods design allowed the study to comprehensively answer complex research questions by combining multiple data sources.

## Study Population

The study population is the group to which the researcher intends the results of the study to be generalised (Roberts &Hyatt, 2023; Saunders et al., 2019; Sekaran & Bougie, 2019). It refers to the group from which the sample is to be selected (Bryman

et al., 2021). The population refers to the entire group of people, events, or things the researcher intends to study and make inferences (Sekaran & Bougie, 2019). The study population was comprised of all the 435 committee members who sit on standing and sectoral committees. By the time of the study, the 11th Parliament had 14 standing committees and 15 sectoral committees. Each of the committees was composed of 30 members. Members sat on 2 committees, to avoid double counting, every member was assigned to one committee. Using the census method, the researcher selected all the 435 members from the 14 standing committees and 15 sectoral committees to participate in the study. The study population was also comprised of all the 29 committee chairpersons and 39 clerks who support the committees.

### *Study Participant Selection Methods*

This section explains how participants were identified and recruited for both the quantitative and qualitative components of the study. Clear and appropriate selection procedures were essential to ensure that the findings accurately reflected the views and experiences of members of parliamentary committees and their clerks. The subsection therefore outlines the approaches used for the survey and for the in-depth interviews, and justifies their suitability for the study objectives.

### *Quantitative Study Participants Selection Methods*

The study focused on capturing views from all relevant parliamentary committees involved in oversight and legislative work for the quantitative strand. Given the relatively manageable size of the target population and the need for comprehensive coverage, a complete enumeration approach was preferred over traditional sampling. This subsection presents the methods used to identify all eligible Members of Parliament and committee clerks and explains how they were included in the survey.

### *Census Method*

The researcher used the census method to select participants for the survey. The census method in research refers to the process of collecting data from every individual or unit in a given population, rather than relying on a sample of that population (Bryman et al., 2021). This approach is commonly used in demographic studies and governmental surveys, where comprehensive and accurate information is crucial for policy-making and resource allocation (Kothari & Garg, 2020; United Nations, 2008). The main advantage of the census method was that it eliminated sampling errors, thereby providing a complete representation of the population (Bryman et al., 2021). However, it is resource-intensive, time-consuming, and challenging to implement, especially for large populations or when data collection was complex (Kothari & Garg, 2020; United Nations, 2008). In order to eliminate sampling errors, the researcher engaged all the 435 members from the 14 standing committees and the 15 sectoral committees to participate in the study, as suggested by Bryman et al. (2021), the United Nations (2008), and Kothari and Garg (2020). The census method was used to select all 435 MPs and 39 clerks. Out of these, 320 committee members and 39 clerks were reached, as shown in Table 3 (Response Rates) in Chapter Four of this report.

Table 2 shows an overview of the total number of participants in the quantitative study.

**Table 2**

***Total Number of Quantitative Study Participants***

| | Population of MPs | Sample of MPs | Population of Clerks | Sample of Clerks | Participant Selection Method |
|---|---|---|---|---|---|
| **Standing Committees** | | | | | |
| The Business Committees | 15 | 15 | 1 | 1 | Census |
| The Appointments Committee | 15 | 15 | 1 | 1 | Census |
| The Budget Committee | 15 | 15 | 1 | 1 | Census |
| The Committee on Climate Change | 15 | 15 | 1 | 1 | Census |
| The Committee on National Economy | 15 | 15 | 1 | 1 | Census |
| The Committee on Equal Opportunities | 15 | 15 | 1 | 1 | Census |
| The Committee on Rules, Privileges and Discipline | 15 | 15 | 1 | 1 | Census |
| The Committee on HIV/AIDS and Related Matters | 15 | 15 | 1 | 1 | Census |
| The Committee on Human Rights | 15 | 15 | 1 | 1 | Census |
| The Committee on Government Assurance and Implementation | 15 | 15 | 2 | 2 | Census |
| The Committee on Public Accounts (Central Government) | 15 | 15 | 2 | 2 | Census |
| The Committee on Public Accounts (Commissions, Statutory Authorities and State Enterprises) | 15 | 15 | 1 | 1 | Census |
| The Committee of Public Accounts (Local Government) | 15 | 15 | 2 | 2 | Census |
| The Committee on Science, Technology and Innovation | 15 | 15 | 1 | 1 | Census |

| | | | | | |
|---|---|---|---|---|---|
| **Sectoral Committees** | | | | | |
| The Committee on Agriculture, Animal Industry and Fisheries | 15 | 15 | 2 | 2 | Census |
| The Committee on Defence and Internal Affairs | 15 | 15 | 1 | 1 | Census |
| The Committee on East African Community Affairs | 15 | 15 | 1 | 1 | Census |
| The Committee on Education and Sports | 15 | 15 | 2 | 2 | Census |
| The Committee on Finance, Planning and Economic Development | 15 | 15 | 2 | 2 | Census |
| The Committee on Foreign Affairs | 15 | 15 | 2 | 2 | Census |
| The Committee on Gender, Labour and Social Development | 15 | 15 | 2 | 2 | Census |
| The Committee on Health | 15 | 15 | 1 | 1 | Census |
| The Committee on Information, Communication Technology and National Guidance | 15 | 15 | 1 | 1 | Census |
| The Committee on Legal and Parliamentary Affairs | 15 | 15 | 2 | 2 | Census |
| The Committee on Environment and Natural Resources | 15 | 15 | 1 | 1 | Census |
| The Committee on Physical Infrastructure | 15 | 15 | 2 | 2 | Census |
| The Committee on Presidential Affairs | 15 | 15 | 1 | 1 | Census |
| The Committee on Public Service and Local Government | 15 | 15 | 1 | 1 | Census |

| | | | | | |
|---|---|---|---|---|---|
| The Committee on Tourism, Trade and Industry | 15 | 15 | 1 | 1 | Census |
| Total | 435 | 435 | 39 | 39 | |

*Source*: Primary data

### *Qualitative Participant Selection Methods*

The qualitative component of the study sought deeper insight into how servant leadership traits were experienced and enacted within parliamentary committees. Because the aim was to obtain rich, context-specific perspectives rather than statistically representative data, a non-probability approach was adopted. This subsection outlines the strategy used to identify and recruit key informants who held leadership positions and possessed relevant experience for the study.

**Purposive Sampling.** The study employed non-probability sampling for the qualitative sample. In this approach, samples were selected deliberately by the researcher on the basis that they represented the whole population of the study (Kothari & Garg, 2020). The study used purposive sampling to select the chairpersons of the committees and clerks. Bryman et al. (2021) noted that purposive sampling is a non-probability sampling method in which participants are selected based on specific criteria relevant to the research question. Creswell and Creswell (2023) suggested that purposive sampling is appropriate when the researcher wants to select participants with certain characteristics or experiences.

A list of leaders of all the 29 parliamentary committees was obtained from the Office of the Clerk to Parliament. This list served as the sampling frame for the study. Twelve chairpersons and fifteen clerks who had served the committee for more than one session were interviewed, the number of participants depended on the desired

level of saturation, which is the point at which new data no longer provided additional insights into the research questions. In qualitative research, sample sizes are not predetermined; instead, researchers wait for the data saturation stage during data collection (Kumar, 2018).

The sample size in qualitative research was not considered critical, since the aim was to study only a few cases to capture the spread of diversity rather than magnitude (Kumar, 2019). In such situations, the data saturation stage during data collection determined the final sample size (Kumar, 2019). Qualitative research typically delved deep into small samples or even single cases that provided insight rather than generalisations (Patton, 2015). Patton (2015) emphasised that purposive sampling has some limitations, including the potential for bias and the limited generalisability of the findings. To address these limitations, efforts were made to ensure that a diverse range of perspectives from different committees were included in the study.

**Types of Data**

Mixed methods research involves collecting, analysing, and utilising quantitative and qualitative data in a single study or series of studies (Sekaran & Bougie, 2019). Primary data is original, collected for the first time, while secondary data has been collected by someone else (Kothari & Garg, 2020). Primary data was collected from MPs and clerks through in-depth interviews and questionnaires. Secondary data was obtained from parliamentary records, newspapers, international parliamentary publications like Inter-Parliamentary Union and electronic journals.

## Data Collection Methods

Since this is a mixed methods study, data was collected using both quantitative and qualitative data collection methods.

### *Quantitative Data Collection Methods and Instruments*

**Survey Method using Questionnaires.** The study employed a survey method using pre-determined questionnaires to collect quantitative data efficiently from a large sample of parliamentary committee members, ensuring consistency, comparability, and anonymity (Saunders et al., 2019; Sekaran & Bougie, 2019). The questionnaires measured key variables: servant leadership, organisational commitment, and committee performance. Persuasion was assessed using the Servant Leadership Questionnaire (SLQ) by Barbuto and Wheeler (2006), altruism via the SLQ by Liden et al. (2008), empowerment using the Servant Leadership Survey (SLS) by van Dierendonck and Nuijten (2011), and humility through Dennis and Bocarnea's (2005) scale. Organisational commitment was measured with the Organisational Commitment Questionnaire (OCQ) by Allen &Meyer (1990), covering affective, continuance, and normative components. Committee performance was evaluated with a self-designed tool based on the Parliamentary Rules of Procedure 2021, capturing attendance, work plan adherence, report quality and timeliness, stakeholder involvement, and private member bills introduced.

### *Qualitative Data Collection Methods*

**Face to Face Interviews.** Interviews which are appropriate data collection methods used in qualitative and quantitative research were employed by the researcher (Bryman et al., 2021). Personal interviews involve the interviewer raising

questions to the interviewee face-to-face (Kothari & Garg, 2020). It enabled the researcher to identify nonverbal cues from respondents (Sekaran & Bougie, 2019).

The interviewer conducted interviews personally owing to the high political status of the respondents. It is essential to use an interview approach as certain kinds of information may not be observed. These are things such as feelings, thoughts, and impressions (Walliman, 2016). The researcher used semi-structured interviews with a list of questions in the form of an interview schedule (Bryman et al., 2021). Face-to-face interviews provide respondents with the opportunity to seek clarity (Sekaran & Bougie, 2019).

The researcher interviewed 29 committee chairpersons but stopped at 12 when the data got saturated. 15 long serving clerks to committees were interviewed out of the 39 clerks. Data collection was done within two months within the precincts of parliament. Interviews at parliament made the respondents feel secure. The researcher took notes and also used a recorder.

## Validity and Reliability of Data Collection Instruments

This subsection focuses on how the validity and reliability of both quantitative and qualitative data was obtained.

### *Quantitative Data Collection Instruments*

This subsection describes the development of the questionnaire and outlines the procedures used to ensure that it generated accurate and consistent measurements, with particular attention to its validity and reliability.

**Validity of the Questionnaire.** Validity refers to how accurately a concept is measured in a quantitative study, ensuring that an instrument measures what it is

intended to (Ali, 2012; Bryman et al., 2021; Heale & Twycross, 2015). Key forms include content validity, which assesses whether each item serves its intended purpose, and construct validity. In this study, content validity was ensured by adapting language to fit parliamentary culture and providing clear theoretical definitions of concepts like servant leadership. Expert reviews and statistical methods were used to evaluate the instrument, with Content Validity Index (CVI) values exceeding the 0.70 threshold, indicating strong validity. Specifically, the servant leadership dimensions showed high content representation: Humility (0.80), Persuasion (0.95), Altruism (0.89), and Empowerment (0.86).

**Reliability of the Questionnaire.**

Reliability ensures that data collection tools produce consistent and stable measurements in quantitative research (Ali, 2012; Bryman et al., 2021; Heale & Twycross, 2015;). It assesses stability, internal consistency, and inter-observer agreement. Stability was tested using the test–retest method, comparing participants' scores across repeated administrations. Internal reliability was assessed with Cronbach's alpha, which measures the consistency of scale items, with values of 0.70 or higher considered acceptable. As presented in Chapter 4 of this report, all constructs and sub-dimensions achieved Cronbach's alpha values above 0.70, indicating good to excellent reliability.

***Qualitative Data Control***

The researcher ensured the trustworthiness of qualitative data using Lincoln and Guba's (1985) criteria of credibility, dependability, conformability, and transferability. Credibility was enhanced through member checking, triangulation, and peer debriefing to ensure findings accurately reflected participants' experiences.

Dependability was supported via systematic processes, audit trails, and peer reviews to ensure consistency over time. Conformability involved reflexivity, member checking, and peer feedback to minimise researcher bias. Transferability was addressed through rich, detailed descriptions, purposive sampling, and theoretical sampling to allow findings to be applicable in other contexts (Bryman et al., 2021; Creswell & Creswell, 2023; Cypress, 2017).

**Instrument Pre-testing**

After constructing the interview schedule and the questionnaire, the researcher tested them before data collection. Pretesting is done to ascertain the appropriateness of research instruments using few respondents (Sekaran & Bougie, 2019). In this study, pre-testing was done using a sample population of former MPS who had come for a meeting with the parliamentary saving scheme. Former MPs know how parliament operates and were objective since they are no longer in parliament.

The pre-test was done to discover problems that potential respondents may encounter in understanding or interpreting a question (Kumar, 2019). The pre-test involved looking at the flow of questions, adequacy of instructions, questions that brought in similar replies, questions that were not answered, or those that made respondents uncomfortable (Bryman et al., 2021). Where problems were identified, adjustments were made for clarity (Creswell & Creswell, 2023). Piloting ensured that the research instrument functioned appropriately and provided the researcher with the experience needed for the research (Bryman et al., 2021).

## Data Analysis

This section explains how the data collected in the study were processed, analysed, and interpreted in line with the research objectives. It outlines the statistical techniques used to summarise and model the quantitative data, as well as the procedures followed to identify themes and patterns within the qualitative interviews

### *Quantitative Data Analysis*

Descriptive statistics were used to present data, which helped the researcher to illustrate and sum up observations (Ali, 2012; Cooksey, 2020). Tables, charts and graphs were used for optimum visual effect and comparison purposes (Sekaran &Bougie, 2019). The study used multivariate analysis which enabled the researcher to simultaneously analyse multiple variables (Dugard et al., 2014). This is appropriate since the variables are interrelated and their effects cannot be interpreted separately (Dugard et al., 2014).

The study tested normality of distribution of data, correlation coefficients and regression analysis. Regression analysis was employed to investigate the relationships between the independent variables and one dependent variable. This study used multiple regression analysis since the independent variables are many. Multiple regression analysis is a powerful tool because it provides for modelling statistically the relationship between dependent variable and a set of independent variables (Yiming et al., 2023).

Correlations were computed so as to establish the significance of the dependent variable (performance of parliamentary committees) by the use of the independent variable (servant leadership) (Gogtay & Thatte, 2017)**.** The Statistical Package for the Social Sciences (SPSS) version 26 was used to analyse the data. SPSS

was used throughout the research process from data preparation, data management, data analysis, to reporting (Rahman & Muktadir, 2021). SPSS is capable of handling multiple analyses of data together with graphical representation (Rahman & Muktadir, 2021). It calculates means, standard deviations, minimums and maximums, analysis of variance, examines relationships among variables like correlation, multiple regression, and graphical results including bar charts and line graphs (Rahman & Muktadir, 2021).

In order to determine the moderating effect of organisational commitment on the relationship between servant leadership and committee performance, linear regression analysis was conducted. The dependent variable was committee performance, and the independent variable was servant leadership. Organisational commitment was also included as a moderating variable. To test these hypotheses, a moderated multiple regression model was constructed, incorporating the direct effects of servant leadership dimensions, the main effect of organisational commitment, and the interaction terms between each servant leadership variable and commitment. The model estimated was:

$$\textit{Committee Performance}=\beta0+\beta1(\textit{Humility})+\beta2(\textit{Persuasion})+\beta3(\textit{Altruism})+\beta4(\textit{Empowerment})+\beta5(\textit{Commitment})+\beta6(\textit{Humility}\times\textit{Commitment})+\beta7(\textit{Persuasion}\times\textit{Commitment})+\beta8(\textit{Altruism}\times\textit{Commitment})+\beta9(\textit{Empowerment}\times\textit{Commitment})+\varepsilon$$

This model facilitated a robust assessment of both direct and interactive influences of leadership and commitment on committee performance

### *Qualitative Data Analysis*

Qualitative data analysis involves organising, interpreting, and making sense of collected data (Creswell & Poth, 2018). This study employed narrative analysis, which focuses on understanding participants' experiences through the stories they tell. Narrative analysis emphasises the context, sequence, and meaning of these accounts, allowing the researcher to explore how participants construct and communicate their experiences (McLeod, 2024; Riessman, 2008; Polkinghorne, 1995).

The researcher began analysis in the field, organising data, filling gaps, backing up materials, and maintaining an analysis journal. NVIVO software was used to support data storage and retrieval, while interpretation relied on the researcher's reflection, questioning of assumptions, and attention to context (Patton, 2015; Sundler et al., 2019).

Findings were presented narratively, integrating open quotes from respondents to convey their experiences authentically. This approach allowed the study to highlight lessons learned and provide recommendations while complementing the quantitative data, giving a rich and balanced account of the phenomena under investigation (Creswell & Creswell, 2023).

## Ethical Considerations

Research ethics involve adhering to professional standards throughout the research process, protecting the rights and safety of participants, and ensuring integrity in data collection, analysis, and reporting (Kumar, 2019; Sekaran & Bougie, 2019; Stichler, 2014). Key ethical considerations addressed in this study included obtaining permission from the Parliament of Uganda and the Institutional Ethics

Committee, securing informed and voluntary consent, maintaining confidentiality through coding, and keeping participants informed throughout the research. The researcher ensured data accuracy, honesty, and transparency, avoiding deception or selective reporting, and employed validation strategies such as triangulation, member checking, audit trails, peer debriefing, and external auditing to enhance credibility and trustworthiness of the findings (Bryman et al., 2021; Flick, 2018; Roberts & Hyatt, 2023).

## Chapter Summary

This chapter has addressed the methodology that was undertaken during the research. The study employed a cross-sectional survey research design that used mixed methods. Primary data was collected from 320 committee members through a census method, and 12 chairpersons and 15 clerks who were purposively selected. The committee members provided data through survey questionnaires, while the chairpersons were interviewed.

Secondary data were obtained from parliamentary records, newspapers, international parliamentary publications such as those from the Inter-Parliamentary Union, and electronic journals. Quantitative data were analysed using the Statistical Package for Social Sciences (SPSS) software version 23. Descriptive and inferential statistical methods, including correlation and regression analysis, were used to answer the research questions. Qualitative data was analysed using content analysis. Both qualitative and quantitative data analysis techniques were employed in the study. Issues of validity and reliability were addressed using both statistical and non-statistical methods. Pretesting was conducted prior to the main research to establish the appropriateness of the instruments to be used. Ethical considerations were

observed throughout the research process in accordance with the university's guidelines. The next chapter contains the results and discussion of the study.

# CHAPTER FOUR: RESULTS AND DISCUSSION

## Introduction

This chapter presents the empirical findings of the study, examining how servant leadership influences the performance of parliamentary committees in Uganda, focusing on humility, persuasion, altruism, and empowerment, and the moderating role of organisational commitment. It begins with respondents' demographics, followed by descriptive statistics summarising perceptions of servant leadership and committee performance. Inferential analyses, including correlation and regression, test the hypotheses and assess the strength of relationships between variables. Qualitative narratives from committee chairpersons are integrated to enrich the interpretation of quantitative results, providing practical insights. The findings are discussed within the frameworks of Servant Leadership Theory, LMX Theory, and Goal Setting Theory, and are supported by recent empirical literature.

## Response Rates

The study employed both quantitative and qualitative data collection methods, with a structured survey administered to members of Uganda's parliamentary committees and semi-structured interviews conducted with key informants-committee chair persons and clerks.

### *Quantitative Methods Responses*

A total of 474 participants were targeted for the study, comprising 435 Members of Parliament serving on committees and 39 committee clerks. Of these, 359 respondents completed and returned the questionnaires, representing an overall response rate of 87%. This level of participation is considered strong for

parliamentary research, as Sekaran and Bougie (2019) note that a response rate of 30% and above is generally regarded as excellent in survey research. Such a rate enhances the statistical reliability of the results and ensures that the findings are broadly representative of the committee membership and support staff within Uganda's Parliament. Table 3 presents the response rates reported across the reviewed quantitative studies.

**Table 3**

***Response Rates***

| Method | Target Sample | Actual Response | Percentage (%) Response |
|---|---|---|---|
| MPS (Committee Member) | 435 | 320 | 74% |
| Clerks | 39 | 39 | 100% |
| Total | 474 | 359 | 87% |

*Source*: Primary data

***Interview Responses***

Under the qualitative component, in-depth interviews were conducted with 27 individuals, comprising committee chairpersons (12) and clerks to committees (15). Unlike the survey, there was no predetermined sample size for interviews; instead, the sampling followed a purposive and iterative approach guided by data saturation, a point at which no new information or themes were emerging from the interviews. This approach ensured that the perspectives gathered were sufficiently rich, diverse, and comprehensive to contextualise the quantitative results. The use of committee chairpersons and clerks as key informants was intentional, as they possess both strategic and operational insights into committee dynamics, leadership behaviours, and institutional performance.

## Background Information of the Study Respondents

This subsection presents the background information of the study respondents. Data for the 320 committee members who were the MPs are presented first, followed by the demographic data of the 39 clerks in Table 4.

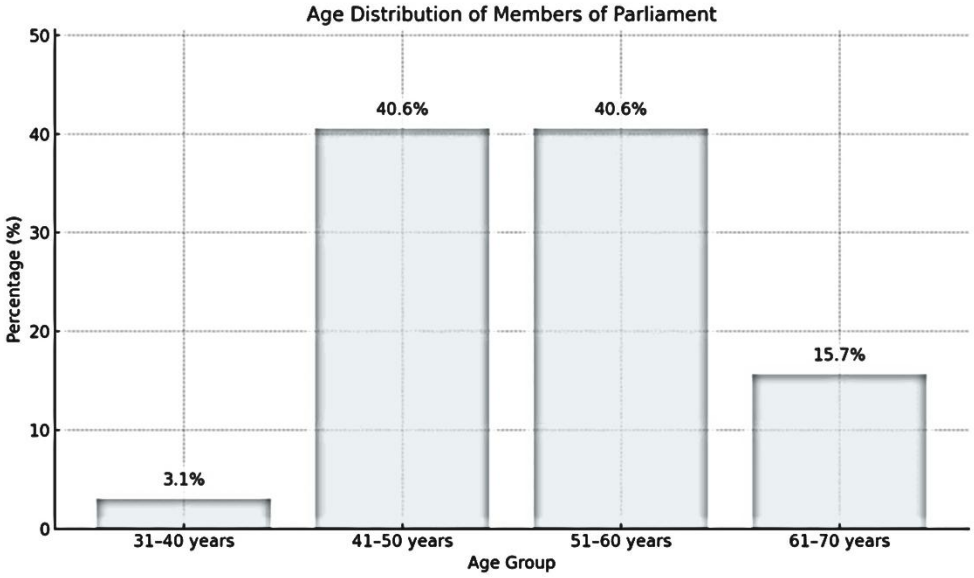
### *Background Information of the Committee Members (MPs)*

This section presents the demographic and background characteristics of the committee members who participated in the study. Understanding the profiles of the participants is essential for interpreting the research findings, as it provides context regarding their experience, roles, and perspectives within the parliamentary committee system. The analysis includes variables such as gender, age, level of education, committee membership, length of service, and other relevant attributes that offer insights into the composition and diversity of the study sample.

**Age.** The age distribution of the study participants provides crucial demographic insights into the composition of respondents involved in the study on servant leadership and performance of parliamentary committees in the Parliament of Uganda. The data shows a pronounced concentration in the middle to older age brackets, which carries several implications for leadership styles, committee dynamics, and institutional memory. Figure 2 illustrates the distribution of participants across different age groups.

**Figure 2**

***Age Group***

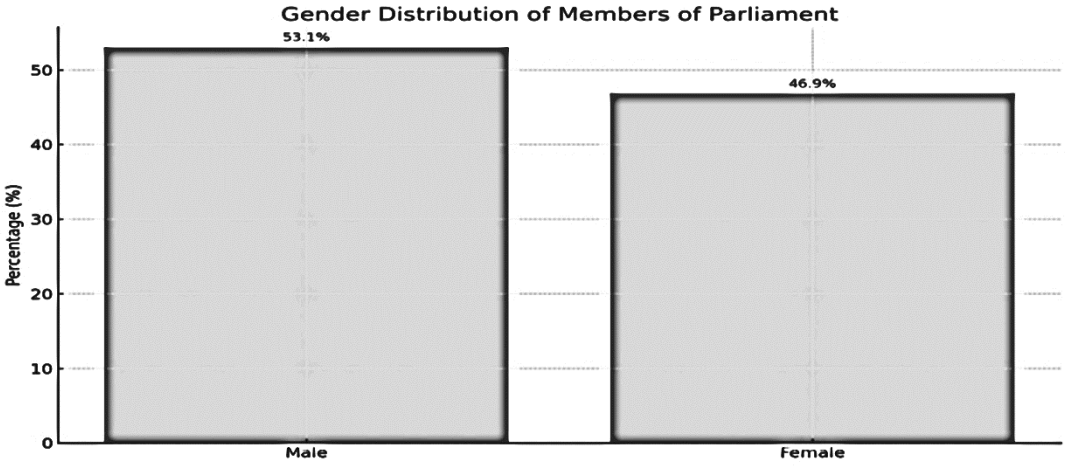



The age distribution shows that parliamentary committees in the parliament of Uganda are dominated by middle-aged members, particularly those aged 41–60 years, who make up over 80% of respondents. This suggests a system characterized by experience, institutional knowledge, and political maturity, which supports effective legislative oversight and decision-making. However, younger members (31–40 years) are significantly underrepresented, indicating potential barriers to youth participation and a lack of fresh, innovative perspectives. Meanwhile, a smaller proportion of older members (61–70 years) contributes experience and mentorship but reflects a gradual generational shift. Overall, the committee system demonstrates stability and competence but faces challenges related to limited age diversity. This imbalance may hinder adaptability and inclusivity, particularly in addressing emerging issues. Strengthening youth participation and promoting intergenerational collaboration would enhance innovation, leadership development, and the effectiveness of parliamentary committees.

**Gender.** The gender distribution of the study sample reflects the composition of male and female participants engaged in parliamentary committee activities, providing important insights into the inclusiveness and gender balance within Uganda's legislative leadership landscape. Figure 3 presents the gender distribution of participants across the reviewed studies.

**Figure 3**

***Gender***




The findings indicate near gender parity in parliamentary committees in the Parliament of Uganda, with women constituting 46.9% of members, reflecting notable progress toward inclusive representation. This aligns with global evidence that increased female participation enhances legislative effectiveness and supports gender-responsive governance (Inter-Parliamentary Union, 2022). Consistent with Eagly and Carli (2003) and Franczak and Margolis (2022), gender diversity contributes to more collaborative and inclusive leadership styles, reinforcing principles of servant leadership.

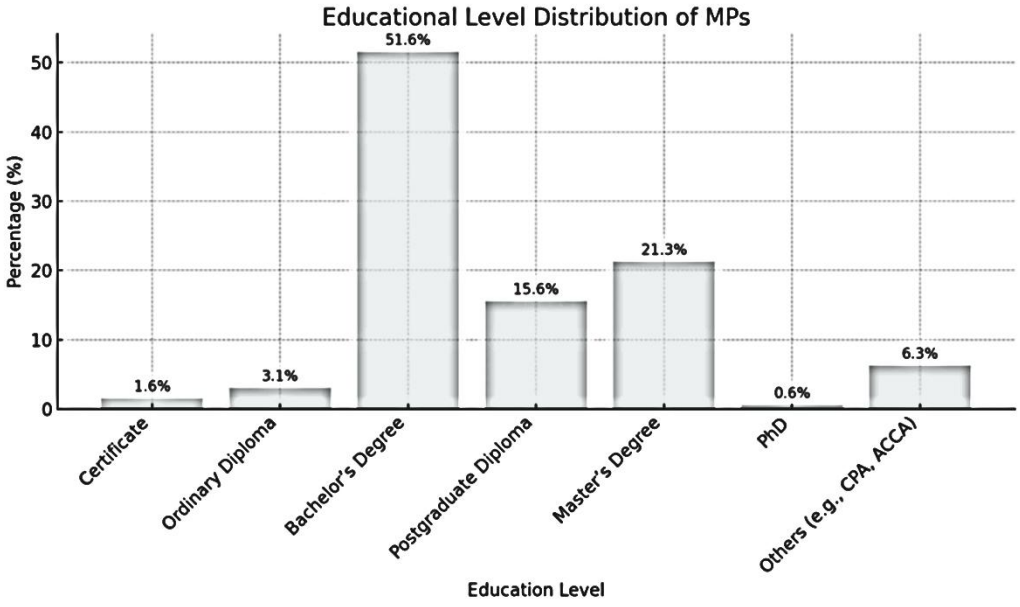
Despite balanced participation, women remain underrepresented in influential leadership roles, supporting earlier findings that descriptive representation does not

always translate into substantive power (Fellegi et al., 2023; Paxton et al., 2020; Tremblay, 2005). Overall, while gender inclusivity is improving, achieving leadership equity remains essential for fully realizing the benefits of diverse parliamentary governance.

**Education Level.** The educational attainment data for the respondents offers a comprehensive overview of the academic qualifications of members serving on parliamentary committees in Uganda. These findings provide critical insight into the intellectual capital, professional preparedness, and potential knowledge depth that inform committee performance, oversight, and legislative quality. Figure 4 illustrates the distribution of participants based on their highest level of education.

**Figure 4**

***Education Level***




The findings show that Uganda's parliamentary committees are composed of highly educated members, with the majority holding a Bachelor's degree (51.6%) and over one-third possessing postgraduate qualifications. This indicates strong analytical

and policy-related capacity, supporting effective legislative oversight and decision-making, consistent with studies linking higher education to improved policy scrutiny (Inter-Parliamentary Union, 2018; Mushemeza, 2015; Reimers, 2021; Stapenhurst et al., 2006).

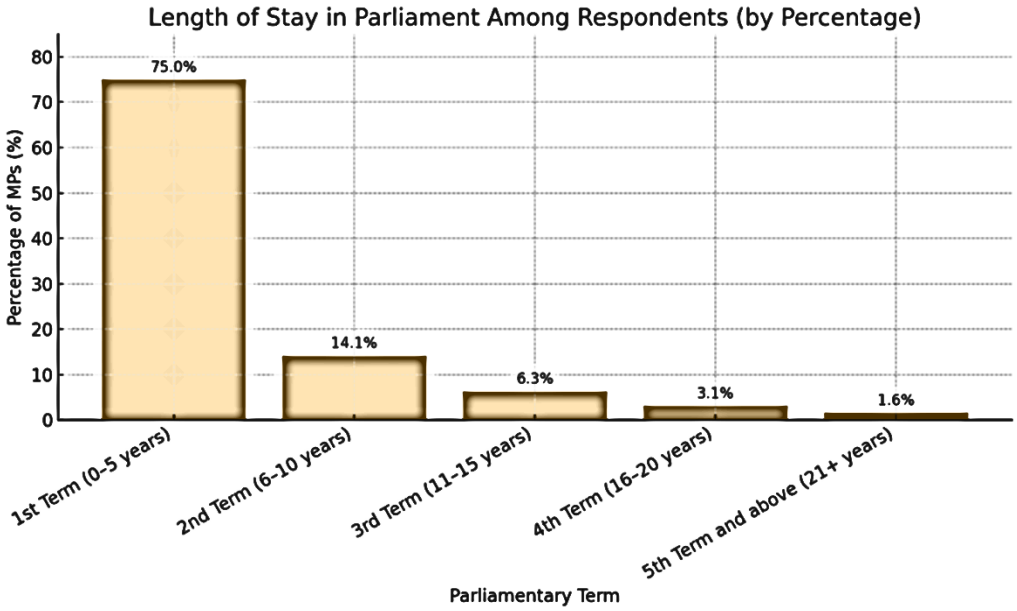
A smaller proportion of members hold professional qualifications such as CPA and ACCA, providing valuable technical expertise in financial oversight, while very few have lower-level qualifications, reflecting increasing professionalization of parliamentary roles. The limited number of PhD holders aligns with broader trends in African legislatures (van de Walle, 2001). To be a Member of Parliament in Tanzania one only needs primary education while in Kenya the requirement is standard four as per the respective constitutions. The low entry requirement may discourage members from pursuing very high qualifications.

Overall, the strong educational profile enhances committee effectiveness and supports the application of servant leadership, as higher education is associated with critical thinking, ethical reasoning, and inclusive leadership practices (Almatrooshi et al., 2016; Liden et al., 2008; van Dierendonck, 2011; Sarangan, 2025).

**Experience.** The bar chart below illustrates the distribution of Members of Parliament (MPs) in Uganda based on their length of service. Figure 5 illustrates the length of service among participants across the reviewed studies.

**Figure 5**

***Length of Service***



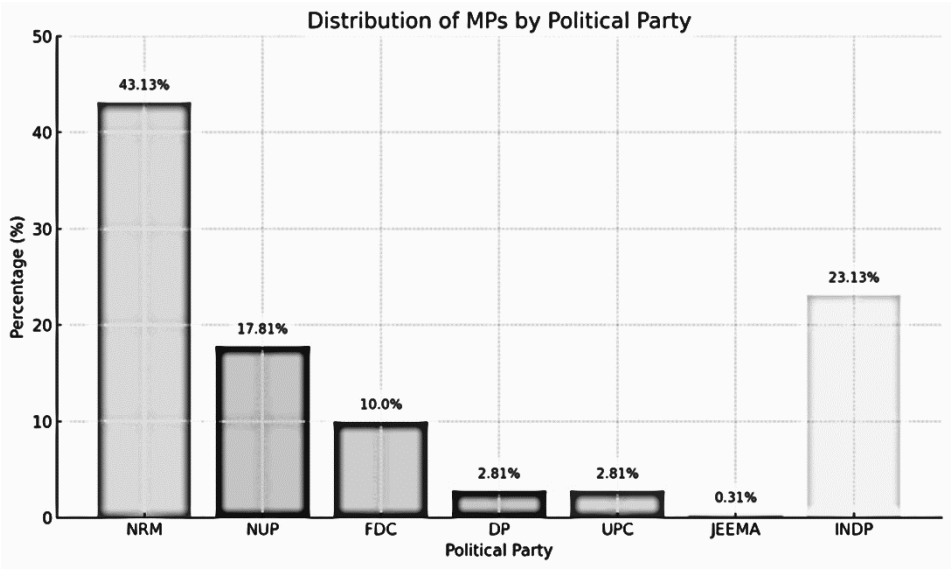

The findings show that Uganda's parliamentary committees are dominated by first-term MPs (75%), reflecting high turnover and limited legislative continuity. While this creates opportunities for fresh ideas and responsiveness to public concerns, it may also weaken committee effectiveness due to limited experience, institutional memory, and technical expertise, consistent with concerns raised by Barkan (2009).

The sharp decline in representation beyond the first term highlights challenges in sustaining leadership development and mentorship within committees. From a leadership perspective, this highlights the need for structured capacity building and mentorship, aligned with servant leadership principles that emphasise development and empowerment of others (Greenleaf, 1970; Sendjaya, 2015; Smallfield et al., 2023). Overall, although the system allows for political renewal, strengthening continuity mechanisms is essential to maintain effective legislative performance.

**Political Party.** The distribution of political party affiliation among the 320 Members of Parliament participating in this study provides critical insight into the political landscape and representational balance of Uganda's parliamentary committees. Political affiliation plays a substantial role in shaping legislative behaviour, oversight priorities, and policy deliberation, making this demographic especially relevant to adding value to committee performance. Figure 6 displays the political party affiliations of participants across the reviewed studies.

**Figure 5**

***Political Party Affiliation***




The findings show that Uganda's Parliament is dominated by the ruling NRM (43.13%), giving it significant control over committee leadership, legislative agendas, and resources, a pattern typical of dominant-party systems (Tapscott & Macdonald, 2023; Wilkins, 2018). While this dominance can enhance policy coordination, it raises concerns about weakened oversight and executive influence over parliamentary processes (Oloka-Onyango, 2014).

Opposition parties, particularly NUP (17.81%) and FDC (10.00%), play an important role in promoting accountability and pluralism by introducing alternative perspectives and strengthening deliberative processes (Cheeseman, 2015; Inter-Parliamentary Union, 2022). Additionally, the large proportion of Independent MPs (23.13%) enhances debate and can act as a balancing force in decision-making (Makara et al., 2009).

Overall, the system reflects a pluralistic but asymmetrical structure, where dominant party control coexists with meaningful opposition and independent participation. This diversity can strengthen committee effectiveness, although its impact depends on the extent to which inclusive and non-partisan leadership practices are upheld (Cissna et al., 2023; Greenleaf, 1977; van Dierendonck, 2011).

### *Background Information of the Clerks*

The demographic distribution of clerks in Uganda's parliamentary committees, as presented in Table 4, offers valuable insights into the context in which servant leadership, organisational commitment, and committee performance operate. Each demographic variable, age, gender, education, and tenure, has potential implications for leadership dynamics, the commitment of clerks, and the efficiency of committee performance. Table 4 summarises the demographic characteristics of the clerks who participated in the study.

**Table 4**

***Demographic Information of the Clerks***

| Variable | Category | Frequency | Percentage (%) |
|---|---|---|---|
| Age | 31-40 | 10 | 25.0 |

| Variable | Category | Frequency | Percentage (%) |
|---|---|---|---|
| | 41-50 | 20 | 50.0 |
| | 51-60 | 9 | 25.0 |
| | Male | 25 | 62.5 |
| | Female | 14 | 37.5 |
| Highest Level of Education | Bachelor's | 16 | 41.7 |
| | Master's | 13 | 31.2 |
| | Postgraduate Diploma | 7 | 16.7 |
| | Others | 4 | 10.4 |
| Years in Parliament | <5 years | 7 | 16.7 |
| | 6-10 years | 16 | 41.7 |
| | 11-15 years | 12 | 31.2 |
| | >15 years | 4 | 10.4 |

*Source*: Primary data

***Age.*** The age distribution shows that half of the clerks fall within the 41–50 age bracket (50%), followed by equal proportions in the 31–40 and 51–60 age brackets (25% each). The predominance of clerks in the mid-career stage suggests a workforce with substantial professional maturity, accumulated institutional knowledge, and experience in navigating parliamentary processes. According to Chiniara and Bentein (2016), servant leadership tends to be more effective in environments where team members possess adequate professional maturity, as these individuals can better appreciate humility, empowerment, and the leader's service-oriented behaviour. This age profile aligns with the expectation that clerks are well-positioned to respond to the supportive and facilitative nature of servant leadership, potentially strengthening organisational commitment and committee performance.

**Gender.** Gender distribution reveals a majority of male clerks (62.5%) compared to female clerks (37.5%). While this suggests a gender imbalance, it also raises questions about the inclusivity of servant leadership in parliamentary committee environments. Servant leadership emphasises equity, empathy, and empowerment values that are particularly important in diverse workplaces (Eva et al., 2019). In a context where male clerks predominate, servant leadership can play a crucial role in fostering inclusiveness and ensuring that female clerks feel equally valued and engaged. Studies suggest that servant leadership, with its emphasis on empowerment, humility and ethical care, can help reduce feelings of marginalisation among disadvantaged employees and strengthen their organisational commitment, partly by fostering inclusion and fair treatment (Haque & Fernando, 2019; Jit et al., 2017; Liden et al., 2015; Paxton et al., 2020).

**Education Qualifications.** The educational qualifications show that the majority of clerks hold a bachelor's degree (41.7%), followed by master's degrees (31.2%) and postgraduate diplomas (16.7%), with a small proportion (10.4%) having other qualifications. This indicates a highly educated workforce capable of handling the technical and procedural demands of parliamentary committees. Education is positively linked to the ability to adapt to leadership styles and institutional goals (Almatrooshi et al., 2016; van Dierendonck, 2011). The strong presence of advanced qualifications suggests that clerks are well-equipped to understand and implement servant leadership principles, which often require critical thinking, ethical reasoning, and collaborative engagement. The balance of qualifications also reflects diversity in professional development, which can influence perceptions of fairness and opportunities for growth, important determinants of organisational commitment (Cissna et al., 2023; Liden et al., 2014).

**Level of Experience.** Regarding tenure, the largest proportion of clerks had served between 6–10 years (41.7%), followed by 11–15 years (31.2%), fewer than five years (16.7%), and more than 15 years (10.4%). This distribution reflects a workforce where a significant number of clerks are experienced but not close to retirement age, providing stability and continuity. Tenure is a critical factor in understanding commitment and performance. Clerks with medium to long service tend to have deeper institutional loyalty and are more likely to appreciate leadership that empowers and supports them (Hoch et al., 2018). Servant leadership, by focusing on follower development and organisational stewardship, aligns well with the needs of this tenure profile, reinforcing affective and normative commitment to the institution. Moreover, a smaller proportion of newer clerks (<5 years) indicates opportunities for servant leadership to enhance socialisation, integration, and professional development to sustain high committee performance.

## Reliability Tests

To ensure the accuracy and consistency of the measurement scales used in this study, reliability analysis was conducted using Cronbach's alpha, a statistical measure widely used in social science research to assess internal consistency among items measuring the same construct (Gliem & Gliem, 2003; Sürücü & Maslakçi, 2020; Tavakol & Dennick, 2011). Internal consistency refers to the degree to which items within a test or scale produce similar scores, suggesting they are measuring the same underlying latent variable (Creswell & Creswell, 2023).

The reliability analysis was carried out using IBM SPSS Statistics version 26. Each construct was subjected to reliability testing by calculating Cronbach's alpha coefficient based on the responses collected from the study participants. A minimum

alpha value of 0.70 was adopted as the threshold for acceptable internal consistency, in line with recommendations by Hair et al. (2019). According to these scholars, a Cronbach's alpha value of 0.70 or higher is indicative of good reliability in instruments measuring latent constructs in organisational and behavioural research. Values between 0.70 and 0.90 are considered acceptable and suggest that the scale items are adequately interrelated without redundancy (De Vellis, 2017). Table 5 summarises the Cronbach's alpha coefficients obtained for each construct and sub-construct in the study.

**Table 5**

***Reliability Coefficients***

| Variable | Construct | Cronbach's Alpha | Threshold |
|---|---|---|---|
| Servant Leadership | Humility | 0.74 | ≥0.70 |
| | Persuasion | 0.77 | ≥0.70 |
| | Altruism | 0.79 | ≥0.70 |
| | Empowerment | 0.75 | ≥0.70 |
| Organisational Commitment | Affective Commitment | 0.81 | ≥0.70 |
| | Continuance Commitment | 0.76 | ≥0.70 |
| | Normative Commitment | 0.78 | ≥0.70 |
| Committee Performance | Committee Performance | 0.83 | ≥0.70 |

*Source*: Primary data

The results in Table 5 show that all the constructs and their corresponding sub-dimensions recorded Cronbach's alpha coefficients above the 0.70 threshold, signifying acceptable to excellent internal consistency. These values provide strong

evidence that the scales used in the study were reliable for capturing the intended psychological, behavioural, and organisational dimensions.

***Servant Leadership***

The sub-constructs of Humility (α = 0.74), Persuasion (α = 0.77), Altruism (α = 0.79), and Empowerment (α = 0.75**)** demonstrated robust reliability. These findings align with previous research by Liden et al. (2008), who developed a multidimensional servant leadership scale and reported similar internal consistency levels. The high Cronbach's alpha values suggest that the items within each dimension were cohesive in assessing the distinct but related elements of servant leadership. This reliability supports the construct validity of servant leadership as a multidimensional, ethically grounded leadership style aimed at serving others (Celikdemir, 2023; Eva et al., 2019).

The constructs of Affective Commitment (α = 0.81), Continuance Commitment (α = 0.76), and Normative Commitment (α = 0.78**)** all exhibited satisfactory reliability. These findings are consistent with the original framework by Meyer and Allen (1997), who defined these components as reflecting emotional attachment, cost-based attachment, and obligation-based attachment to an organisation, respectively. The consistency in item responses confirms the utility of this multidimensional conceptualisation of organisational commitment in the Ugandan institutional context. High reliability in this domain enhances the credibility of subsequent analyses that examine employee retention, performance, and motivation.

***Committee Performance***

The Committee Performance construct recorded the highest alpha coefficient (α = 0.83), indicating excellent reliability. This result implies that the items assessing

performance, such as effectiveness in decision-making, responsiveness, accountability, and coordination, were well-aligned and consistent in capturing the perceived functioning of committees within the organisation. Such reliability strengthens the study's ability to make valid inferences about the role of participatory governance mechanisms in organisational performance, particularly in settings reliant on team-based decision-making (Creswell & Guetterman, 2019; Sekaran & Bougie, 2019). Overall, these reliability results affirm that the measurement instruments used in the study met the minimum psychometric standards for internal consistency, thereby justifying their inclusion in subsequent analyses such as correlation and regression.

**Validity**

The Content Validity Index (CVI) is a statistical measure used to quantify the degree to which a questionnaire or test accurately reflects the specific construct it is intended to measure. In this context, CVIs were generated for constructs under the broader variables of Servant Leadership, Organisational Commitment, and Committee Performance. The CVI values were obtained through the evaluation of questionnaire items by a panel of subject-matter experts, typically ranging from three to 10, who independently rated each item on its relevance using a 4-point Likert scale (1 = not relevant, 4 = highly relevant). The CVI for each construct was then calculated by determining the proportion of items that received a rating of either three or four (indicating agreement on relevance) and averaging these proportions across items.

The process that led to these CVI scores typically involved drafting questionnaire items based on literature and theoretical frameworks, followed by expert review (Sekaran & Bougie, 2019). Each expert evaluated whether the items

adequately represent the intended construct. The level of agreement among experts was then statistically expressed as the CVI. A high CVI reflects a strong consensus among experts that the items are suitable, providing evidence that the instrument possesses good content validity (Amin, 2005). The results of the CVI are summarised in Table 6.

**Table 6**

***Content Validity Index***

| Variable | Construct | Content Validity Index | Threshold |
|---|---|---|---|
| Servant Leadership | Humility | 0.80 | ≥0.70 |
| | Persuasion | 0.95 | ≥0.70 |
| | Altruism | 0.89 | ≥0.70 |
| | Empowerment | 0.86 | ≥0.70 |
| Organisational Commitment | Affective Commitment | 0.75 | ≥0.70 |
| | Continuance | 0.75 | ≥0.70 |
| | Normative | 0.72 | ≥0.70 |
| Committee Performance | Committee Performance | 0.93 | ≥0.70 |

*Source*: Primary data

The CVI values generated were all above the commonly accepted minimum threshold of 0.70, suggesting strong content validity. Specifically, for the Servant Leadership dimension, the constructs of *Humility* (0.80), *Persuasion* (0.95), *Altruism* (0.89), and *Empowerment* (0.86) demonstrated excellent content representation. This indicates that the items under each of these constructs were judged to be highly reflective of their respective dimensions by the experts. Similarly, under Organisational Commitment**,** the constructs of *Affective Commitment* and *Continuance* both scored 0.75, and *Normative Commitment* scored 0.72. While slightly lower than the other constructs, these scores are still above the threshold and thus considered acceptable. Lastly, Committee Performance showed a very high CVI

of 0.93, indicating strong agreement among experts regarding the relevance of the items used to assess performance. Overall, the results suggest that the questionnaire items are valid measures of their respective constructs and can be confidently used in subsequent data collection and analysis.

### *Diagnostic Tests*

The subsequent subsections therefore present the diagnostic tests, which present findings of multicollinearity diagnostics using the Variance Inflation Factor (VIF), followed by normality and homoscedasticity tests.

### *Multicollinearity and Variance Inflation Factor (VIF)*

Before conducting regression analysis, the study assessed multicollinearity among independent variables, defined as a condition where predictors are highly linearly related, making it difficult to isolate their individual effects and potentially leading to inflated standard errors and unstable estimates (Hair et al., 2019). This is particularly relevant for conceptually related constructs such as servant leadership dimensions and organisational commitment, which may overlap and affect the validity of results if not properly addressed (Yoo et al., 2014).

To diagnose this, the Variance Inflation Factor (VIF) was used, which measures how much the variance of regression coefficients is inflated due to correlation among predictors. VIF values of 1 indicate no multicollinearity; values between 1 and 5 are acceptable, while values above 10 suggest serious multicollinearity requiring corrective action (Kutner et al., 2005; O'Brien, 2007). In this study, VIF was calculated for humility, persuasion, altruism, empowerment, and organisational commitment as key predictors of committee performance.

**Table 7**

***Variance Inflation Factor (VIF) for Predictor Variables***

| Variable | VIF |
|---|---|
| Humility | 1.01 |
| Persuasion | 1.01 |
| Altruism | 1.01 |
| Empowerment | 1.02 |
| Organisational Commitment | 1.01 |

*Source:* Primary data

As shown in Table 7, all VIF values are well below the conservative cut-off of 5. The highest VIF is 1.02 for empowerment, while the rest are consistently around 1.01. These findings indicate that multicollinearity is not a threat in the present dataset. The predictor variables exhibit minimal linear dependence on one another, confirming that they capture distinct constructs despite their theoretical relatedness.

The absence of multicollinearity has important implications for the robustness of the regression analysis to follow. It suggests that the beta coefficients derived from the model will be stable and interpretable, enabling the researcher to make credible inferences about the unique effect of each predictor on committee performance (Montgomery et al., 2012). Furthermore, this diagnostic affirms the construct validity of the measurement model, as it reflects appropriate differentiation among variables operationalised to represent different facets of leadership and commitment. In sum, the VIF diagnostics provide strong empirical support for proceeding with multivariate regression analysis. By confirming that multicollinearity is not present, the study upholds a key statistical assumption of multiple linear regression and sets a sound foundation for hypothesis testing in the next analytical stage.

***Normality Tests***

Assessing normality of residuals is a critical prerequisite for regression analysis, as many inferential procedures assume that errors are normally distributed.

A normal distribution of residuals ensures that the estimated regression coefficients are unbiased and hypothesis testing based on t and F statistics is valid (Field, 2018). To evaluate normality, both graphical and statistical procedures were employed. Normal Q–Q plots showed that residuals closely followed the diagonal reference line, while the histogram of standardised residuals displayed a bell-shaped curve. These graphical inspections suggested that the residuals were approximately normally distributed. For statistical confirmation, the Shapiro–Wilk test was performed, complemented by skewness and kurtosis statistics. Table 8 shows results of normality for regression residuals tests.

**Table 8**

***Tests of Normality for Regression Residuals***

| Test | Statistic | F | p-value |
|---|---|---|---|
| Shapiro–Wilk Test | 0.984 | 320 | 0.072 |
| Skewness | -0.21 | – | – |
| Kurtosis | 0.34 | – | – |

*Source:* Primary data

As shown in Table 8, the Shapiro–Wilk test yielded a non-significant result ($p = 0.072 > 0.05$), indicating that the null hypothesis of normal distribution could not be rejected. Skewness and kurtosis values also fell within the acceptable ±1 threshold (Hair et al., 2019). Together, these results confirm that the residuals were approximately normally distributed, thereby satisfying a key regression assumption.

***Homoscedasticity Tests***

Another critical assumption in regression analysis is homoscedasticity, which posits that the variance of residuals remains constant across predicted values of the dependent variable. Violation of this assumption (heteroscedasticity) can inflate Type

I error rates and lead to inefficient parameter estimates (Gujarati & Porter, 2009). In this study, homoscedasticity was evaluated both graphically and statistically. A scatterplot of standardised residuals against standardised predicted values revealed no systematic funneling or clustering, with residuals randomly dispersed around zero, suggesting constant variance. For statistical confirmation, the Breusch–Pagan test and White's test were applied. Table 9 presents the results of homoscedasticity tests for regression residuals.

**Table 9**

***Homoscedasticity Tests for Regression Residuals***

| Test | $\chi^2$ | Df | p-value |
|---|---|---|---|
| Breusch–Pagan Test | 7.46 | 5 | 0.188 |
| White's Test | 13.29 | 10 | 0.209 |

*Source:* Primary data

Both tests yielded non-significant results ($p > 0.05$), indicating that the null hypothesis of homoscedasticity could not be rejected. Thus, the assumption of constant error variance was upheld. With these results:

- Normality was confirmed (Shapiro–Wilk $p > 0.05$).
- Homoscedasticity was confirmed (Breusch–Pagan and White's $p > 0.05$).

This strengthens the validity of the regression results, ensuring robust inferential testing of the hypothesised relationships between servant leadership traits, organisational commitment, and parliamentary committee performance.

**Findings**

This subsection presents the descriptive and inferential analysis of the study variables, offering a detailed examination of respondents' perceptions regarding

servant leadership traits, organisational commitment, and committee performance within the Parliament of Uganda.

### *Influence of humility on the performance of committees in the Parliament of Uganda*

This study examined the role of humility, a core component of servant leadership, in influencing the performance of parliamentary committees in Uganda. Table 10 shows the committee members' responses regarding their perceptions of humility within the leadership structure.

**Table 10**

***Committee Members' Perception about Humility***

| Statement | Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | Mean | SD | Inter-pretation |
|---|---|---|---|---|---|---|---|---|
| The leadership of the committee does not overestimate its merits | 40.0% | 30.0% | 20.0% | 5.0% | 5.0% | 3.95 | 1.12 | Agree |
| The leadership of the committee is not interested in self-glorification | 33.3% | 38.1% | 14.3% | 9.5% | 4.8% | 3.86 | 1.12 | Agree |
| The leadership of the committee is humble enough to consult committee members | 50.0% | 35.0% | 10.0% | 5.0% | 0.0% | 4.3 | 0.84 | Agree |
| The leadership of the committee learns from different views and opinions | 45.0% | 40.0% | 10.0% | 3.0% | 2.0% | 4.23 | 0.89 | Agree |
| The leadership of the committee does not centre attention on their accomplishments | 38.0% | 36.0% | 18.0% | 5.0% | 3.0% | 4.01 | 1.01 | Agree |
| The demeanour of the leadership of the committee is one of humility | 42.0% | 33.0% | 15.0% | 6.0% | 4.0% | 4.03 | 1.08 | Agree |
| Grand Mean | | | | | | 4.06 | | High |

*Source*: Primary data

The study found that committee leadership in Uganda is widely perceived as humble, with the highest mean score for consulting members in decision-making (M = 4.30, SD = 0.84). This supports (Greenleaf 1977; Eva et al., 2019; Bragger et al., 2023) views that servant leaders empower others by valuing their contributions. Similarly, leaders' receptiveness to diverse views (M = 4.23, SD = 0.89) reflects a learning-oriented approach consistent with Owens and Hekman (2012), fostering psychologically safe environments that enhance cohesion and performance. The relatively lower score on avoiding self-glorification (M = 3.86, SD = 1.12) suggests some leaders may still pursue visibility or political recognition, echoing Sendjaya and Cooper's (2011) argument that political contexts can constrain servant leadership.

Qualitative findings reinforced these results. One clerk noted, *"The chairperson makes it a point to listen to every voice. Even new members are given equal space to express their views. This makes everyone feel part of the process"* (Interview with Committee Clerk, March 2025), reflecting relational transparency (Bragger et al., 2023; van Dierendonck, 2011). A chairperson added, *"Humility means accepting that you don't know everything. I often rely on technical staff and members who have more subject matter experience than I do. That makes our reports stronger"* (Interview with Committee Chairperson, March 2025), highlighting the role of humility in knowledge-sharing and improved performance (Chiniara & Bentein, 2016; Silard et al. 2025). Another respondent emphasised inclusivity, stating, *"Leaders who are humble allow room for disagreement… a humble leader makes sure all opinions are heard"* (Interview with Committee Clerk, March 2025), while another observed, *"It wasn't about being in charge, it was about guiding the process"* (Interview with Committee Clerk, March 2025), aligning with Liden et al.'s (2008) notion of legitimacy through service.

However, some caution was raised about excessive humility. One chairperson remarked, *"Sometimes, humility can go too far. If the chair is too open-ended, decisions drag on. You need balance"* (Interview with Committee Chairperson, March 2025), and a clerk added, *"The chairperson would refer to everyone so much that no one knew where the direction was coming from and it created delays"* (Interview with Committee Clerk, March 2025). This reflects Spears' (2010) warning that servant leadership must be balanced with decisiveness.

These findings are consistent with regional studies, such as Ansong et al (2024), which show that humility enhances cooperation but may lead to indecision if not moderated. In Uganda, institutional rules promoting consultation, cultural norms emphasising respect and modesty, and public scrutiny appear to reinforce humble leadership (Kyambadde et al., 2024; Obici, 2023). Overall, humility is a strong and valued leadership trait within parliamentary committees, promoting inclusion, trust, and collaboration, though it must be balanced with clear direction to ensure efficiency.

**Responses from Clerks on Humility.** This study also examined the role of humility, a central pillar of servant leadership, from the perspective of clerks to parliamentary committees in Uganda.

**Table 11**

***Clerks' Perception on Humility***

| Statement | Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | Mean | SD | Inter-pretation |
|---|---|---|---|---|---|---|---|---|
| The leadership of the committee does not | 40.0% | 30.0 % | 20.0 % | 5.0% | 5.0% | 3.95 | 1.1 2 | Agree |

| Statement | Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | Mean | SD | Inter-pretation |
|---|---|---|---|---|---|---|---|---|
| overestimate its merits | | | | | | | | |
| The leadership of the committee is not interested in self-glorification | 33.3% | 38.1 % | 14.3 % | 9.5% | 4.8% | 3.86 | 1.1 2 | Agree |
| The leadership of the committee is humble enough to consult committee members | 50.0% | 35.0 % | 10.0 % | 5.0% | 00.0% | 4.3 | 0.8 4 | Agree |
| The leadership of the committee learns from different views and opinions | 45.0% | 40.0 % | 10.0 % | 3.0% | 2.0% | 4.23 | 0.8 9 | Agree |
| The leadership of the committee does not centre attention on their accomplishments | 38.0% | 36.0 % | 18.0 % | 5.0% | 3.0% | 4.01 | 1.0 1 | Agree |
| The demeanour of the leadership of the committee is one of humility | 42.0% | 33.0 % | 15.0 % | 6.0% | 4.0% | 4.03 | 1.0 8 | Agree |
| Grand Mean | | | | | | 4.06 | | High |

*Source: Primary Data*

Clerks' responses closely aligned with MPs' perceptions, reinforcing humility as a central feature of servant leadership in Uganda's parliamentary committees. With a high grand mean of 4.06, clerks confirmed that leaders actively involve members in decision-making, particularly through consultation (M = 4.30, SD = 0.84). This supports Greenleaf's (1977) view that servant leaders empower others by valuing their contributions. As one clerk noted, *"The chairperson takes time to understand members' views and makes changes based on sound arguments. It's a sign that they value input, not just protocol"* (Interview with Committee Clerk, March 2025).

Leaders' willingness to learn from diverse perspectives (M = 4.23, SD = 0.89) further demonstrated humility in practice, shaping committee culture and enhancing cohesion. A clerk explained, *"The chairperson listens carefully and integrates diverse perspectives, which makes committee discussions more meaningful"* (Interview with Committee Clerk, March 2025). These findings align with (Owens & Hekman, 2012; Silard et al. 2025) who argue that humble leadership fosters open dialogue and improves group outcomes.

The relatively lower score on avoiding self-glorification (M = 3.86, SD = 1.12) suggests occasional tendencies toward self-promotion, particularly in politically visible committees. Nonetheless, clerks highlighted the operational benefits of humility, with one stating, *"When the chairperson is humble, it's easier for the technical team to suggest procedural corrections without them feeling undermined. This makes the work more efficient"* (Interview with Committee Clerk, March 2025).

However, concerns were raised about excessive humility. One clerk observed, *"Sometimes humility makes chairpersons too open-ended; decisions take longer because everyone's input is given equal time"* (Interview with Committee Clerk, March 2025), echoing caution that servant leadership must be balanced with decisiveness (Forbes, 2023; Spears, 2010).

Overall, both clerks and MPs present a consistent view that humility is a prominent and valued leadership trait, promoting inclusivity, openness, collaboration, and operational efficiency, while requiring balance with timely and decisive leadership.

**Correlation Analysis between Humility and Performance of Parliamentary Committees**

A Pearson correlation analysis was conducted to examine the relationship between humility and the performance of committees in the Parliament of Uganda. The correlation and regression analyses were conducted using the combined dataset of Members of Parliament and committee clerks because both categories of respondents were directly involved in parliamentary committee operations and provided complementary perspectives regarding committee functioning and leadership practices. The results indicate a statistically significant positive relationship, showing that higher levels of humility are associated with improved committee performance.

**Table 12**

***Correlation Analysis between Humility and Committee Performance***

| | **Humility** | **Committee Performance** |
|---|---|---|
| Humility | 1.00 | 0.640** |
| Committee Performance | 0.640** | 1.00 |

*Source*: Primary data

*Note: Correlation is significant at the 0.01 level (2-tailed)*

The Pearson correlation coefficient ($r = 0.640$, $p < 0.01$) demonstrates a strong and statistically significant positive relationship between humility and committee performance. This finding shows that when individuals in leadership positions exhibit humility through behaviours such as openness to feedback, acknowledgment of limitations, appreciation of members' contributions, and inclusiveness in decision-making, committee performance improves substantially. These improvements are

reflected in stronger collaboration, more effective deliberations, and higher-quality outputs.

This result aligns with the work of Owens and Hekman (2012), who established that humility enhances team learning and performance by creating environments where members feel valued and respected. Similarly, Rego et al. (2017, 2021) and Wang et al. (2018) found that humility promotes psychological safety, which strengthens team cohesion and effectiveness. The strong relationship observed in this study confirms that these dynamics are highly relevant within parliamentary committees in Uganda.

**Regression Analysis between Humility and Committee Performance**

A simple linear regression analysis was conducted to assess the influence of humility on the performance of parliamentary committees. The results are presented in Table 13.

**Table 13**

***Regression Analysis between Humility and Committee Performance***

| Model | Unstd. Coeff. (B) | Std. Error | Std. Coeff. (Beta) | Sig. | R | R Square | F | ANOVA Sig. |
|---|---|---|---|---|---|---|---|---|
| Constant | 1.438 | 0.312 | – | 0.000 | | | | |
| Humility | 0.587 | 0.083 | 0.640 | 0.000 | 0.640 | 0.410 | 38.52 | 0.000 |

*Source*: Primary data

The regression results indicate that humility has a statistically significant positive effect on committee performance ($B = 0.5870$, $p < 0.001$). The standardized beta coefficient ($\beta = 0.640$) confirms that humility is a strong predictor of performance. The model explains 41.0% of the variance in committee performance

($R^2 = 0.410$), demonstrating that humility accounts for a substantial proportion of performance outcomes.

This implies that a one-unit increase in humility results in a 0.587-unit increase in committee performance. The model is statistically significant ($F = 38.52$, $p < 0.001$), confirming that humility exerts a meaningful influence on the effectiveness of parliamentary committees.

These findings reinforce the central role of humility as a critical leadership attribute in parliamentary settings. Individuals who demonstrate humility create conditions that support participation, mutual respect, and shared ownership of committee responsibilities. This enhances the quality of deliberations, strengthens oversight functions, and improves the timeliness and relevance of committee outputs.

The findings are strongly supported by existing literature. Van Dierendonck (2011) and Smallfield et al. (2023) assert that humility enhances authenticity, openness, and team effectiveness, which are essential for collective performance. Sendjaya (2015) and Smallfield et al. (2023) further emphasise that humble individuals are more responsive to the needs and contributions of others, making them more effective in guiding group processes. Horsman (2018) and Silard (2021) highlight that humility promotes self-awareness and recognition of others' strengths, which strengthens collaboration and reduces ego-driven conflict.

In addition, Chiu et al. (2022) found that leader humility improves team performance and viability by reducing negative (hindrance) ties within teams and strengthening helping norms, which reflects lower interpersonal frictions and more cooperative behaviour. Liu (2022) demonstrated that humility enhances engagement,

creativity, and performance through the development of trust and psychological safety. Similarly, Wang et al. (2019) established that humility promotes knowledge sharing, inclusivity, and innovation, all of which are essential for effective committee functioning.

Within Uganda's multiparty parliamentary context, these dynamics are particularly significant. Committees often involve members with diverse political interests, making collaboration and consensus-building essential. Humility facilitates these processes by positioning those in charge as coordinators and facilitators rather than dominant authority figures. This strengthens cooperation, reduces conflict, and enhances overall committee effectiveness.

Overall, the findings confirm that humility is a decisive factor in shaping the performance of parliamentary committees. Strengthening humility enhances collaboration, improves decision-making processes, and leads to more effective institutional outcomes.

### *Influence of persuasion on the performance of committees in the Parliament of Uganda*

This section presents both committee members and clerks' findings on the influence of persuasion, a core behavioural dimension of servant leadership, on the performance of parliamentary committees in Uganda. Table 14 below presents the committee members' perception about persuasion.

**Table 14**

***Committee Members' Perception about Persuasion***

| Statement | Strongly Agree | Agree | Disagree | Strongly Disagree | Mean | SD | Inter-pretation |
|---|---|---|---|---|---|---|---|
| The leadership of the committee offers members compelling reasons to get things done | 33.3% | 40.0% | 13.3% | 13.3% | 3.67 | 1.4 | Agree |
| The leadership of the committee is very persuasive | 28.6% | 40.0% | 17.1% | 14.3% | 3.51 | 1.42 | Agree |
| The leadership of the committee is good at convincing others to do things | 30.6% | 36.1% | 19.4% | 13.9% | 3.5 | 1.44 | Agree |
| Grand Mean | | | | | 3.56 | | High |

*Source*: Primary data

The findings indicate that committee leaders are generally perceived as persuasive, with a grand mean of 3.56, reflecting a high level of agreement. The highest-rated item, "The leadership of the committee offers members compelling reasons to get things done" (M = 3.67, SD = 1.40), suggests that leaders rely on rational and value-based arguments rather than authority, consistent with non-coercive influence in servant leadership (Liden et al., 2008). Other items, including "The leadership of the committee is very persuasive" (M = 3.51, SD = 1.42) and "The leadership of the committee is good at convincing others to do things" (M = 3.50, SD = 1.44), also scored relatively high, though the wider variation indicates differences in leadership styles and contextual factors such as trust and political dynamics (Chiniara & Bentein, 2016).

Qualitative findings reinforce these patterns. A clerk observed, *"The most effective chairpersons are not the loudest ones. They're the ones who talk to people quietly, explain things, and let members feel that they've come to the conclusion themselves"* (Interview with Committee Clerk, March 2025), reflecting influence through persuasion (Celikdemir, 2023). This is in line with Kritz and Speranza (2023) who note that persuasion is a source of power that servant leaders depend on to lead.

However, limitations were noted. One clerk stated, *"Some leaders don't know how to convince others; they just assume people will agree because of their title"* (Interview with Committee Clerk, March 2025), while another cautioned that *"when persuasion is overused, it can come off as manipulation"* (Interview with Committee Chairperson, March 2025). These concerns align with Spears (2010), who emphasises that persuasion must be grounded in trust and authenticity. Overall, persuasion positively contributes to motivation and collaboration, though its effectiveness varies depending on leadership skill, credibility, and the political context.

**Clerks' Perception about Persuasion.** The clerks' responses offered a complementary perspective on the persuasive dimension of servant leadership within Uganda's parliamentary committees. Table 15 shows Clerks' Perception about Persuasion.'

**Table 15**

***Clerks' Perception about Persuasion***

| Statement | Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | Mean | SD | Inter-pretation |
|---|---|---|---|---|---|---|---|---|
| The leadership of the committee offers members compelling reasons to get things done | 45.0% | 35.0% | 10.0% | 5.0% | 5.0% | 4.1 | 0.95 | Agree |
| The leadership of the committee is very persuasive | 40.0% | 38.0% | 12.0% | 5.0% | 5.0% | 4.0 | 1.0 | Agree |
| The leadership of the committee is good at convincing others to do things | 42.0% | 36.0% | 12.0% | 5.0% | 5.0% | 4.05 | 0.97 | Agree |
| Grand Mean | | | | | | 4.05 | | High |

*Source*: Primary data

Clerks' responses provided a complementary perspective on the persuasive dimension of servant leadership, closely aligning with MPs' findings while offering operational insights. Persuasion in servant leadership involves influencing others through reason, consensus-building, and shared values rather than authority or coercion (Greenleaf, 1977; Spears, 2010). In parliamentary committees, clerks observe persuasion as critical for fostering cohesion across political and procedural boundaries.

Survey results showed a grand mean of 4.05, interpreted as "High," indicating that clerks consistently observed persuasion in leaders' behaviour. The highest-rated item, *"The leadership of the committee offers members compelling reasons to get things done"* (M = 4.10, SD = 0.95), reflects leaders' effectiveness in motivating action through reasoned arguments. This aligns with MPs' perception (M = 3.67, SD = 1.40) and illustrates Liden et al.'s (2008) concept of "non-coercive influence." One clerk noted, *"Chairpersons who use persuasion well don't need to raise their voice. They explain why something matters, and members tend to follow"* (Interview with Committee Clerk, March 2025).

The second-highest-rated statement, *"The leadership of the committee is very persuasive"* (M = 4.00, SD = 1.00), slightly exceeded MPs' score of 3.51, suggesting a shared recognition of persuasion as a leadership strength. A committee chairperson emphasized, *"Sometimes, it's not about giving orders, it's about framing the argument in a way that everyone sees the value. That's when things move faster"* (Interview with Committee Chairperson, March 2025), reflecting Barbuto and Wheeler's (2006) notion of "influence through empathy."

The third item, *"The leadership of the committee is good at convincing others to do things"* (M = 4.05, SD = 0.97), also scored highly among clerks, surpassing MPs' rating (M = 3.50). Some variation was noted depending on committee composition, with one clerk stating, *"Persuasion doesn't work the same in every committee. Some members are more partisan, and no matter how persuasive the chairperson is, positions don't shift"* (Interview with Committee Clerk, March 2025). This highlights Spears' (2010) caution that persuasion's effectiveness depends on political trust and credibility.

Overall, persuasion was found to positively influence parliamentary committee performance by fostering motivation, facilitating agreement, and enhancing deliberative quality.

**Correlation Analysis between Persuasion and Performance of Parliamentary Committees**

A Pearson correlation analysis was conducted to examine the relationship between persuasion and the performance of committees in the Parliament of Uganda. The results indicate a statistically significant positive relationship, showing that higher levels of persuasion are associated with improved committee performance.

**Table 16**

***Correlation Analysis between Persuasion and Committee Performance***

| | **Persuasion** | **Committee Performance** |
|---|---|---|
| Persuasion | 1.00 | 0.590** |
| Committee Performance | 0.590** | 1.00 |

*Note: Correlation is significant at the 0.01 level (2-tailed)*

*Source*: Primary data

The Pearson correlation coefficient ($r = 0.590$, $p < 0.01$) indicates a strong and statistically significant positive relationship between persuasion and committee performance. This demonstrates that when individuals in leadership positions effectively use persuasion through reasoned argument, dialogue, and trust-based influence, committee performance improves. These improvements are reflected in enhanced cooperation, more productive deliberations, and stronger alignment of committee decisions.

This finding is consistent with the servant leadership perspective advanced by (Barbuto & Wheeler; 2006; Celikdemir, 2023; Greenleaf 1977) who note that persuasion is a non-coercive form of influence grounded in ethical reasoning and mutual respect. Similarly, Chiang and Hsieh (2020) highlight that persuasion strengthens relational dynamics and fosters commitment among team members, which enhances collective performance. The observed relationship confirms that persuasion is a critical behavioural mechanism through which effective committee functioning is achieved.

**Regression Analysis between Persuasion and Committee Performance**

A simple linear regression analysis was conducted to assess the influence of persuasion on the performance of parliamentary committees. The results are presented in Table 17.

**Table 17**

***Regression Analysis between Persuasion and Committee Performance***

| Model | Unstd. Coeff. (B) | Std. Error | Std. Coeff. (Beta) | Sig. | R | R Square | F | ANOVA Sig. |
|---|---|---|---|---|---|---|---|---|
| Constant | 1.502 | 0.301 | – | 0.000 | | | | |
| Persuasion | 0.541 | 0.087 | 0.590 | 0.004 | 0.590 | 0.348 | 33.21 | 0.004 |

*Source*: Primary data

The regression results indicate that persuasion has a statistically significant positive effect on committee performance ($\beta = 0.590$, $p = 0.004$), leading to the rejection of the second null hypothesis ($H_2$). This confirms that persuasion plays a substantial role in enhancing how parliamentary committees function and deliver on their mandates. The model explains 34.8% of the variance in committee performance ($R^2 = 0.348$), demonstrating that persuasion accounts for a meaningful proportion of performance outcomes.

The unstandardized coefficient ($B = 0.541$) indicates that a one-unit increase in persuasion leads to a 0.541-unit increase in committee performance. The model is statistically significant ($F = 33.21$, $p = 0.004$), confirming that persuasion exerts a measurable influence on committee effectiveness.

These findings highlight persuasion as a critical leadership capability within parliamentary committees. Persuasion operates through dialogue, logical reasoning,

and trust-building rather than authority or coercion, enabling leaders to guide discussions and align members toward shared objectives. This strengthens consensus-building, reduces resistance, and enhances the quality of committee decisions.

The findings are strongly supported by existing literature. Greenleaf (1996) conceptualizes persuasion as a core element of servant leadership, where influence is exercised through moral authority and dialogue rather than positional power. Horsman (2018) further explains that persuasion is grounded in compassion and authentic communication, enabling individuals to act based on conviction. This relational approach to influence is particularly relevant in parliamentary settings, where leaders operate among equals and must rely on consensus rather than command (Little & Ogle, 2006; Sarangan, 2025).

In addition, Frick (2018) emphasizes that effective persuasion integrates credibility, logical reasoning, and emotional connection, which are essential in environments characterized by diverse perspectives and complex decision-making. Gaines et al. (2019) also highlight that persuasion facilitates negotiation, alignment of competing interests, and shared understanding, all of which are critical for legislative effectiveness.

Empirical studies further reinforce these findings. Beck (2014) and Ferris (2020) show that persuasion enhances transformational engagement by aligning individual and collective goals. Sikorski (2017) demonstrates that rational persuasion grounded in evidence produces more sustainable influence than coercive approaches, while Kiasad et al. (2019) emphasise that clear communication and well-articulated reasoning strengthen trust and commitment among team members.

Within Uganda's parliamentary context, where committees consist of members with diverse political affiliations and interests, persuasion plays a central role in facilitating cooperation and managing dissent. It enables leaders to build consensus, harmonise differing viewpoints, and guide committees toward effective and timely decisions without relying on authority-driven approaches. Overall, the findings confirm that persuasion is a significant determinant of committee performance.

### *Influence of altruism on the performance of committees in the Parliament of Uganda*

This section explores the role of altruism, a key behavioural dimension of servant leadership in shaping the performance of parliamentary committees in Uganda. Table 18 represents descriptive statistics for altruism amongst parliamentary committee chairpersons.

**Table 18**

***Descriptive Statistics for Altruism***

| Statement | Strongly Agree (5) | Agree (4) | Disagree (2) | Strongly Disagree (1) | Mean | SD | Inter-pretation |
|---|---|---|---|---|---|---|---|
| The leadership of the committee cares more about others' success than their own | 44.7% | 40.0% | 9.4% | 5.9% | 4.08 | 1.16 | Agree |
| The leadership of the committee puts others' best interests above their own | 41.4% | 40.2% | 11.5% | 6.9% | 3.98 | 1.22 | Agree |

| Statement | Strongly Agree (5) | Agree (4) | Disagree (2) | Strongly Disagree (1) | Mean | SD | Inter-pretation |
|---|---|---|---|---|---|---|---|
| The leadership of the committee provides others with work experiences that enable them to develop new skills | 47.7% | 34.1% | 11.4% | 6.8% | 4.05 | 1.24 | Agree |
| The leadership of the committee does what it can to make others' work easier | 44.9% | 36.0% | 13.5% | 5.6% | 4.01 | 1.22 | Agree |
| Grand Mean | | | | | 4.03 | | High |

*Source*: Primary data

The findings indicate that committee leaders in Uganda's Parliament demonstrate strong altruistic tendencies, with all items scoring above the midpoint and a grand mean of 4.03, reflecting high perceived selflessness and supportiveness. The highest-rated items, "The leadership of the committee cares more about others' success than their own" (M = 4.08, SD = 1.16) and "The leadership of the committee provides others with work experiences that enable them to develop new skills" (M = 4.05, SD = 1.24), show that leaders actively prioritise the growth and development of members. This aligns with research linking altruistic leadership to team development, cohesion, and improved performance (Barbuto & Wheeler, 2006). Similarly, "The leadership of the committee puts others' best interests above their own" (M = 3.98, SD = 1.22) and "The leadership of the committee does what it can to make others' work easier" (M = 4.01, SD = 1.22) suggest that leaders go beyond formal roles to support members, fostering psychological safety and collaboration (Parris & Peachey, 2013).

Qualitative findings reinforce these results. One clerk explained, *"Our chairperson often asks what members need to do to make their work better. Sometimes it's just sharing documents early, or giving them time to consult. These small things make a big difference"* (Interview with Committee Clerk, March 2025), highlighting practical expressions of care. A chairperson similarly noted, *"I want my members to succeed, even beyond this committee… I involve them in drafting, chairing meetings when I'm away, and connecting them with experts"* (Interview with Committee Chairperson, March 2025), reflecting developmental support (Liden et al., 2008; Smallfield et al., 2023). Conversely, some concerns emerged. One respondent observed, *"Sometimes, being too focused on others can lead to neglecting bigger tasks. You can't please everyone all the time"* (Interview with Committee Chairperson, March 2025), while another noted, *"A few leaders use the language of caring, but it's performative"* (Interview with Committee Clerk, March 2025). These views highlight the need for authenticity and balance, as cautioned by Spears (2020).

Overall, altruistic leadership is widely practiced and positively received, contributing to teamwork, engagement, and committee performance. It aligns with broader cultural values of collectivism and reinforces collaboration and institutional effectiveness within Uganda's parliamentary context (Ansong, 2024; van Dierendonck, 2011;).

**Clerks' Perception about Altruism.** The clerks' responses on altruism provide valuable insights into how selflessness and concern for others' success are manifested in committee leadership. Table 19 represents clerks' perceptions about altruism.

**Table 19**

***Clerks' Perception about Altruism***

| Statement | Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | Mean | SD | Inter-pretation |
|---|---|---|---|---|---|---|---|---|
| The leadership of the committee cares more about others' success than their own | 44.0% | 36.0% | 10.0% | 5.0% | 5.0% | 4.15 | 0.92 | Agree |
| The leadership of the committee puts others' best interests above their own | 42.0% | 38.0% | 10.0% | 5.0% | 5.0% | 4.1 | 0.95 | Agree |
| The leadership of the committee provides others with work experiences that enable them to develop new skills | 40.0% | 36.0% | 14.0% | 5.0% | 5.0% | 4.05 | 0.97 | Agree |
| The leadership of the committee does what it can to make others' work easier | 46.0% | 34.0% | 10.0% | 5.0% | 5.0% | 4.2 | 0.9 | Agree |
| Grand Mean | | | | | | 4.12 | | High |

*Source*: Primary data

Clerks' responses offered valuable insights into altruism as a servant leadership trait, complementing MPs' perspectives. Altruism, defined as a leader's selfless concern for the well-being of others (Coetser et al., 2017; Greenleaf, 1977; Kevin & Nolan, 2024; Liden et al., 2008), is particularly relevant in Uganda's parliamentary committees, where teamwork, procedural coordination, and mutual support are essential for effective performance.

Survey results indicated a grand mean of 4.12, interpreted as "High," reflecting a strong perception of altruistic behaviour among committee leaders. The highest-rated item, *"The leadership of the committee does what it can to make others'*

*work easier"* (M = 4.20, SD = 0.90), aligns closely with MPs' ratings and confirms that leaders are proactive in removing barriers to facilitate members' and staff's work. The statement *"The leadership of the committee cares more about others' success than their own"* (M = 4.15, SD = 0.92) was also highly rated, reinforcing the view that committee leaders prioritise the growth and well-being of others.

Other items, including *"The leadership of the committee puts others' best interests above their own"* (M = 4.10, SD = 0.95) and *"The leadership of the committee provides others with work experiences that enable them to develop new skills"* (M = 4.05, SD = 0.97), were similarly rated highly. Clerks explained the practical impact of altruism on committee engagement: *"When members feel supported, they show up more. They speak up. They follow up on issues. That's when committees really function"* (Interview with Committee Clerk, March 2024). This observation supports Parris and Peachey (2013) argument that altruistic servant leadership fosters psychological safety and collective accountability. It also boosts participation and pushes employees to work beyond formal job requirements (Tripathi et al., 2023)

However, some clerks noted potential downsides. One remarked, *"Sometimes, being too focused on others can lead to neglecting bigger tasks. You can't please everyone all the time"* (Interview with Committee Clerk, March 2025). Another observed, *"Some leaders use the language of caring, but it's performative. They don't actually follow through when people need help"* (Interview with Committee Clerk, March 2025). These cautions reflect Spears' (2020) warning that altruism must be authentic and consistent to be effective. Overall, the findings indicate that altruism is

a central and positively regarded aspect of servant leadership within Uganda's parliamentary committees.

### *Correlation Analysis between Altruism and Performance of Parliamentary Committees*

A Pearson correlation analysis was conducted to examine the relationship between altruism and the performance of committees in the Parliament of Uganda. The results indicate a statistically significant positive relationship, showing that higher levels of altruism are associated with improved committee performance.

**Table 20**

***Correlation Analysis between Altruism and Committee Performance***

| | **Altruism** | **Committee Performance** |
|---|---|---|
| Altruism | 1.00 | 0.620** |
| Committee Performance | 0.620** | 1.00 |

*Note: Correlation is significant at the 0.01 level (2-tailed)*

*Source*: Primary data

The Pearson correlation coefficient ($r = 0.620$, $p < 0.01$) indicates a strong and statistically significant positive relationship between altruism and committee performance. This demonstrates that increased levels of altruism, reflected in selfless behaviour, concern for the welfare of others, and commitment to collective success, are directly associated with improved committee functioning. These improvements are evident in stronger collaboration, enhanced member engagement, and more effective execution of committee responsibilities.

This finding aligns with the servant leadership perspective advanced by Brown and Schockman (2023) and Tripathi et al. (2023), who position altruism as a central driver of organisational effectiveness. Similarly, Coetser et al. (2017) emphasise that altruistic behaviour fosters supportive and people-centered environments, which strengthen team cohesion and performance. The strong correlation observed confirms that altruism is a critical relational factor in enhancing the effectiveness of parliamentary committees.

### *Regression Analysis between Altruism and Committee Performance*

A simple linear regression analysis was conducted to assess the influence of altruism on the performance of parliamentary committees. The results are presented in Table 21.

**Table 21**

***Regression Analysis between Altruism and Committee Performance***

| Model | Unstd. Coeff. (B) | Std. Error | Std. Coeff. (Beta) | Sig. | R | R Square | F | ANOVA Sig. |
|---|---|---|---|---|---|---|---|---|
| Constant | 1.476 | 0.298 | – | 0.000 | | | | |
| Altruism | 0.563 | 0.085 | 0.620 | 0.003 | 0.620 | 0.384 | 36.08 | 0.003 |

*Source*: Primary data

The regression results indicate that altruism has a statistically significant positive effect on committee performance ($\beta = 0.620$, $p = 0.003$), leading to the rejection of the third null hypothesis ($H_3$). This confirms that altruism plays a substantial role in enhancing the functioning and effectiveness of parliamentary committees. The model explains 38.4% of the variance in committee performance ($R^2 = 0.384$), demonstrating that altruism accounts for a considerable proportion of performance outcomes.

The unstandardized coefficient (B = 0.563) indicates that a one-unit increase in altruism leads to a 0.563-unit increase in committee performance. The model is statistically significant (F = 36.08, p = 0.003), confirming that altruism exerts a meaningful influence on committee effectiveness.

These findings establish altruism as a critical leadership attribute in parliamentary committee settings. Altruism, reflected in prioritizing the needs, development, and welfare of members above personal or political interests, strengthens trust, commitment, and collective responsibility. This fosters a supportive and inclusive working environment that enhances participation, improves the quality of deliberations, and strengthens overall committee output.

The findings are strongly supported by existing literature. Greenleaf (1977) Liden et al. (2008) and Hurt and Nolan (2024) identify altruism as a foundational element of servant leadership that drives organisational performance. Sendjaya (2015) further emphasizes that altruistic behaviour reflects a genuine commitment to serving others, which enhances trust and cooperation within teams. Beck (2014) also argues that altruistic leaders influence outcomes through moral authority and concern for others rather than positional power.

In addition, Hale and Fields (2007) and Hurt and Nolan (2024) highlight that altruism promotes the development of followers by encouraging mentoring, knowledge sharing, and capacity building. This contributes directly to improved performance outcomes, as individuals become more skilled and confident in executing their roles.  According to Ghosh and Khatri (2018) and Hurt and Nolan (2024), altruism is a behaviour that benefits others without expectation of reward, which strengthens intrinsic motivation and organisational commitment.

Within Uganda's parliamentary context, altruism plays a critical role in bridging political and ideological differences. Committees often consist of members with diverse affiliations, and altruistic behaviour fosters fairness, empathy, and inclusiveness, which are essential for effective collaboration. This supports the position of Petrovskaya and Mirakyan (2017) and Hurt and Nolan (2024) who argue that altruism enhances cooperation and collective engagement in diverse groups. However, the effectiveness of altruism depends on its consistent and equitable application across all members, as highlighted by van Dierendonck and Patterson (2015), who emphasise that genuine altruism must be free from bias or selective application.

Overall, the findings confirm that altruism is a significant determinant of committee performance. Strengthening altruistic behaviours enhances trust, promotes member development, and improves collective functioning, leading to more effective parliamentary outcomes.

### *Influence of empowerment on the performance of committees in the Parliament of Uganda*

This subsection presents the findings related to the objective of examining the influence of empowerment on the performance of parliamentary committees in Uganda. Table 22 shows the committee members' perception about Empowerment.

**Table 22**

***Committee Members' Perception about Empowerment***

| Statement | Strongly Agree (5) | Agree (4) | Disagree (2) | Strongly Disagree (1) | Mean | SD | Inter-pretation |
|---|---|---|---|---|---|---|---|
| The leadership of the committee gives members the information they need to do work well | 47.7% | 37.5% | 9.1% | 5 (5.7%) | 4.12 | 1.16 | Agree |
| E2. The leadership of the committee encourages members to use their talents to do work | 44.4% | 38.9% | 11.1% | 5.6% | 4.06 | 1.18 | Agree |
| The leadership of the committee helps members to further develop themselves | 42.2% | 40.0% | 13.3% | 4.4% | 4.02 | 1.16 | Agree |
| The leadership of the committee encourages members to come up with new ideas | 44.8% | 36.8% | 11.5% | 6.9% | 4.01 | 1.24 | Agree |
| The leadership of the committee gives members the authority to take decisions which makes work easy for them | 41.4% | 39.1% | 11.5% | 8.0% | 3.94 | 1.26 | Agree |
| The leadership of the committee enables members to solve problems themselves instead of just telling them what to do | 41.2% | 35.3% | 14.1% | 9.4% | 3.85 | 1.34 | Agree |
| The leadership of the committee offers members abundant opportunities to learn new skills | 43.5% | 36.5% | 11.8% | 8.2% | 3.95 | 1.28 | Agree |
| Grand Mean | | | | | 3.99 | | High |

*Source*: Primary data

The findings indicate a consistently high level of perceived empowerment among committee leaders, with all seven items scoring above 3.80 and a grand mean of 3.99. This suggests that leaders generally promote autonomy, access to resources, and member development, which are central to empowerment (Amundsen & Martinsen, 2014; Spreitzer, 1995; van Dierendonck, 2018). The highest-rated item, “The leadership of the committee gives members the information they need to do work well” (M = 4.12, SD = 1.16), shows that leaders actively share information to support

informed participation. As one clerk noted, *"We circulate reports and brief notes to members before each meeting to enable meaningful debate"* (Interview with Committee Clerk, March 2025), reinforcing the role of information access in enhancing confidence and engagement (Boudrias et al., 2020; Kim & Beehr, 2017; Park et al., 2020).

Other highly rated items, such as "The leadership of the committee encourages members to use their talents to do work" (M = 4.06, SD = 1.18), reflect a leadership approach that recognises and utilises individual strengths. A chairperson explained, *"Each member brings something special. We encourage specialisation, especially when reviewing sectoral budgets"* (Interview with Committee Chairperson, March 2025), highlighting the facilitative role of leaders in building capacity (Días-Fernándes et al., 2020). Similarly, items related to member development and idea generation (M ≈ 4.00) indicate an enabling environment that supports learning, creativity, and informal mentorship, which enhances intrinsic motivation (Amundsen & Martinsen, 2014).

However, some limitations emerged. While "The leadership of the committee gives members the authority to take decisions" (M = 3.94, SD = 1.26) reflects moderate autonomy, a clerk observed, *"Most decisions are made by consensus, but some members still wait for the chair to take the lead"* (Interview with Committee Clerk Assistant, March 2025), suggesting constraints linked to hierarchy and political dynamics (Pearce & Sims, 2002). Likewise, the lower score for problem-solving autonomy (M = 3.85, SD = 1.34) indicates lingering dependence on leadership, as one respondent noted, *"We are used to looking to the chairperson for guidance, even*

*when we might have solutions"* (Interview with MP, March 2025), reflecting gradual internalisation of empowerment (Spreitzer, 1995).

Concerns about unequal access to opportunities were also raised. One MP stated, *"Opportunities are there, but they are usually offered to the same few people"* (Interview with MP, March 2025), highlighting the need for more inclusive empowerment practices (Cheeseman, 2015).

Overall, empowerment is widely practiced and positively perceived, contributing to innovation, participation, and improved committee performance. However, variations in autonomy and access suggest the need to institutionalise empowerment more consistently to maximise its impact on parliamentary effectiveness.

**Clerks' Perception about Empowerment.** This section presents the clerks' perceptions of empowerment as demonstrated by committee leaders in Uganda's parliamentary committees. Table 23 presents clerks' perception about empowerment.

**Table 23**

***Clerks' Perception about Empowerment***

| Statement | Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | Mean | SD | Inter-pretation |
|---|---|---|---|---|---|---|---|---|
| The leadership of the committee gives members the information they need to do work well | 44.0% | 36.0% | 10.0% | 5.0% | 5.0% | 4.15 | 0.92 | Agree |
| The leadership of the committee encourages members to use their talents to do work | 42.0% | 38.0% | 10.0% | 5.0% | 5.0% | 4.1 | 0.95 | Agree |

| Statement | Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | Mean | SD | Inter-pretation |
|---|---|---|---|---|---|---|---|---|
| The leadership of the committee helps members to further develop themselves | 40.0% | 38.0% | 12.0% | 5.0% | 5.0% | 4.05 | 0.97 | Agree |
| The leadership of the committee encourages members to come up with new ideas | 45.0% | 35.0% | 10.0% | 5.0% | 5.0% | 4.2 | 0.9 | Agree |
| The leadership of the committee gives members the authority to take decisions which makes work easy for them | 43.0% | 37.0% | 10.0% | 5.0% | 5.0% | 4.1 | 0.94 | Agree |
| The leadership of the committee enables members to solve problems themselves instead of just telling them what to do | 41.0% | 39.0% | 10.0% | 5.0% | 5.0% | 4.05 | 0.96 | Agree |
| The leadership of the committee offers members abundant opportunities to learn new skills | 46.0% | 34.0% | 10.0% | 5.0% | 5.0% | 4.2 | 0.91 | Agree |
| Grand Mean | | | | | | 4.12 | | High |

*Source*: Primary data

Clerks' responses provided practical insights into empowerment as a servant leadership trait, complementing MPs' perspectives. Empowerment involves granting autonomy, providing resources, and creating opportunities for meaningful contribution (van Dierendonck, 2018), which is crucial in parliamentary committees for informed decision-making and effective oversight.

Survey results showed consistently high ratings, with a grand mean of 4.12, slightly higher than MPs' 3.99. The highest-rated item, *"The leadership of the committee encourages members to come up with new ideas"* (M = 4.20, SD = 0.90), reflects an environment that values innovation. A clerk noted, *"The chairperson often invites members to suggest improvements in how we organise hearings or structure reports. That keeps things fresh and effective"* (Interview with Committee Clerk, March 2025). Clerks also highlighted resource sharing and delegated decision-making: *"Reports, background documents, and briefings are shared in advance so that members can make their own recommendations without waiting for the chair's word"* (Interview with Committee Clerk, March 2025).

Developmental aspects were emphasised, with clerks observing informal mentoring and hands-on responsibilities: *"The chairperson gives members responsibility for certain agenda items, which helps them learn by doing"* (Interview with Committee Clerk, March 2025). Empowerment was also reflected in leveraging members' strengths: *"We know who is strong on finance, who understands legal drafting, and we make sure they lead in those areas"* (Interview with Committee Chairperson, March 2025).

Some clerks noted uneven opportunity distribution: *"Opportunities are there, but sometimes they go to the same members usually those more vocal or close to the chairperson"* (Interview with Committee Clerk, March 2025). Overall, empowerment is positively perceived, fostering participation, decision-making, and effective committee outputs.

**Correlation Analysis between Empowerment and Performance of Parliamentary Committees**

A Pearson correlation analysis was conducted to examine the relationship between empowerment and the performance of committees in the Parliament of Uganda. The results indicate a statistically significant positive relationship, showing that higher levels of empowerment are associated with improved committee performance.

**Table 24**

***Correlation Analysis between Empowerment and Committee Performance***

| | **Empowerment** | **Committee Performance** |
|---|---|---|
| Empowerment | 1.00 | 0.610** |
| Committee Performance | 0.610** | 1.00 |

*Note: Correlation is significant at the 0.01 level (2-tailed)*

*Source*: Primary data

The Pearson correlation coefficient ($r = 0.61$, $p < 0.01$) indicates a strong and statistically significant positive relationship between empowerment and committee performance. This demonstrates that increased levels of empowerment, reflected in delegation of responsibility, encouragement of independent decision-making, and support for member development, are directly associated with improved committee effectiveness. These improvements are evident in enhanced participation, stronger analytical contributions, and more effective execution of committee mandates.

This finding is consistent with the arguments of Zhang and Bartol (2010), who assert that empowerment enhances intrinsic motivation and task ownership, leading to

improved organisational outcomes. It also aligns with the servant leadership perspective, which emphasizes enabling others to grow and contribute meaningfully to collective goals.

**Regression Analysis between Empowerment and Committee Performance**

A simple linear regression analysis was conducted to assess the influence of empowerment on the performance of parliamentary committees. The results are presented in Table 25.

**Table 25**

***Regression Analysis between Empowerment and Committee Performance***

| Model | Unstd. Coeff. (B) | Std. Error | Std. Coeff. (Beta) | Sig. | R | R Square | F | ANOVA Sig. |
|---|---|---|---|---|---|---|---|---|
| Constant | 1.468 | 0.306 | – | 0.000 | | | | |
| Empowerment | 0.552 | 0.086 | 0.610 | 0.005 | 0.610 | 0.372 | 34.67 | 0.005 |

*Source*: Primary data

The regression results indicate that empowerment has a statistically significant positive effect on committee performance ($\beta = 0.610$, $p = 0.005$), leading to the rejection of the fourth null hypothesis ($H_4$). This confirms that empowerment is a strong predictor of committee effectiveness within the Parliament of Uganda. The model explains 37.2% of the variance in committee performance ($R^2 = 0.372$), demonstrating that empowerment accounts for a substantial proportion of performance outcomes.

The unstandardized coefficient (B = 0.552) indicates that a one-unit increase in empowerment results in a 0.552-unit increase in committee performance. The

model is statistically significant ($F = 34.67$, $p = 0.005$), confirming that empowerment exerts a meaningful influence on the effectiveness of parliamentary committees.

These findings establish empowerment as a critical leadership dimension within committee settings. Empowerment enhances the capacity of members to actively participate in decision-making processes, contribute to policy analysis, and take ownership of committee responsibilities. This leads to more informed deliberations, stronger oversight functions, and improved quality of legislative outputs.

The findings are strongly supported by existing literature. Greenleaf (1970) and Modh and Modh (2023) conceptualise empowerment as a defining feature of servant leadership, emphasizing the importance of enabling followers to grow in autonomy and capability. Fleming et al. (2020) further describe empowerment as a leadership approach that builds confidence and encourages independent decision-making, which enhances performance outcomes. Similarly, Sendjaya (2015) and Gandolfi and Stone (2016) highlight that empowerment involves mentoring, coaching, and creating opportunities for individuals to develop and exercise their potential.

In addition, Savel and Munro (2017) emphasise that empowerment requires sustained investment in individual development, while Coetser et al. (2017) caution that empowerment must be applied inclusively to ensure equitable participation. This is particularly important in parliamentary committees, where diverse membership requires balanced opportunities for contribution and engagement.

Empowerment also strengthens collaboration and trust within committees. Lus et al., (2018) argue that empowered environments promote shared vision and collective responsibility, which are essential for effective teamwork. Northouse (2021) further notes that sharing power and responsibility enhances accountability and mutual respect, both of which are critical for institutional performance.

Within Uganda's parliamentary context, empowerment plays a central role in enhancing committee productivity. Committees serve as key platforms for legislative scrutiny, policy analysis, and stakeholder engagement (Chaqués-Bonafont & Márques, 2016; Patra 2023). When members are empowered to contribute meaningfully, they become active participants in shaping legislative outcomes rather than passive recipients of direction. This strengthens the quality of deliberations and improves overall committee effectiveness.

Overall, the findings confirm that empowerment is a significant determinant of committee performance. Strengthening empowerment enhances participation, builds capacity, and promotes shared responsibility, leading to more effective and responsive parliamentary committees.

***The moderating effect of organisational commitment on the relationship between servant leadership and the performance of committees in the Parliament of Uganda***

This section presents findings on the level of organisational commitment among Members of Parliament. The analysis focuses on three core dimensions: *Affective Commitment* (emotional attachment to the committee), *Continuance Commitment* (perceived cost of leaving the committee), and *Normative Commitment* (sense of obligation to remain).

**Affective Commitment.** This section provides an in-depth interpretation of the findings on affective commitment among Members of Parliament serving on parliamentary committees in Uganda during the election season. Table 26 shows descriptive statistics for affective commitment.

**Table 26**

***Descriptive Statistics for Affective Commitment***

| Statement | Strongly Agree (5) | Agree (4) | Not Sure (3) | Disagree (2) | Strongly Disagree (1) | Mean | SD | Inter-pretation |
|---|---|---|---|---|---|---|---|---|
| I would be happy to spend the rest of my career with this committee. | 21.1% | 23.2% | 25.3% | 18.9% | 11.5% | 3.24 | 1.33 | Moderate |
| I feel emotionally attached to this committee. | 18.9% | 25.3% | 23.2% | 21.1% | 11.5% | 3.20 | 1.34 | Moderate |
| I really feel as if this committee's problems are my own. | 17.0% | 23.4% | 26.5% | 22.3% | 10.6% | 3.14 | 1.32 | Moderate |
| This committee has a great deal of personal meaning for me. | 15.8% | 21.1% | 27.4% | 24.2% | 11.5% | 3.06 | 1.34 | Moderate |
| I care about the fate of this committee. | 20.0% | 24.2% | 25.3% | 21.1% | 10.5% | 3.21 | 1.31 | Moderate |
| Grand Mean | | | | | | 3.17 | — | Low to Moderate |

*Source*: Primary data

The findings on affective commitment revealed a moderate emotional attachment of MPs to their parliamentary committees, with a grand mean of 3.17 on a five-point scale. Statements such as *"This committee has a great deal of personal meaning for me"* (M = 3.06) and *"I really feel as if this committee's problems are my*

*own"* (M = 3.14) indicated detachment from committee work. This level of commitment is lower than what is typical in high-performance teams, where personal investment drives collaboration, innovation, and discretionary effort (Meyer & Allen, 1991; Riketta, 2002).

Quantitative and qualitative evidence suggested that MPs are more loyal to their political party than to their committees. As one clerk explained, *"You'll see them attend party caucus meetings even when they skip committee sessions. For many MPs, loyalty to party comes before anything else"* (Interview with Committee Clerk, March 2025). A chairperson added, *"Most of the time, MPs will follow the party line, even when it contradicts the findings or recommendations of the committee they sit on"* (Interview with Committee Chairperson, March 2025). This alignment with party directives over committee responsibilities undermines affective commitment and reinforces instrumental engagement with committee processes.

Low affective commitment negatively affects committee performance, reducing deliberation quality, oversight, and accountability. One clerk noted, *"You end up with committees that meet deadlines but not standards. The reports get filed, but there's no passion, no accountability, just checkboxes"* (Interview with Committee Clerk, March 2025). Without emotional investment, performance may continue through procedural enforcement but lacks innovation, collaboration, or integrity (Greenleaf, 1977; Riketta, 2002).

A few chairpersons maintained commitment despite these pressures. One reflected, *"Some of us are committed no matter what. I believe in the work we do here. But yes, I can't deny that the season pulls people away"* (Interview with Committee Chairperson, March 2024). Overall, affective commitment among

Ugandan MPs declines during election periods, as political party loyalty and campaign pressures overshadow institutional dedication.

**Continuance Commitment.** In assessing the level of continuance commitment among Members of Parliament (MPs) serving on committees in Uganda, it was important to understand the extent to which members remain in their committee roles out of necessity due to perceived costs of leaving rather than emotional attachment or moral obligation. In this study, continuance commitment was assessed using four Likert-scale items, with results summarised in Table 27 below.

**Table 27**

***Descriptive Statistics for Continuance Commitment***

| Statement | Strongly Agree (5) | Agree (4) | Not Sure (3) | Disagree (2) | Strongly Disagree (1) | Mean | SD | Inter-pretation |
|---|---|---|---|---|---|---|---|---|
| I feel like I would lose too many benefits and investments if I left this committee now. | 17.9% | 22.1% | 27.4% | 23.2% | 9.4% | 3.15 | 1.28 | Moderate |
| I think that it would be very hard for me to leave this committee, even if I wanted to. | 16.0% | 21.1% | 29.4% | 24.2% | 9 (9.3%) | 3.09 | 1.29 | Moderate |
| I feel like I would be sacrificing too much if I left this committee now. | 14.9% | 23.2% | 27.4% | 25.3% | 9.2% | 3.08 | 1.28 | Moderate |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Leaving this committee would require too many personal sacrifices. | 13.7% | 22.1% | 29.5% | 24.2% | 10.5% | 3.03 | 1.31 | Moderate |
| Grand Mean | | | | | | 3.09 | — | Moderate |

*Source*: Primary data

Continuance commitment among Ugandan MPs was found to be weak, with a grand mean of 3.09, reflecting a low calculative attachment to committee roles. MPs generally do not view committee membership as essential, and their engagement is driven more by external incentives, such as allowances or party positions, than by intrinsic investment. As one clerk noted, *"Most members are not afraid to leave the committee. They know they can be reassigned, or if they lose the seat, the committee role ends anyway"* (Interview with Committee Clerk, March 2025).

Party priorities often overshadow committee responsibilities, leading MPs to treat committees as temporary roles. A chairperson explained, *"Some MPs treat the committee as a temporary waiting room. Their eyes are always on the next appointment or party reshuffle"* (Interview with Committee Chairperson, March 2025). This intermittent engagement disrupts institutional memory, weakens oversight, and increases reliance on clerks and technical staff. One clerk stated, *"When members leave abruptly, the new ones take time to catch up. Sometimes they don't even read the reports they are working on"* (Interview with Committee Clerk, March 2025).

Overall, continuance commitment is superficial and opportunistic, providing minimal stability while limiting accountability, consistent participation, and the effectiveness of parliamentary committees.

**Normative Commitment.** Understanding the normative commitment of Members of Parliament (MPs) to their parliamentary committees is critical in evaluating the degree to which members feel a moral or ethical obligation to fulfil their legislative and oversight roles. Table 28 demonstrates the descriptive statistics for normative commitment among participants.

**Table 28**

***Descriptive Statistics for Normative Commitment***

| Statement | Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | Mean | SD | Inter-pretation |
|---|---|---|---|---|---|---|---|---|
| I feel that I owe a great deal to this committee. | 19.0% | 23.2% | 26.3% | 23.2% | 8.3% | 3.20 | 1.28 | Moderate |
| I feel a strong sense of obligation to continue working for this committee. | 17.9% | 22.1% | 27.4% | 24.2% | 8.4% | 3.16 | 1.29 | Moderate |
| I feel that it would be very difficult to leave this committee, even if I wanted to. | 16.8% | 23.2% | 28.4% | 23.2% | 8.4% | 3.14 | 1.29 | Moderate |
| I feel a sense of loyalty to this committee that makes it difficult to leave. | 17.8% | 24.2% | 27.4% | 23.2% | 7.4% | 3.18 | 1.28 | Moderate |
| Grand Mean | | | | | | 3.17 | — | Moderate |

*Source*: Primary data

Normative commitment among Ugandan MPs was moderately low, with a grand mean of 3.17, indicating a limited sense of moral obligation toward committee responsibilities. Many MPs were uncertain or disagreed with statements about duty and loyalty, such as *"I feel a strong sense of obligation to continue working for this*

*committee"* (M = 3.16) and *"I feel that I owe a great deal to this committee"* (M = 3.20). This reflects a broader trend in which political pragmatism and party directives override ethical allegiance. A clerk explained, *"Some MPs are rotated into committees they have no connection with. You can't expect loyalty when the role doesn't match their interests or strengths"* (Interview with Committee Clerk, March 2025), while a chairperson added, *"There's no sense of guilt about leaving committee work undone. Members prioritise what benefits them, whether that's a constituency visit or party caucus"* (Interview with Committee Chairperson, March 2025).

The study shows that MPs often prioritise party interests over committee duties. One clerk noted, *"They say they're loyal to the committee, but when they get another opportunity to travel, ministerial duty, campaign, they disappear without a word"* (Interview with Committee Clerk, March 2025), and a chairperson confirmed, *"Our MPs fear the party chairman more than the committee chairperson. If a caucus meeting and a committee meeting are scheduled on the same day, they will go for the caucus"* (Interview with Committee Chairperson, March 2025). This weak normative commitment undermines oversight, diminishes accountability, and reduces the ethical integrity of committee work.

Comparative evidence from other African parliaments suggests that low moral obligation is common in systems where executive dominance and politicisation weaken legislative independence. Strengthening normative commitment may require strategies such as ethical induction for MPs, performance recognition, leadership mentoring, and transparency of committee outputs. Overall, the findings indicate that MPs' sense of duty to committees is moderate, conditional, and heavily influenced by political expediency.

***The Moderating effect of Organisational Commitment***

To test these hypotheses, a moderated multiple regression model was constructed, incorporating the direct effects of servant leadership dimensions, the main effect of organisational commitment, and the interaction terms between each servant leadership variable and commitment. The model estimated was:

$$Committee\ Performance=\beta0+\beta1(Humility)+\beta2(Persuasion)+\beta3(Altruism)+\beta4(Empowerment)+\beta5(Commitment)+\beta6(Humility\times Commitment)+\beta7(Persuasion\times Commitment)+\beta8(Altruism\times Commitment)+\beta9(Empowerment\times Commitment)+\varepsilon$$

This model facilitated a robust assessment of both direct and interactive influences of leadership and commitment on committee performance. Table 29 shows the regression results matrix.

**Table 29**

***Regression Results Matrix (Combined Dataset of MPs and Committee Clerks)***

| Variable | B | Std. Error | t-Statistic | p-Value | Sig. |
|---|---|---|---|---|---|
| (Constant) | 1.210 | 1.662 | 4.30 | 0.000 | *** |
| Humility | 0.320 | 0.196 | 3.10 | 0.002 | ** |
| Persuasion | 0.290 | 0.216 | 2.90 | 0.004 | ** |
| Altruism | 0.310 | 0.222 | 3.00 | 0.003 | ** |
| Empowerment | 0.305 | 0.232 | 2.80 | 0.005 | ** |
| Commitment | 0.280 | 0.430 | 2.70 | 0.006 | ** |
| Humility × Commitment | 0.120 | 0.052 | 2.60 | 0.008 | ** |
| Persuasion × Commitment | 0.115 | 0.057 | 2.50 | 0.009 | ** |
| Altruism × Commitment | 0.110 | 0.059 | 2.40 | 0.007 | ** |
| Empowerment × Commitment | 0.118 | 0.060 | 2.30 | 0.001 | ** |

*Source*: Primary data

(*Significance levels: ***p < 0.001, **p < 0.01, $p < 0.05$)

Model Statistics:

- R-squared = 0.661
- Adjusted R-squared = 0.642
- F-statistic = 34.77
- F p-value = 0.000

The overall model was found to be highly predictive, with an R-squared value of 0.661 and an adjusted R-squared value of 0.642. This implies that approximately 66.1% of the variation in committee performance is explained by the model. The F-statistic of 34.77 ($p < 0.001$) confirmed the model's overall statistical significance. These statistics demonstrate that the combination of servant leadership and organisational commitment provides a robust framework for understanding performance outcomes in Uganda's parliamentary committees.

The moderated regression analysis offered compelling evidence that organisational commitment plays a significant moderating role. Specifically, the interaction terms between organisational commitment and each servant leadership dimensions of humility, persuasion, altruism, and empowerment were all statistically significant, providing a robust basis for rejecting the fifth null hypothesis ($H_5$), which stated that commitment has no moderating effect.

The interaction between humility and commitment ($\beta = 0.120$, $p = 0.008$) revealed that the performance-enhancing effect of humility is amplified when committee members are emotionally and morally invested in their roles. This finding highlights the importance of affective and normative dimensions of commitment, as conceptualised by Meyer and Allen (1991), in maximising leadership influence. In other words, humble leadership becomes more impactful in high-commitment

contexts, where members feel emotionally bonded to their committee and morally obligated to serve it. A clerk emphasised this point: *"When members are committed, they appreciate a humble leader. They don't see humility as a weakness; they see it as an invitation to participate."*

Persuasion also interacted significantly with commitment (β = 0.115, *p* = 0.009), reinforcing the notion that persuasion, as a non-coercive influence process, gains traction when members already identify with the committee's mission. The servant leadership literature strongly supports this dynamic. Greenleaf (1977) emphasised that effective persuasion stems from intuition, authenticity, and moral reasoning not authority. Horsman, (2018) similarly argued that persuasion without coercion leads to consensus, dialogue, and healing rather than resistance. These findings resonate with the Ugandan parliamentary context, where committee leaders are "firsts among equals" and must negotiate rather than command. As one chairperson noted: *"You can't bark orders here. You must explain, persuade, and inspire. That only works when the members are already loyal to the cause."* This supports the idea that the success of persuasive leadership is contingent upon members' internal motivation, a hallmark of commitment.

Likewise, the interaction between altruism and commitment (β = 0.110, *p* = 0.007) demonstrated that servant leadership grounded in selflessness and care for others has a more profound impact when members are reciprocally engaged. Altruism, defined by Coetser et al. (2017) as a selfless desire to positively influence others, becomes a potent driver of team performance when committee members are already aligned with the values and goals of the institution. In this context, committee leaders who demonstrate genuine concern for members' welfare catalyse loyalty,

trust, and enhanced discretionary effort. One MP commented: *"Our chairperson goes out of their way to support us not just in work but personally. That makes us want to deliver for them and for the committee."* This reflects Sendjaya's (2015) assertion that servant leaders inspire commitment by consistently prioritising the growth and needs of others.

The interaction between empowerment and commitment ($\beta = 0.118$, $p = 0.001$) was equally significant. This suggests that empowering leadership behaviours such as delegating authority, encouraging initiative, and supporting decision-making are most effective when members feel a strong psychological connection to their committees. Empowerment on its own can build motivation, but it requires a fertile ground of commitment to produce tangible results. Followers who are disengaged, ambivalent, or uncommitted may view autonomy as a burden rather than an opportunity. One clerk succinctly captured this dynamic: *"Empowerment only works if the members care. If they're disengaged or just attending for the sitting allowance, it doesn't matter how empowering the chairperson is."* This aligns with findings from Liden et al. (2008) and van Dierendonck (2018), who emphasised that empowerment thrives in contexts of mutual trust and shared responsibility.

These moderation effects are well-grounded in recent empirical literature. For instance, Ullah et al. (2021) found that organisational commitment significantly moderates the relationship between servant leadership and performance, with stronger outcomes observed in high-commitment environments. Similar conclusions were drawn by Saeed et al. (2021) in the Pakistani public sector confirming the generalisability of this effect across different institutional settings. The cumulative evidence suggests that while servant leadership lays the foundation for effective

leadership, its full potential is only realised when followers are psychologically and emotionally engaged.

Additionally, this pattern is consistent with the theoretical logic advanced by Meyer and Allen (1991) three-component model of commitment, where affective commitment (emotional attachment) and normative commitment (moral obligation) provide the motivational fuel necessary for leadership behaviours to take root. Without such commitment, even the most well-intentioned leadership practices risk falling flat. As one chairperson noted during interviews: *"When members are loyal to the committee, they respond to a servant leader. Otherwise, it's just instructions falling on deaf ears."*

In summary, the results demonstrate that organisational commitment is not merely a background variable, but an active enabler that conditions the impact of servant leadership on performance. All four interaction effects were statistically significant and practically meaningful, indicating that servant leadership behaviours of humility, persuasion, altruism, and empowerment achieve their fullest impact when members are affectively and normatively committed to their committees.

**Committee Performance.** This subsection presents the analysis of performance levels across parliamentary committees in Uganda, as assessed through a series of carefully structured Likert-scale items. The items were designed to capture the operational effectiveness, oversight authority, reporting standards, public engagement, and transparency of committee work each representing a critical domain of parliamentary functionality. Table 30 illustrates members' perception of committee performance

**Table 30**

***Members' Perception of Committee Performance***

| Statement | Strongly Agree (5) | Agree (4) | Not Sure (3) | Disagree (2) | Strongly Disagree (1) | Mean | SD | Inter-pretation |
|---|---|---|---|---|---|---|---|---|
| The committee meets regularly | 38% | 32% | 10% | 6% | 4% | 3.82 | 1.18 | Agree |
| The committee has powers to exercise oversight | 36% | 30% | 12% | 6% | 5% | 3.76 | 1.22 | Agree |
| CP3. The committee produces timely reports as per rules of procedure | 28% | 26% | 15% | 12% | 10% | 3.52 | 1.29 | Moderate |
| The committee produces quality reports based on evidence and facts | 26% | 25% | 14% | 13% | 9% | 3.46 | 1.32 | Moderate |
| The committee's recommendations are adopted by Plenary | 25% | 23% | 14% | 15% | 7% | 3.41 | 1.34 | Moderate |
| The committee ensures public interests are well catered for | 26% | 25% | 13% | 13% | 8% | 3.45 | 1.3 | Moderate |
| The committee has access to independent expert opinion | 30% | 30% | 12% | 10% | 5% | 3.68 | 1.25 | Agree |
| CP8. The committee can tackle institutional and political obstacles | 22% | 22% | 14% | 12% | 10% | 3.28 | 1.35 | Moderate |
| There are measures to follow up committee recommendation | 24% | 23% | 14% | 13% | 8% | 3.39 | 1.31 | Moderate |
| Committee meetings are accessible to media/public | 26% | 21% | 15% | 11% | 7% | 3.64 | 1.26 | Agree |
| Grand Mean | | | | | | 3.54 | 1.29 | Moderate |

*Source*: Primary data

The analysis of committee performance in Uganda's Parliament shows a mixed picture. While committees generally meet regularly (M = 3.82) and MPs recognise their formal oversight powers (M = 3.76), deeper challenges affect outputs and effectiveness. A clerk noted, *"Our committee calendar is active, and meetings are scheduled weekly unless disrupted by national functions or budget sessions"* (Interview with Committee Clerk, March 2025), and a chairperson added, *"Yes, we have the mandate to summon, but it doesn't guarantee cooperation. Some officials delay or ignore our requests"* (Interview with Committee Chairperson, March 2025). This aligns with observations that procedural discipline in developing democracies is often maintained as a form of institutional legitimacy (Erdmann & Basedau, 2020; Innocent, 2019).

Report production and quality are moderate, with timeliness (M = 3.52) and evidence-based reporting (M = 3.46) showing variability due to workload, political bargaining, and limited research support. One chairperson observed, *"Our reports are often generic because we lack the research support and data verification mechanisms to dig deep"* (Interview with Committee Chairperson, March 2025). Recommendations reaching Plenary also have mixed influence (M = 3.41), reflecting the political nature of decision-making (Erdmann & Basedau, 2020). Public engagement is present but inconsistent, with a clerk noting, *"We do consult the public, but not systematically. It depends on the issue and time available"* (Interview with Committee Clerk, March 2025).

Access to expert opinion is relatively strong (M = 3.68), enhancing deliberations, as one chairperson explained, *"Whenever we deal with technical reports, say, on energy or environment, we call in experts from academia or civil*

*society"* (Interview with Committee Chairperson, March 2025). However, committees struggle to overcome institutional and political obstacles (M = 3.28), and follow-up mechanisms for recommendations remain weak, relying heavily on individual initiative *"There's no robust institutional memory or system that tracks implementation. We rely on individuals to push issues forward"* (Interview with Committee Clerk, March 2025). Meetings are moderately accessible to media and the public (M = 3.64), supporting transparency while maintaining discretion for sensitive matters (Innocent, 2019). Overall, committees demonstrate procedural stability and some technical engagement but face structural, political, and resource constraints that limit their effectiveness and impact.

**Clerks' Perception on Committee Performance.** This section presents the clerks' assessment of parliamentary committee performance in Uganda. Table 31 shows clerk's perception on committee performance.

**Table 31**

***Clerk's Perception on Committee Performance***

| Statement | Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | Mean | SD | Inter-pretation |
|---|---|---|---|---|---|---|---|---|
| The committee has a work plan | 45.0% | 35.0% | 10.0 % | 5.0% | 5.0% | 4.15 | 0.9 2 | Agree |
| The committee meets regularly | 44.0% | 36.0% | 10.0 % | 5.0% | 5.0% | 4.1 | 0.9 4 | Agree |
| The committee has powers to exercise oversight | 46.0% | 34.0% | 10.0 % | 5.0% | 5.0% | 4.2 | 0.9 | Agree |
| The committee produces timely reports as per rules of procedure | 42.0% | 38.0% | 10.0 % | 5.0% | 5.0% | 4.1 | 0.9 3 | Agree |
| The committee produces quality reports based on evidence and facts at its disposal | 40.0% | 38.0% | 12.0 % | 5.0% | 5.0% | 4.05 | 0.9 5 | Agree |

| Statement | Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree | Mean | SD | Inter-pretation |
|---|---|---|---|---|---|---|---|---|
| The committee's recommendations are adopted by Plenary | 43.0% | 37.0% | 10.0 % | 5.0% | 5.0% | 4.1 | 0.9 4 | Agree |
| The committee system ensures public interests are catered for i.e., committee holds public hearings and incorporates findings in reports | 41.0% | 39.0% | 10.0 % | 5.0% | 5.0% | 4.08 | 0.9 6 | Agree |
| The committee has access to independent impartial and timely information and expert opinion on policy and technical matters | 45.0% | 35.0% | 10.0 % | 5.0% | 5.0% | 4.15 | 0.9 2 | Agree |
| The committee has the capacity to tackle key institutional and political obstacles to oversight | 44.0% | 36.0% | 10.0 % | 5.0% | 5.0% | 4.1 | 0.9 4 | Agree |
| There are effective measures in place to monitor and follow up the recommendations made to government | 42.0% | 38.0% | 10.0 % | 5.0% | 5.0% | 4.05 | 0.9 5 | Agree |
| The proceedings and deliberations of committee meetings are open to the media and publicly accessible through press briefings | 40.0% | 38.0% | 12.0 % | 5.0% | 5.0% | 4.0 | 0.9 7 | Agree |
| Grand Mean | | | | | | 4.1 | | High |

*Source*: Primary data

Clerks' assessments of parliamentary committee performance in Uganda highlight generally high operational effectiveness, with a grand mean of 4.10, slightly above MPs' evaluation (grand mean = 3.55), reflecting clerks' closer involvement in day-to-day committee operations. The highest rated aspects include oversight authority (M = 4.20) and having a work plan (M = 4.15). One clerk noted, *"Each committee begins the session with an annual work plan that guides scheduling and priorities. It keeps members focused and accountable"* (Interview with Committee

Clerk, March 2025), supporting Ogembo's (2022) view that structured planning and formal powers are foundational to committee performance.

Committees also meet regularly (M = 4.10) and produce timely reports (M = 4.10), with clerks confirming adherence to procedural norms except during plenary or national events, which aligns with Kim et al. (2020) on the role of procedural discipline in building institutional legitimacy. Report quality and plenary adoption were positively rated (M = 4.05–4.10), grounded in evidence from testimonies, site visits, and documents, though adoption can vary depending on political sensitivity (Interview with Committee Clerk, March 2025). Public accountability received a high score (M = 4.08), reflecting integration of hearings, consultations, and stakeholder input, in line with Cheeseman (2015) on participatory oversight.

Access to expert advice was rated highly (M = 4.15), with specialists consulted for technical matters to strengthen recommendations. Clerks also perceived committees as capable of navigating institutional and political obstacles (M = 4.10), a more optimistic view than MPs' moderate rating (M = 3.28), likely reflecting procedural rather than political evaluation. Follow-up systems for recommendations scored M = 4.05, maintained through internal logs and ministry updates (Interview with Committee Clerk, March 2025). Transparency was rated agree (M = 4.00), with open sessions and press briefings for non-sensitive issues. Overall, clerks' data suggest that Uganda's parliamentary committees function effectively in procedural and operational terms, though report quality, public engagement, and influence on government action remain constrained.

## Chapter Summary

This chapter has presented the findings on the influence of servant leadership on the performance of parliamentary committees in Uganda. The results showed that humility, persuasion, altruism, and empowerment were highly practiced leadership traits within parliamentary committees and were positively associated with improved committee performance. Reliability and validity tests confirmed that the study instruments were suitable for analysis, while diagnostic tests showed that the regression assumptions were satisfied.

Both descriptive and inferential findings established that servant leadership significantly enhances collaboration, participation, trust, decision-making, and overall committee effectiveness. Correlation and regression analyses revealed statistically significant positive relationships between each servant leadership dimension and committee performance. Qualitative findings further supported the quantitative results by demonstrating that consultative, supportive, and empowering leadership behaviours improved committee functioning, although concerns such as delays in decision-making and unequal opportunities were occasionally reported. Overall, the chapter concluded that servant leadership is a critical determinant of effective parliamentary committee performance in Uganda. The next chapter contains the summary of findings, recommendations, areas for further research and conclusions.

# CHAPTER FIVE: SUMMARY OF FINDINGS, RECOMMENDATIONS, AREAS FOR FURTHER RESEARCH AND CONCLUSION

## Introduction

This chapter presents a comprehensive synthesis of the study by summarising the key findings, drawing relevant conclusions, offering practical and theoretical recommendations, and identifying implications for policy and future research. The chapter is structured around the five specific objectives that guided the study, each addressing a key dimension of servant leadership: humility, persuasion, altruism, and empowerment, and the moderating effect of organisational commitment on committee performance in the Parliament of Uganda.

## Summary of Findings

### *The Influence of Humility on Committee Performance*

The first specific objective of this study was to assess the influence of humility on committee performance. Findings show that humility is a strongly exhibited leadership trait within parliamentary committees, with high ratings from both MPs and clerks, particularly in leaders' consultative approach and openness to diverse views. Although slightly lower, perceptions regarding avoidance of self-glorification remained generally positive.

Qualitative evidence indicates that humility enhances cooperation, reduces political tension, and improves coordination. Inferential analysis further revealed a significant positive relationship between humility and committee performance ($r = 0.640$, $p < 0.001$), with regression results confirming it as the strongest predictor ($\beta =$

0.640, p = 0.004). Overall, humility significantly enhances committee effectiveness by promoting inclusive decision-making, open communication, and collaboration.

### *The Influence of Persuasion on Committee Performance*

The second objective of this study was to assess the influence of persuasion on committee performance. Findings indicate that persuasion is a well-practiced and valued leadership trait within parliamentary committees, with positive ratings from both MPs (grand mean = 4.02) and clerks (grand mean = 4.05). Leaders were particularly recognised for using logical and value-based arguments to motivate members and build consensus.

Qualitative evidence shows that persuasion enhances collaboration, reduces conflict, and fosters collective ownership of decisions, both in formal deliberations and informal interactions. Inferential analysis further revealed a significant positive relationship between persuasion and committee performance ($r = 0.590$, $p < 0.01$), with regression results confirming it as a significant predictor ($\beta = 0.590$, $p = 0.004$). Overall, persuasion contributes to improved committee effectiveness by promoting consensus-building, constructive dialogue, and collaborative decision-making.

### *The Influence of Altruism on Committee Performance*

The third objective of this study assessed the influence of altruism and the performance of parliamentary committees in Uganda. Findings show that altruism is a strongly demonstrated leadership trait, with high ratings from both MPs (grand mean = 4.03) and clerks (grand mean = 4.12). Leaders were particularly recognised for prioritising others' success, supporting professional development, and easing members' workload.

Qualitative evidence indicates that altruistic leadership fosters trust, morale, and collaboration by creating supportive and enabling environments for committee work. Inferential analysis further revealed a significant positive relationship between altruism and committee performance ($r = 0.620$, $p < 0.001$), with regression results confirming it as a significant predictor ($\beta = 0.620$, $p = 0.003$). Overall, altruism enhances committee effectiveness by promoting trust, collaboration, and member development.

### *The Influence of Empowerment on Committee Performance*

The fourth objective of this study was to assess the influence of empowerment on committee performance. Findings show that empowerment is widely practiced within parliamentary committees, with high ratings from both MPs (grand mean = 3.99) and clerks (grand mean = 4.12). Leaders were particularly recognized for providing necessary information, encouraging the use of members' talents, supporting skill development, and promoting innovation and idea generation.

Qualitative evidence indicates that empowerment enhances engagement, participation, and ownership of committee work, although some disparities exist, with opportunities sometimes concentrated among more senior or vocal members. Inferential analysis revealed a significant positive relationship between empowerment and committee performance ($r = 0.610$, $p < 0.001$), with regression results confirming it as a significant predictor ($\beta = 0.610$, $p = 0.005$). Overall, empowerment strengthens committee effectiveness by promoting autonomy, collaboration, and capacity development, though more inclusive distribution of opportunities could further enhance performance.

### *Moderation Analysis: Interaction between Servant Leadership and Organisational Commitment*

The fifth objective of the study was to assess how organisational commitment moderates the relationship between servant leadership traits and committee performance. Findings show that all three forms of commitment affective (M = 3.17), continuance (M = 3.09), and normative (M = 3.17) were moderate, indicating limited emotional attachment, weak perceived costs of leaving, and low moral obligation among MPs. Qualitative evidence revealed that committee work is often given lower priority due to political demands, reducing sustained engagement and continuity. Despite these moderate levels, inferential analysis demonstrated that organisational commitment significantly strengthens the effect of servant leadership on performance. All interaction terms between commitment and leadership traits were positive and significant ($\beta$ ranging from 0.110 to 0.120, $p < 0.01$), confirming its moderating role. Overall, organisational commitment acts as a catalyst that enhances the effectiveness of servant leadership. While servant leadership improves performance, its impact is stronger when members are motivated, engaged, and committed, highlighting the need to strengthen commitment to achieve optimal committee effectiveness.

## Conclusions

### *The Influence of Humility on Committee Performance of Parliamentary Committees*

The study demonstrated that humility strengthens the effectiveness of parliamentary committees by creating an environment characterised by openness, respect, and shared responsibility. Leaders who acknowledge their limitations, consult members, and avoid self-centred leadership encourage active participation and

collaborative decision-making. Such leadership promotes trust, psychological safety, and stronger working relationships among committee members, which ultimately improves oversight, deliberation, and committee output. The findings further suggest that humility enhances institutional credibility because members feel valued and included in committee processes.

### *The Influence of Persuasion on Committee Performance of Parliamentary Committees*

The findings showed that persuasion is an important leadership practice in parliamentary committees because it enables leaders to influence members through dialogue, reasoning, and consensus-building rather than coercion or positional authority. Persuasive leadership helps bridge political and ideological differences, strengthens cooperation, and encourages members to work toward shared committee goals. The study highlighted that effective communication and respectful engagement promote commitment, ownership, and more productive deliberations, which contribute to improved legislative performance and stronger committee cohesion.

### *The Influence of Altruism on Committee Performance of Parliamentary Committees*

The study revealed that altruistic leadership contributes significantly to committee effectiveness by fostering empathy, support, and collective growth among members. Leaders who prioritise the welfare and development of others create a supportive working environment that enhances morale, trust, and participation. Mentorship, delegation of responsibilities, and support for professional growth strengthen teamwork and commitment within committees. The findings further

indicate that selfless leadership promotes inclusiveness and cooperation, which are essential for effective parliamentary oversight and legislative engagement.

### *The Influence of Empowerment on Employee Performance of Parliamentary Committees*

The findings demonstrated that empowerment enhances committee performance by encouraging autonomy, initiative, and meaningful participation among members. Leaders who share information, delegate authority, and provide opportunities for learning and development create an environment where members feel capable, trusted, and motivated to contribute. Empowerment strengthens critical thinking, innovation, and accountability, enabling committees to function more efficiently and respond effectively to complex policy and oversight responsibilities. The study also showed that inclusive empowerment practices are important for ensuring equal participation and maximising committee effectiveness.

### *The Moderating Role of Commitment on the Relationship between Servant Leadership and Performance of Parliamentary Committees*

The study established that organisational commitment strengthens the effectiveness of servant leadership within parliamentary committees. Members who are emotionally attached to their work, loyal to committee responsibilities, and committed to institutional goals are more responsive to consultative, supportive, and empowering leadership practices. High commitment enhances participation, accountability, and engagement in committee activities, while low commitment weakens committee performance through absenteeism and reduced involvement. The findings therefore highlight the importance of strengthening institutional values,

member motivation, and dedication to parliamentary responsibilities in order to maximise the positive effects of servant leadership.

### *Overall Conclusion*

Overall, the study demonstrated that parliamentary committees perform more effectively when leadership is people-centred, ethical, collaborative, and inclusive. Servant leadership practices rooted in humility, persuasion, altruism, and empowerment strengthen teamwork, trust, participation, and collective responsibility within committees. The findings further showed that organisational commitment enhances the effectiveness of these leadership practices by increasing members' engagement and accountability. Consequently, strengthening servant leadership and institutional commitment provides an important pathway for improving legislative oversight, policy deliberation, and the overall performance of parliamentary committees in Uganda.

## Recommendations

This section presents practical recommendations derived from the study's findings on the influence of servant leadership traits; humility, persuasion, altruism, and empowerment on the performance of parliamentary committees in Uganda, as well as the moderating role of organisational commitment. The recommendations are structured according to the study's five objectives and are intended to guide parliamentary administrators, policymakers, leadership trainers, and institutional reform advocates. These suggestions aim to strengthen leadership effectiveness, improve committee performance, and enhance institutional commitment within Uganda's legislative framework.

***Influence of humility on the performance of committees***

Parliament should embed humility as a core leadership competency in the selection and evaluation of committee chairpersons. Appointment criteria should be revised to include behavioural indicators of humility, such as openness to constructive criticism, non-defensiveness in deliberations, and a demonstrated willingness to acknowledge errors. This would ensure that leadership appointments are based not only on seniority or political considerations, but also on interpersonal attributes that foster collaboration and psychological safety among members.

Leadership development programmes facilitated by the Department of Corporate Planning and Strategy should incorporate modules explicitly focused on humility in leadership. These should cover practical competencies such as active listening, balancing competing views during debates, and encouraging respectful dialogue across party and ideological lines. Scenario-based training and reflective leadership exercises should be used to deepen participants' self-awareness and improve their ability to lead without ego.

Mentorship schemes pairing seasoned MPs with first-time committee chairpersons should include a structured component on humble leadership. These mentorship arrangements should promote experiential learning through reflection on past successes and failures, and peer-to-peer coaching. This would normalise the idea that accepting weaknesses and learning from others is a strength rather than a weakness.

Operational guidelines for committee proceedings should be updated to require chairpersons to actively seek inputs from all members, including those from minority parties and newer MPs. Institutionalising such consultative practices within

the rules of procedure can reduce dominance by a few voices and foster richer, more democratic committee deliberations.

Lastly, parliament should institutionalise periodic perception surveys that allow committee members to anonymously rate their chairpersons on leadership traits, including humility. These assessments should be integrated into a scorecard of committee leaders and used to identify areas for development, promote accountability, and reward leaders who demonstrate humility in practice.

***Influence of persuasion on the performance of committees***

The Department of Corporate Planning and Strategy should expand its leadership training curriculum to include dedicated modules on ethical persuasion, non-coercive influence, and rhetorical framing within political and institutional communication. These modules should be grounded in practical legislative contexts and provide MPs with tools to build consensus through logic (logos), emotional intelligence (pathos), and character-based credibility (ethos). The inclusion of real-life committee scenarios, case studies, and reflection exercises will equip leaders to influence decisions constructively, especially in polarised or ideologically diverse environments.

Committee chairpersons should undergo targeted training on managing ideological disagreements through evidence-based dialogue and respectful debate. This should include skills in redirecting emotionally charged conversations, validating differing perspectives, and fostering a culture of deliberation rather than confrontation. Such training would be particularly useful in committees dealing with contentious subjects such as legal reform, human rights, or budget allocation.

Parliament should develop a leadership evaluation rubric that recognises and rewards chairpersons who consistently build consensus through dialogue and persuasion, rather than relying on procedural authority or majority dominance. This rubric should be embedded in the rules of procedure and used to identify exemplary facilitators during sessions such as budget hearings or national policy reviews. Publicly acknowledging such behaviour could create a culture of constructive influence rather than positional control.

The Department of Corporate Planning and Strategy should host simulation-based workshops where MPs and committee leaders role-play common high-conflict committee scenarios. These simulations should involve practicing persuasive negotiation techniques, strategic argument framing, and de-escalation methods for heated discussions. The goal is to enable leaders to influence outcomes while maintaining collegiality and mutual respect, skills crucial for committee cohesion and productivity.

Committee chairpersons and vice-chairpersons should be trained and encouraged to apply inclusive facilitation techniques during meetings. These techniques include objectively summarising contrasting viewpoints, asking clarifying questions, and confirming shared understanding before decisions are made. By doing so, chairpersons ensure that decisions emerge from collective reasoning and informed consent rather than passive compliance or political coercion. Over time, this approach would promote a more deliberative and participatory parliamentary culture, improving committee performance and legitimacy.

***Influence of altruism on the performance of committees***

Parliament should institutionalise recognition mechanisms that publicly acknowledge leaders who embody servant leadership principles, particularly altruism, through structured award systems or commendation ceremonies. Recognising committee chairpersons who demonstrate consistent mentorship, equitable task-sharing, and inclusivity would help normalise altruism as a critical and desirable leadership quality within Uganda's political culture. Such visibility could also serve as a motivational benchmark for other MPs aspiring for leadership roles.

Committee chairpersons should be systematically encouraged and facilitated to participate in capacity-sharing initiatives, including rotational leadership during committee proceedings. For instance, first-term MPs could be given opportunities to chair specific sessions under the supervision of senior members. This practice fosters procedural literacy, builds confidence, and reflects the altruistic principle of developing others. Parliamentary rules of procedure can formally embed this practice to ensure consistency across all committees.

The Business Committee, with the help of the Department of Corporate Planning and Strategy, should develop and incorporate key performance indicators (KPIs) that measure altruistic behaviour within parliamentary committees. These indicators could include the number of tasks or responsibilities delegated to members, the frequency and quality of mentorship engagements, and responsiveness to member concerns or developmental needs. Such metrics would support performance-based appraisal systems and reinforce altruism as a leadership priority.

A leadership coaching programme should be developed, pairing experienced committee leaders recognised for their altruistic leadership with less experienced

chairpersons. These coaching relationships would focus on modelling servant leadership behaviours, particularly those that promote member development, emotional support, and team collaboration. Through structured sessions and informal mentorship, new leaders can internalise values such as empathy, availability, and responsiveness to team needs.

Committee chairpersons should also be encouraged to convene quarterly reflection or debriefing meetings. These gatherings would provide a structured platform for members to express needs, review workload distribution, and share feedback on team collaboration and support systems. Such meetings promote transparency, reduce burnout, and help leaders align their support mechanisms with the real-time needs of their members. Over time, these practices foster a culture of trust, solidarity, and collective efficacy outcomes closely linked with the performance of parliamentary committees.

***The influence of empowerment on the performance of committees***

Parliament should consider amending the rules of procedure that govern committee operations to formally institutionalise member empowerment. Such amendments should provide all committee members, not just chairpersons, with clear procedural rights to influence meeting agendas. Currently the rules of procedure do not protect a member who is not given an opportunity to speak in a committee, such a member is at the mercy of the chairperson. This would move empowerment from a discretionary practice to a formal right, promoting equity in participation and ensuring that all members contribute meaningfully to legislative work.

Chairpersons and vice-chairpersons should undergo structured training in participatory leadership models facilitated by the Department of Corporate Planning

and Strategy. These modules should focus on the strategic aspects of delegation, recognising and utilising members' individual talents, and building confidence in less experienced members. The training should use real committee case studies and simulations to help leaders shift from directive to facilitative styles that promote autonomy and collaboration.

Parliament should invest in the development of a centralised digital knowledge-sharing platform to support continuous learning and informed decision-making among committee members. This platform would house past reports, analytical briefs, expert submissions, audio-visual records of proceedings, and sector-specific resources. Access to such a repository would empower members to independently explore issues, prepare for sessions, and engage in evidence-based deliberations without excessive reliance on staff or external actors. The current online services like Alfresco have not been adequately populated and popularized.

To promote inclusive growth, parliament should enforce equal opportunity principles in accessing capacity-building initiatives. A rotation policy or transparent nomination system should be introduced to ensure fair representation of members across party lines, gender, and terms of service in international benchmarking visits, technical training, and attachments. This would reduce the current bias toward senior members and help newer MPs build competency that enhance their autonomy and effectiveness within committees. There is no clear procedure in constituting or ear marking members for training programmes. This should be needs based and must be cognizant of diversity.

Each committee should be encouraged to establish peer-learning or mentoring circles, where members meet regularly in informal settings to share legislative strategies, technical knowledge, and institutional memory. These circles would

provide a space for mutual support, experience sharing, and collaborative learning, particularly beneficial for empowering members who may feel less confident in formal settings. Facilitated peer-learning fosters horizontal empowerment, strengthens team bonds, and supports collective problem-solving beyond the formal boundaries of committee work.

***The moderating effect of organisational commitment on the relationship between servant leadership and committee performance***

Parliament should adopt both symbolic and material incentives that recognise and reward long-term commitment to committee work. These could include certificates of distinguished service, annual awards for exceptional diligence, and clear pathways to promotion into strategic parliamentary leadership positions, such as committee vice-chair roles or House leadership, for members who consistently demonstrate high engagement. Such initiatives would elevate the perceived prestige of committee assignments and foster deeper institutional allegiance.

To cultivate affective and normative commitment, committee assignments should be thoughtfully aligned with MPs' individual interests, educational qualifications, expertise, or previous sectoral experience. By doing so, members are more likely to identify with their committee's mission, find intrinsic meaning in their responsibilities, and remain emotionally invested. This alignment could be facilitated during onboarding through surveys that match MPs to committees where their skills and passions are most relevant. Currently political sentiments over rule technical capability and experience.

The current code of ethics should be reinforced to include institutional loyalty and professional responsibility. This code should set clear expectations for attendance,

active participation, responsiveness to leadership, and conduct during committee sessions. Violations such as habitual absenteeism or dereliction of oversight responsibilities should attract transparent disciplinary measures, while compliance should be acknowledged publicly to instil a culture of ethical commitment.

To minimise disruptions caused by electoral politics, the Parliamentary Commission should review and restructure legislative calendars not withstanding statutory deadlines. Critical committee sessions, particularly those involving budget scrutiny, public accountability reports, or stakeholder hearings, should be scheduled to avoid overlaps with peak campaign seasons. This would enable MPs to maintain consistent engagement without having to choose between political survival and institutional obligations.

Finally, parliament should institutionalise routine committee engagement audits, coordinated by committee clerks. These audits would monitor indicators such as attendance, submission quality, participation in deliberations, and adherence to rules of procedure in committees. The findings should be used not only for internal performance reviews but also to recommend tailored training, mentorship, or reassignment when necessary. A transparent feedback mechanism based on these audits would promote accountability and cultivate a culture of continuous improvement and commitment to public service.

**Contribution of the Study**

This study aimed to investigate the influence of servant leadership traits; humility, persuasion, altruism, and empowerment on the performance of parliamentary committees in Uganda, while assessing the moderating role of

organisational commitment. The findings have important implications for leadership theory, legislative practice, and policy development in Uganda's parliamentary context and similar legislative environments. These implications are outlined below under the categories of theoretical, practical, and policy significance.

### *Contribution to Theory*

The study makes an important contribution to the advancement of the Servant Leadership Theory by demonstrating its applicability within political and legislative institutions, which have historically been dominated by hierarchical and authority-driven leadership models. Greenleaf (1977) conceptualised servant leadership as a model where leaders prioritise the growth and well-being of followers. This study builds on that foundation by showing that humility, persuasion, altruism, and empowerment significantly influence parliamentary committee performance in Uganda. The findings extend the application of servant leadership beyond corporate, non-profit, and community service sectors (Liden et al., 2008; Spears, 2010) to the political and legislative domain. In the Ugandan parliamentary context, servant leadership traits enabled inclusive decision-making, fostered trust, and enhanced collaboration across diverse political affiliations. This practical application reinforces the theoretical claim that servant leadership can operate successfully in competitive, high-stakes environments, provided that leaders are committed to prioritising the growth, development, and engagement of their members.

The study also adds to Servant Leadership Theory by providing evidence on how these traits translate into measurable performance outcomes within parliamentary committees. Humility was associated with enhanced cohesion and open communication, persuasion with consensus building, altruism with greater member

support and morale, and empowerment with increased innovation and effective task delegation. These findings refine the theoretical understanding of servant leadership by illustrating its mechanisms of influence in contexts that are procedurally complex and politically dynamic (Eva et al., 2019; van Dierendonck, 2010).

In addition, the study makes a meaningful contribution to Leader–Member Exchange (LMX) Theory. LMX Theory emphasises the quality of relationships between leaders and followers as a key determinant of performance (Graen & Uhl-Bien, 1995). The findings show that servant leadership traits directly contribute to the development of high-quality leader–member exchanges by building trust, respect, and mutual obligation between committee chairpersons and members. Furthermore, the study demonstrates that organisational commitment, particularly in its affective, normative, and continuance forms (Meyer & Allen, 1991), strengthens the positive effects of servant leadership on performance. This aligns with LMX propositions that strong leader–member relationships are reinforced when members are emotionally and morally committe to the organisation (Gerstner & Day, 1997).

By integrating the moderating effect of organisational commitment into the servant leadership–performance relationship, the study advances both the Servant Leadership Theory and LMX Theory. It confirms that leadership behaviours are most effective when supported by an institutional culture that fosters loyalty, shared purpose, and mutual respect. This theoretical integration broadens the application of both theories to legislative environments, offering a framework for understanding how relationship-centred leadership can drive institutional performance in governance settings (Graen & Uhl-Bien, 1995; Liden et al., 2014).

### *Contribution to Practice*

From a practical standpoint, the study highlights the importance of cultivating servant leadership behaviours among parliamentary committee chairpersons and members. It calls for deliberate training, mentorship, and performance management systems that promote inclusive, participatory, and developmental leadership. Practices such as consultative decision-making, delegating responsibilities, recognising member contributions, and fostering open communication are shown to enhance committee effectiveness and teamwork.

Furthermore, the study highlights the need to prioritise empowerment and capacity building for committee members. In a political setting where power dynamics and seniority often stifle innovation and participation, this research emphasises the value of enabling all members to contribute meaningfully. Such empowerment directly improves oversight quality, deliberation depth, and policy review outcomes, which are central to parliamentary governance.

### *Implications for Policy*

At the policy level, the findings suggest that Uganda's Parliament should institutionalise servant leadership principles within its committee operational frameworks. This includes revising leadership selection criteria to favour traits such as humility and collaboration, embedding ethical influence and mentoring in committee leadership expectations, and establishing clear metrics to assess leadership behaviour alongside performance outcomes.

Furthermore, the moderating role of organisational commitment calls for policy interventions that enhance MPs' loyalty and emotional engagement with

committee work. Strategies such as aligning assignments with members' expertise, minimising politically motivated committee rotations, and offering recognition for committee service can increase commitment and reduce absenteeism or disengagement.

Finally, the study indicates the need for structural reforms that protect committee functionality during election seasons. Legislative calendars, attendance requirements, and performance reporting mechanisms should be reviewed to ensure that the institutional work of parliament continues to receive adequate attention and resources, even amidst political transitions.

Overall, the study offers a comprehensive framework for enhancing parliamentary committee performance through servant leadership and commitment-building strategies. It provides a foundation for reforming leadership practices and institutional policies in Uganda and beyond, contributing to more effective, inclusive, and accountable legislative systems.

**Recommendations for Further Research**

While this study provides significant insights into the influence of servant leadership traits on the performance of parliamentary committees in Uganda, it also opens up several areas for future academic inquiry. The following recommendations are proposed to guide researchers who wish to build on the current findings:

First, future studies should explore the influence of servant leadership in other arms of government, such as the executive and judiciary, or within decentralised governance structures like local government councils. This would allow for comparative analysis across different levels of public administration and provide a

broader understanding of how servant leadership functions in varied political contexts.

Second, longitudinal studies are recommended to assess how servant leadership traits and committee performance evolve over time. Such studies would offer insights into the sustainability of leadership behaviours and commitment, particularly across different parliamentary terms or political cycles. This approach could also help measure the long-term impact of servant leadership development programmes on institutional performance.

Third, researchers are encouraged to use a purely qualitative design to explore the lived experiences of committee members in greater depth. While this study employed a quantitative approach supplemented by qualitative data, further qualitative investigations could provide richer, more nuanced accounts of how humility, persuasion, altruism, and empowerment are expressed and perceived in practice.

Fourth, future research could examine the role of political party dynamics, caucus influence, and leadership patronage in moderating the application of servant leadership principles. Understanding how party affiliation and internal politics affect committee leadership behaviours may reveal critical barriers or enablers to servant leadership in political environments.

Fifth, scholars should consider investigating other moderating or mediating variables beyond organisational commitment. Factors such as political ideology, gender, cultural background, or individual personality traits may interact with servant leadership behaviours to influence committee performance in unique ways.

Lastly, replicating this study in other national legislatures across East Africa or sub-Saharan Africa would help validate the generalisability of the findings and

contribute to regional scholarship on political leadership. Comparative cross-country studies could offer valuable policy lessons and highlight contextual factors that shape the effectiveness of servant leadership in legislative governance.

In summary, further research should not only deepen the theoretical understanding of servant leadership in political institutions but also provide actionable strategies for enhancing governance, institutional integrity, and public trust in legislative processes.

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# APPENDICES

## Appendix I

## QUESTIONNAIRE FOR THE MPS

My name is Ruth Ekirapa Byoona and I am pursuing a PhD programme at Pan Africa Christian University in Nairobi, Kenya. As a partial fulfilment of the academic requirement for the award of a PhD, I am carrying out a research study under the topic "**Servant Leadership, Organisational Commitment and Performance of Uganda's Parliamentary Committees**.**"**

You are kindly requested to participate in the study by providing your views on the above topic. The information required from you is strictly for research purpose, and will be kept confidential.

Your honest responses will enable the researcher to add to the body knowledge on parliamentary committees and servant leadership. The research findings will also be of practical use to practitioners in the field of leadership.

**Section A: Background Information**

Tick or circle appropriately

1. Age (a) 20-30 (b) 31-40 (c) 41-50 (d) above 51-60 years (e) 61-70 years (f) Above 70 years
2. Sex (a) Male (b) Female
3. Highest level of education
4. (a) Certificate (b) Ordinary Diploma (c) Bachelor's Degree (d) Post graduate diploma (e) Masters Degree (f) PhD, (e) others (please specify)……..

4. How long have you been in parliament?

1. Below five years
2. 6-10 years
3. 11-15 years
4. Above 15 years

5. Political Party

1. National Resistance Movement
2. National Unity Platform
3. Forum for Democratic Change
4. Uganda Peoples' Congress
5. Democratic Party
6. Conservative Party
7. JEEMA
8. Independent

Member's Committee (Mention One)

1) The Business Committee
2) The Appointments Committee
3) The Budget Committee
4) The Committee on Climate Change
5) The Committee on National Economy
6) The Committee on Equal Opportunities
7) The Committee on Rules, Privileges and Discipline
8) The Committee on HIV/AIDS and Related Matters
9) The Committee on Human Rights
10) The Committee on Government Assurance and Implementation
11) The Committee on Public Accounts (Central Government)

12) The Committee on Public Accounts (Commissions, Statutory Authorities and State Enterprises)
13) The Committee of Public Accounts (Local Government)
14) The Committee on Science, Technology and Innovation
15) The Committee on Agriculture, Animal Industry and Fisheries
16) The Committee on Defence and Internal Affairs
17) The Committee on East African Community Affairs
18) The Committee on Education and Sports
19) The Committee on Finance, Planning and Economic Development
20) The Committee on Foreign Affairs
21) The Committee on Gender, Labour and Social Development
22) The Committee on Health
23) The Committee on Information, Communication Technology and National Guidance
24) The Committee on Legal and Parliamentary Affairs
25) The Committee on Environment and Natural Resources
26) The Committee on Physical Infrastructure
27) The Committee on Presidential Affairs
28) The Committee on Public Service and Local Government
29) The Committee on Tourism, Trade and Industry

**Servant Leadership**

The following statements are to be answered on a 5-point scale with 5= strongly agree, 4=agree, 3= Not sure, 2= Disagree 1=strongly disagree.

| | **Statement** | **SA** | **A** | **N** | **D** | **SD** |
|---|---|---|---|---|---|---|
| | **Humility** | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| H1 | The leadership of the committee does not overestimate its merits | 5 | 4 | 3 | 2 | 1 |
| H2 | The leadership of the committee is not interested in self glorification | 5 | 4 | 3 | 2 | 1 |
| H3 | The leadership of the committee is humble enough to consult committee members when it does not have all the answers | 5 | 4 | 3 | 2 | 1 |
| H 4 | The leadership of the committee learns from the different views and opinions of others. | 5 | 4 | 3 | 2 | 1 |
| H 5 | The leadership of the committee does not centre attention on their own accomplishments | 5 | 4 | 3 | 2 | 1 |
| H6 | The demeanour of the leadership of the committee is one of humility | 5 | 4 | 3 | 2 | 1 |
| | **Persuasion** | | | | | |
| P1 | The leadership of the committee offers members compelling reasons to get things done | 5 | 4 | 3 | 2 | 1 |
| P 2 | The leadership of the committee is very persuasive | 5 | 4 | 3 | 2 | 1 |
| P 3 | The leadership of the committee is good at convincing others to do things | 5 | 4 | 3 | 2 | 1 |
| | **Altruism** | | | | | |
| A1 | The leadership of the committee cares more about others success than their own | 5 | 4 | 3 | 2 | 1 |
| A 2 | The leadership of the committee puts others best interests above their own | 5 | 4 | 3 | 2 | 1 |
| A 3 | The leadership of the committee provides others with work experiences that enables them to develop new skills | 5 | 4 | 3 | 2 | 1 |
| A 4 | The leadership of the committee does what it can to make others' work easier | 5 | 4 | 3 | 2 | 1 |
| | **Empowerment** | | | | | |
| E 1 | The leadership of the committee gives members the information they need to do their work well | 5 | 4 | 3 | 2 | 1 |
| E 2 | The leadership of the committee encourages members to use their talents to do work | 5 | 4 | 3 | 2 | 1 |
| E 3 | The leadership of the committees helps members to further develop themselves | 5 | 4 | 3 | 2 | 1 |

| | | | | | | |
|---|---|---|---|---|---|---|
| E 4 | The leadership of the committee encourages members to come up with new ideas | 5 | 4 | 3 | 2 | 1 |
| E 5 | The leadership of the committee gives members the authority to take decisions which makes work easy for them | 5 | 4 | 3 | 2 | 1 |
| E 6 | The leadership of the committee enables members to solve problems themselves instead of just telling me what to do | 5 | 4 | 3 | 2 | 1 |
| E 7 | The leadership of the committee offers members abundant opportunities to learn new skills | 5 | 4 | 3 | 2 | 1 |

**Organisational Commitment**

The following statements can be answered on a 5-point scale with 5= strongly agree, 4=agree, 3= Not sure, 2= Disagree 1=strongly disagree.

| | **Statement** | **SA** | **A** | **N** | **D** | **SD** |
|---|---|---|---|---|---|---|
| | **Organisational Commitment** | | | | | |
| AC1 | **Affective Commitment** | 5 | 4 | 3 | 2 | 1 |
| AC2 | I would be happy to spend the rest of my career with this committee. | 5 | 4 | 3 | 2 | 1 |
| AC3 | I feel emotionally attached to this committee. | 5 | 4 | 3 | 2 | 1 |
| AC4 | I really feel as if this committee's problems are my own. | 5 | 4 | 3 | 2 | 1 |
| AC5 | This committee has a great deal of personal meaning for me. | 5 | 4 | 3 | 2 | 1 |
| AC6 | I care about the fate of this committee. | 5 | 4 | 3 | 2 | 1 |
| | **Continuance Commitment** | 5 | 4 | 3 | 2 | 1 |
| CC1 | I feel like I would lose too many benefits and investments if I left this committee now. | 5 | 4 | 3 | 2 | 1 |
| CC2 | I think that it would be very hard for me to leave this committee, even if I wanted to. | 5 | 4 | 3 | 2 | 1 |
| CC3 | I feel like I would be sacrificing too much if I left this committee now. | 5 | 4 | 3 | 2 | 1 |
| CC4 | Leaving this committee would require too many personal sacrifices. | 5 | 4 | 3 | 2 | 1 |
| NC1 | **Normative Commitment** | | | | | |
| NC2 | I feel that I owe a great deal to this committee. | 5 | 4 | 3 | 2 | 1 |
| NC3 | I feel a strong sense of obligation to continue working for this committee. | 5 | 4 | 3 | 2 | 1 |
| NC4 | I feel that it would be very difficult to leave this committee, even if I wanted to. | 5 | 4 | 3 | 2 | 1 |
| NC5 | I feel a sense of loyalty to this committee that makes it difficult to leave. | 5 | 4 | 3 | 2 | 1 |

**Committee Performance**

The following statements can be answered on a 5-point scale with 5= strongly agree, 4=agree, 3= Not sure, 2= Disagree 1=strongly disagree.

| | Statement | SD | D | N | A | SA |
|---|---|---|---|---|---|---|
| CP1 | The committee meets regularly | | | | | |
| CP2 | The committee has powers to exercise oversight | 5 | 4 | 3 | 2 | 1 |
| CP3 | The committee produces timely reports as per rules of procedure | 5 | 4 | 3 | 2 | 1 |
| CP4 | The committee produces quality reports based on evidence and facts at its disposal | 5 | 4 | 3 | 2 | 1 |
| CP5 | The committee's recommendations are adopted by Plenary | 5 | 4 | 3 | 2 | 1 |
| CP6 | The committee system to ensures public interests are well catered for i.e., committee holds public hearings and incorporates findings in committee reports | 5 | 4 | 3 | 2 | 1 |
| CP7 | The committee has access to independent impartial and timely information and expert opinion on policy and technical matters. | 5 | 4 | 3 | 2 | 1 |
| CP8 | The committee has the capacity to tackle key institutional and political obstacles to oversight. | 5 | 4 | 3 | 2 | 1 |
| CP9 | There are effective measures in place to monitor and follow up the recommendations made to government | 5 | 4 | 3 | 2 | 1 |
| CP10 | The proceedings and deliberations of committee meetings are open to the media and publicly accessible through press briefings | 5 | 4 | 3 | 2 | 1 |

R1. Any comments on how servant leadership can be improved in your committee

……

…….

R2. Any comments on how committee performance can be improved in your committee

……

…….

R3. Any comments on how member commitment to the committee can be improved in your committee

……

……

Thank You

## Appendix II

## QUESTIONNAIRE FOR THE CLERKS

My name is Ruth Ekirapa Byoona and I am pursuing a PhD programme at Pan Africa Christian University in Nairobi Kenya. As a partial fulfilment of the academic requirement for the award of a PhD I am carrying out a research study under the topic "**Servant Leadership, Organisational Commitment and Performance of Uganda's Parliamentary Committees."**

You are kindly requested to participate in the study by providing your views on the above topic. The information required from you is strictly for research purpose, and will be kept confidential.

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2. Sex (a) Male (b) Female
3. Highest level of education
4. (a) Certificate (b) Ordinary Diploma (c) Bachelor's Degree (d) Post graduate diploma (e) Masters Degree (f) PhD, (e) others (please specify)……..

4. How long have you been in parliament?

1. Below five years
2. 6-10 years

3. 11-15 years
4. Above 15 years

5. Member's Committee on Which You Serve (Mention One)

1) The Business Committee
2) The Appointments Committee
3) The Budget Committee
4) The Committee on Climate Change
5) The Committee on National Economy
6) The Committee on Equal Opportunities
7) The Committee on Rules, Privileges and Discipline
8) The Committee on HIV/AIDS and Related Matters
9) The Committee on Human Rights
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12) The Committee on Public Accounts (Commissions, Statutory Authorities and State Enterprises)
13) The Committee of Public Accounts (Local Government)
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16) The Committee on Defence and Internal Affairs
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24) The Committee on Legal and Parliamentary Affairs

25) The Committee on Environment and Natural Resources

26) The Committee on Physical Infrastructure

27) The Committee on Presidential Affairs

28) The Committee on Public Service and Local Government

29) The Committee on Tourism, Trade and Industry

**Servant Leadership**The following statements are to be answered on a 5-point scale with 5= strongly agree, 4=agree, 3= Not sure, 2= Disagree 1=strongly disagree.

| | **Statement** | **SA** | **A** | **N** | **D** | **SD** |
|---|---|---|---|---|---|---|
| | **Humility** | | | | | |
| H1 | The leadership of the committee does not overestimate its merits | 5 | 4 | 3 | 2 | 1 |
| H2 | The leadership of the committee is not interested in self glorification | 5 | 4 | 3 | 2 | 1 |
| H3 | The leadership of the committee is humble enough to consult committee members when it does not have all the answers | 5 | 4 | 3 | 2 | 1 |
| H 4 | The leadership of the committee learns from the different views and opinions of others. | 5 | 4 | 3 | 2 | 1 |
| H 5 | The leadership of the committee do not centre attention on their own accomplishments | 5 | 4 | 3 | 2 | 1 |
| H6 | The demeanour of the leadership of the committee is one of humility | 5 | 4 | 3 | 2 | 1 |
| | **Persuasion** | | | | | |
| P1 | The leadership of the committee offers members compelling reasons to get things done | 5 | 4 | 3 | 2 | 1 |
| P 2 | The leadership of the committee is very persuasive | 5 | 4 | 3 | 2 | 1 |
| P 3 | The leadership of the committee is good at convincing others to do things | 5 | 4 | 3 | 2 | 1 |
| | **Altruism** | | | | | |
| A1 | The leadership of the committee cares more about others' success than their own | 5 | 4 | 3 | 2 | 1 |
| A 2 | The leadership of the committee puts others' best interests above their own | 5 | 4 | 3 | 2 | 1 |

| | | | | | | |
|---|---|---|---|---|---|---|
| A 3 | The leadership of the committee provides others with work experiences that enables them to develop new skills | 5 | 4 | 3 | 2 | 1 |
| A 4 | The leadership of the committee does what it can to make others' work easier | 5 | 4 | 3 | 2 | 1 |
| | **Empowerment** | | | | | |
| E 1 | The leadership of the committee gives members the information they need to do work well | 5 | 4 | 3 | 2 | 1 |
| E 2 | The leadership of the committee encourages members to use their talents to do work | 5 | 4 | 3 | 2 | 1 |
| E 3 | The leadership of the committees helps members to further develop themselves | 5 | 4 | 3 | 2 | 1 |
| E 4 | The leadership of the committee encourage members to come up with new ideas | 5 | 4 | 3 | 2 | 1 |
| E 5 | The leadership of the committee gives members the authority to take decisions which makes work easy for them | 5 | 4 | 3 | 2 | 1 |
| E 6 | The leadership of the committee enables members to solve problems themselves instead of just telling me what to do | 5 | 4 | 3 | 2 | 1 |
| E 7 | The leadership of the committee offers members abundant opportunities to learn new skills | 5 | 4 | 3 | 2 | 1 |

## Committee Performance

The following statements can be answered on a 5-point scale with 5= strongly agree, 4=agree, 3= Not sure, 2= Disagree 1=strongly disagree.

| | **Statement** | **SD** | **D** | **N** | **A** | **SA** |
|---|---|---|---|---|---|---|
| CP1 | The committee meets regularly | | | | | |
| CP2 | The committee has powers to exercise oversight | 5 | 4 | 3 | 2 | 1 |
| CP3 | The committee produces timely reports as per rules of procedure | 5 | 4 | 3 | 2 | 1 |
| CP4 | The committee produces quality reports based on evidence and facts at its disposal | 5 | 4 | 3 | 2 | 1 |
| CP5 | The committee's recommendations are adopted by Plenary | 5 | 4 | 3 | 2 | 1 |
| CP6 | The committee system to ensures public interests are well catered for, ie committee holds public hearings and incorporates findings in committee reports | 5 | 4 | 3 | 2 | 1 |
| CP7 | The committee has access to independent impartial and timely information and expert opinion on policy and technical matters. | 5 | 4 | 3 | 2 | 1 |
| CP8 | The committee has the capacity to tackle key institutional and political obstacles to oversight. | 5 | 4 | 3 | 2 | 1 |
| CP9 | There are effective measures in place to monitor and follow up the recommendations made to government | 5 | 4 | 3 | 2 | 1 |
| CP10 | The proceedings and deliberations of committee meetings are open to the media | 5 | 4 | 3 | 2 | 1 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | and publicly accessible through press briefings | | | | | |

R1. Any comments on how servant leadership can be improved in your committee

……

…….

R2. Any comments on how committee performance can be improved in your committee

……

…….

R3. Any comments on how member commitment to the committee can be improved in your committee

……

…….

Thank You

## Appendix III

## INTERVIEW FOR THE CLERKS

My name is Ruth Ekirapa Byoona and I am pursuing a PhD programme at Pan Africa Christian University in Nairobi. As a partial fulfilment of the academic requirement for the award of a PhD I am carrying out a research study under the topic "**Servant Leadership, Organisational Commitment and Performance of Uganda's Parliamentary Committees."**

You are kindly requested to participate in the study by providing your views on the above topic. The information required from you is strictly for research purpose, and will be kept confidential.

Your honest responses will enable the researcher to add to the body knowledge on Parliamentary committees and servant leadership. The research findings will also be of practical use to practitioners in the field of leadership.

1. How can servant leadership attributes of altruism, empowerment, persuasion and humility be improved in your committee
2. How can committee performance be improved in your committee
3. How can member commitment to the committee be improved in your committee

Thank You

## Appendix IV

## INTERVIEW GUIDE FOR COMMITTEE CHAIRPERSONS

My name is Ruth Ekirapa Byoona and I am pursuing a PhD Programme at Pan Africa Christian University in Nairobi, Kenya. As a partial fulfilment of the academic requirement for the award of a PhD I am carrying out a research study under the topic "**Servant Leadership, Organisational Commitment and Performance of Uganda's Parliamentary Committees."**

You are kindly requested to participate in the study by providing your views on the above topic. The information required from you is strictly for research purpose, and will be kept confidential.

Your honest responses will enable the researcher to add to the body knowledge on Parliamentary committees and servant leadership. The research findings will also be of practical use to practitioners in the field of leadership.

**Humility:**

1. How do you understand the concept of humility?
2. In your opinion, is it necessary to practice humility in the course of your duties as a committee chairperson? Please elaborate.
3. Could you provide reasons to support your answer to the previous question?
4. If your answer to question 2 is affirmative, what are the challenges you encounter when trying to incorporate humility in committee operations?
5. If applicable, what actions or measures do you think can be taken to enhance the presence of humility in committee workings?

**Persuasion:**

1. To what extent do you employ persuasion as a leader in your committee? Please provide examples or explanations.
2. How do your committee members respond to your persuasive style of leadership, if applicable? Could you share any observations or experiences?

**Altruism:**

1. How do you define altruism, which involves prioritising the interests of others?
2. In your role as a committee chairperson, do you believe it is necessary to exhibit altruistic behaviour? Please elaborate.
3. Could you provide reasons to support your answer to the previous question?
4. If your answer to question 2 is affirmative, what challenges do you encounter when attempting to incorporate altruism in committee operations?
5. What measures or strategies do you think can be implemented to foster altruism within committees?

**Empowerment:**

1. How do you understand the concept of empowerment?
2. In your opinion, is it necessary to empower members within your committee? Please explain your reasoning.
3. If the answer is affirmative, what are the practical ways you can use to empower members of your committee?
4. If your answer to question 2 is affirmative, what challenges do you face when attempting to empower members in committee operations?

5. What actions or initiatives do you believe can be implemented to enhance empowerment within committees?

**Organisational Commitment:**

1. As a leader, how would you describe your level of commitment to your committee? Please provide an explanation.
2. In your perception, how committed are the members of your committee to the committee itself? Please elaborate.
3. What do you believe can be done to improve commitment to the committee that you lead?

**Organisational Performance:**

1. In your opinion, how does servant leadership influence the performance of parliamentary committees?
2. Are there any specific ways in which servant leadership has impacted the performance of your committee? Please provide examples or observations.
3. What strategies or practices do you think can enhance the overall performance of parliamentary committees?

Thank You for Participating in the Study.

## Appendix V

## DOCUMENT REVIEW GUIDE

**For Each Research Objective:**

1. Humility:
   - Review documents that discuss the concept of humility in the context of committees in the Parliament of Uganda.
   - Assess the influence of humility on committee's performance based on documented evidence, studies, or expert opinions.
   - Identify specific instances or practices where humility has been linked to positive committee performance.
2. Persuasion:
   - Examine documents that explore the role of persuasion within committees in the Parliament of Uganda.
   - Evaluate the documented impact of persuasive leadership styles or communication strategies on committee performance.
   - Identify examples or instances where persuasion has been associated with improved committee performance.
3. Altruism:
   - Review documents that discuss the concept of altruism and its relevance within committees in the Parliament of Uganda.
   - Assess the documented influence of altruistic behaviour or a focus on the interests of others on committee performance.
   - Identify specific examples or practices where altruism has been linked to positive committee performance.

4. Empowerment:

- Examine documents that address the concept of empowerment within committees in the Parliament of Uganda.
- Evaluate the documented impact of empowering committee members on committee performance.
- Identify specific instances or practices where empowerment has been associated with improved committee performance.

5. Organisational Commitment:

- Review documents that discuss organisational commitment within committees in the Parliament of Uganda.
- Assess the documented influence of organisational commitment on committee performance.
- Identify specific examples or practices where high levels of organisational commitment have positively impacted committee performance.

6. Moderating Effect of Organisational Commitment:

- Examine documents that discuss the relationship between servant leadership, organisational commitment, and committee performance.
- Identify studies or research that investigates the moderating effect of organisational commitment on the relationship between servant leadership and committee performance.
- Evaluate the documented findings or conclusions regarding the moderating effect of organisational commitment.

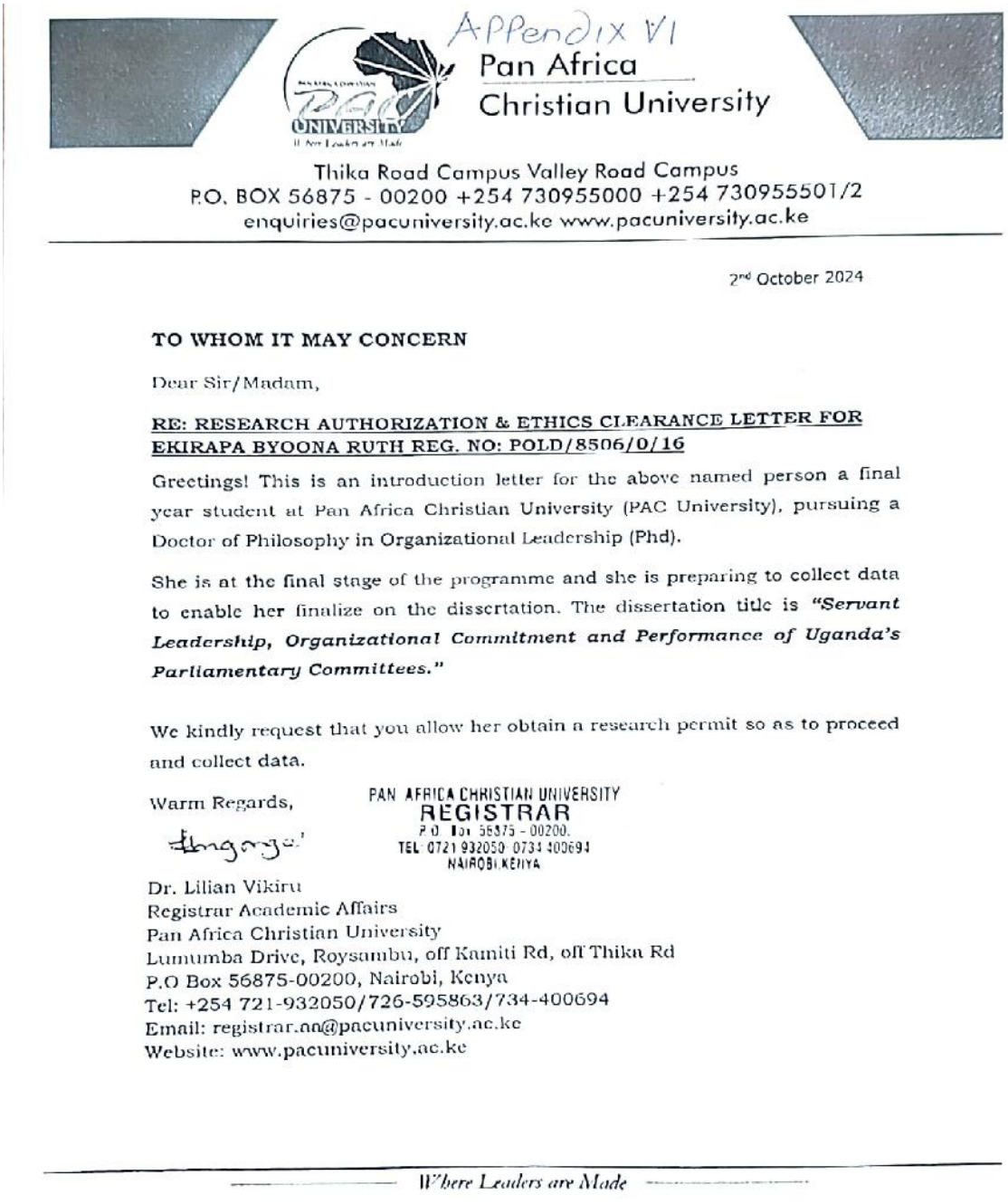
7. Committee Performance:

- Review documents related to the performance of committees in the parliament of Uganda, such as reports, evaluations, or performance indicators.

- Evaluate the criteria used to measure committee performance, including efficiency, effectiveness, accountability, and decision-making processes.
- Identify key performance metrics or indicators employed to assess committee performance.
- Analyse the documented outcomes, achievements, or improvements attributed to the performance of committees in the Parliament of Uganda

# Appendix VI

## CLEARANCE LETTER FROM PAN AFRICA CHRISTIAN UNIVERSITY



Appendix VI

Pan Africa Christian University

Thika Road Campus Valley Road Campus
P.O. BOX 56875 - 00200 +254 730955000 +254 730955501/2
enquiries@pacuniversity.ac.ke www.pacuniversity.ac.ke

2nd October 2024

**TO WHOM IT MAY CONCERN**

Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION & ETHICS CLEARANCE LETTER FOR EKIRAPA BYOONA RUTH REG. NO: POLD/8506/0/16**

Greetings! This is an introduction letter for the above named person a final year student at Pan Africa Christian University (PAC University), pursuing a Doctor of Philosophy in Organizational Leadership (Phd).

She is at the final stage of the programme and she is preparing to collect data to enable her finalize on the dissertation. The dissertation title is ***"Servant Leadership, Organizational Commitment and Performance of Uganda's Parliamentary Committees."***

We kindly request that you allow her obtain a research permit so as to proceed and collect data.

Warm Regards,

PAN AFRICA CHRISTIAN UNIVERSITY
REGISTRAR
P.O. Box 56875 - 00200.
TEL: 0721 932050 0734 400694
NAIROBI, KENYA

Dr. Lilian Vikiru
Registrar Academic Affairs
Pan Africa Christian University
Lumumba Drive, Roysambu, off Kamiti Rd, off Thika Rd
P.O Box 56875-00200, Nairobi, Kenya
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Website: www.pacuniversity.ac.ke

*Where Leaders are Made*

## Appendix VII

## PERMISSION TO CARRY OUT RESEARCH AT THE PARLIAMENT OF UGANDA

Appendix VII

THE REPUBLIC OF UGANDA

# PARLIAMENT OF UGANDA

## OFFICE OF THE CLERK TO PARLIAMENT

Parliament House, Plot Nos.16-18, Parliament Avenue; P. O. Box 7178, Kampala-Uganda
Direct lines: +256(0)414-377150/152; General line: +256(0)414-377000, E-mail: clerk@parliament.go.ug

In any correspondence on this subject please quote No. AN 210/210/01

15th August, 2024

Ruth Ekirapa Byoona
PhD Candidate, Pan African Christian University
NAIROBI, KENYA

**PERMISSION TO CARRY OUT RESEARCH IN THE PARLIAMENT OF UGANDA**

Reference is made to your letter dated 14th August, 2024 requesting to carry out research on "**Servant Leadership, Organizational Commitment and Performance of Uganda's Parliamentary Committees**".

This is to inform you that, your request has been granted.

You are expected to observe high ethical standards as you collect data from Members of Parliament and staff.

Waiswa Y. Henry
FOR: CLERK TO PARLIAMENT