

ABSTRACT

The general objective of this study was to assess the impact of servant leadership style at prison force in Kilimanjaro Region in Tanzania. The specific objectives of study included to determine the perceptions of correctional officers about the extent of application servant leadership at prison force in Kilimanjaro Region in Tanzania, to examine the impact of servant leadership style on the organizational performance at prison force in Kilimanjaro Region in Tanzania and to identify challenges that constraint effective application of servant leadership at prison force in Kilimanjaro Region in Tanzania. The study applied quantitative research approach with predictive-correction research design. The study was based on sample of 109 respondents that were correctional officers. Data were gathered using survey with the aid of a structured questionnaire. Data were analyzed through descriptive and regression statistics with the aid of SPSS. The study findings showed application of servant leadership style in terms of demonstrating servant leadership behaviors, demonstrating awareness, empathy and emotional healing towards correctional officers. The study also found that most of the surveyed correctional officers affirmed that servant leadership style has a potential impact of organizational performance in terms of enhancing employee productivity (M=4.22), employee engagement and satisfaction (M= 4.11), employee morale (M= 4.02), reducing employee turnover (M= 3.97), enhancing employee mental health (M= 3.89), and enhancing collaboration between leaders and subordinates (M= 3.63). Moreover, the study identified six

most challenges which included pressure from higher authorities (M.= 4.46), difficulties to balance priorities (M. 4.40), personal bias among leaders

led challenges were time constraints (M= (M= 4.23), rigid culture (M 3.89), insufficient leadership training (M= 3.80). The least ci

3.67), and insufficient transparency OA'

force in Kilimanjaro

rformance at prison forc

2,51). The study concludes that servant leadership

style has a potential impact on organizational pe

region. On basis of the findings the study recommends provision of relevant leadership training to enhance leaders with skills to apply servant leadership styles.