

**AN INVESTIGATION OF THE PRACTICAL APPLICATION OF SERVANT
LEADERSHIP AT THE WORKPLACE; A CASE STUDY OF NATIONAL SOCIAL
SECURITY AUTHORITY (NSSA) MATABELELAND REGION.**

By

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ABSTRACT

The study sought to investigate the practical application of servant leadership at the workplace, with specific reference to the National Social Security Authority, (NSSA) Matabeleland Region. This study was a qualitative research study, in which phenomenology research was employed to gain insight of how pensioners experienced and perceived service quality at NSSA. The study targeted a population made up of managers and pensioners. A total of 12 participants were purposively sampled to participate in interviews and focus group discussions. In this study research ethics were observed by both, the researcher and participants, to ensure voluntary and informed decision to take part in the process. Results from the study revealed that the style of management adopted at the workplace has significant impact on the overall service quality of organisations. The study exposed that there are various leadership styles being used in NSSA and these have failed to do away with issues of long queues and delays in the initial process of bringing a pensioner into the system. From the study, it was apparent that servant leadership empowered employees, who in turn provided quality service to the pensioners by making prompt decisions and, hence, contributing to the elimination of queueing for NSSA services. The others-centeredness approach espoused by servant leadership augured well in the elimination of attitudinal tendencies amongst employees. From the foregoing reflections coming out of the study, the findings recommended the adoption of servant leadership in NSSA offices in the Matabeleland Region.

Key Words: Servant Leadership, National Social Security Authority (NSSA), Service Quality, Pensioner, Workplace, Stewardship in Leadership