

**THE EFFECT OF PERSONALITY TYPE AND TEAM ROLES ON
SOCIAL INNOVATION MODEL AT ZIMBABWEAN NON-
GOVERNMENTAL ORGANISATIONS**

By

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2020

DECLARATION

I, Clarence Itai Mhizha declare that

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DEDICATION

This thesis is conjointly dedicated to Elohim, El-Shaddai, Yahweh, Jehovah All-powerful for his motivation and direction and my spouse Confidence Sarudzai Mhizha and children Latria and Carl for their colossal bolster on my long scholastic travel.

KEYWORDS

Belbin Team Roles

Non-Governmental Organisations (NGOs)

Non-Profit Organisation

Organisational capabilities

Poverty alleviation-focused NGOs

Personality types - MBTI

Poverty alleviation programmes

Social Innovation

Social impact

Zimbabwe

Zimbabwe National Association of Non-governmental Organisations (NANGO)

LIST OF ABBREVIATIONS AND ACRONYMS

CD	Coordinator
CF	Complete Finisher
ENFJ	Extraverted, Intuitive, Feeling, Judging
ENFP	Extraverted, Intuitive, Feeling, Perceiving
ENTJ	Extraverted, Intuitive, Thinking, Judging
ENTP	Extraverted, Intuitive, Thinking, Perceiving
ESFJ	Extraverted, Sensing, Feeling, Judging
ESFP	Extraverted, Sensing, Feeling, Perceiving
ESTJ	Extraverted, Sensing, Thinking, and Judging
ESTP	Extraverted, Sensing, Thinking, Perceiving
INFJ	Introverted, Intuitive, Feeling, Judging
INFP	Introverted, Intuitive, Feeling, Perceiving
INTJ	Introverted, Intuitive, Thinking, Judging
INTP	Introverted, Intuitive, Thinking, Perceiving
IM	Implementer
ISTJ	Introverted, Sensing, Thinking, Judging
ISTP	Introverted, Sensing, Thinking, Perceiving
ISFJ	Introverted, Sensing, Feeling, Judging
ISFP	Introverted, Sensing, Feeling, Perceiving
MBTI	Myers–Briggs Type Indicator
ME	Monitor Evaluator
NANGO	National Association of Non-Governmental Organisations
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Co-operation and Development
PL	Plant
RI	Resource Investigator
SH	Sharper
SPSS	Statistical Package for the Social Sciences
TW	Team Worker

UKZN University of KwaZulu-Natal
UNDP United Nations Development Programme

ABSTRACT

The research involved Non-Governmental Organisations (NGOs) with a Social Innovation agenda in Zimbabwe. All NGO participants were affiliates of the National Association of Non-Governmental Organisations. The study was built on existing literature and was centered on the effect of team roles and personality types on social innovation donor support in National NGOs in Zimbabwe using the Belbin Team role and Myers Briggs Type Indicator Personality type tests.

The study utilized a quantitative approach based on correlation research designs. In the operationalization of this study, the population comprised Management level employees from 50 Local NGOs in Harare and Manicaland territories of Zimbabwe. The 50 NGOs making the population were those with a social development motivation. Disproportionate stratified irregular sampling was utilized to come up with the sample.

One way ANOVA and Multinomial logistic regression analysis using SPSS Statistics were used as models for data analysis. The major findings revealed that there was some degree of co-relation between personality types and donor funding of social innovation. Guardian and Giver were found to be the most influential personality types. Also some co-relation was found between team roles and donor funding for social innovation in Non-Governmental Organisations in Zimbabwe with Sharper and Monitor being the most influential team roles.

The trend observed indicated that there is a higher possibility of increasing donor funding in a Non-Governmental organisation that employs people with Guardian and Giver personality types and Sharper and monitor team roles in any portfolio of finance manager, project Manager and Human Resource Manager. The key recommendation is to blend much of Guardian and Giver personality types with sharper and monitor team roles in the selection of senior management employees in Non-Governmental Organisations that rely on donor support for their Social Innovation agenda.

The findings of this study will empower NGOs in Zimbabwe to improve the way they handle social advancement. The study makes an original contribution to new knowledge through the development of the Donor funding Statistically Significant variables Performance Model for NGOs in Stressed Economies.

Key words: Social Innovation, Donor funding, NGO Performance, Personality types, Team roles, Zimbabwe.

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CHAPTER 1: THE NATURE AND SCOPE OF THE STUDY

1.1. Introduction

On account of their engagements in developments and challenges that bedevil developing nations, Non-Governmental Organisations (NGOs) have become respected by citizens, lawmakers, and governments. They are perceived as critical sources for engaging individuals and as better situated to drive more compelling and economical social innovation projects more than most governments in Africa (Bassey, 2008 in Mago and Hofisi, 2015:59). This view emerges from the perception that most African states cannot provide for and promote the welfare of their citizens (Ibrahim & Hulme, 2010:4).

To address their disappointment on failure to fund their projects, the majority of the third world nations have endorsed the inclusion of NGOs as among plausible projects' funders (Bassey, 2008 in Mago and Hofisi, 2015:59). The methodologies that are used by NGOs and their supporting agencies appear to be confronting supportability challenges within the long term.

Since gaining political independence in 1980, the Zimbabwe Administration has actualized a number of approaches to reinforce social progression and fight desperation the country. One such arrangement is partnership with NGOs to supplement the part of the government's destitution easing methodologies.

The capacity to mobilize resources is a key element for positioning a National Non-Governmental Organization in the market. Owing to the scarcity of resources, there is fierce competition for the limited resources that come from donors. Securing resources for a National Non-Governmental Organization is thus largely dependent on their ability to compete with other players in the same line of business. Securing resources for a National Non-Governmental Organization is also largely dependent on the NGO's level of creativity and resilience to explore alternative sources. A success in getting funding for a projects does not guarantee success in getting funding for future projects; hence even after securing funding a project the dilemma of future funding remains. National Non-Governmental Organisations therefore need senior managements that are capable of exploring other means to enhance their financial positions without compromising their missions.

Team design has in recent years increasingly become a strategic tool that use as part of their critical success factors for effective use of resources and for gaining competitive advantages. In contemporary literature, team design and performance are dominantly discussed in the context of team composition, task design, and organizational context (Belbin 2010:129). Among these factors, team configuration is recognized as a fundamental element that impacts on team performance (Belbin, 2010:89).

Individuals' different abilities provide teams with diverse resources and each resource enhances team performance. Put differently, the significance of a team's success is dependent on the value of its members (Templar, 2011:176).

While the contemporary literature discuss team design and performance as dominantly influential on performance, the theory only discusses teams in the context of their composition, task design, and organizational context (Belbin 2010:129). It generalizes the contribution of team configuration independent of the economic environment in which teams operate. This study therefore sought to research beyond these pronouncements by the literature by arguing through hypothetical analysis that there is a relationship and contribution of team configuration to the Social innovation model in stressed economies such as Zimbabwe.

Africa is an intricate and diverse continent with ever-changing settings of constructive changes and irresistible needs. It has 54 countries which makes it the second-largest continent in the world. Africa contributes 60% of all arable land of the world put together. Besides the large proportion of arable land, Africa is endowed with natural resources, and it boasts of some of the world's fastest growing economies (Fafchamps and Owens, 2008:1). Zimbabwe is one of Africa's economies. Zimbabwe relies much on Agriculture and mining to drive its economy. A significant proportion of Zimbabwe's population (especially the rural folk) remains exposed to common quality of life inhibitors especially disparities in monetary, communal, employment, access to health care, and wealth amenities. A collective effort is required from business, government, and charity to address these issues. This landscape has given rise to National Non-Governmental Organisations that mainly seek to address the pressing and urgent issues that affect the quality of life of Africans (Ebenezer, Musa and Ahamed 2020:33).

National Non-Governmental Organisations (NGOs) in Africa depend on foreign donors to sustain their activities (Saungweme, 2014:28; Ebenezer, 2020:33). Trends over the last 10 years show a downward slope in the proportion of the quota directed to NGO's in Africa. This has inevitably created a situation whereby the supply side has been overwhelmed by the demand side. Getting donor commitment now demands the right senior management team with appropriate combination of team roles and personality type attributes to secure funding for projects (Batti, 2012:57; Ebenezer, 2020:33). This appears to be happening at the back-drop of an ever increasing poverty level in Zimbabwe.

According to Nsingo (2010:2), urban poverty in Zimbabwe has been worsening since 1990/91 (12 percent of population), 1995, 39 percent of population, 2009, 75 percent of population and 78 percent in 2010. UNICEF (2010:11) projected that over 65 out of every hundred people in Zimbabwe were surviving in poverty while 55 out of every hundred (about 6.6 million) were living further down the food deficiency line. Commentators have interpreted the aforesaid statistics as consistent to cumulative poverty in the former "food basket" of Africa.

It is imperative to briefly discuss the chronological key events that unfolded in Zimbabwe leading to a country that was once esteemed as the food supplier of SADC to be one of the economies that needs much of aid and NGOs involvement in social innovation to make better the standard of living for its populaces especially the rural population.

In 1998, Zimbabwe experienced an economic crisis that led to high-interest rates and inspired riots. This was followed in 1999 by a deferment of assistance from the World Bank and the International Monetary Fund (IMF) due to expressed misgivings about Zimbabwean government's policies (Khumalo, 2017:1). In the year 2000, war veterans aligned to the ruling party invaded and grabbed white-owned commercial farms without discretion claiming that the land was theirs by inheritance. This resulted in serious food shortages in 2001 which the government of the time blamed on drought. In the same 2001, a number of Western governments took decisions to withdraw economic aid as protest for abuses of human rights due to the implementation of the land policy (Khumalo, 2017:1). In the year 2002 Zimbabwe was suspended from the commonwealth. The economic meltdown was further compounded by the collapse of commercial agriculture and the lack of rains in 2003. This led to serious food shortages which led to millions of citizens in need

of food aid. At the same time, the economic meltdown and rising inflation kept worsening and thousands of companies were forced to shut down (Khumalo, 2017:1).

According to Khumalo (2017:1), year 2004 was the year Zimbabwe's fortunes sank deeper. It was the year that the International Monetary fund terminated Zimbabwe's membership due to its failure to settle its membership dues backdating to 2001. In April 2006, Zimbabwe experienced a world record annual inflation of 1000 percent which forced the government to re-denominate the country's notes in August of the same year. This was followed in 2008 by price freeze in June and wage freeze in August. In 2008, Zimbabwe held national elections the results of which were disputed. This led to formation of Government of National Unity (GNU) formed between ZANU PF and the main opposition parties. The GNU and change of currency are historically credited for positive economic growth which had evaded the country in a decade.

In his analysis of the economy in September 2016, the Minister of Finance made mention of "low levels of production and attendant trade gaps, insignificant foreign direct investment and the lack of access to international finance due to huge arrears which also led to a poor performance of the economy (Khumalo, 2017:1)."

On 14 November 2017, the military declared war against 'people surrounding Robert Mugabe who were destroying the economy. This inevitably led to the demise and removal from power of President Robert Mugabe.

NGOs continued to exist and they operated under the above mentioned economic dynamics. But as could be expected, the National Non-Governmental Organisations in Zimbabwe continued to inevitably dispose varied levels of ability in performance of Corporate Social innovation aimed at alleviating poverty in Zimbabwe. Among the possible causes of such performance variances are the dynamics of Senior Management team roles and personality type attributes. It therefore is imperative for this research to establish the effect of NGOs Senior management staff team roles and personality type attributes on social innovation donor funding in Zimbabwe.

1.2 Definition of terms

The expressions that are recurrently used in this research are defined in this section to give the terms correct operational meanings based on empirical literature. Whereas the terms may have diverse implications in other utilization context, their meanings in this thesis are derived from their context of use.

Personality Type - Bernstein, Penner, Clarke-Stewart, & Roy (2012:313) define personality type as the mental classification of diverse sorts of people. Bernstein et al (2012:315) further show a refinement between identity sorts and identity characteristics by explaining that types involve subjective contrasts between individuals, whereas characteristics are deciphered as quantitative contrasts.

Team Roles - According to Belbin, Team Roles are “a tendency to behave, contribute and interrelate with others in a particular way (Belbin, 2010:2).”

Belbin (2010:2) identifies nine team roles (Team worker (TW): Complete Finisher (CF), Specialist (SP), Resource Investigator (RI), Implementer (IM), Sharper (SH), Coordinator (CD), Monitor Evaluator (ME), and Plant (PL)). Any of these roles can separately and/or jointly manifest in individuals. Each Team Role “has its own distinctive cluster of behavioral characteristics - with potential strengths and allowable weaknesses” (Belbin Associates 2017). The underlining idea emerging from the study of team roles is that “it is only by making use of complementary and collective strengths that individuals and teams can achieve their full potential. In short, nobody is perfect, but a team can be” (Belbin Associates, 2017:2).

Corporate Social Innovation - The world economic forum (2016:5) explains Corporate Social Innovation (CSI) as “the application of innovative, practical, sustainable, market-based approaches to benefit the society in general, and low-income or underserved populations in particular (World Economic Forum, 2016:5)”.

Social innovation is thus defined as an “initiative, product, process or program that profoundly changes the basic routines, resource and authority flows or beliefs of any social system (e.g. individuals, , neighborhoods, communities, whole societies) Social Innovation” Generation (2017). Standberg (2015:4) concludes that “It is about new ideas or new ways of addressing pressing unmet needs.”

Grounded on the characterization of topics discussed above, social innovation is about corporate entities adopting a strategic, ambitious and collaborative approach to the provision of services to

the many low-income individuals in order to empower them to play a part in the universal economy.

Non-Governmental Organisation - Are non-profit making institutions that facilitate social innovation activities in Zimbabwe through the administration and soliciting of donor funding. These organisations are locally based.

Macmillan dictionary (2017:302) defines a Non-Governmental organization as “an organization which is neither a government department, nor a business operating for profit.” A number of researchers (David, Kanji and Nazneen, 2009:349; Davies, 2014:293); Crowther, 2010:7); Schmitz, Peter and Mitchell, 2010:5); Baur and Schmitz, 2012:2); Davies, 2014:175); Steffek and Hahn, 2010:1) generally concur that NGOs’ mandate generally revolve around social, human rights, environmental, humanitarian, educational, healthcare, and public policy.

Leadership: Ololube (2013:8) and Abbasialiya (2010:2) describe leadership as a function that aims at achieving particular outcomes by utilizing human and material resources within a formal or informal organisation. According to Ololube (2013:8) and Abbasialiya (2010:2) leadership defines the future and it aligns human and material resources with that future. In the process of working towards the attainment of a defined future (vision), leaders are expected to inspire their followers towards attainment of their visions irrespective of obstacles that are encountered (Ololube, 2013:7; Abbasialiya, 2010:2).

Developed countries: The Cambridge Business English Dictionary (2018) describes a developed country as “a country with a lot of industrial activities and where people generally have high incomes.” This definition suggests, relative to other less developed sovereign states, the existence of an exceedingly developed economies and progressed mechanical frameworks. Consensus within the economics domain appears to suggest six criteria that should be used to measure economic development. These criteria include: a nation’s net residential product (GDP), net national product (GNP), per capita salary, level of industrialization, the sum of broad frameworks and common standards of living. For purposes of this thesis, this meaning shall apply across all instances where the concept “developed country or countries” is made reference to.

Developing countries: Kuepper (2018:1-3) contends that that less developed country, underdeveloped country and developing country are synonyms and they all refer to a nation which has a small industrial base and a less Human Improvement Record (HDI)compared to other sovereign states.

Poverty: UNESCO (2015:1) defines poverty as “the scarcity or the lack of a certain (variant) amount of material possessions or money. Poverty is a multifaceted concept, and it may include social, economic, and political elements. Absolute poverty, extreme poverty, or destitution refers to a complete lack of the means necessary to meet basic personal needs such as food, clothing and shelter.”

Social Innovation: The economic activity of coming up with initiatives that make better the livelihood of people in Zimbabwe.

Social Innovation donor funding: Proceeds in cash and kind received from donors to NGOs in Zimbabwe for purposes of promoting social innovation.

Donor: A financier to an NGO in Zimbabwe who is based in or outside Zimbabwe.

1.3 Clarification of the title of the study

The title of this study is “*The effect of Personality Type and Team Roles on Social Innovation Model at Zimbabwean Non-Governmental Organisations.*” Four concepts that are eminent in this title are: personality type; team roles; social innovation and Non-Governmental Organisations in Zimbabwe.

In this study, a personality type denotes psychosomatic grouping of unlike varieties of individuals (Bernstein et al, 2012:3). Any persona type enquiry seeks to categorize individual attitudes and behavior patterns, with objective of explaining the differences that are evident between people (Owens, 2017:5). In response to whether or not personality type tests are universal across cultures, Owens (2017:6) contends that the tests have become popular with businesses around the world for varied reasons. Those include but are not limited to group building, communication, career advancement, time administration, and organization advancement (Owens, 2017:6). Taking cognizance of the fact that there are different theory types, it is interesting to note that over 50 million people in over 30 countries around the world have been found to have taken a test based on the work of Isabel Briggs Myers alone with an estimated uptake growth proportion of 2.5 million individuals per year (Owens, 2017:7). The Briggs and Myers personality type test is therefore regarded as the most relevant test to apply to Zimbabwean NGOs as it positions a person on four variables which impact on performance. These include direction of one’s energy (which is explained by whether or not one is an Extrovert or Introvert); “information processing approach

(Sensing or Intuition); how one makes decisions (Thinking or Feeling); and how one deals with the outside world (Judging or Perceiving)” (Owens, 2017:7).

Team roles refer to an affinity to act, contribute and relate with others in a certain manner (Belbin, 2010:2). Belbin (2015:6) further explains that human beings by nature tend to behave in a certain way when working with others. These behaviors, according to Belbin (2010:2; 2015:8), can be identified and plotted into stable clusters which can be separately identifiable. According to Belbin (2010:3; 2015:8), each individual has a predisposition for any of these 'Team Roles' when carrying on normally in a group. If an individual has more than one 'natural role', they are likely to switch between the team roles. Belbin (2010:3, 2015:8) recognizes these group roles as “Plant; Resource Investigator; Monitor Evaluator; Coordinator, Shaper, Implementer, Team Worker, Completer – Finisher, and Specialist”.

The other phrase used in the topic is Social Innovation. Choi and Majumdar (2015:7) contend that “academic researches on social innovation are still rare. Recent work on social innovation has been mostly practice-oriented and has been published in the form of research reports of various foundations as well as articles in journals such as the Stanford Social Innovation Review.” Much of the existing social advancement writing shows that social development has been conceptualized in several research areas. Subsequently, some writers make reference to social innovation ‘literatures’ e.g. Caulier-Grice, Davies, Patrick, and Norman (2012: 4).

Choi and Majumdar (2015:8) posit out that Social Innovation has been discussed in different streams of literature under seven broad perspectives which include the sociological perspective; Creative Research Perspective; Entrepreneurship perspective; Welfare Economic Perspective; The Practice led perspective; The Community Psychology Perspective; and the Territorial development perspective.

For the purpose of this thesis, the researcher adopted *the Practice led Perspective* of social innovation. Consequently, he perceived social innovation to mean “new solutions (products, services, models, markets, processes etc.) that simultaneously meet a social need (more effectively than existing solutions) and lead to new or improved capabilities and relationships and better use

of assets and resources. In other words, social innovations are both good for the society and for enhancing the society's capacity to act (Caulier-Grice et al. 2012: 18)."

The fourth and last key phrase in the thesis title is *Non-Governmental Organisations in Zimbabwe*. A number of researchers (Davies and Thomas, 2014:3; Crowther, 2010:7-31; Schmitz, Peter and Mitchell, 2012:437; Baur and Schmitz, 2012:11; Davies, 2014:288; Steffek and Hahn, 2010:1) generally concur that NGOs' mandate generally revolve around social, human rights, environmental, humanitarian, educational, healthcare, and public policy. Macmillan dictionary (2017:387) defines a Non-Governmental organization as "an organization which is neither a government department, nor a business operating for profit."

Whereas the World Bank explains NGOs as "private that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services or undertake community development." In this thesis, an NGO is defined as non-profit making private whose mission is to alleviate suffering and poverty through provision of sustainable new solutions that meet societal needs and lead to improved capabilities, that is, our contextual definition of NGO implies one that empowers through training and provision of start-up capitals for projects to fight poverty preferably in rural areas. To address the objective of this research, such NGOs should not be International, Church run, politically affiliated or a Society.

1.4 Research Problem

The World Bank observed in April, 2017 the faltering of Zimbabwe's recovery from years of economic withering. Compounded by this, the World Bank (2017:16) observed that the Zimbabwean economy continued to face serious challenges owing to external shocks and policy. "An ill-timed fiscal expansion in 2016 saw the deficit rising to 10% of Gross Domestic Product (GDP) and the banking sector suffering severe cash shortages. Extreme poverty, estimated to have fallen from 2009 to 2014, is projected to have risen substantially (World Bank, 2017:16)."

According to Devex (2018:1) "The political and economic crises that characterized the Zimbabwe economy between 2000 and 2008 nearly halved its GDP, the sharpest contraction of its kind in a peacetime economy. This raised poverty rates to more than 72%, and it left a fifth of the population in extreme poverty. Health, education, and other basic services, largely collapsed, and the Human

Development Index (HDI) in 2011 stood at 173 out of 187 countries. A lengthy isolation from the international community restricted aid flows and that led the build-up of debts to multilateral and bilateral partners.”

Devex (2018:1) further contends that, “In 2015, Zimbabwe proposed a plan to clear arrears and get the much needed financial assistance from the international financial institutions in 2016. The fiscal expansion in 2016, which was exacerbated by delays in implementing this, contributed to declining market confidence, a sharp economic slowdown and increasing financial sector fragility.”

Caritas Australia (2017:1) ranks Zimbabwe as the humankind’s second poorest country based on GDP per capita. Average life expectancy in Zimbabwe is just 58 years. This is assumed to be compounded by chronic malnutrition, a weakening health system and elevated degrees of HIV occurrence.

Despite the European and American sanctions, donors continue to fund welfare projects in Zimbabwe through ZimFund which evades Government involvement and handling of any donor funds. Although funds channeled through ZimFund are not adequate to fund the huge welfare gap that exists, it is encouraging that donors have not abandoned Zimbabwe's poorest people. National Non-Governmental Organisations continue to fight for the poor through soliciting donor funds outside the ZimFund. It is in this area that Resident Non-Governmental Organisations in Zimbabwe are manifesting varied levels of contribution in terms of Corporate Social Innovation directed at poverty alleviation in Zimbabwe.

While generally all National Non-Governmental Organisations in Zimbabwe operate inside the same economic environment and with equal opportunities, there appears to be some that are doing better than others since the turn of the economic downfall in 2008. The variations in performance that can be observed in the National Non-Governmental Organisations reflect variations in Senior Management Team roles and senior management personality type. This study therefore sought to establish the contributions of personality type attributes and management team roles on Corporate Social Innovation donor funding aimed at poverty eradication in the National Non-Governmental Organisations in Zimbabwe. Team configuration has been recognized as a fundamental element that impacts on team performance (Batti, 2012:52; 2010:35, 2015:23). The need for this research

was motivated by observed gap within the ambit of poor leadership to help excel through the challenging and competitive environment that have been manifested in Zimbabwe since 2008.

1.5 Problem Statement

This study was premised on two issues: the correlation that exists between personality type, team roles and Social innovation donor funding in NGOs and the gap in literature on the subject of social innovation in NGOs as it applies to developing economies. National Non-Governmental Organisations in Zimbabwe seemed to manifest varied levels of contributions in terms of Corporate Social Innovation for poverty alleviation in Zimbabwe. While generally all National Non-Governmental Organisations in Zimbabwe were experiencing challenges in performance of projects, there appeared to be some that were doing better than others since the turn of the economic downfall in 2008. The performance variations that were observed in the National Non-Governmental Organisations seemed to be outcomes of Senior Management Team roles and senior management personality type attributes in the National Non-Governmental Organisations. Team configuration has been recognized as a fundamental element that impacts on team performance (Batti, 2012:33; Belbin, 2010:35; Belbin, 2015:23). A study into the impact of personality type attributes and management team roles on Corporate Social Innovation donor funding in National Non-Governmental Organisations was therefore deemed imperative. The need for this research was thus motivated by observed gap within the ambit of poor leadership to help organisations excel through this dire and dynamic economic environment.

It was imperative at the stage to identify applicable studies that address the phenomenon under study with objective of identifying research gaps. Some of the researchers who focus on team roles and personality types and how those independently or collectively affect team performance include: Hussain, Mohtar (2017: 69); Mao, Mason Suril, Watts; (2016: 113), Batti (2014: 87); Binti, Hassan (2015:38); Khawaja and Williams, (2017:46); Starlene and Rowland (2017:76); Bromideh (2011:143); Garcia (2014:39); Chou and Lin, (2019:67); Ramírez-Correa, Grandón, Alfaro-Pérez, and Painén-Aravena, (2019:52); Gerlach, Farb, Revelle, and Amaral (2018:123); Sârbescu and Boncu (2018:45); Contu, Alessia & Pecis, Lara. (2017:108); Nevrlová, Karolína & Seitlova, Klara. (2016:44); Tkalcic, Quercia, and Graf (2016:71); Fung, Han Ping & Cheng, and

Sheila. (2015:9); Mostert, Nel. (2015:29); Emerald Group Publishing Limited (2015:57); Barnett, Pearson, Pearson, and Kellermans (2015:88), and Belbin (2014:23).

An analytical study on teams and personality types seemed to converge on the premises that researchers collectively followed only two lines of inquiry with regards to teams and personality types in organisations. There are scholars who focus their enquiry on team roles and personality types and how these affected team performance. There are also scholars who focus on measuring the ‘effectiveness’ of teams. Based on these observations, this study was based on the following research questions:

1. Are variations in Social innovation donor funding in National Non-Governmental Organisations in Zimbabwe influenced by Senior Management team roles?
2. Is there a direct relationship between Social innovation donor funding and Senior Management personality types in National Non-Governmental Organisations in Zimbabwe?
3. Are variations in Social innovation donor funding in National Non-Governmental Organisations in Zimbabwe influenced by other Senior Management attributes?
4. Can there be a feasible model that can better foster Social innovation donor funding in National Non-Governmental Organisations in Zimbabwe?

1.6 Research Objectives

The following were the research objectives for this study:

1. To establish whether or not variations in Social innovation donor funding in National Non-Governmental Organisations in Zimbabwe were influenced by Senior Management team roles.

At strategic leadership of NGOs, people held offices. These people individually had roles that they played in the leadership agenda. The intention therefore was to establish how individual’s preferred team roles would influence the level of corporate social innovation in various organisations. The objective was also to establish whether or not there were team roles that brought more desirable outcomes than others.

2. To ascertain whether or not variations in Social innovation donor funding in National Non-Governmental Organisations in Zimbabwe emanated from Senior Management personality types.

People brought domains of their natural personality types to organizational strategic leadership. The intention therefore was to establish how personality types influence the level of corporate

social innovation in the various. The objective was to establish whether or not there were a combinations of personality types that brought more desirable outcomes than others.

3. To establish other Senior Management attributes that could influence the level of Social innovation donor funding in Social Innovation projects in NGOs in Zimbabwe

Team roles and personality type both manifest in one individual. Having established the influence of team roles and personality types, it became apparent that there were other senior management attributes that work better to advance the Social innovation agenda. This was ideal for future Strategic leadership selection as psychometric tests would be administered to pool the right combinations to advance Social Innovation in Non-Governmental Organisations.

4. To exam the feasibility of devising a Senior Management traits and attributes model that would enhance Social innovation donor funding in National Non-Governmental Organisations in Zimbabwe.

The whole reason and purpose of this research was to find solutions to problems and to establish a theory that could enhance the social innovation donor funding in National Non-Governmental in Zimbabwe. It was therefore the ultimate objective of this research study to come up with a model that would foster social innovation in terms of poverty reduction under like conditions.

1.7 Hypotheses

H1: There's a factually critical relationship between specific team roles and Social innovation donor funding in Zimbabwean NGOs.

H2: There's a factually critical relationship between specific personality type and Social innovation donor funding in Zimbabwean NGOs.

H3: There's a factually critical relationship between other management attributes and Social innovation donor funding in Zimbabwean NGOs.

H4: It is feasible to devise a theory that can enhance Social innovation donor funding in National Non-Governmental Organisations in Zimbabwe.

1.8 Type of the Study

This study was “driven” by a post-positivism philosophy which states that, reality cannot be fully exposed, nonetheless we are able to create statements of probability concerning reality (Creswell,

2014:36). This research sought to examine the relationship between Senior Management team roles, personality types and Social innovation Social innovation donor funding that supported the implementation of social innovation in the National Non-Governmental Organisations in Zimbabwe. Guided by be postpositivism philosophy, the research would not make absolute probabilistic statements on the relationships between the factors under study. As posited by Sekaran and Bougie (2016:126) and Tichapondwa (2013:121) research can either be correlational or casual in nature. Which research type to follow is determined by the desired objectives and nature of the variables involved in the research. Causal research is suitable for studies whose objective are to establish definitive cause-and-effect relationships. Correlational studies merely identify important factors that are related to the problem at hand (Sekaran and Bougie 2016:126). The ambit of this study made it difficult, if not impossible, to ascertain with certainty the absolute cause and effect relationship that existed between team roles, personality types and Social Innovation implementation in NGOs. This was so because there are numerous variables that are not discussed in literature (self-sufficient variables) that effect the dependent variable (implementation of social innovation). As such, the study focused on identifying team role and personality type combinations that were associated with better donor support for the implementation of social innovation by NGOs in Zimbabwe. (Sekaran and Bougie, 2016: 126-127).

Owing to the factors discussed in the preceding paragraph, it was deemed appropriate to adopt a correlational (complemented by descriptive) research design wherein the investigator explained what was quantitatively detected (Maxfield, 2015:14). Thus, the investigator inferred from the feedback obtained, team role and personality factors that impacted on donor support of Social Innovation projects by NGOs in Zimbabwe. Bryman and Bell, (2015:33) contend that this design aligns well to the phenomenological philosophy, quantitative research plan and the survey method. For this reason and/or justification, the report accepted the quantitative research plan which emphasizes quantifying when collecting and processing statistics thereby providing easy to understand quantified data that can provide solutions to problems during inference (Bryman and Bell, 2015:34). Data was collected through a survey research approach. Denscombe (2010:11) explain survey as a research plan whose objective is to measure one or several features of a communal prodigy via collecting details from posing interrogates. This research incorporated three independent areas of study, that is, team roles, personality types, and Social innovation donor

funding. To understand preferred facts, queries about each phenomenon were asked separately or jointly.

It has to be noted that the first meeting was a test of at least 125 employees accruing from 25 Local Non-Governmental Organisations from the Eastern province of Zimbabwe that were affiliate to the Nationwide Association of Non-Governmental Organisations. Conditions and state in the republic caused the accomplishment of the test scope impossible. Throughout the sixty days of field statistics analysis, it was discovered that:

1. Cyclone Idai which had just occurred in the Eastern Province of Zimbabwe (Chimanimani and Chipinge) impacted on NGO participation as most of the organisations were on the ground assisting victims on the ground. The researcher had to adjust the research delimitation to include Harare. This inflated the population to 50 organisations and the sample by 44 participants.
2. NGO Board Chairpersons, Board Treasurers and Board Secretaries would require longer than scheduled to get their participation in the research due to their non-executive function in the NGOs. Their offices were in different locations from the NGO. In some instances, their offices were in different cities altogether. As for NGO Directors, their executive responsibilities appeared to always keep them in meetings or away from their offices. For the sake of uniformity, the researcher limited participation of each NGO to the Finance Manager/Director, Program Manager, and Human Resources Manager or Other.
3. In NGOs where entry was accepted, the cooperation was commendable although it slow in others. Some appointments had to be rescheduled several times. The slowness was attributed to cyclone Idai engagements that appeared to be pressing to officers. Because of the cyclone Idai, a few appointments failed in the process.
4. The harsh economic conditions that prevailed in the country also tempted some participants to demand payment. Most such demands were made due to the realisation that the researcher was coming from the economical stronger South Africa. They therefore assumed that the research was funded. The researcher in these circumstances upheld ethical principles of research by explaining to the participants the conditions of participation as outlined in the university participation consent forms.

1.9 Delimitation

This study was conducted in Harare and Manicaland provinces of Zimbabwe. There were many registered NGOs in Zimbabwe with different registration mandates. The National Association of Non-Governmental Organisations (NANGO) could not provide a full directory of NGOs for security reasons (according to their explanation on request of such). NANGO instead provided a well filtered list of 50 organisations that operated in Manicaland (East of Zimbabwe) and Harare that had a Social Innovation thrust on reduction of poverty through empowerment of beneficiaries. NGO Program Managers, Finance Managers and Human Resource Managers were primarily targeted due to their direct involvement in the running of NGOs (They were the designers and implementers of the Business level strategies).

- The National Association of Non-Governmental Organisations (NANGO) was the oversight body that regulated National and International Non-Governmental Organisations in Zimbabwe. It was therefore decided to focus on their (NANGO) registered organisations to make the research more formidable and well-coordinated. Thus, this research study focused on the scope and concepts of Senior Management team roles, personality type attributes and Social innovation Social innovation donor funding (as measured by Donor contribution, self-funded projects in an NGO Performance Index and NGO Non- donor contribution to Budget) in Non-Governmental Organisations.

1.10 The significance of the Study

The findings of this thesis would contribute to an understanding of Senior Management team roles, personality type and other attributes that would enhance Performance in Non-Governmental Organisations in their Corporate Social Innovation agenda in Zimbabwe. Since team composition and the work environment landscape always change, the influences of this research would edify obtainable form of wisdom and provide insights and new knowledge in the field of Senior Management team roles, personality type attributes and performance in the context of Non-Governmental Organisations. The body of knowledge that would be generated by this study would benefit immediate and future Non-Governmental Organisations planners and researchers.

Through this study, there would also high intention to add to literature of knowledge the contributions of variables such as NGO performance, track record, and adherence to strategic

planning, age, and self-funded projects to the overall donor support for social innovation. Such contributions to new knowledge would be in the form of a model that would be coiled from the empirical findings. The model would be named to reflect its contribution to existing literature for purposes of distinctive referencing by future scholars and researchers. It had been observed that as early as 1977, there had been models linking either team roles and or personality types to performance. Such models included GRPI model of Team Effectiveness, the Katzenbach and Smith Model Team Effectiveness model, and the T7 Model of Team Effectiveness (Valdellon 2016:67). This research would propose a Model for NGOs in weaker economies.

1.11 Outline of the Study

This thesis comprises seven chapters; this being the leading chapter. Chapter 2 discusses the theoretical framework of the study and its application in Zimbabwe. Chapter 3 focuses on the theories on Non-Governmental Organisations in general and in Zimbabwe and also Corporate Social Innovation theory and Practice. This is followed by chapter four which addresses the research methodology and methods. Chapters five, six and seven present research findings, discussion of the research findings, and the research deductions and recommendations respectively. The descriptions of the chapters are as follows:

Chapter 1: Nature and scope of the study

This chapter imparts a comprehensive foreword to the report and it contextualises the topic of research. It also outlines the meaning of important topic conditions and clarification of the title of study. The background to the study, research problem, problem statement, research objects and interrogates, explanation of the research kind, delimitation of the study and its significance are also examined. The chapter concludes by summarizing the conceptual framework and by outlining of whole study.

Chapter 2: A Theoretical outline for the study

This section discusses the theoretical framework of the study. Based on Belbin “team roles” and MBIT “personality types”, nine “team roles (Plant, Resource Investigator, Monitor Evaluator, Coordinator ,Shaper, Implementer , Team Worker, Completer – Finisher, and Specialist) and 16 personality types (Overseer, Supporter, Examiner, Defender, Persuader, Entertainer, Craftsman, Artist, Chief, Originator, Strategist, Engineer, Mentor, Advocate ; Confidant; and Dreamer)” are

discussed in the context of how they impact on leadership capabilities and competencies in Non-Governmental Organisations implementation of Social Innovation in Zimbabwe.

Chapter 3: Literature Review: Non-Governmental Organisations and Corporate Social Innovation theory and practice

One of the key themes in the study is *Non-Governmental Organisations in Zimbabwe*. The chapter explains the theories on this phenomenon of NGOs with the objective of exploring their types and terms of reference. The chapter adopt the general to specific approach where discussions initially focus on the international sphere and then zero in on Zimbabwe.

The chapter also covers the Social Innovation under seven broad perspectives which include: the sociological perspective, “Creative Research Perspective; Entrepreneurship perspective; Welfare Economic Perspective; The Practice led perspective; The Community Psychology Perspective; and the Territorial development perspective”. The objective of presenting this theory is to inform the theoretical framework which is presented in the next chapter.

Chapter 4: Research methodology

Chapter four covers research philosophies and designs in detail. These are reinforced by discussions on statistics gathering methods, research tools to be implemented and the kinds of statistics to be collected, interaction approaches, testing processes and statistics examination methods.

Chapter 5: Results

This chapter presents the findings of the research. Relative frequency tables have been co-opted for easy conceptualization and interpretation of data. Graphs and charts are used to express the relative frequency data and are supplemented by expressive analysis, relative statistics and inferential statistics. For purposes of interpreting facts and drawing conclusions, measures of dispersion, central tendency and inferential statistics are applied where appropriate. Gages of dominant propensity are used for the purpose of defining data and enhancing data clarity.

Chapter 6: Discussion of Results

The results from the preceding chapter (chapter five) are dissected and interrogated to exhume their significance and implications. The fundamental point is to develop a Social Innovation funding model (informed by team roles and personality types theory) to guide NGOs in assembling leadership teams that can drive the Social Innovation agenda in weaker economies like Zimbabwe.

Chapter 7: Conclusions and Recommendations

This chapter being the last, summarises the thesis by drawing relevant conclusions and recommendations from the findings. Such submissions set a premise for further research and implementation by relevant stakeholders.

1.12 Chapter summary

This section of the report imparted a comprehensive foreword to the research with the objective of contextualizing the topic of research. The chapter further presents the clarification of key terms in the study title. The background to the research, research problem, problem declaration, research objectives and research interrogates, explanation of the research, delimitation of the study and its significance have also been examined. The chapter concludes by stating the summary of the outline of the whole study.

It has been stated in the chapter that the study aim was to examine the effect of team roles and personality types on Social Innovation in National Non-Governmental Organisations. The Social Innovation agenda in Zimbabwe appeared to be insignificantly existent. It appeared that NGOs were operating below capacity owing to insufficient capabilities which might be inhibited by competencies in strategic leadership.

The chapter also outlines the objectives of the study as, to: (1) explain if variations in Social innovation Social innovation donor funding in resident Non-Governmental Organisations (in Zimbabwe) could be a result of Senior Management team roles; (2) to ascertain if variations in social innovation donor funding in National Non-Governmental Organisations in Zimbabwe could be a result of Senior Management personality types; (3). To examine the association between team role and personality factors and how they influenced the adoption of Social Innovation in NGOs in Zimbabwe and (4). To determine the feasibility of devising a team roles/personality type model that would foster Corporate Social Innovation in National Non-Governmental Organisations in Zimbabwe.

The chapter has also clarified that the research follows a positivist philosophy and correlational research pattern to collect quantitative and marginally qualitative data on Social Innovation involvement, personality types and team roles in selected NGOs. Data was collected by means of a survey method. A set of survey questionnaires were circulated physically and electronically in

selected National Non-Governmental organisations that were involved in Social Innovation projects that promoted sustainable poverty eradication.

The next chapter discussed the NGOs phenomenon from a historic perspective to present day.

CHAPTER 2: THEORETICAL FRAMEWORK

2.1 Introduction

Chapter one has presented a comprehensive foreword and the objective of the thesis to assist in the contextualization of the topic of research. Chapter 1 further provided of key topic terms and the study title. The background to the research, research problem, problem declaration, research objects and research interrogates, explanation of the research type, delimitation of the study and its significance were also examined. Chapter one concludes by stating the summary of the outline of the whole study.

This chapter discusses the theoretical framework of research. The theoretical outline comprises concepts of Belbin team roles and the MBITI Personality types. An analytical studies on teams and personality types seem to converge on the premises that researchers collectively follow only two lines of inquiry with regard to teams and personality types in organisations.

There are scholars who focus their enquiry on team roles and personality types and how these affect team performance. There are also scholars who focus on measuring the ‘effectiveness’ of teams. Some of the researchers who focus on team roles and personality types and how these (independently or collectively) affect team performance include Lin, and Chang (2019); Ramírez-Correa, Grandón, Alfaro-Pérez, and Painén-Aravena, (2019); Gerlach, Farb, Revelle, and Amaral (2018); Ahmad and Abdulkarim (2018); Sârbescu and Boncu (2018); Contu, Alessia & Pecis, Lara. (2017); Nevrlová, Karolína & Seitlova, Klara. (2016); Tkalcic, Quercia, and Graf (2016); Fung, Han Ping & Cheng, and Sheila. (2015); Mostert, Nel. (2015); Emerald Group Publishing Limited (2015); Barnett, Pearson, Pearson, and Kellermans (2015), and Belbin (2014).

The theoretical framework for this thesis is the Belbin eight team roles of “Chairman (CH), Company Worker (CW), Monitor Evaluator (ME), Plant (PL), Resource Investigator (RI), Shaper (SH), Team Worker (TW) and Complete Finisher (CF)” (Belbin, 2012:39) and 16 MBIT personality types “(Overseer, Supporter, Examiner, Defender, Persuader, Entertainer, Craftsman, Artist, Chief, Originator, Strategist, Engineer, Mentor, Advocate ; Confidant; and Dreamer)” (Bridges, 2018:6). The Belbin team roles and 16 MBIT personality types are discussed in the context of how they interact to impact on leadership capabilities and competencies in Non-Governmental Organisations’ implementation of Social Innovation in Zimbabwe.

2.2 Belbin team roles

What subsequent sub-sections of this chapter focus on management conduct, team and group arrangement and the significance of distinguishing particularized dissimilarity that influence team functioning, this particular section of the chapter set the tone by detailing the “Belbin’s Team Role Model” (Belbin, 2012:5). It thus focuses on team roles (as postulated by Belbin) that are deemed in literature as prerequisite for the development of a popular and operational team. These roles are “Chairman (CH), Company Worker (CW), Monitor Evaluator (ME), Plant (PL), Resource Investigator (RI), Shaper (SH), Team Worker (TW) and Complete Finisher (CF)” Belbin, 2012).

Belbin’s team roles theory was developed in the 1980’s. It attracts plausible deductions about what makes up a prosperous and nominal team. Belbin arrived at the conclusions after carrying out a comprehensive study on management teams that stretched between 1969 and 1981. Belbin’s work on team roles achieved a meaningful influence as earlier researches fixated somewhat on particularized managers over groups (Batenburg, van Walbeek and in der Maur (2013:901). Owing to the intensity applied to the study and the uniqueness of the findings, the model became unique and gained prominence along with others. (Der Maur (2013:901). This research was premised on character and analytical reasoning and competences within teams with an objective to compare successful and unsuccessful teams (Belbin 2010:15).

According to Belbin’s extensive research, team members play different roles as they interact and those impacts on the overall team effectiveness (Belbin 2010:15). Belbin defines a role as the manner in which a team member applies their personality and intelligence when interacting with others in the team as they work towards the realization of the team’s objectives. “A tendency to behave, contribute and interrelate with others in a particular way” (Belbin 1981:61). According to Belbin’s study, there are desirable and destructive role combinations. Desirable role combinations are said to exist when individual strengths and characteristics are complementary. The roles are not only formal but informal as well (Belbin, 2010:38). In explaining the diversity of roles played by team members, Belbin provides eight key roles.

2.2.1 Description of Belbin's Eight Team Roles

The following are the shortened descriptions of the “eight team roles” as pronounced by Belbin (2010:15):

2.2.1.1 The Coordinator/Chairman:

The chairman/coordinator is one of the eight team roles. First Belbin named the role 'Chairman' but this was subsequently changed to coordinator after further observations. According to Belbin (2010:15), the coordinator is more of a motivational team leader. The role does not fade with time and that makes it a permanent position that endure the span of the existence of the team. Making observation on the coordinators personality, Belbin (2010:19) contends that people who are coordinators in a team are calm, confident and they direct and restrain other team members in a democratic leadership capacity. They listen to team members and allow potential contributions from team members. The coordinator has discerning aptitude to identify every individual member's strong points and flaws and has an unusual aptitude to get the best out of their capabilities in managing the team in the direction of its intentions. This team role comes with its documented weaknesses which centre much on manipulation and over-delegation (Belbin, 2010:21).

2.2.1.2 The Shaper:

This is also a leadership role according to Belbin (2014:49). The shaper is frequently a little extra rasping cheerleader compared to the coordinator. While the shaper gets the job done almost always, they are known to be intolerant and offensive. Their intolerance and offensiveness derive from the fact that they naturally have robust urge and they require the other associates when dealing with overwhelming problems within team tasks. Belbin, 2010:28; Belbin, 2014:49 contend that shapers have demanding and competitive personalities, which are observable in their approach to inspire members by daring incompetence and impelling members to overcome (Belbin 2010:27).

2.2.1.3 The Plant:

The plant is the team's visionary, problem solver and cradle for inventive thoughts. Plants are nonconformists. They make-do with original thoughts and latest approaches created within their mind's eye and great brainpower. The Plant is well-informed and innovative, but their admissible flaw is they are quick to having fervent individual relationships joined to their objectives. They are prone to discount feasible particulars and systems (2010:29).

2.2.1.4 The Monitor-Evaluator:

The Monitor-evaluator has discernment to appraise and scrutinize alternatives and possible decisions tabled by team members with objective of limiting mistakes and botches within the groups plan before execution. The Monitor-evaluator applies flawless conclusion devoid of any emotional attachment to the assignments of the group and can hence be seen as unconvinced and pessimist by the other individuals. As a shortcoming, this member needs motivation and the vital capacity to persuade the other group individuals (Belbin, 2010:30).

2.2.1.5 The Resource-Investigator:

Belbin (2010:76) and Belbin (2014:98) explain that “the resource-investigator is the team’s provider of external resources of information Resource-investigators are enthusiastic, have great communication skills and many external contacts. They are extrovert and quick to respond to new challenges and explore alternatives. The weakness of resource-investigator is that they easily lose interest after the first spark of fascination for a project.”

2.2.1.6 The Implementer:

The implementer is referred to as a company-worker in some of Belbin’s earlier works which he later changed to implementer. This is every so often the colleague who turns thoughts into working realities. This group member hunts and discovers void needs of the team and works towards fulfilment of such. In pursuing fulfilment of such needs, the implementer will inevitably involve themselves in projects that are avoided by other members of the team. The implementer is reliable in execution of duties to their exhaustive end. The implementer brings with them extraordinary organizing abilities, self-discipline and down to earth common sense. The implementer’s strength however doesn’t come without weaknesses. The most defined implementer weakness is their lack of flexibility to other team members’ unproven ideas. They are not at ease to enter uncharted areas of implementation where there is no precedent evidence (Belbin, 2014:36).

2.2.1.7 The Team Worker:

The Team worker is a socially oriented member of the team who builds unity among team members by resolving misunderstandings between members and encouraging team spirit. They however, have the weakness of being indecisive when faced with challenging situations and under these circumstances they get easily affected by other individuals members of the group (Belbin, 2010:10).

2.2.1.8 The Completer-Finisher:

The Completer-Finisher “has attention for details and deadlines. This member makes sure that the team’s plans are carried out and finished in time. The completer-finisher is orderly and has the capacity to follow through the ideas while keeping attention to all the details. This person is typically painstaking, orderly and conscientious. The flipside or allowable weakness of the completer-finisher is that this team role can be very anxious, worries over minor details and can be reluctant to let go of the safe and stable elements of a project (Belbin, 2010:10).”

2.2.2 Primary and secondary team roles:

According to Belbin (2014:45), there are two sorts of team roles which he categorises as primary and secondary. Belbin came to this assertion after observing that often team members occupy more than one role where one of the occupied roles is dominant and the other role(s) are temporal and situational. “The person’s strongest role is the primary role which can be enacted with ease whereas the second and third roles are the secondary roles which are only possible to enable on a temporary basis, that is, when the situation calls for it. For example, a member of the team may switch to the secondary role in instances where the team is missing a role (Belbin, 2010:10).”

Apparently, for purposes of efficiency and ease of coordination, teams for business engagements usually comprise less than eight members. This arrangement increases the probability of some team roles not being represented in the team and the significance of secondary team roles becoming apparent to the team for purposes of efficiency and effectiveness. Fisher, Hunter and Macrosson (1998) in Chong (2015:45) explain the concept of secondary roles further by dividing them into affiliation roles and group task roles.

2.2.3 Team Role combination/team composition and team performance

Belbin defines a team role as “a pattern of behaviour characteristic of the way in which one team member interacts with another so as to facilitate the progress of the team as a whole. Each of these team-roles are associated with characteristic types of personality as measured by the tests used in the experiments (Belbin, 2010:169).”

Belbin (2010:110) explains that a group can work efficiently in the event that individual characteristics that make up the group complement each other. Belbin further contends that if individuals in a team have similar team roles, they are predisposed to compete with each other in the performance of tasks. Such competition for excellence will inevitably lead to conflict within the team. The resultant conflict will obstruct and prevent the team from accomplishing its full potential. According to Belbin, individuals as a collective undertake a position based on individual's precise fortes that recompenses shortcomings in other participants' roles (Belbin, 2014:170; Belbin, 2010:110).

Belbin's earlier research in 1981 was motivated by the fact that role identification helps group individuals to choose what ought to be performed as a requirement for fulfilling the needs of individual members of the group. The exploration of Belbin contends that for team collaboration to be effective, the group members must reach a few compliance to their respective roles. The configuration and equilibrium of team roles in a group will have optimistic or undesirable influence on the proficiency and accomplishment of the team. To arrive at this conclusion, Belbin experimented with various diverse blends of team roles to discern the team's behaviour and performance that accrue with different combinations. Through their experiment on team roles combinations, Belbin's research team made a discovery that a team dominated in number by shinning and gifted individuals (Plants) was obligated to fall flat. They subsequently christened groups with such role arrangements "Apollo teams" (Belbin, 2014:176). Prior to this discovery, Belbin's team had a supposition that a group with shinning and skilled individuals (Plants) would outclass the other groups during the exploration. But the results demonstrated something else; the team that comprised many plants had the worst performance. Further observations revealed showed that a group with numerous individuals and with high expository abilities (Plants) was immersed with having their own ideas implemented over opinions from other members. In the ensuing arguments on ideas, a team that was dominated by bright and talented members (Plants) will find it difficult to get something done. They use a lot of time discussing the pluses and minuses of their proposals.

Belbin's research team concluded that to make teams effective and efficient, it is important to balance bright and talented members with additional parts such as coordinator who would make choosing simple; team worker who would apply strategy to dodge contentions issues and implementer who improve considerations to pursue and "the completer finisher" who would culminate the group's labour (Belbin, 2010:115).

2.3 Myers Briggs Type Indicators

The Myers-Briggs personality type (MBTI) was crafted based on the works of Jung who is credited for developing the theory on psychological type (Imperial College London, 2018:1). It designates people personality preferences into four dimensions based on four criteria (see figure 4.1 below). The criteria were based on where an individual focus their attention, the way that an individual takes information, how they make decisions and how they deal with the world (Imperial College London, 2018:2).

Each of the four dimensions has two alternatives or possibilities, and an individual would be either of the two. This effectively implies that an individual's identity is portrayed by four characteristics. The four descriptors that make up one's personality type help in understanding an individual and their interactions with others (Imperial College London, 2018:3).



Figure 2. 1: Descriptors of personality types
 Source: Imperial College London (2018)

Imperial College London (2018:2) explains that each individual’s approach to the world and relationships with others are shown by how an individual acts on their preferences of the four sets of possible preferences. Imperial College London (2018:3) contends that an individual manifests four preferences in their interaction with the world and others and there is no combination that is said to be right or wrong because individuals view the world differently and have different interests. In the context of teams, this infers that people have slants for different sorts of work, assignments and roles.

As alluded to earlier, each of the four dimensions has two alternatives or possibilities. An individual can either be of the two and not both. This effectively implies that an individual’s identity type is described by four characteristics. The four descriptors that make up one’s personality type helps in understanding an individual and their interactions with others (Imperial College London (2018:3). For purposes of theoretical clarity and to inform the direction and focus of the research, the following are the descriptions of each of the dimensions.

2.3.1 Extraversion or Introversion

An individual can either be one of the two in this bi-polar in their interaction with the world, others and tasks. Individuals who have extraverted characteristics are known as extroverts and those with introverted characters are referred to as introverts. The former (extroverts), naturally reveal participating in a range of undertakings. They tend to have a revitalizing effect on others and they like being with people. “Extraverts like to make things happen and feel content within the wider environment. When associated with the world around them, extroverts find comfort in talking aloud and assessing what others think of the problem. Due to their colourful persona, extroverts tend to enjoy working in teams and have an extensive range of acquaintances and friends. As they are constantly involved in many activities, they may forget to pause and reflect on the aims and meaning of activities (Houston 2016: 57).”

Houston (2016:57) explains that, “Individuals who are introverted enjoy deep personal involvement with their ideas, images, and memories. By contrast to extraverts, introverts like spending time by themselves and they tend to have one or two close colleagues in the workplace, unlike extroverts who tend to have a broad network of colleagues, introverts tend to thoroughly think about ideas to clarify the outer world and they often become so enveloped in their own ideas that they forget reality. They are seen as calm and reserved individuals who spend the majority of their time reflecting.”

When working with teams therefore, an extroverted person would bring qualities that buoy up group dialogue and participation from all the team members which in turn enhances team productivity. On the contrary, an introvert team member often delay team progress as they take a lot of time reflecting on situations and sorting information before they can make contributions and conclude (Kroeger & Thuesen, 1988 in Zammin, 2006:59).

2.3.2 Sensing or intuition

This explains the type of information that a team member prefers to use in making decisions. Sensing personality relies on their five senses for collecting information. Only information that is tangible, contemporary and material is of value to sensing characters. Sensing characters thrive on high mental retention of detail and they do so well when working with data. When they confront

situations they focus on eyeing for facts and the pragmatism of ideas. When put in a learning situation, they only make good of learning if what is being taught is relevant to their situation.

When engaged in understanding situations or in solving a problem and sensing characters, they always reflect on their experiences and their memory for precise detail (Imperial College London (2018:5).

The intuitive type decides to acknowledge data through discernment instead of through real-world understanding. Intuitive types delight in looking at modern styles and techniques of doing things and are preoccupied with the future rather than the present. They consider what they remember about past events not only in terms of what transpired but in terms of what they think was the meaning of the events. Intuitive people can resolve difficulties through fast comprehension and are time and again fascinated by doing things that are novel and distinctive. They tend to work from looking at the greater picture and after that they zero in on the realities. Owing to the intuitive type's inclination to finding new possibilities out of every event, they have a tendency to lose sight of real matters at hand (Imperial College London, 2018:5).

Kroeger & Thuesen, (1988) in Myers and Briggs Foundation, (2018:17) explain that “in a team situation, the differences in intuitive and sensing characters can pose real problems in the team's effectiveness and efficiency as some team members may prefer to understand the facts while others take a more random approach to information gathering”. The existence of intuitive and sensing characters can however work in favour of the team as if correctly managed they can capitalise on each member's strengths and in the process improving performance of the team.

2.3.3 Thinking or Feeling

Thinking types are predominantly anxious about comprehending the levelheadedness in a circumstance. They acknowledge as genuine that they can make the finest decisions by converging on the realities than personal issues. When analysing a situation, the thinking individuals concentrate on logical consistencies and they make use of their strong suit in consistent research to choose the finest conceivable result. While the thinking type concentrates on realism and truth, they take note of discrepancies and make level-headed and well-adjusted choices. To the thinking

type, telling the truth is more critical than being prudent (they have high ethical values of truthfulness). There is a significant drawback however with the thinker. Due to their task-oriented approach, they may disregard the significance and esteem of individuals (Imperial College London (2018:6)).

Unlike the thinking type, the feeling character assumes a more individual style when making choices as they understanding what individuals esteem and care about contributes to the effectiveness of decisions. To them, relationships and harmony between people is primarily important. Their people orientated disposition makes them warm, caring and tactful in situations. Their concern for others is genuine and they essentially center on what is critical to other individuals. They tend to create choices with their hearts and accept that being prudent is more imperative than telling the truth (Imperial College London (2018:6)). In team dynamics, the preference type thinking/feeling is handy in that they encourage improved decision which accrues from their objectivity while the sensors bring a mindfulness of how decisions made by the team can affect and be gotten by others (Imperial College London (2018:6)).

2.3.4 Judging or Perceiving

The Judging character has a preference for a premeditated and organized method to life. They appreciate well thought-out environs and are comfortable with making decisions over procrastination as this brings a component of constancy to their well-being.

The Judging type espouse an approach which is task-oriented to execution of responsibilities and they prefer the use of checklists to maintain a strategic distance from exclusion of errands. They arrange and organize tasks to dodge hurrying just some time before due dates. They prioritise completing all tasks that are expected of them before socialising. They have weaknesses in that they tend to make hurried decisions without enough information (Imperial College London, 2018:7).

The Perceiving type take a relaxed and impulsive slant to life as they have a tendency to recognise, accept and adjust to changes as being a part of a novel experience. These people are keen on environmental awareness as basis for responding to whatsoever is occurring near them. They take

unpremeditated approach to situations and do not separate work from play. They lean to work in surges of dynamism and flourish on aligning tasks to deadlines. The perceiving type are always open to new information, as a result, they always make thorough and informed decisions. In team dynamics, the perceiving type's casual approach to things and quest to pleat latest information can confine their ability to concentrating on a direction or plan (Imperial College London 2018:7). A descent mix of these inclinations though, would cause strength to the group as perceivers bring enthusiasm to the band while the judgers bring abilities to fundamentally follow through on ventures (Imperial College London, 2018:7). Therefore, the team's capacity to coordinate these inclinations can in the end move forward the team's execution.

2.4 The Sixteen Type Combinations

From the four inclination scales, each individual is described by four-letters which characterise their mental sort. The four inclinations mix in an active and multifaceted way to provide a non-exclusive profile of how individuals approximate the world (Gordon 2016:4, Fishman, Ng and Bellugi 2011:67, Murie, 2010:382). These are discussed in the next paragraphs.

2.4.1 The Inspector

The acronym ISTJ stands for the four dimensions based on four criterions. ISTJ therefore explains a person with introversion, sensing, thinking, and judgment inclinations. People with an ISTJ identity have a tendency to be uncommunicative, hands-on and discreet. They revel in order and planning in all spaces of their lives as well as their households, workplaces, and ventures. ISTJs put so much importance on reliability in themselves and other people, and they respect traditions (Kroeger & Thuesen, 1988 in Zammin, 2016:59, Gordon 2016:4, Fishman, Ng and Bellugi 2011:67, Murie, 2010:382).

2.4.1.1 Fundamental of ISTJ Characteristics

They are planners: ISTJs prioritize careful planning of things well in advance. They relish an organized life. They pay an incredible bargain of consideration to detail and prioritize order in all things. When their environment is in disorder, ISTJs do not rest until they have fixed the entirety straight and to perfection (Fishman, Ng and Bellugi 2011:67, Murie, 2010:382).

They are accountable and truthful. They take a rational methodology to accomplishing goals and carrying out projects. They work at a balanced speed toward accomplishing the set goals and carrying out projects. They are able to close their eyes to diversions in order to focus on the task that they are working on. The best way to describe ISTJs is - reliable and responsible (Fishman, Ng and Bellugi 2011:67, Murie, 2010:382).

As alluded to earlier in the introduction, ISTJs also place excessive importance on laws and traditions. They are very skeptical about breaking new ground hence they like better rules and procedures previously established. There are instances when ISTJs appear rigid and inflexible in their quest to conserve structures (Kroeger & Thuesen in Zammin, 2016:59, Gordon 2010:4).

2.4.1.2 ISTJ Strengths and weaknesses

Among their other strengths, ISTJs are known to be logical and practical, realistic, present, focused, oriented to detail, organized, orderly and very observant of things. Their weaknesses are that they are idiosyncratic and have strong inclinations to being judgmental and blaming other person(s) for anything that goes wrong. They are also unmoved in circumstances that may require them to consider their stance (Fishman, Ng and Bellugi 2011:67, Murie, 2010:382, Kroeger & Thuesen in Zammin, 2016:59).

2.4.1.3 ISTJ Cognitive Functions

According to the MBTI model, thinking, feeling, intuition, and sensing (the four cognitive functions) form a hierarchy. The model explains that each of the four functions is coordinated ostensibly (extroverted) or deep down (independent). It is the arrangement that these capacities take that define a person's personality. Based on this theoretical construct, ISTJs are said to have "dominant introverted sensing, and auxiliary extroverted thinking, tertiary introverted feeling and inferior extroverted intuition" (Gordon; Kroeger & Thuesen in Zammin, 2016:59).

They are said to be possessing dominant introverted sensing because of their over-emphasized focus on the status quo and collecting a lot of information about their surroundings. They also do not forget easily about what happened in the past and they have a belief that that past experiences will influence the formation of the future (Gordon, Kroeger & Thuesen in Zammin, 2016:59).

Their auxiliary extroverted thinking is justified by the explanation that ISTJs always apply rational explanations to events. They prefer detail over abstract information. They are not fanatics of

knowledge that does not have immediate practical applications. They do not use their feelings in making decisions. Their decisions are informed by data which is logical and objective (Fishman, Ng and Bellugi 2011:67, Murie, 2010:382, Kroeger & Thuesen in Zammin, 2016:59).

They are said to be possessors of tertiary introverted intuition because they arrive at judgments after making personal interpretations which are informed by their internal set of values. Others interpret this to be instinctive feeling about a situation. Sometimes they can apply logic to their decisions, but in most cases such logical decisions are overruled by their trust of self-feeling (Houston 2016: 57).

Their Extroverted intuition is said to be inferior as they are fond of new ideas and experiences which turn out to be their weakest part (Gordon 2010:4, Kroeger & Thuesen in Zammin, 2016:59.)

2.4.1.4 ISTJs and Personal Relationships

ISTJs are more comfortable with being alone or in the company of few friends. Individuals with this identity are customarily devoted to family and friends although they have challenges understanding the feelings of others and their own emotions. They can be fairly reserved and now and again fail to understand and interpret emotional indications given by other people. Nonetheless, as soon as they are close to someone and improve their comprehending of that individual's sentiments and demands, they will spend much of their exertion towards supporting the wants of that individual (Kroeger & Thuesen in Zammin, 2016:59).

2.4.1.5 ISTJs Career Paths

They thrive in environments where there are visibly defined programmes, direct assignments and resilient concentration on prioritized tasks. When learning concepts, ISTJs thrive on the fabric being learnt if to some degree a concept they see as valuable has practical applications. Actual, factual information attracts ISTJs, while hypothetical and nonfigurative data has minute value except when they perceive a certain kind of concrete use for it. Whereas they may apply remarkable dynamism into schemes they perceive as worthwhile, they shun spending time and vitality on activities which they perceive as futile or impractical (Kroeger & Thuesen, 1988 in Zammin, 2006:59).

Turning to their suitable careers, ISTJs lean towards careers that call for order, structure, and determination. Employments that involve working with tangible details and figures such as

computer programming, accounting and library science are among other good options. ISTJs prefer and thrive in occupations that make prerequisite requirements virtues such as accuracy, and admiration for rules and constancy (Kroeger & Thuesen in Zammin, 2006:61).

2.4.1.6 ISTJs – Friendship, parenting and relationships

ISTJs have a tendency to get along with networks who are comparable to themselves. While they have a tendency to be a bit solemn they also enjoy having fun. While they do not jump into new things easily, they are open to friends who endeavor to assist them to pursuing their hobbies and activities. As parents, ISTJs are disposed to be relatively absorbed on custom and are respectable at providing haven and strength to their children. In relationships, ISTJs may possibly experience profound emotional state. ISTJs time and again battle to show that side of themselves in sentimental connections (Kroeger & Thuesen in Zammin, 2016:61).

2.4.2 The Mechanic/Crafter

ISTP (introverted, sensed, thought, perceived) is one of 16 types of personality that are recognized by the Myers-Briggs Sort Marker (MBTI). ISTP-personality people revel in time to think alone and are energetically a free lot. ISTPs also love action, new experiences, hands-on activities, and their own pace of freedom to work (Houston 2016: 67).

ISTPs require things to be separated to see how they are working as a whole. They are consistent and level-headed but they are more concerned with commonsense applications than they are with unique thoughts. They cherish doing modern things and can end up being bored with schedules that change rapidly (Houston 2016: 67).

2.4.2.1 Key ISTP Features

People with an ISTP identity are result oriented. When an issue emerges, they need to get its fundamental cause rapidly. ISTPs are frequently depicted as calm, but they have a straightforward state of mind towards others.

ISTPs appreciate modern encounters and they frequently lock in thrill-seeking behaviors or risk-taking ones. Frequently, they lock in hazardous or fast-paced leisure activities like motorcycling, hang coasting, bungee hopping, surfing or ice hockey. They may in a few cases look for enterprise

by choosing careers in ranges like dashing, flying, or firefighting. Instead of making individual convictions or values, they lean towards creating judgments based on objective criteria.

ISTPs are not well adjusted to the enthusiastic state of others, and they can in some cases be seen as a bit harsh. They too separate themselves from their own feelings until they get to be overpowering, and overlooking their sentiments.

ISTPs aren't well tuned to other people's enthusiastic states, and some of the time, they may be seen as a bit heartless. They moreover separate themselves from their own feelings until they end up overpowering and disregarding their sentiments (Houston 2016: 57).

One common myth around ISTPs is that they are the impassive and quiet sort. Whereas they do tend to hold back, this does not mean that they do not experience solid feelings. Instead, they are great at keeping a cool head, keeping up their objectivity, and adapting with emergency (Cherry 2020:53).

2.4.2.2 .ISTP Strengths and weaknesses

Their strengths include being logical, know things from practice, action based, self-assured and easy-going. Their weaknesses include aspects such as being troublesome to induce to know, uncaring, developing boredom, risk-taker which can be costly to the organization and not liking commitment (Cherry 2020:53).

2.4.2.3 ISTP Cognitive Functions

The MBTI holds that individuals have distinctive cognitive capacities (considering, detecting, feeling, and instinct), which can be guided internally (thoughtful) or outwardly (extraverted). The various courses of action of these capacities is what constitutes the identity of each person. The foremost compelling viewpoint of identity is the overwhelming work, in spite of the fact that the auxiliary function plays a critical supporting part. The tertiary and second rate parts are less vital and may act for the most part unknowingly or can get to be more apparent in times of stress (Gyer, 2011:45; Cherry 2020:53).

2.4.2.4 Dominant: Thinking introverts

ISTPs spend a part of time thinking in their own heads and dealing with information. This means that they do not spend much time voicing their concerns verbally. So, they are often referred to as silent. The ISTPs approach to decision-making could seem exceptionally erratic. However their

activities are based on cautious perception and considerations (Fishman, Ng and Bellugi 2011:67, Murie, 2010:382, Geyer, 2012:27).

They rationally and objectively deal with the world and they mostly concentrate on issues that appear reasonable and valuable. Since they're so consistent, ISTPs are great at taking objective views at circumstances and maintaining strategic distances from subjective or enthusiastic variables when making choices. Individuals with this sort of identity can be difficult to come to know regularly since they are so centered on activity and results instead of sentiments (Gyer, 2011:45).

2.4.2.5 Assistant: Extraverted Sensing

ISTPs lean toward concentrating on the present and take one day at a time. They regularly evade making long-term commitments, and they lean toward centering on the "here and present" rather than considering future plans and openings. Although they are great at understanding hypothetical and unique data, they are not especially inquisitive about such things unless they can see a few kind of real life application (Cherry 2020:53).

2.4.2.6 Tertiary: Introverted Intuition

The ISTP personality also operates largely unconsciously. In spite of the fact that they are not by and large curious about theoretical speculations, they may take certain concepts and attempt to turn them into concrete arrangements or practice (Garner, 2012:12; Gyer, 2013).

It is this work around the "extraordinary assumptions" that ISTP seldom experience when making choices. By synthesizing judgment skills brought in by superseding and reinforcing capacities, this estimation of personality can lead to unanticipated minutes of understanding. (Gyer, 2013; Garner, 2012:12).

2.4.2.7 Inferior: Extraverted Feeling

This perspective of identity tends to operate within the ISTP identity foundation, but it may get to be more outward amid times of stress. ISTPs may sometimes strike out in abrupt, emotional upsurges during highly charged situations. Every so often they pay no attention to their personal state of mind until things reach a blistering point, which can result in feelings being displayed in ways that may appear inappropriate (Cherry 2020:53).

2.4.2.8 ISTPs and Individual Relationships

ISTPs are thoughtful people and they tend to be calm and saved. They prosper on early encounters and disrelish thorough schedules. In relations, they are exceptionally much free and do not savor to feel controlled. Making commitments is strenuous for the ISTP, but may put a plenty of exertion into connections that hold their interests (Cherry 2020:53, Kroeger & Thuesen in Zammin, 2006:59).

Although they love learning what other people think, they still hang onto their point of view to themselves. Because of this tendency, some people describe ISTPs as difficult people to understand and get along with. They as a rule discover companions who appreciate comparable interface and appreciate investing time with those companions while performing these exercises (Myers-Briggs Type Indicator Manual (nd); Garner, 2012:12).

2.4.2.9 ISTP - Career Paths

Since ISTPs are thoughtful, they continuously do well in employments that require research on their own. ISTPs have a tendency to distaste too much of configuration and do well in careers where they have freedom to meet their individual tastes. Since they are so rational, they also love research that requires analysis and realistic knowledge. In fact, ITPs enjoy doing things that have realistic and real-world applications (Cherry 2020:53, Myers-Briggs Type Indicator Manual. (nd); Garner, 2012:12; Fishman, Ng and Bellugi 2011:67).

2.4.2.10 Communicating with ISTPs

ISTPs tend to be curious and even exploratory, but occasionally they have a solid need to be alone. “You may be a better friend by encouraging them to go out and do different experiences, but be prepared to value their desire for peace and calm when they do not feel like getting out” (Fishman, Ng and Bellugi 2011:67; Myers-Briggs Type Indicator Manual. (nd); Garner, 2012:12; Fishman, Ng and Bellugi 2011:67).

2.4.3 The Nurturer/Protector

ISFJ (thoughtful, detecting, feeling, and judging): This style of personality is one of the most prominent. According to Keirse (nd), the ISFJs make up approximately 9 to 14 per cent of the population.

The ISFJs appreciate structures and endeavors to protect order in all ranges of their lives. Whereas individuals with this sort of identity are thoughtful and tend to be quiet, they are sharp eyewitnesses and center on others. Since they are so discerning, ISFJs are amazing at reviewing other people's data.

2.4.3.1 ISFJ key Characteristics

The ISFJ personality type enjoys configuration and make every effort to preserve this order in all regions of their lives. Whereas individuals with this sort of identity are pulled back and are disposed to be calm, they are impassioned spectators and center on others. Since they are so keen, ISFJs are amazing at recollecting other people's information.

Although ISFJs are great at appreciating their feelings, they still come short of communicating their individual sentiments. Instead of expressing their emotions, they can take them in, even to the extent where harmful emotions against other people may result.

Even though they too battle with life challenges such as ailments or the passing of somebody near to them, they can remain noiseless around what they are persevering in order to maintain a strategic distance from troubling others with their inconveniences.

People of this attitude want clear evidence rather than theoretical ideas. Consequently, they are disposed to learn best by doing. This also implies that they generally like learning through practical experiences. ISFJs have a habit of becoming more fascinated by new things.

Since ISFJs tend to be defensive of convention, there is a common myth that they are not easily swayed to change. Even though individuals with this identity may not be speedy to change, they are still versatile. They basically are inclined toward having time to think around and plan for huge changes (Fishman, Ng and Bellugi 2011:67, Murie, 2010:382, Myers, nd.).

2.4.3.2 *ISFJ - Cognitive Functions*

The ISFJs depends on four key cognitive capacities when taking in data and making choices. The primary role is the essential perspective of identity, whereas the tertiary role plays an auxiliary and strong part (Cherry 2020:53).

2.4.3.3 *Dominant: Introverted Sensing*

This function leads to the thoughtful detecting inclination to center on subtle elements and actualities. ISFJs favor authentic information instead of unique speculations. When making choices, ISFJs compare their striking review of past encounters in order to anticipate the result of future choices and occasions. They are exceedingly adjusted to the prompt environment and they are immovably grounded in reality. Because of this propensity to center on and ensure what is recognizable, ISFJs are frequently seen as exceedingly conventional

2.4.3.4 *Auxiliary: Extraverted Feeling*

ISFJs put an incredible accentuation on individual contemplations. Extroverted sensors are centered on creating social agreement and association. This can be fulfilled through behaviors that are seen as socially suitable or useful, such as being courteous, kind, chivalrous, and helpful.

ISFJs attempt to fill the needs of other individuals, in some cases they relinquish their wants to guarantee that other individuals are cheerful (Fishman, Ng and Bellugi 2011:67, Murie, 2010:382).

2.4.3.5 *Tertiary: Introverted Thinking*

ISFJs are great organizers and they tend to be especially well-organized. They tend to end up more grounded as individuals become they are more seasoned and they utilize rationale in order to see how the world works. As ISFJs take in unused data and encounters, they hunt for associations and commonalities in order to discover patterns. Rather than essentially attempting to get things incrementally, they need to see how the sum of things fit together from the onset and how it works as an entire whole.

2.4.3.6 *Personal Relationships*

Their calmness is often confused as cold behavior. ISFJs are known for their benevolence and caring for others, routinely working to secure the security and well-being of other people without asking for much acknowledgement or anything in return. Whereas they are thoughtful people, they tend to be warm and very social. They are frequently portrayed as kind, solid, and trustworthy. Because they are hard-working, tried and true, they seldom look for honors for their achievements, “ISFJs are now and then taken for granted by those around them. In some cases, individuals might indeed attempt to take advantage of their reliability. ISFJs tend to have a little group of

exceptionally close companions. Although they may be calm and feel safe around other people they are more likely to "let free" when they are around close partners. They get very committed to their close companionships and are continuously willing to care for individuals to whom they are close" (Geyer, 2012:27; Gyer, 2013:63).

2.4.3.7 ISFJ Career Paths

ISFJs have many physiognomies that make them inclined to particular careers.. They are fussy and productive, and this makes them suited to occupations that incorporate organizing, structure or thoughts. Their commitment to work, unwavering quality, and capacity to work freely make them alluring to a wide assortment of employers. Because of their solid people aptitudes and crave to make order, they frequently do well in administration or authoritative jobs. They exceed expectations at coming up with plans and making a difference by making other individuals work together to realize common objectives (Murie, 2010:382, Geyer, 2012:27; Gyer, 2013:64).

2.4.3.8 Connection with ISFJs

In the event that one is in company with an ISFJ, one needs to be mindful that they tend to be warm and sacrificial. Indeed in spite of the fact that they are very social for thoughtful people, they are not continuously great at sharing their own sentiments. Probing them on how they are doing and being willing to engage in conversation with them can help them to open up. People can offer them assistance to be great companions by paying consideration to their needs through taking time to see what they might require them to do for them (Cherry 2020:5).

ISFJs are characteristic caregivers and are exceptionally sustaining toward their children. They are great at giving their kids direction and order, but now and then they have troubles implementing their teaching (Gyer, 2013; Cherry 2020:53).

2.4.4 The Artist

ISFP are often depicted as calm, easy-going and quiet (Fishman, Ng and Bellugi 2011:67, Murie, 2010:382).

2.4.4.1 Key ISFP Characteristics

ISFPs enjoy keeping their choices flexible. As a result, they frequently delay making choices to see in case events may be adapted.

ISFPs are caring, inviting, delicate and calm. They are not at all outgoing individuals who pick up vitality from collaborations with other individuals. After investing time with these individuals, thoughtful people consistently learn that ISFP need moments where they can get to have occasion in isolation. They normally incline towards amalgamating with few companions and family associates (Fishman, Ng and Bellugi 2011:67, Murie, 2010:382, Myers, 1998).

They are calm and spared, loving, and obliging. ISFPs have an easy-going mien and lean towards recognizing other persons with their differences. ISFPs enjoy focusing on subtle elements. They expend extra time considering the here and present instead of stressing on the yet to come and future. ISFPs tend to be "practitioners" instead of "visionaries." They loathe theoretical speculations unless they can see a few common sense applications for them and lean toward learning circumstances that include picking up hands-on experience (Fishman, Ng and Bellugi 2011:67, Murie, 2010:382, Myers, 1998).

2.4.4.2 ISFPs Strengths and Weaknesses

Their strengths are that they are exceptionally mindful of their “environment, they are practical, they enjoy hands-on learning and they are loyal to values and beliefs. Their weaknesses are that they dislike theoretical, hypothetical information, are reserved and quiet, strong they need individual space and they dislike contentions and struggle” (Fishman, Ng and Bellugi 2011:67, Murie, 2010:382).

2.4.4.3 ISFP Cognitive Functions

2.4.4.3.1 *Dominant: Introverted Feeling*

ISFPs care more about individual apprehensions instead of the detached and coherent facts. People with this identity bargain with data and encounter and they are founded on how they relate around them.

2.4.4.3.2 *Supplementary: Extraverted Sensing*

ISFPs are exceptionally synced to the status quo in the world they live in. These people are exceptionally adjusted to tactile data while being definitely mindful when indeed little deviations occur in their prompt settings. They regularly put an incredible accentuation and appreciate the intellectual content and beauty. They are able to review solid visual symbolism when recalling occasions from the past (Myers-Briggs Type Indicator Manual, nd).

2.4.4.3.3 *Tertiary: Introverted Intuition*

While they by and large do not like theoretical concepts or thoughts, this contemplative instinct inclination may lead them to encounter epiphanies around themselves and around others (Myers-Briggs Type Indicator Manual, nd; Murie, 2010:382).

2.4.4.4 *Inferior: Extroverted Thinking*

They lack good organization in spite of the truth that in particular circumstances they sometimes utilize this function with precision. ISFPs may turn out to be centered on being exceptionally correct around the inconspicuous components and obtain the preeminent effectual method to a specific thought (Murie, 2010:382, Garner, 2012:12; Gyer, 2013).

2.4.4.5 *Personal Relationships*

ISFPs are independent. They have a tendency to be calm and aloof particularly when they are with individuals they do not understand properly. They favor investing time with intimately close collection of family and associates. They are exceptionally secretive and hide their real opinions within themselves. Often times they may maintain a strategic distance from sharing their considerations, sentiments and suppositions with other individuals in their life. Since they have the inclination not to share their deepest sentiments and they attempt to evade strife, they frequently give in to the wants or requests of those they interact with. They do not put any effort to persuade others to communicate their thinking. They are concerned profoundly with other individuals, particularly their family and closest companions. They are prone to acting and demonstrating their love and affect by activating instead of examining sentiments or communicating opinions (Fishman, Ng and Bellugi 2011:67, Murie, 2010:382).

2.4.4.6 ISFP - Career Paths

Murie (2010:382) postulates that “people with ISFP identities adore creatures and they have a solid appreciation of nature. They may look for out employment or leisure activities that put them in contact with the outside world and animals. Because ISFPs do well in careers that are concerned with commonsense, real-world issues, employments that offer an extraordinary bargain of individual flexibility and independence are particularly engaging to them.

2.4.4.7 Connection with ISFPs

Fishman, et.al 2011:67 explain that “ISFPs are neighborly and get along with other people, but they ordinarily ought to get to know you well before they can truly open up. People can be a great companion to an ISFP by being supportive and tolerant of who they are. ISFPs can be light-hearted and fun, but they are moreover very serious at times. There will be times when ISFPs need to share and times when they will need to withdraw to a more individualistic space”.

Murie, 2010:382 states that “ISFPs are exceptionally obliging in connections to the point that they can ceaselessly concede to their partner. Because they are more often than not great at communicating their sentiments. When making choices, ISFPs need a guarantee that their voices will be listened to and their sentiments given attention”.

2.4.5 The Advocate

Also referred to as the "Advocate" or the "Visionary," individuals with INFJ identities are imaginative, delicate, and caring. INFJs are as a rule, laid back but exceedingly touchy to how others feel. They are ordinarily optimistic, with high ethical benchmarks. INFJs appreciate bearing in mind profound themes and mulling over the meaning of life. The INFJs are the rarest with one to three percent of the populace showing this identity (Myers-Briggs Type Indicator Manual, (nd); Garner, 2012:12; Gyer, 2013:69).

What sets the INFJ apart is their capacity to call for their optimism and decipher it into activity. They are not daydreamers or rationalists who think about changing the world – they are competent of taking their values and utilizing them to bring almost positive and enduring change (Murie, 2010:382).

2.4.5.1 *Key INFJ Characteristics*

With their solid sense of instinct and passionate understanding, INFJs can be soft-spoken and sympathetic. This does not suggest that they are push-over's, in any case. They have profoundly held convictions and a capacity to act definitively in order to induce what they want. While they are thoughtful by nature, individuals with this personality are able to make solid, important associations with other people. They appreciate making a difference in others. Moreover, they require time and space to recharge after. While this sort of identity may be characterized by vision, it does not imply that INFJs see the world “through rose-colored glasses”. They understand the world, as both good and awful, and are optimistic of being able to make it better. When it comes to making choices, they put a more noteworthy accentuation on individual concerns than objective truths. They most significantly like to apply control by planning, organizing and making choices as early as it is conceivable (Fishman, Ng and Bellugi 2011:67, Murie, 2010:382).

2.4.5.2 INFJ Strengths and weaknesses

Their strengths include being sensitive to others' wants, aloof, extremely inventive. They are future focusing; value near, embrace profound relations. Among their weaknesses is the fact that they can be excessively delicate, and often times not easy to induce. Often times they have excessively difficult expectations. (Cherry 2020:5, Fishman, Ng and Bellugi 2011:67, Murie, 2010:382).

2.4.5.3 INFJ Cognitive Functions

MBTI advocates frequently utilize what they allude to as a utilitarian stack when analyzing outcomes. INFJs tend to depend more on the following four essential cognitive capacities (Myers-Briggs Type Indicator Manual. (nd), Garner, 2012:12; Gyer, 2013:79; Cherry 2020:5, Fishman, Ng and Bellugi 2011:67, Murie, 2010:382):

2.4.5.3.1 *Dominant: Introverted Intuition*

This implies that they tend to be exceedingly centered on their inside insights. Once they have shaped an instinct about something, they tend to stick to it exceptionally firmly, to the point of being single-minded in their focus. Because of this, they are now and then seen as being resolved and unyielding.

2.4.5.3.2 *Auxiliary: Extraverted Feeling*

This characteristic makes INFJs profoundly mindful of how other people feel. This means that they are in some cases less mindful of their own emotions. INFJs in most cases battle to say no to other people's demands for this reason. They are so adjusted to what other people feel that they fear causing disillusionment or harming sentiments.

2.4.5.3.3 *Tertiary: Introverted Thinking*

INFJs make choices based on thoughts and hypotheses that they shape based on their own insights. INFJs depend essentially on their thoughtful instinct and extroverted feeling when making choices, especially when they are around other people. When they are alone, they depend more on their independent thinking. In unpleasant circumstances, an INFJ might attempt to depend on their feelings when making choices, particularly in cases where it satisfies other people. Under less upsetting conditions, be that as it may, an INFJ are more likely to depend more on their instincts (Murie, 2010:382 Myers-Briggs Type Indicator Manual, (nd); Garner, 2012:12; Gyer, 2013:80).

2.4.5.3.4 *Inferior: Extraverted Sensing*

While this can be a less created and to a greater extent oblivious angle of the INFJ, it does have an effect on personality. This viewpoint of identity makes a difference to the way INFJ pay consideration to the world around them and they remain mindful of their surroundings. Extroverted sensing too makes a difference. INFJs prefer living within the present time, instead of essentially focusing on the future. INFJs appreciate physical exercises such as climbing and walking.

2.4.5.3.5 Individual Relationships

INFJs are very good in acquiring languages and are great communicators. They have a distinctive internal life, but they are regularly reluctant to share this with others except those closest to them. Whereas they are calm and touchy, they can be great pioneers. When they do not take on leadership roles, they frequently act as calm influencers behind the scenes.

INFJs are driven by their solid values and look out for meaning in all areas of their lives. Individuals with this sort of identity are regularly depicted as profound and complex. They may not have a colossal circle of colleagues, but their close networks tend to be exceptionally proximate and long-lasting. INFJs are inquisitive about helping others and making the world a better place.

They tend to be great listeners and are good at associating with people with whom they are candidly near and associated. INFJs tend to be exceptionally independent and are always willing to share their "genuine selves" with a select few. After being in social circumstances, INFJs require time to themselves to "revive" (Cherry 2020:5, Fishman, Ng and Bellugi 2011:67, Murie, 2010:382).

2.4.5.3.6 INFJs Career Paths

INFJs do well in careers where they can express their imaginations. Since individuals with INFJ identity have such profoundly held feelings and values, they do well in employments that back these standards. INFJs regularly do best in careers that blend their quest for inventiveness with their interest to create important changes in the world. INFJs are ordinarily high achievers and they exceed expectations in scholastics and work environments. They can be fussy at times and tend to be good at bargaining of exertion into their work. Co-workers tend to feel that INFJs are dedicated, positive, and simple to work with. Since they are contemplative, they may discover that they ought to withdraw at times to recharge. In administrative spheres, INFJs can battle to apply specialist skills. They tend to lead with affectability and are great at making a difference by making subordinates feel acknowledged within work environments. Occupations that require an incredible bargain of schedule or adherence to strict rules can be troublesome for INFJs (Geyer, 2012:27; Gyer, 2013:85; Gyer, 2011:45).

2.4.5.3.7 Association with INFJs

INFJs are held back and private and can be difficult to get to know. They hold in high esteem those in the high echelon of the society and can be harmed effortlessly, in spite of the fact that they regularly stow away these sentiments from others. Collaboration with an INFJ involves understanding and supporting their penchant to withdraw and energize. Individuals with this sort of identity in some cases feel misconstrued.

INFJs have a natural capacity to get to understand other people's sentiments and appreciate close, insinuate connections. They tend to thrive best in sentimental connections with individuals who they share their center values with. (Cherry 2020:5, Fishman, Ng and Bellugi 2011:67, Murie, 2010:382).

2.4.6 The Mediator

A person with mediator identity is frequently depicted as a "visionary" or "go between" character. They are free souls, confident, original and steered by elevated standards.

INFPs moreover have solid interface in making the world a better place to live in. In addition to needing to pick up a more prominent "understanding of themselves and how they fit into the world, they are very curious about how they can best offer assistance to others. People with this sort of identity spend a part of their time investigating and thinking of how they can utilize their abilities and gifts to best serve humankind. INFPs are also inverse identity sort of ESTJ" (Cherry 2020:5)

2.4.6. 1 Key INFP Characteristics

In elaborating INFPs' characteristics, Geyer (2012:27) contends that they "tend to be thoughtful, calm, and saved. Being in social circumstances tends to deplete their vitality and inclination towards connection with a select group of near companions. Whereas they like to be alone, this ought to not essentially be befuddled with shyness. On the contrary, it basically implies that INFPs pick up vitality from investing time alone. On the other hand, they exhaust energy in social situations. INFPs regularly depend on intuition and are more focused on bigger pictures instead of the nitty-gritty points of interest. They are exceptionally particular about work in progress. When interacting on issues that require decision making, INFPs are moved by other people's views more than objective data. When dialoguing, INFPs prefer maintaining their choices and are flexible to other influences. Frequently, they hesitate reaching basic choices for fear that circumstance change. Personal values have the upper hand over rationale when INFPs make decisions.

2.4.6. 2 INFPs Strengths and Weaknesses

They are steadfast and committed, touchy to sentiments, tending and attracted to others. They are more productive in isolation, they put importance to intimate connections and are great in visualizing "the gigantic picture". Their shortcomings include perceptions that they can be too much optimistic, they take all things as directly implied to their persona, and they not easy to break through their hidden selves (Myers, 2018, Fishman, Ng and Bellugi 2011:67, Murie, 2010:382).

2.4.6. 3 INFPs Cognitive Functions

2.4.6. 3.1 Overwhelming Thoughtful Feeling

As self-observers they generally handle feelings inside. They have an extraordinary sense of thinking over the earth and they have awesome compassion and sympathy for others. They are some other times mixed up as reserved and unwelcoming.

2.4.6. 3.2 Assistant: Extroverted Intuition

INFPs research circumstances that utilize creative energy and 'what if' scenarios, regularly considering assortment of conceivable outcomes before reaching decisions. Their focus is biased towards "gigantic pictures" and events form the sequence of the long run. This capacity marks an attribute that makes INFPs transformative pioneers who are energized.

2.4.6. 3.3 Tertiary: Independent Sensing

The conceptualization of information for INFPs begins with making distinctive recollections about occasions. They regularly replay occasions to examine encounters in less upsetting situations. Such recollections are related to solid feelings. So, reviewing a memory can appear like remembering the encounter itself.

2.4.6. 3.4 second rate: Extroverted Thinking

This reasoning function includes consolidating and forming logic of the realm in an unbiased and coherent way. When confronted with challenges, an INFP might get down to business, become detail-oriented, and focus on rationale instead of feeling. Since they are ordinarily ruled more by instincts and feelings, INFPs can in some cases battle to feel profitable and proficient. Acquiring the skill to cultivate the extroverted personality can offer assistance to individuals to make a better sense of balance.

2.4.6. 4 Individual Relationships

INFPs are visionaries with inclination to having high desires. People of such identity care profoundly for other people. However, as contemplative people, much of the time they are difficult to get to know. INFPs end up exceptionally close and profoundly committed to the few that they have close connections with. They detest struggling and always endeavor to evade struggles. When

clashes or contentions do emerge, they more often than not focus more on how the strife makes them feel instead of the real points of interest of the contention. Amid contentions, they might appear excessively passionate or indeed silly. Be that as it may, they can be great go-betweens by reconciling the people involved in a strife and aid them to distinguish and state how they feel about a situation or development. They are so kept back and private: hence problematic for other people to get to understand them. To the people they cherish and causes that are imperative to them, they tend to be exceptionally faithful (Myers-Briggs Type Indicator Manual, nd).

2.4.6. 5 INFP Career Paths

INFPs commonly excel in specializations that afford them space to demonstrate originality and vision. They enjoy to work in isolation, and when they made to work with others they are equally comfortable. INFPs incline to being especially inventive, original, and worldly. Others have seen and known them to be routinely accomplished in lingo but may incline towards putting across their considerations and assumptions through doing rather than talking. Since they have strong ethics and values, they are eager to guard their feelings. They have interest in studying concerning other people and are flexible to adjust and respect various points of view on an issue (Myers, 2018, Cherry 2020:5).

2.4.6. 6 Connection with INFPs

People with this sort of identity are capable of accepting others' feelings, and they have difficulties in making public their personal sentiments to other people they relate with. Socializing can be troublesome, in spite of the fact that INFPs hunger for passionate closeness and profound connections. To know an INFP may involve effort and time, while the gains of the effort can be great for benefactors with tolerance and comprehension of the desired.

As with companionships, INFPs do not find it easy to end up close to potential sentimental accomplices. Once they frame a bond, they effect it with a solid sense of dependability (Myers, 2018, Cherry 2020:5; Murie, 2010:382).

2.4.7 The Architect

According to Cherry (2020:35), Fishman, Ng and Bellugi (2011:67), Murie, (2010:382) INTJ (thoughtful, instinctive, considering, and judging) it is one of the 16 types of identities that are

recognized by an identity evaluation called the Myers-Briggs Sort Pointer (MBTI). In some cases they are referred to as the "Planner," or the "Strategist". Individuals with INTJ identities are exceedingly expository, inventive and logical.

2.4.7.1 Key INTJ Characteristics

INTJs can be disposed towards thoughtfulness and prefer to work alone. INTJs always envision big pictures and they like to center on distinctive data instead of concrete details. INTJs put more prominence accentuation on rationality and impartial data instead of biased emotions. INTJs like to be in control of their world. As a result, they always form plans well in advance (Myers, 2018:13, Cherry 2020:5, Fishman, Ng and Bellugi 2011:67, Murie, 2010:382).

2.4.7.2 INTJ Strengths and Weaknesses

Their strengths are that; they appreciate hypothetical and theoretical concepts, have great anticipations, are good at listening, and are self-assured and meticulous. Their weaknesses are that; they can be excessively expository and condemnatory, are very thorough, and they dislike speaking about feelings and sometimes appear insensible or uncaring.

2.4.7.3 INTJ Cognitive Functions

INTJs depend on four key cognitive capacities.

2.4.7.3.1 Overwhelming: Contemplative Intuition

INTJs utilize thoughtful instinct to determine success on projects, implications, and conceivable outcomes. Instead of essentially looking at concrete facts, they are more curious about what these facts mean. People with this identity sort appreciate investigating conceivable outcomes. When recollecting occasions, they may review impressions more than correct points of interest of what occurred. INTJs are great at "reading between the lines" to figure out what things might truly mean.

2.4.7.3.2 Assistant: Extraverted Thinking

As an auxiliary function within the INTJ identity, extroverted thinking enjoin people to look for order, control, and structure within the world around them. For this reason, INTJs can be exceptionally deliberate and systematic when approaching problems. People with this identity sort

tend to create choices based on rationale. They organize their considerations in order to see the cause-and-effect connections.

2.4.7.3.3 Tertiary: Contemplative Feeling

INTJs utilize thoughtful feelings but since it may be a tertiary work, they do so to a lesser degree than they utilize the overwhelming and assistant functions. Those who create this viewpoint of their identities completely put prominent consideration on values and sentiments when making decisions. As a result, they may too feel more drawn to individuals and exercises that are well-aligned with their values.

2.4.7.3.4 Second rate: Extroverted Sensing

In INTJs, this tends to be the slightest bent of their cognitive capacities. This function permits individuals to prepare data through their senses. When this function is in play, individuals may feel that they are living within the minute and are energized by the world around them.

2.4.7.4 Individual Relationships

INTJs work better on their own and they are unequivocally inclined towards individual work over group work. Even though they are indifferent about other people's contemplations and sentiments, they care about the feelings of the select few who are close to them. With individual connections, INTJs are agreeable to giving time and vitality toward making these connections beneficial. Other individuals frequently translate INTJs as good, reserved and uninvolved. This can make new companionships challenging. Individuals with this sort of identity frequently have no regard for social ceremonies and little talk. This makes it difficult to get to know them. They tend to lean towards connecting with a group of close family members and companions.

2.4.7.5 INTJ Career Paths

When INTJs create an importance in something, they endeavor to get to be as learned and gifted as they can in that zone. They have high ambitions, and they hold themselves to the most elevated conceivable ideals. INTJs are great at gathering data from the exterior world, analyzing it and coming with modern insights. People with this identity sort tend to be exceptionally expository and coherent. They esteem data, information, and insights and make great researchers and

arithmeticians. They tend to do well in areas that require productivity and capacity to decipher complex data such as construction, scholarly communities, law, and research (Geyer, 2012:27).

INTJs ordinarily do well in careers that coordinate their capacity to get it and assess complex data with their capacity to put this information into use. Careers that permit the INTJ to work freely and independently are very perfect.

2.4.7.6 Collaboration with INTJs

INTJs tend to be singular and self-sufficient. As thus, building up fellowships can now and then be troublesome. Since individuals with this identity sort tend to think so much of long term, they may avoid getting to know people since they hold that a long-term fellowship will not work out. Even though INTJs may not have a lot of companions, they do get to be exceptionally close and committed to those who persevere to get to be close to them. INTJs tend to lean towards companions who are overly independent, and level-headed (Geyer, 2012:27, Murie, 2010:382).

2.4.8 The Thinker

INTP (independent, natural, considering, seeing) “is one of the 16 identity sorts portrayed by the Myers-Briggs sort marker (MBTI). People who fit as INTP are frequently depicted as calm and expository. They appreciate investing time alone, considering how things work and coming up with plans for issues. INTPs have a wealthy internal world and would or may focus attention on their inner considerations instead of the external world. They ordinarily do not have a wider social circle, but they do tend to be near to a select group of individuals” (Cherry 2020:5).

2.4.8.1 Key INTP Characteristics

As self-observers, they slant towards socializing with a little number of close companions that share widespread interface and associations with them. They prefer being influenced by theoretical details and they make decisions based on facts rather than feelings. They are very coherent and they rationalize their viewpoints with real information instead of subjective sentimentalities. When examining statistics and forming options, they get significantly coherent and impartial. They are brilliantly versatile and incredibly good at reasoning "outside of the box." They think about bigger pictures over minute details. INTPs fancy keeping their choices open and feel obliged by form and orchestrating (Myers, 1998, Cherry 2020:5, Fishman, Ng and Bellugi 2011:67, Murie, 2010:382).

2.4.8.2 INTP Strengths and weaknesses

Qualities include that they are coherent and objective, unique mastermind, autonomous, steadfast and warm with cherished ones. Shortcomings include being troublesome to get to know, oftentimes heartless, inclined to compromised self-confidence, battles to oblige to rules, and has difficulty communicating assumptions.

2.4.8.3 INTP Cognitive Functions

2.4.8.3.1 Overwhelming: Thoughtful Thinking

This aspect addresses ways by which people internalize information around them. INTPs demonstrate this by the way they try to induce how objects work. They regularly dismantle the contemplations in order to see the separate aspects making the whole and to see how the aspects fit into one and work together. They lean to be exceedingly coherent and capable masterminds. They like to have a complete appreciation of something and a few time they volunteer sharing their conclusion or take action.

2.4.8.3.2 Tertiary: Independent Sensing

They (INTPs) are more of detail-oriented, prudent at classifying all of the various substances and involvements that they go. In the process of collecting new information, they contrast the new from what they as of presently know so that they figure out what is likely to happen.

2.4.8.3.3 Second rate: Extraverted Feeling

INTPs more often search for concordance in groups. INTPs are often exceptionally dynamic in the company of people they know and whom they are comfortable with. In circumstances where they feel overpowered, INTPs close down their opinions and fight to relate with others. When stressed, they tend to depend on method of reasoning rather than estimations (Fishman, Ng and Bellugi 2011:67; Geyer, 2012:27; Murie, 2010:382).

2.4.8.4 Individual Relationships

As pensive individuals, INTPs favor spending time alone for the preeminent portion. Not at all like extraverts who choose up essentialness from association with a wide group of people. After spending time in the company of other people INTPs often times withdraw from the crowd and

give themselves time to find themselves and to self-revive. INTPs tend to be warm and welcoming with their close members of family and companions while they may be unassuming when they are around those they are not well acquainted to. Their mixed social traits can make those who interact with them to consider them as reserved and pulled back persons. Often time INTPs get so engrossed in their thoughts to the extent that they lose trail of what is happening around them. They adore contemplations and put an incredible regard on experiences and information. Socially, INTPs are exceptionally relaxed and accepting. In any case, they can gotten to be persistent when their feelings or sentiments are challenged. Since they depend on their convictions instead of others', they can be exceptionally troublesome to influence (Cherry 2020:15).

2.4.8.5 INTP Career Paths

Since they are good at understanding theoretical ideas, INTPs habitually do well in careers that have inclination to sciences. They are coherent and have strong thinking aptitudes, but are in addition astounding at thinking imaginatively. They can be exasperated by those in authority who demonstrate intentions to take their autonomy to think and act for themselves. As a result of this, INTPs routinely do well in leadership careers as they have a mind blowing bargain of independence and self- regulating.

2.4.8.6 Association with INTPs

Gyer, (2011:45) explain “that shared interface are one of the finest ways to forming a partnership with an INTP. They tend to regard judgment abilities over all else and can be uncommonly direct to form companionships. While this habitually leads to less companionships, the ones that an INTP does choose tend to be very close. INTPs tend to live inside their minds, so they can be exceptionally troublesome to get to know”.

2.4.9 The Persuader/Doer

ENTP is an acronym utilized to portray one of the sixteen identity sorts recognized by the Myers-Briggs Sort pointer (MBTI). It stands for Extraverted, iNtuitive, Considering, Seeing. ENTP shows an individual who is energized by time expended in the company of others (Extraverted), who centers on ideas instead of realisms and points of interest (iNtuitive), who makes choices based on rationale and reason (Considering) and who favors to be unconstrained and adaptable

instead of prepared and organized (Seeing). ENTPs are now and then alluded to as visionary identities because of their enthusiasm for unused, imaginative thoughts (Myers, 2010:11, Cherry 2020:15).

ENTPs are propelled trend-setters, spurred to discover modern situations to savvy people challenging issues. They are inquisitive and intelligent, and look for to comprehend the individuals, frameworks, and standards that encompass them. Open-minded and flighty, visionaries need to analyze, get it, and impact other people. ENTPs appreciate playing with thoughts and particularly like to exchange with others. They utilize their speedy mind and command of dialect to keep the upper hand with other individuals, regularly cheerfully jabbing fun at their propensities and unconventionalities. Whereas the ENTP appreciates challenging others, within the conclusion they are more often than not cheerful to live and let live. They are once in a while judgmental, but they may have small persistence for individuals who can't keep up (Myers, 2018:11, Gyer, 2011:45).

2.4.9.1 ESTP Cognitive Functions

The foremost conspicuous of these capacities plays the biggest part in identity, whereas the auxiliary work acts as a co-pilot. The tertiary and second rate capacities tend to have much less impact.

2.4.9.1.1 *Prevailing: Extraverted Sensing*

Because they are so centered on the display world, ESTPs tend to be realists. They are inquisitive about the sights, sounds, and encounters that are going on promptly around them. As sensors, individuals with this identity sort need to touch, feel, listen, taste and see anything and everything that might conceivably draw their intrigued. When learning almost something unusual, it's not fairly sufficient to them to study it through reading material or tune in to an address – they need to encounter it for themselves. ESTPs too have parts of vitality, so they can gotten to be bored in circumstances that are monotonous or in learning circumstances that include an extraordinary bargain of hypothetical data. ESTPs are the quintessential "practitioners" – they get straight to work and are willing to face dangers in order to induce the work to be done (Gyer, 2011:45; Myers, 2018:11).

2.4.9.1.2 *Assistant: Thoughtful Thinking*

Since this side of identity is contemplative, it is something that individuals may not promptly notice. This internal sense of control gives ESTPs an extraordinary bargain of self-discipline. They are gifted at working autonomously and can be exceptionally goal-directed when they need to attain an objective. They have amazing observational abilities, taking note of things that others may neglect. As they take in data, they at that point apply their sense of rationale to seek for commonsense and quickly appropriate meaning (Myers, 2018:11, Cherry 2020:15).

2.4.9.1.3 *Tertiary: Extraverted Feeling*

This function centers on making social agreement and connections with others. Whereas feelings are not a ESTPs most grounded suit, they do have an incredible need for social engagement. They appreciate being at the center of consideration and are great at building up a neighborly compatibility with other people. While they are social, ESTPs are now and then less comfortable sharing their suppositions and judgments with others. They are more centered on satisfying others and keeping up agreement. They may neglect their own needs at times to guarantee that other individuals are happy (Myers-Briggs Type Indicator Manual, (nd), Garner, 2012:12).

2.4.9.1.4 *Second rate: Contemplative Intuition*

This viewpoint of identity centers on looking at data in order to see its designs and create an emotional feeling about situations. This perspective of identity permits ESTPs to pick up impressions of approaching information and create a sense of end. They may seek for associations that will permit them to pick up a sense of what to expect or will happen next. Intuition isn't a ESTPs solid suit, but they will some of the time create solid emotional responses to a circumstance that will really be wrong. As a result of this, they may feel that they don't have great instincts (Cherry 2020:15; Myers-Briggs Type Indicator Manual. (nd), Garner, 2012:12).

2.4.9.2 *Individual Relationships*

As outgoing people, ESTPs pick up vitality from being around other individuals. In social settings, individuals with this identity sort are seen as fun, neighborly and charming. Individuals with this identity sort are especially talented at impacting individuals. ESTPs are not as it were awesome at connection with other individuals, they have a normal capacity to see and decipher nonverbal

communication. Much obliged to these capacities, ESTPs tend to do exceptionally well in careers that include deals and promoting (Myers, 1998:11, Cherry 2020:15).

2.4.9.3 ESTP Career Paths

People with an ESTP identity feel energized when they associated with a wide assortment of individuals, so they do best in occupations that include working with others. They emphatically detest schedule and repetitiveness, so fast-paced occupations are perfect.

ESTPs have a few distinctive identity characteristics that make them well-suited for certain careers. As specified already, since they are so attentive and have such solid individuals abilities, ESPTs make incredible salespeople. Because they are action-oriented and ingenious, they are incredible in first-responder positions that require fast-thinking and fast reactions such as crisis therapeutic work force and police officers (McLeod, 2017:3; Myers-Briggs Type Indicator Manual, (nd), Garner, 2012:12; Gyer, 2013).

2.4.10 The Director/Guardian

ESTJ is an acronym utilized to portray one of the sixteen identity sorts made by Katharine Briggs and Isabel Myers (Cherry 2020:15) It stands for Extraverted, Detecting, Considering, Judging. ESTJ demonstrates an individual who is energized by time spent in the company of other people (Extraverted), who centers on actualities and subtle elements instead of thoughts and ideas (Detecting), who makes choices based on rationale and reason (Considering) and who lean towards being organized instead of being impulsive and adaptable (Judging). ESTJs are some of the time alluded to as Administrator identities since they tend to require charge and make beyond any doubt things are done accurately.

Individuals with an ESTJ identity sort tend to be organized, steadfast, and hard-working in their behavior. They are great, law-abiding citizens with an appetite to lead. They are exceptionally principled and flourish when they are making a difference and empowering others to take after a set of convictions and values.

2.4.10.1 ESTJ Strengths and Weaknesses

Their strengths are in their ability to use commonsense and being realistic (Myers, 1998). They are also reliable, poised, and meticulous and they have robust administration abilities. Weaknesses

include being oblivious, uncompromising, and not great at communicating affections, being quarrelsome, and being bossy.

2.4.10.2 ESTJ Cognitive Functions

The prevailing function is the one that plays an essential part in identity, in spite of the fact that the assistant work plays a critical supporting part. The tertiary and second rate capacities are less unmistakable, but can still have an impact on how individuals carry on and associated with the world (McLeod, 2017:3; Myers-Briggs Type Indicator Manual, (nd), Garner, 2012:12; Gyer, 2013:45).

2.4.10.2.1 *Prevailing: Extraverted Thinking*

ESTJs depend on objective data and rationale to form choices instead of individual feelings. They are talented at making objective, generic choices. Instead of centering on their subjective feelings when they are making judgments, they consider realities and rationale in order to create sound choices. (Cherry 2020:18). People with ESTJ identity sorts tend to be exceptionally commonsense. They appreciate learning approximately things that they can see and use in quick, real-world and tend to lose interest in things that are theoretical or hypothetical. ESTJs appreciate concrete actualities as contradicted to unique information. They are great at making quick and definitive choices, but they may regularly rush to judgment sometime without considering all the data around a circumstance. On the positive side, this characteristic makes them great pioneers, but it can now and then lead them to being seen as unforgiving or grating.

2.4.10.2.2 *Assistant/Auxiliary: Independent Sensing*

They are great at recollecting things with an extraordinary bargain of detail. Their recollections of past occasions can be very distinctive and they frequently utilize their memories of past encounters to create associations with contemporary events (Myers, 1998, Cherry 2020:18). Because their detecting work is centered deep down, they tend to be less concerned with uniqueness and more centered on knowledge. They appreciate having propensities and schedules that they can depend upon. Whereas this gives them solidness and consistency, it can make them resolved and unwavering at times.

2.4.10.2.3 Tertiary: Extraverted Intuition

This angle of identity looks out for novel thoughts and conceivable outcomes. It compels individuals with this identity sort to research their creativity (Myers, nd). As they prepare unused thoughts and data, they may research the conceivable implications to spot modern associations or designs. This permits them to see coming data and recognize that there may be more than one translation or conceivable result.

2.4.10.2.4 *Second rate/inferior: Independent Feeling*

When this function is utilized, it may lead ESTJs to create choices based more on sentiments than on rationale. These are regularly inside valuations that lead to "intestine sentiments" around some situations. Whereas this function isn't utilized as regularly, in a few cases an individual might permit their subjective sentiments to supersede their objective elucidation of a situation (Myers, 1998, Cherry 2020:15). ESTJs tend to grant much thought to their possessed feelings, so this function frequently works on a generally oblivious premise.

2.4.10.3 Individual Relationships

As active individuals, ESTJs are outstandingly dynamic and appreciate contributing time inside the company of others. They can be uncommonly violent and intelligent in social circumstances and as often as possible appreciate being at the center of consideration (Cherry 2020:15). Family in addition is the foremost extraordinary centrality to ESTJs. They put an amazing deal of effort into fulfilling their family commitments. Social events are as well crucial and they are incredible at reviewing basic occasions such as birthdays and commemorations. They see forward to planning of weddings, family reunions, event parties, and other occasions. One possible zone of deficiency for ESTJs is their affinity to be so unyielding when it comes to rules and schedules.

2.4.10.4 ESTJs Career Paths

Since they appreciate precision and organization, they as regularly as conceivable do well in supervisory parts (Cherry 2020:15). When in such positions, they are committed to assure that people serving under their span of control take after rules and traditions and laws set up by those at higher levels within the structure. In work conditions, they are especially hard-working and reliable. They endeavor to take directives, formalities, and procedures to the letter. They are careful

and reliable almost completing their work and barely ever complain around the work. Their complement on rules and techniques make them well-suited to lower management positions. Their respect for laws and order also contribute to their surpassing desires in the area of law administration.

2.4.10.5 Connection with ESTJs

People with this identity sort are exceptionally social and appreciate getting their companions included in exercises that they appreciate (McLeod, 2017:3; Myers-Briggs Type Indicator Manual, (nd), Garner, 2012:12; Gyer, 2013:49). ESTJs frequently prize steadfastness over nearly everything. In the event that you're a steady companion who sticks to your commitments, you may likely be able to fashion a solid fellowships with an ESTJ.

2.4.11 The Performer

ESFP (extraverted, detecting, feeling, and seeing) is the 11th of 16 character sorts documented in the study by Myers-Briggs (Fishman, Ng and Bellugi 2011:67, Murie, 2010:382). Individuals that incline to ESFP personality sorts are frequently depicted as unconstrained, bright, and dynamic. They cherish receiving attention and are routinely portrayed as comedians or “class clowns

2.4.11.1 Key ESFP Characteristics

They (ESFPs) are generally seen to be exceptionally commonsense and ingenious. They have a high drive to acquire knowledge through hands-on encounters and always detest book learning and hypothetical talks. As a result of this, individuals with ESFP identity sorts in some cases battle in conventional classroom settings. Be that as it may, they exceed expectations in circumstances where they are permitted to connected with others or learn through coordinate experience (Fishman, Ng and Bellugi 2011:67, Murie, 2010:382). ESFPs live especially much inside the here-and-now and a few of the time they reflect on how present goings-on will affect the long-term end. They will frequently flurry into new circumstance and shape out the desired course as things unfold. On the other end they loathe schedule, appreciate unused experiences, and are persistently attempting to discover an advanced experience. Extra to tolerating a fervent mindfulness of their environment, they are moreover understanding and sharp when judged in comparison to others.

They have instinct to relate to the feelings of their peers and they always respond appropriately. They are liked by others for their astute, nice and warm demeanor.

2.4.11.2 ESFP Strengths and Weaknesses

They are commended for being idealistic and gregarious, enjoy company of other individuals, focused, spontaneous and practical. Weaknesses are that they loathe theoretical knowledge, they become bored easily and they do not plan ahead when set to do something (Murie, 2010:382).

2.4.11.3 ESFP Cognitive Functions

They are as follows:

2.4.11.3.1 *Prevailing/Dominant: Extraverted Sensing*

ESFPs favor to center on what is real and happening at the moment instead of an evacuated unknown tomorrow. They as well incline toward studying solid realities over theoretic thoughts. They fancy maintaining their selections open. When in charge of an activity, they prefer proceeding when they have assurance of positive outcomes. Though credited with being sensible and viable, they hate structure, order, and processes. They act abruptly and do not fancy spending time crafting plans of action.

2.4.11.3.2 *Assistant/Auxiliary: Independent Feeling*

ESFPs “put a more imperative accentuation person suspicions instead of premise and substances when making choices. People with this character sort have an insides framework of values on which they base their choices. They are particularly much cautious of their person estimations and are keen towards others. They outperform wants at putting themselves in another person's shoes”. (Fishman, Ng and Bellugi 2011:67).

2.4.11.3.3 *Tertiary: Extraverted Thinking*

According to Fishman et al. (2011:67) “this functionality is centered on maintaining order on the outside world. It is centered on effectiveness, method of reasoning, and results. Since this tends to be a weaker point of view of personality, ESFPs may not ceaselessly feel secure sharing their judgments, especially within the occasion that they feel it'll irritate the concordance of the group”.

2.4.11.3.4 *Second rate/Inferior: Contemplative Intuition*

Whereas this could be the smallest obvious point of view of personality, “this function can offer help to the ESFP to spot plans and make affiliations in things they have watched. ESFPs are more frequently than not particularly competent at utilizing basis to sort through hypothetical concepts, but this sense can presently and after that lead to flashes of understanding and epiphanies about themselves or the world” (Fishman, Ng and Bellugi 2011:67).

2.4.11.4 ESFPs and Individual Relationships

As active individuals, ESFPs appreciate spending their time in the company of others and have astounding relational aptitudes. They are incredible at interpreting the feelings being experienced by others and are able to answer sentiments expressed by others in valuable way (Fishman, Ng and Bellugi 2011:67). Based on the aforesaid, ESFPs have potential to be trusted as incredible pioneers as they have an ability for encouraging, impelling as well as actuating individuals. They are habitually portrayed as welcoming, caring and intelligent, which explains their being predominant and attractive to others. ESFPs appreciate interacting and spending time with new people in their quest for gaining advanced experiences.

2.4.11.5 ESFP Career Paths

With their solid loathe for schedule, ESFPs do well in professions that include a wide assortment (Fishman, Ng and Bellugi 2011:67). Occupations that include an extraordinary bargain of socializing are too an awesome fit, permitting people with this identity sort to put their impressive individual abilities to great utilization. Careers that include an incredible bargain of bureaucracy and solo work can be troublesome for ESFPs, and they regularly gotten to be bored in such situations.

2.4.12 The Caregiver

ESFJs choose up imperativeness from affiliation with other people. They are routinely depicted as gregarious and dynamic. They have a way of engaging other people to realise their best self and frequently experience troublesome time tolerating loathsomeness happening to individuals who are very close to them. (Geyer and Peter; 2010:17; Poursafar, Devi; Rodrigues 2015:57; Cherry, 2019:23).

2.4.12.1 Key ESFJ Characteristics

Complement to getting bliss from making a contrast in others, ESFJs as well have a slant to like underwriting. They anticipate their generosity to receive attention from others. They are complicated at accommodating opinions from others and are incredible at reacting and dedicating the attention that people require. They are viably hurt by heartlessness or lack of interest (Geyer and Peters; 2010:17; Poursafar, Devi; Rodrigues 2015:57; Cherry, 2019:23). Populaces with this character sort who grew up with elevated standards and rules develop into magnanimous grown-ups. On the contrary, those raised in a less upgraded setting are likely to dispose slanted ethical dispositions as grown-ups with self-centered and manipulative tendencies.

2.4.12.2 ESFJ Strengths and weaknesses

They are commended for being caring and committed, sociable, methodical, realistic and reliable, and for enjoying making a difference others. Their character drawbacks are that they can be indigent, confirmation loving and delicate to feedback (Geyer and Peter; 2010:17).

2.4.12.3 ESFJ Cognitive Functions

2.4.12.3 .1 *Overwhelming/Dominant: Extraverted Feeling*

ESFJs incline much to arriving at choices on the bases of person feeling, sentiments, and worry for others. They prioritise personal impact of a choice over the impartial standards. (Poursafar, Devi; Rodrigues 2015:57; Cherry, 2019:23). Their judgment of people is largely based on their "digestive system opinions." As a result of their compromise to detail and analysis, often times ESFJs settle for snap. They are rapid at sharing their opinions and sentiments with others. This slant may be detrimental severally, since it licenses the forming of decisions perhaps promptly. On the bad side, it may a few of the time lead to unreasonably unforgiving judgments of others.

2.4.12.3.2 *Assistant/Auxiliary: Thoughtful Sensing*

ESFJs centre their priorities on what is prevailing at the moment and not what may be in the future. They get absorbed by real, quick focuses of interest rather than hypothetical or speculative information.

2.4.12.3.3 *Tertiary: Extraverted Intuition*

This reasoning function makes them (ESFJs) get affiliations and obtain original arrangements to issues (Poursafar, Devi, Rodrigues 2015:57; Cherry, 2019:23). ESFJs are known to search for the conceivable consequences when they examining circumstance. They have aptitude to find patterns that allow them to choose up bits of information into people and experiences.

2.4.12.3.4 *Second/Inferior rate: Contemplative Thinking*

ESFJs are organized and like to orchestrate things out ahead of plan. Planning makes people with this personality sort feel more in control of the world around them (Cherry, 2019:3). This point of personality makes ESFJ analyze complex information, but it is as often as possible a point of inadequacy, especially when it comes to making sense of hypothetical or theoretical concepts.

2.4.12.4 Individual Relationships

As active people, ESFJs cherish spending time in the company of others. “Not as it were do they choose up imperativeness from social interaction, they are truly inquisitive around the well-being of others” (Cherry, 2019:3). They are routinely delineated as warm-hearted and sympathetic, and they will regularly put other people’s wants first before their own. They customarily feel dubious in circumstances where events are questionable or muddled. Though this qualifies ESFJs for responsibilities that incorporate supervising or regulating people, there are high chances that it may additionally lead to clashes when they endeavor to work out restraint over others who are not supportive of such controlling.

2.4.12.5 ESFJ Career Paths

Cherry, 2019:3 explain that

“Since ESFJs appreciate making a distinction in others, they routinely do well in practical settings that incorporate taking a caregiver portion. Social advantage and healthcare careers are two ranges in particular in which ESFJs may surpass desires at applying their nature and need for order. ESFJs have a number of characteristics that make them in a culminate world suited to certain careers. For case, their consistency and characteristic got to be careful of others propose that they

frequently do well in occupations that incorporate supporting and caring for people such as nursing or teaching” (Cherry, 2019:3).

2.4.13 The Champion

The ENFP persona kind is one of the sixteen varying sorts recognized through the Myers-Briggs kind Pointer (MBTI). Human creatures with this frame of persona are frequently characterized as energetic, captivating, and creative (Cherry, 2019:3). Human creatures with this persona sort are exceptionally intriguing, energetic, and autonomous. They're inventive and do best in circumstances wherein they have the freedom to be inventive. An anticipated five to seven percent of individuals are ENFPs.

2.4.13.1 Key ENFP characteristics

Champions (ENFPs) have first-rate human creature's competencies (Cherry, 2019:3). So also to having a plenitude of excitement, furthermore they certainly worry concerning others. They are great at comprehending other people's feeling. Because of their energy, enquiry of mystery, and imagination, they too can make great pioneers. People with this persona kind unequivocally detest dullness and like to put consideration on long term. While they may be dazzling at creating contemporary thoughts, they now and again do badly with essential tasks and are disposed to not doing things until the last minute. Idea creation is one of their cravings but they have tendency not to follow through their ideas. NFPs also can turn out to be easily diverted, especially when they're running on an activity that appears disinteresting or sub-par. They are adaptable and enjoy keeping their choices known. They can be imprudent and are profoundly moldable to change. Additionally, they disdain repeating and pick issues with disorganization and hesitation.

2.4.13.2 Champions (ENFPs) Strengths and Weaknesses

Champions are credited with qualities that incorporate being warm-hearted and excited, sympathetic and caring, strong individuals' aptitudes, solid communication competencies, fun and unconstrained, and hugely inventive. Their shortcomings incorporate their require of endorsement from others, being disorganized, having a propensity to urge focused out easily, may be excessively passionate, overthinks, and battles to comply with rules (Cherry, 2019:3).

2.4.13.3 Champions (ENFPs) Cognitive Functions

2.4.13.3.1 *Dominant: Extraverted intuition*

They are bright and focused at the distant future. They (ENTPs) are respectable at seeing things from the perspective of what they can become rather than what they are at the moment. This means that they are very optimistic people. They have got a normal propensity to concentrate on connections and are proficient at discovering methods as well as associations concerning human creatures, conditions, as well as contemplations.

2.4.13.3.2 *Assistant/Auxiliary: Independent Feeling*

When making choices, ENFPs put a more unmistakable regard on opinions and values over basis and impartial criteria. They are fond to oblige to their understanding of the matter and the position and reasoning of others, and allow their sentiments to coordinate their choices. ENTPs have a fervent need to be veritable to themselves as well as to their values. In a culminate biosphere, their domain be parallel to their values.

2.4.13.3.3 *Tertiary: Extraverted Thinking*

This endowment is focused on systematizing info and thoughts in a continual way. When managing information, they may use this faculty of their personality to arrange data with objective to successfully place affiliations.

2.4.13.3.4 *Second rate/Inferior: Independent Sensing*

This role is expressed by ENTPs when they compare the objects that they are coming across now to past encounters. In doing so, they are frequently able to call to intellect recollections, sentiments, and faculties that they relate with those occasions (Cherry, 2019:13). This permits the person to look for patterns and shape desires for future occasions based upon their past encounters.

2.4.13.4 *Individual Relationships with ENTPs*

They are lively individuals, which suggests they revere spending time around other individuals. Mixing truly edifies their imperativeness, and in the process making a distinction that energizes them (Cherry, 2019:13). Though other sorts of outgoing person lean to despise separation, ENFPs have an inclination to revere calm time alone for them to reason and think. ENTPs are warm and

enthusiastic and intelligent. They are ordinarily lively and sociable. In friendships, they are ceaselessly searching for improvement and ways to create their affiliations more grounded. They tend to be mindful and unconstrained. Their enthusiasm to require perils can presently and after that be repulsive for those who cherish them.

2.4.13.5 Career Paths

When choosing a livelihood, it may be an incredible thought for individuals to comprehend the qualities as well as deficiencies of their personality sort (Cherry, 2019:13). ENFP character sort shine in occupations which accommodate some form of adaptability. They frequently do well in careers concerned with service as they have compassion and interest in people. They need to disregard lines of work which incorporate putting together a parcel of nitty gritty, tedious errands.

2.4.14 The Giver

Of all the identity sorts, the ENFJ is regularly seen as being the most grounded people individual (Geyer and Peter; 2010:17; Poursafar, Devi; Rodrigues 2015:57; Cherry, 2019:23). They are capable of building fellowships of all identity sorts, including with more drawn back or hesitant people. As a result of their capacity to sense what others feel and influence how individuals carry on, they do have the capacity to impact and indeed control others. This can be well adjusted by their solid esteem framework and desire to assist other individuals to be the most excellent that they can be. ENFJ is the inverse of the ISTP identity sort.

2.4.14.1 Key Givers (ENFJ) Characteristics

ENFJs are solid extraverts; at any point in time they truly appreciate investing time with other individuals. They have incredible individuals' aptitudes and are frequently depicted as warm, tender and strong (Geyer and Peter; 2010:17; Poursafar, Devi; Rodrigues 2015:57; Cherry, 2019:23). Not as it were are individuals with this identity sort awesome at empowering other individuals, they too infer individual fulfillment from making a difference in others.

Givers are routinely very attracted to committing their time to the needs and welfare of others so much that they can ignore their individual essentials. They as well have an affinity of being as exceptionally extreme on self, taking blame when events go off-base and not according themselves sufficient praise when events go according to plan. Based on these characteristics, it is imperative

that they need to regularly set aside time to go to their individual needs. They are in addition incredible at causing assertion amongst varying populaces.

2.4.14.2 Givers (ENFJ) Strengths and Weaknesses

Their qualities incorporate that they are active and warm-hearted, compassionate, have wide social circle, and are empowering and organized. Their shortcomings incorporate excessively approval-seeking touchy, uncertain and as well self-sacrificing.

2.4.14.3 Giver - Cognitive Functions

2.4.14.3.1 *Overwhelming: Extraverted Feeling*

This is seen in ENFJs via their agreeable communal conduct and pleasant communal associations. They are in sync with the opinions of other people, routinely to extent that they neglect their individual privations all in the interest to be sure they do not cause inconvenience for others (Geyer and Peters; 2010:17; Poursafar, Devi; Rodrigues 2015:57; Cherry, 2019:23). ENFJs put a more grounded complement on person, subject thoughts rather than object standards when making choices. They are fundamentally concerned with how the choices that they make in every situation will affect others.

2.4.14.3.2 *Assistant/ Auxiliary: Contemplative Intuition*

ENFJs like to think more of long-term rather than short term. They may habitually end up so centered on the greater objective that they lose focus of the urgent themes of interest (Geyer and Peters; 2010:17; Poursafar, Devi; Rodrigues 2015:57; Cherry, 2019:23). When ENFJs absorb information about the biosphere, their autonomous intuitive act on this information in order to make impressions, considerations, and contemplations. This accords them to see patterns and form meaning of multifaceted or interesting statistics.

2.4.14.3 .3 *Tertiary: Extraverted Sensing*

In a ENFJs personality, extraverted detecting causes them to require within a short time to gather real unassuming components as well as material information from the setting. Arising from this is the behaviour to habitually hunt for novel or inquisitive occurrences and phenomena (Geyer and Peters; 2010:17; Poursafar, Devi; Rodrigues 2015:57; Cherry, 2019:23). People with this nature

lean to be uncommonly careful of their current setting. “This may lead to an extraordinary appreciation of aesthetics and a need to create a fulfilling space (Cherry, 2019:23).”

2.4.14.3 .4 *Second rate/Inferior: Thoughtful Thinking*

Geyer and Peters (2010:17) postulate that “ENFJs are organized and appreciate structure and cautious organizing. Remaining to an obvious plan makes a distinction and makes ENFJs feel in control of the world around them. Since typically frequently a moment rate work, ENFPs may not have an amazing deal of certainty in their claim to be coherent and organized”. Poursafar et al (2015:57) further explain that “sustaining this part can offer help to people with this character sort to feel more balanced and in control of their decision-making course. Expelling this viewpoint of character can lead to depending only on person values when making choices and disregarding the pertinence of basis.”

2.4.14.4 Individual Relationships

Geyer and Peters (2010:17) posit that “ENFJs regard other people significantly and are warm, supporting, and solid in person associations. At times they can end up outstandingly wrapped up in other people's issues. They are kind and intrigued by making a contrast in others, which can in a few cases come off as a bit oppressive.” Cherry, (2019:23) explores the idea further when they state that “people of this disposition are well favored and people appreciate their veritable concern and care. ENFJs have a dynamic character and appreciate spending time with other people.” Existing in communal settings creates a difference to them because it gives them the impression that they are energized. In companionships as well as other relations, people customarily delineate them as unfaltering and entertaining. They are for the most part extraordinary at relating and are known to help to bring out the most excellent inside the people that they spend time with.

2.4.14.5 Career Paths

“ENFJs routinely do best in careers where they get to help other people and spend a mind blowing deal of time in collaboration with others. Because of their strong communication and organizational aptitudes, ENFJs can make great pioneers and executives” (Cherry, 2019:23). Further, Geyer and Peter (2010:17) explain that “they are extraordinary at organizing work out, making a difference in each part to achieve their potential and settling interpersonal clashes. They

endeavor to make assention in all circumstances, and ceaselessly show up to know what to do to ease weights and minimize inconsistencies.”

2.4.15 The Debater

2.4.15.1 Key ENTP Characteristics

ENTPs appreciate collaboration with a wide assortment of individuals. They are extraordinary conversationalists and adore to take part with other individuals in debates (Geyer and Peter; 2010:17; Poursafar, Devi; Rodrigues 2015:57; Cherry, 2019:23). They are more centered on long haul instead of on quick details. They may begin ventures and never wrap them up since they are so centered on the huge picture instead of the show needs.

ENTPs appreciate being around other individuals, especially on a discussion or deliberation about something in which they are interested. They are more often than not decently laid-back and easy to relate with. Be that as it may, they can in some cases get so wrapped up in their thoughts or plans that they lose focus of their near connections. They tend to spare judgment. Rather than making a choice or committing to a course of action, they would incline toward to hold up and see what happens.

ENTPs are colossally inquisitive and centered on understanding the world around them. They are always retaining modern data and concepts and rapidly arriving at conclusions. They are able to comprehend new things very rapidly.

2.4.15.2 ENTPs Strengths and Weaknesses

Debaters are praised for being inventive, inventive, great communicators, enjoying debate, and valuing knowledge. Their major drawbacks include being argumentative, disliking routines and schedules, detesting control, being unfocused, and insensitive (Geyer and Peter; 2010:17; Poursafar, Devi; Rodrigues 2015:57; Cherry, 2019:23).

2.4.15.3 Cognitive Functions

2.4.15.3.1 Overwhelming: Extraverted Intuition

ENTPs tend to absorb in data rapidly and are exceptionally open-minded. Once they have accumulated this data, they spend time making associations between different complex and joined

connections (Geyer and Peter; 2010:17; Poursafar, Devi; Rodrigues 2015:57; Cherry, 2019:23). They are great at spotting associations that others might neglect and tend to be centered on conceivable outcomes. They have entrepreneurial minds and are continuously coming up with modern and energizing thoughts.

2.4.15.3.2 Assistant/Auxiliary: Thoughtful Thinking

This cognitive role is communicated within the ENTPs discerning process. Individuals with this sort of identity are more centered on taking in data about the world around them. When they do utilize this data to reach conclusions, they tend to be exceptionally coherent. ENTPs are coherent and objective. When making choices, they put a more noteworthy weight on levelheaded prove rather than subjective, enthusiastic data (Geyer and Peter; 2010:17; Poursafar, Devi; Rodrigues 2015:57; Cherry, 2019:23).

This role works to assist the ENTP understand all the data that comes in through the extraverted instinct function. This includes imposing logic and order to assist make sense of numerous dissimilar thoughts and pieces of data. ENTPs do not need to merely understand that something works - they need to get why and how behind how things work.

2.4.15.3.3 Tertiary: Extraverted Feeling

As a tertiary role, this angle of identity may not be as well-developed or conspicuous. When established, ENTPs can be social charmers who are able to urge along well with others (Geyer and Peter; 2010:17; Poursafar, Devi; Rodrigues 2015:57; Cherry, 2019:23). When this perspective of identity is weaker, the ENTP may be insensitive to others and can indeed be seen as reserved or unkind.

2.4.15.3.4 Second rate: Independent Sensing

The independent detecting work is centered on understanding the past and frequently applying it to current encounters and future concerns. Usually frequently a point of shortcoming for ENTP identities (Geyer and Peter; 2010:17; Poursafar, Devi; Rodrigues 2015:57; Cherry, 2019:23). They are regularly centered more on conceivable outcomes and may fall flat to consider how past points of reference may offer assistance foresee results.

ENTPs too tend to miss numerous of the more mundane subtle elements of everyday life, particularly in case they are profoundly included in a project or plan.

2.4.15.4 Individual Relationships

Since they are recognized as extraverts, it may come as no dumbfound that ENTPs have especially extraordinary person aptitudes (Geyer and Peters; 2010:17; Poursafar, Devi; Rodrigues 2015:57; Cherry, 2019:23). They are skilled communicators and appreciate association with a wide circle of family, companions, and partners. In talks, other people frequently find them quick-witted. ENTPs will routinely bolt in discourses since they appreciate having an extraordinary battle of the minds. In a few cases, their revere of wrangles lead ENTPs to require on the portion of the devil's advocate, which can a few of the time lead to clashes with others who feel like they are being intentioned combative and restricting.

2.4.15.5 ENTPs Career Paths

Routines and boredom are not great for the ENTP identity. They are non-conformists and do best in employments when they can discover energy and express their imaginative flexibility. ENTPs can be fruitful in a wide run of careers, as long as they don't feel fixed in or bored. As debaters with extraordinary communication abilities, careers in law can offer the challenge and differences that ENTPs crave. Occupations within the commerce world that combine the ENTPs soundness, inventiveness, and common administration capacities can too be exceptionally fulfilling (Geyer and Peter; 2010:17; Poursafar, Devi; Rodrigues 2015:57; Cherry, 2019:23).

2.4.16 The Commander

The ENTJ sort is very uncommon, accounting for an unimportant two percent of the populace.

2.4.16.1 Key ENTJ Characteristics

Individuals with this identity sort appreciate investing time with other individuals. They have solid verbal aptitudes and collaboration with others makes them feel energized. ENTJ sorts lean toward to thinking about the end instead of centering on the here-and-now (Poursafar, Devi; Rodrigues 2015:57). They more often than not discover theoretical and hypothetical data more curious than concrete points of interest. When making choices, ENTJs put a more noteworthy accentuation on

objective and consistent data. Individual feeling and the feelings of others tend not to figure much into their choices.

ENTJs are organizers. Making choices and having a plan or course of activity arranged out gives them a sense of consistency and control. They are profoundly judicious, great at spotting issues, and exceed expectations at taking charge. These propensities make them characteristic pioneers who are centered on productively understanding issues.

2.4.16.2 ENTJs Weaknesses and Strengths

Their weaknesses include being intolerant, aggressive, stubborn, impatient and insensitive. Strengths are their being self-confident and candid, convincing interpersonal abilities, effective at forming choices, well organized and robust leadership abilities (Poursafar, Devi; Rodrigues 2015:57).

2.4.16.3 ENTJs Cognitive Functions

2.4.16.3.1 *Prevailing: Extraverted Thinking*

This is an ENTJ favored role and is communicated through the way they make choices and judgments. ENTJs have an inclination to talk without tuning in, making snap judgments some time before taking in all the data relating to a circumstance. Whereas they tend to form snap judgments, they are too exceptionally sound and objective (Poursafar, Devi; Rodrigues 2015:57). They are centered on forcing order and criterions on the world around them. Setting quantifiable objectives is imperative. Assistant: Contemplative Intuition People with this identity sort are future-focused and continuously consider the conceivable outcomes when drawing closer to a choice. ENTJs are forward-thinking and are not perplexed of change. They believe their instinctual, in spite of the fact that they may have an inclination to lament bouncing to conclusions so rapidly.

2.4.16.3.2 Tertiary: Extraverted Sensing

This cognitive role gives ENTJs a craving for experience. They appreciate novel encounters and may now and then lock in thrill-seeking behaviors (Poursafar, Devi; Rodrigues 2015:57). Since their outward tangible center, they too have an appreciation for lovely things in life. They frequently appreciate encompassing themselves with things that they discover alluring or curiously.

2.4.16.3.3 Second rate: Independent Feeling

Introverted feeling is centered on inner sentiments and values. Feelings can be troublesome zone for ENTJs, and they frequently need an understanding of how this portion of their identity contributes to their decision-making route (Poursafar, Devi; Rodrigues 2015:57). When this perspective of identity is powerless, ENTJs may discover themselves feeling awkward or ungainly in settings where a few sort of enthusiastic reaction is called for.

2.4.16.4 Individual Relationships

Since ENTJs are active people, they choose up imperativeness from socializing (not at all like self-observers, who debilitate imperativeness in social circumstances) (Poursafar, Devi; Rodrigues 2015:57). They venerate having lively and eager talks and thoughts. In a couple of cases, other people can feel frightened by the ENTJs certainty and strong verbal aptitudes. When they have an incredible thought, people with this personality sort feel compelled to share their point of see with others. In show disdain toward of their verbal capacities, ENTJs are not persistently incredible at understanding other people's sentiments. Communicating sentiments can be troublesome for them at times, and their penchant to encourage into talks can make them show up commanding, dissident, and furious. People can overcome this issue by making a cognizant effort to think almost how other individuals may be feeling. They may fight to induce to get it or get on the side of more fragile character sorts. Though they are extravert

2.4.16.5 Career Paths for ENTJs

Much obliged to their consolation within the high spot, capacity to communicate, and a propensity to create speedy choices, ENTJs tend to normally drop into authority parts (Poursafar, Devi; Rodrigues 2015:57). These people some of the time discover themselves taking control of an assembly without truly knowing how they came to be in such a position. Because of their like for structure and order, the ENTJ is additionally great at administering and coordinating others and making them to accomplish objectives. They are able to quickly see what must be finished, create order of activity, and delegate parts to individuals.

ENTJs do best in careers where there's a lot of structure, but bounty of room for assortment. Employments that permit them to meet and associate with lots of distinctive individuals are perfect.

Individuals with this sort bring alluring abilities to the table, counting amazing administration and communication aptitudes, a hard-working state of mind, and a capacity to plan for long term.

2.4.16.6 Tips for Interacting With ENTJs

ENTJ are social individuals and like getting involved in discussions. Whereas they can appear pugnacious and angry at times, it is only fair keep in mind this is typically part of their communication fashion. They tend to have the least demanding companionships with individuals who share their interface and perspective, and may battle to understand individuals who are exceptionally independent, delicate, or passionate.

2.5 Chapter summary

The chapter discussed the theoretic outline for the research. The theoretic outline comprise concepts of Belbin team roles and the MBITI Personality types. It has been noted that an analytical study on teams and personality types seem to converge on the premises that researchers collectively followed only two lines of inquiry with regards to teams and personality types in organisations. There are scholars who focused their enquiry on team roles and personality types and how these affected team performance. Then there are scholars who focussed on measuring the ‘effectiveness’ of teams. Subsequent sections of the chapter focused on management conduct, team and group arrangement and the significance of distinguishing particularized dissimilarity that influence team functioning. The next chapter (chapter 3) will present literature review.

CHAPTER 3: LITERATURE REVIEW

3.1. Introduction

Chapter 2 discussed the theoretical outline of the research. The theoretical outline has been explained as comprising concepts of Belbin team roles and the MBITI personality types. It has been noted that an analytical study on teams and personality types seem to converge on the premises that the researchers collectively followed only two lines of inquiry with regards to teams and personality types in organisations. There are scholars who focused their enquiry on team roles and personality types and how those affected team performance. There are also scholars who focussed on measuring the ‘effectiveness’ of teams. Subsequent sections of previous chapter focused on management conduct, team and group arrangement and the significance of distinguishing particularized dissimilarity that influence team functioning.

In this section, a general to specific approach where discussion are initially internationally embracing before zeroing in on Zimbabwe is adopted. The chapter begins with a discussion of the conceptual framework to explain key concepts, key words and key features that are paramount to the research. Furthermore, the thesis put forward literature on social Innovation with an objective to synthesize the distinctive employments and implications of social innovation as propounded by diverse researchers. A conceptual interpretation based on the works that are germane to Non-Governmental Associations that endeavor to initiate positive social change in society are put forward. The chapter closes with a distinctive implications of social advancement through exploration of diverse literary works. This report will enhance the endeavor to talk about the concept from the perspective of existing writings on social development.

3.2 Conceptual framework

Bougie (2009:68-69) explains that a conceptual framework explains key concepts, key words and key features that are paramount to the research. Furthermore, Bhattacharjee (2012:11) outlines various types of variables that comprise a theoretical structure. These include:

- Self-sufficient elements – variables that determine other variables

- Reliant elements – variables that are determined by other variables.
- Arbitrating elements – elements that controlled by the self-sufficient elements but also regulate the reliant elements.
- Regulating elements – elements that affect the association between the self-sufficient and dependent elements.

Table 3. 1: Independent, intervening and dependent variables of the study

Independent Variable	Moderating Variables	Dependent Variable
<ul style="list-style-type: none"> ▪ Senior Management performance 	<ul style="list-style-type: none"> ▪ Belbin team roles (formal & informal) ▪ Personality type attributes 	<ul style="list-style-type: none"> ▪ Social innovation donor funding

Source: Own compilation

In the exploration of the literature, the underlying intention was to understand how the moderating variables (Belbin team roles (formal & informal) and personality type attributes interact to influence senior management performance. Chapter Two has already presented the theoretical framework in detail where aspects of teams and personality type were explored. The discussion on theoretical framework however only went as far as creating in-depth understanding of two variables that are critical to this research by linking them to the context of the research which this part of the chapter will do. Table 3.1 above explains the interactive relationship as perceived by the researcher.

Now that the variables that were deemed to be interacting with the research problem have been identified, it becomes imperative to now outline the conceptual framework as was perceived by the researcher.

Regoniel (2015:1) states that “a conceptual framework represents the researcher’s synthesis of literature on how to explain a phenomenon. It maps out actions that are required in the course of the study given the researcher’s previous knowledge of other researchers’ point of view and his observations on the subject of the research.” Thus, the theoretical outline explains how the investigator comprehended “the particular variables in his study to be connecting with each other”. Thus, it identifies variables that were required in the research. It is the researcher’s map for pursuing the research” (Patrick, 2015:1). The theoretical outline set out in figure 3.1 applies to this research.

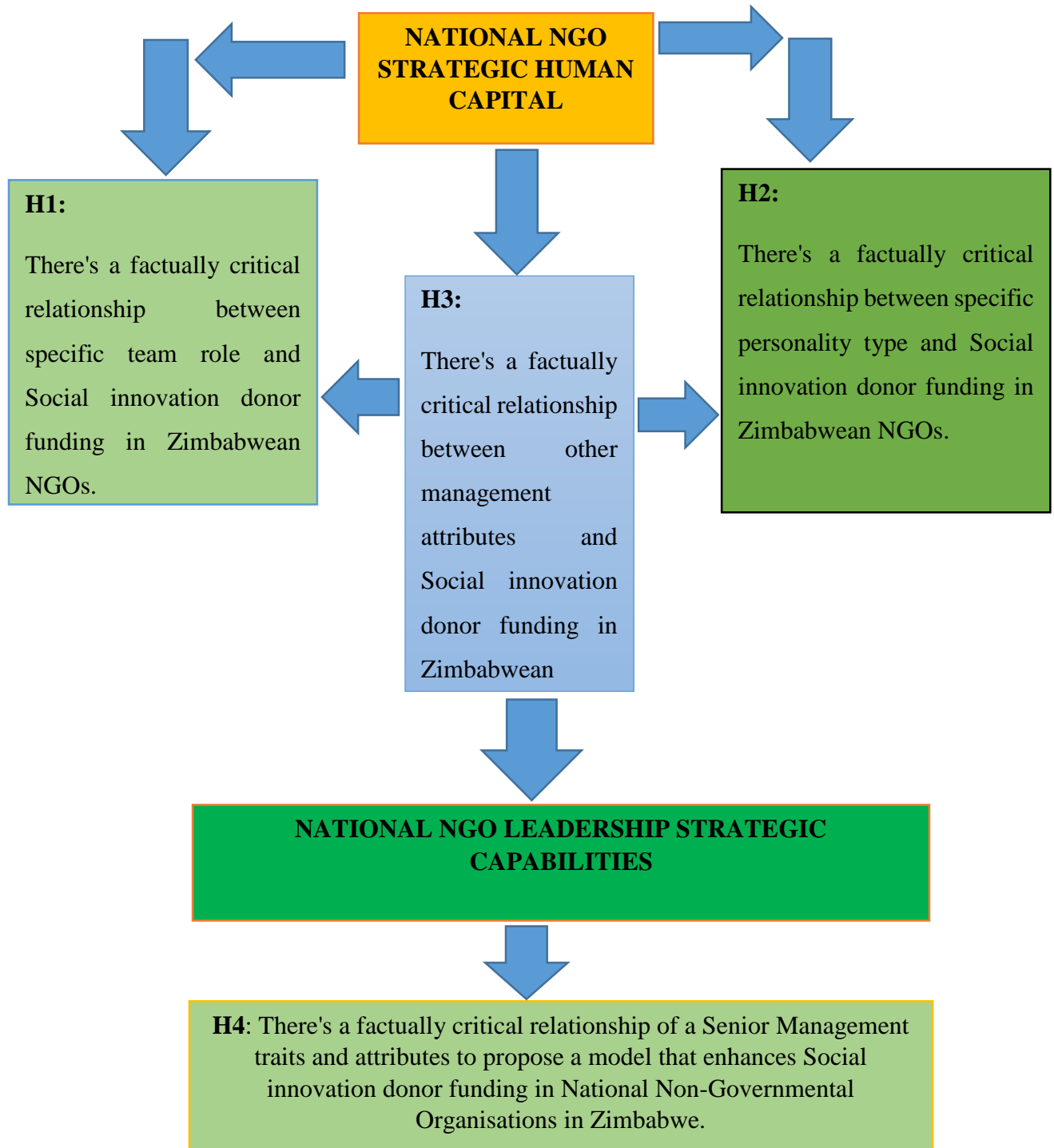


Figure 3. 1: The Conceptual Framework
 Source: Own Compilation

In the theoretical framework (figure 3.1) above, H1, H2, and H3 are perceived to be variedly and continuously interacting with one another to influence the nature of the National Non-Governmental Organisations leadership strategic capabilities. The National Non-Governmental Organisations leadership strategic capabilities in turn influence the Social innovation donor funding model applied in the National NON-Governmental Organisations.

3.3 Justification of Specific Objectives of the Study using empirical literature

Team configuration has been recognized as a fundamental element that impacts on team performance (Batti, 2012:33; Belbin, 2010:35, Belbin, 2015:23). It is imperative at this stage to identify applicable studies that address the phenomenon under study with the objective of identifying research gaps. The following researches were found to be within the confines of the current research topic and were deemed to be relevant for purposes of identifying the gaps inherent in them to justify the current topic of study. They are set out in the table below:

Table 3.2: Summary of related empirical studies

Author(s) and Year of publication	Title of publication and delimitation	Major Finding(s)
Hussain, H Mohtar, S. (2017)	Person job-fit and job performance among non-governmental organization workers: a conceptual framework. (Malaysia)	Major findings revealed that: <ul style="list-style-type: none"> • there is a strong relation between person-job fit and job performance • person-job fit could have influence on job performance, but the amount of research is yet limited
Mao1, A., Mason, W., Suril, S., Watts, D.J.(2016)	An Experimental Study of Team Size and Performance on a Complex Task. (USA)	They found that the largest teams outperformed an equivalent number of independent workers, suggesting that gains to collaboration dominated losses to effort.

Batti, RC (2014)	Human resource management challenges facing local NGOs. (USA)	The following are the human resource problems identified within the local NGOs: <ul style="list-style-type: none"> • Presence of Leadership Gaps/Crisis • Inadequate Career Development Opportunities • Inadequate Performance Management Systems • Lack of Capacity to Manage a Diversity of Work Force.
Binti, B.Y., Hassan, Z. (2015)	The Effect of Employees Personality on Organizational Performance: Study on Insurance Company (Malaysia)	The study found that Conscientiousness and Agreeableness have a significant and positive impact on organizational performance and other performance types.
Khawaja F.L., Williams, N. (2017)	Team effectiveness in Non-Government (NGOs) projects (United Kingdom)	The study found that team effectiveness in NGO social projects has a total of seven dimensions namely: Inter team coordination, community social linkage, team performance, knowledge, skills, and attitudes, leadership communication and engagement, decision making and information sharing, and team formation.
Starlene M. and Rowland, K.N. (2017)	Diversity and its Impact on Organizational Performance: The Influence of Diversity Constructions on Expectations and Outcomes. (USA)	Findings revealed that: The challenge of implementing diversity is increased by the lack of clarification regarding the difference between functional and social diversity in the literature, which results in a lack of differentiation in organizational policies. This lack of clarification is reflected in theoretical research regarding diversity in the workforce and in pragmatic research regarding diversity.
Bromideh, A.A (2011)	The widespread challenges of NGOs in developing countries: Case studies from Iran (Iran)	Human resources, financial, organizational system are the challenging issues within NGOs (internal). NGO registration, interaction with other NGOs, private sectors and government as well as internationalization and financial crisis are the most challenging issues facing the NGOs in external relationship category.
GARCIA, C. (2014)	The impact of the degree of organization in NGOs performance.	Major findings as regards NGOs definition of performance indicated that for the employees their own performance is reached once they meet their own objectives, while for the organization

	(USA)	<p>itself, performance seems to be defined according to the impact of the organization outputs in the surrounded areas.</p> <p>In regards to the impact of organizational internal structure in the degree of organization, major findings indicated that most NGOs have a vertical power with a decentralized structure. Employees seemed to have an understanding of the organization processes and procedures, although it is not a linear and extensive knowledge.</p> <p>Major research findings indicated that in most NGOs tasks were well defined, the processes and procedures were clearer and easier to understand the structured and stratified structure.</p> <p>Moreover, the study found that the majority of the inquired believe to be in a more organized or, even over organized situation.</p>
Ahmad, I., Manzoor, S.R. (2017).	Effect of Teamwork, Employee Empowerment and Training on Employee Performance. (Pakistan)	<p>The results of the findings showed that teamwork has significant positive effect on employee performance. The study also disclosed that employee empowerment has significant positive effect on employee performance. At last, the study concluded that training has significant positive effect on employee performance.</p>
Yap, P., and Ferreira, A. (2018)	The Complex and Multifaceted World of Performance Management in NGOs: A Case Study (Australia)	<p>The findings show that the case organisation had a strong alignment between its strategic planning process and PMSs.</p> <p>They also reveal that the PMSs of the studied NGO were sophisticated and intricate with a high level of reflection involved in its design and use.</p> <p>Finally, they found PMSs framework was both helpful and insightful in providing a rich and comprehensive overview of the NGO's PMSs, suggesting that it may be meaningfully used by future research.</p>
Dr. Sonal A., Adjirackor, T. (2016)	Impact of teamwork on Organizational productivity in some selected basic schools in the Accra Metropolitan Assembly	<p>The research shows a strong positive significant relationship between the independent variables namely teamwork, esprit de corps, team trust, recognition & rewards and employee performance.</p> <p>The independent variables thus teamwork, esprit de corps, team trust, recognition & rewards</p>

	Accra, Ghana	<p>influenced employee performance by 62%, 15.2%, 13.3% and 10.7% respectively.</p> <p>The overall results revealed that teamwork which brings benefits in terms of higher productivity, better organizational performance, competitive advantage and increased product quality and quantity highly contributes to organizational productivity compared to other factors.</p> <p>Employers may be able to improve their performance by increasing the volume of teamwork and taking action to raise the performance level of the individual, but to succeed in this they need to pay attention to the quantity and type of teamwork offered.</p> <p>Teamwork activity within the organization is very much beneficial and its effect is directly on employee performance. When an employee acquires adequate opportunities of teamwork his/her performance automatically improves and he/she will be satisfied with the job and this could ensure that skills are better utilized.</p>
Bahati, H. (2018)	<p>Assessment on the role of teamwork to Non-governmental Organization Performance: A Case of World Vision Tanzania, Kagera Cluster Teams (Tanzania)</p>	<p>The research findings revealed that Cluster Teams has led to reduction in financial risks and improved organizational Monitoring and Supervisory Support, but cluster teams has not led to reduction in Operational costs and staff workload.</p> <p>Results from this study imply that interest in teamwork mode of operations has a lot of potential to benefit in terms of improved organizational performance.</p>

Based on the summary in table 3.2 above, an analytical study on teams and personality types seem to converge on the premises that researchers collectively followed two lines of inquiry with regards to teams and personality types in organisations. There are scholars who focused their enquiry on team roles and personality types and how those affected team performances. Then there are scholars who focussed on measuring the ‘effectiveness’ of teams in other set-ups besides Non-Governmental Organisations with social innovation agenda.

Empirical research studies set out in table 3.2 above, appear to also suggest that only few researches were carried out on employee performances and their relationship with teamwork and personality types, especially in NGOs involved in social innovation agenda operating in stressed economies like Zimbabwe. Of the cited researches, the representation of research carried out in Africa is only 10% and this signifies the need for a wider involvement in research in the continent in area of teams, personality types and other variables.

There is a significant lack of research on team effectiveness in NGO Social Innovation projects in stressed economies. Where considerably large proportion of research on team effectiveness has focused on the corporate sector, the non-governmental teams with the social innovation agenda have been neglected. The area of team effectiveness in NGOs in Zimbabwe therefore remains a ripe field for research, and that is what this purports to do.

It appears also that there is no model to measure performance that is appropriate for NGOs in general. A question on whether or not performance is all about quality or quantity still remains in academia. The area appears not concluded. A number of questions therefore arise as gaps from the empirical studies which revolve around enquiry on whether or not variations in Social innovation donor funding in National Non-Governmental Organisations in Zimbabwe is a result of Senior Management team roles; whether or not there a direct relationship between social innovation donor funding and Senior Management personality types in the National Non-Governmental Organisations in Zimbabwe; whether or not the variations in social innovation donor funding in National Non-Governmental Organisations in Zimbabwe are a result of other Senior Management attributes; and whether or not there can be a feasible model that better fosters social innovation donor funding in National Non-Governmental Organisations in Zimbabwe?

In review of these observations, a study into the impact of personality type attributes and management team roles on corporate social innovation donor funding in National Non-Governmental Organisations was therefore imperative. The need for this research was motivated by an observed gap within the ambit of poor leadership to help excel through this dire and dynamic economic environment.

Now that the gap in empirical literature that speaks for the need for the current research have been discussed, it is now imperative to proceed to discuss other variables that sit at the centre of the research through the microscopic lens of the literature. One of the key themes in this thesis is *Non-*

Governmental Organisations (NGOs). In the quest to lay a solid background on this important theme, this chapter explains the theory on the phenomenon of NGOs with the object of exploring the NGOs history, types and terms of reference.

3.4 Non-Governmental Organisations in Zimbabwe: Historical to present day context

In defining a non-governmental organization (NGO), the New World Encyclopedia Contributors (2017:1) explain that “a non-governmental organization (NGO) is a legally constituted, voluntary association of individuals or groups that is neither a governmental agency nor a for-profit enterprise, although it may and often does receive both government and corporate funds”. In a bid to draw the line on where the Government involvement in NGOs is limited, the New World Encyclopedia Contributors (2017:1) explain that “regardless of funding source, an NGO maintains its status only to the extent that it excludes government representatives from membership or participation. Business representatives, however, may participate, either as staff or directors”.

Regardless of this definition, nowadays different sorts of are presently depicted as NGOs. Within the fundamental, the term carries diverse implications to different circumstances and as a rule, there appears to be no generally accepted definition of an NGO. Nonetheless, there are more or less similar central features that define NGOs and those include independence from government direct control, being apolitical, and being non-profit making (New World Encyclopedia Contributors, 2017:1). These features appear to be acceptable in the majority of states including Zimbabwe because they comply with the conditions for recognition by the United Nations (Willets, 1996:3; New World Encyclopedia Contributors, 2017:1). For legitimacy and theoretical relevance, this thesis account for an NGO as “an independent voluntary association of people acting together on a continuous basis, for some common purpose, other than achieving government office, making money or illegal activities” (Utuk, 2014:22).

3.4.1 General history of NGOs

Agreeing with Lewis (2010: 1056), Manyuchi, & Khan (2012:9) posit that the root of NGOs (Charitable and community), can be followed back to 1807 when the British put to a conclusion

the slave exchange. This was shadowed by the establishment of a number of non-profit making which tended to be concerned with servitude. It is amid this period that a few of today's major local and international NGOs were established, and from there on conduits opened for numerous others. The American Friends Service Committee as well as the International Committee of the Red Cross (ICRC) were established in 1864 and 1942 as leading humanitarian NGOs that operated in conflict zones. Then there was Save the Children and Oxfam formed in 1919 and 1942 respectively. Both were initially geared towards addressing the consequences of victims of war. Post-World War II a chain of service-oriented (Salvation Army, The Young Women's and Young Men's Christian Associations) which avoided political confrontation and followed the philosophy of impartiality in conflicts emerged. That is about the time also when the Cooperative for Assistance and Relief Everywhere (CARE) was founded to address issues of aid, war relief and postwar reconstruction.

Manyuchi, R., & Khan, F. (2012:9) contend that starting 1960s into the 70s, NGOs started adopting an offensive approach in areas of lobbying and campaign against causes of war and famine around the world. NGOs that were known to be pioneers of this new confrontational approach included Amnesty International, Medecins Sans Frontiers, Christian Aid and Oxfam. The period saw NGOs becoming vocal critics of multilateral and states with regard to their positions on war and violent conflict. The role and dynamics of NGOs remained Watchdogs and pressure group humanitarian up until the 1980s when most of the international humanitarian NGOs started focusing on their primary mandate of providing humanitarian aid and protection on the outskirts of violent conflicts.

The term non-governmental organization was coined by the United Nations in 1945 in their bid to recognize the UN constitution interest rights for interval specialized offices and universal private organisations. The term NGO from there on got to be official but alluding only to the collective of private deliberate, civil society organization, and citizens' affiliations.

A general historical background of the origin of NGOs at global level has so far been presented. It is imperative at this level to discuss the historic perspective of NGOs in Zimbabwe which is the territorial focus for this thesis. To achieve this objective, it is apparent that the context for studying Developmental NGOs in Zimbabwe should be discussed. Context has often compound constituents and scopes which interlink. These include politics, demographics, culture, social issues, institutions and economic features (Fitzpatrick, 2012). Put differently, context is a force

that can limit or enable an event, or specific activities. Thus, we can observe that context is not an inert vessel; it is a vibrant process. This section of the chapter therefore pursues creating a solid basis from which we can contextualize the odd setting in which the work of NGOs in Zimbabwe take place. The distinctiveness of this study is contingent with how well this background is understood. Because context is fundamental in this study, it is important to start by providing an explicit historical perspective of how and why events happened in a particular manner in Zimbabwe. For this reason, the researcher gives an account of the Zimbabwe's history from colonialism in 1890 to its independence in 1980. Away from 1980, the researcher will discuss Zimbabwe's economic and political experience from 1980 to 1991. This will be followed up by an overview of the period 1991-1997 which is marked as the economic structural adjustment era. The period 1997 to 2008 which in Zimbabwe's historical monuments was a period of political and economic upheaval and crisis is discussed. The section closes with the events in Zimbabwe in the period 2008 to 2018.

3.4.2 NGOs in Zimbabwe (then Rhodesia) 1890 – 1980

The period of history for Rhodesia (now Zimbabwe) 1890 -1980 which historians refer to as “White Settler State of Rhodesia” is marked by four major historical periods as follows: “(i) the early years from 1890 to 1922; (ii) 1923 to 1945; (iii) 1945 to 1965; and (iv) 1965 to 1980” (Gordon, 2015:7). The goal of the researcher is not to delve into a wide-ranging historical discussion but to highlight key developments that contributed to the environment in Zimbabwe to this present day. Notable development that stands out in the history is that the British White Settler State formed a discriminatory society in favor of the white settlers. It is argued by historians that these injustices were the foundational causes of some of the major problems faced by the independent Black government (Gordon, 2015:8).

According to Herbst (1990) cited in Gordon (2015:11), the colonization of Rhodesia which eventually become Zimbabwe started with Cecil Rhodes with his British South Africa Company (BSAC) in 1890 when he led the Pioneer column from northern South Africa into Rhodesia. The objective of the BSAC was to mine deposits of gold in Rhodesia which they did between 1890 and 1893 before they soon realized that the gold available in Rhodesia was not enough to sustain their investment in the colony. The BSAC decided not to leave Zimbabwe but to diversify into farming activities. They needed fertile land to achieve their mission so the majority of the blacks were

forcibly relocated to virgin tribal Reserves and the most fertile land was allocated to white European settlers for crop production. This development culminated into the 1896 Chimurenga war which was waged by the indigenous peoples against colonial rule. The Chimurenga war was swiftly quelled by the BSAC (Herbst, 1990 cited in Gordon 2015:12). In response, Raftopolous & Mlambo (2009:2001) explain that the European settler government made a number of programs to support the new class of White capitalist farmers. Such reforms were meant to establish a group of lowly paid indigenous workforce for the settler farms and to force black people to comply, who were settled on diminished lands they demanded taxes and rents from the blacks. This resulted in thousands of blacks migrating to nearby farms to sell their labor to raise money for the taxes and rents. Resultantly, women and children were left to take charge of affairs in the rural areas which largely revolved around predictable unproductive chores such as fire wood gathering and subsistence farming. As a result of these developments, almost all rural areas in Zimbabwe became synonymous with poverty, disease and hunger. To mitigate the situation, missionary societies set up charitable organisations to help the poor communities. These were the forerunners of what is today called Non-Governmental Organization (NGO). Many scholars, including Manje and O’Coill (2002:56) support this position when they contend that “The role of NGOs in development represents a continuity of the work of their precursors, the missionaries and voluntary that cooperated in Europe’s colonization and control of Africa. Today their work contributes marginally to the relief of poverty, but significantly to undermining the struggle of African people to emancipate themselves from economic, social and political oppression” (Manje and O’Coill, 2002:56). Up to this present day, land remains one of the issues that almost brought the country to the verge of collapse.

Rhodesia was consolidated as a settler colony in the period 1945 to 1965. In the period 1953 to 1963, Rhodesia was a member of the Federation of Nyasaland and Rhodesia which included Southern Rhodesia (Zimbabwe), Northern Rhodesia (Zambia) and Nyasaland (Malawi) (Herbst, 1990 cited in Gordon 2015:14). When Northern Rhodesia and Nyasaland attained independence in October, 1964, the federation disintegrated and left Southern Rhodesia (Zimbabwe) alone in the hands of the colonial whites who were determined to rule against the conditions set by the British government to grant Southern Rhodesia independence on condition that the settlers would allow black indigenous people to elect their own government (Herbst, 1990 cited in Gordon 2015:14). This was in response to opposition to White minority rule and its racial practices by Nationalist leaders such as Joshua Nkomo and Robert Mugabe through their respective political parties, the

Zimbabwe African People's Union and the Zimbabwe African National Union. On the other end, Ian Smith and the White minority settlers were not prepared to grant majority rule. Instead, they declared the Unilateral Declaration of Independence (UDI) in 1965.

Around 1962, the presence of NGOs in Zimbabwe was recognisable as evidenced by the formation of the National Association of Non-Governmental Organisations (NANGO) in 1962. NANGO was formulated as the national organising body for Non-Governmental Organisations working in Zimbabwe as way back as 1962. Nothing much is subscribed in literature about the NGOs activities pre-Independence in 1980.

3.4.3 NGOs during Unilateral Declaration of Independence (1965-1980)

The declaration of the UDI resulted in western countries led by Britain, imposing economic sanctions on Rhodesia (Worby, 1983:273). Social amenities were provided to the needy black Rhodesians by the few apolitical NGOs that existed during that time. The sanctions were complemented by strong opposition against White settlers from Black nationalists. Raftopolous & Mlambo, (2009:207) contend that by 1975 the dawn of the second Chimurenga was eminent as, ZAPU and ZANU had consolidated armies the Zimbabwe People's Revolutionary Army (ZIPRA) and the Zimbabwe African National Liberation Army (ZANLA). The second Chimurenga forced the Smith regime to the 1979 talks at Lancaster House in Britain where a negotiated settlement was arrived at. The subsequent elections in 1980 saw Mugabe getting a landslide victory which ushered the country into an era of independence as Zimbabwe.

Top on the agenda at the Lancaster House talks of 1979 was the equitable ownership of land by black natives (Palmer, 1990:163). As at April 1980, the population concentrations in the native reserves were adjourned to be three times greater than in settler occupied rich lands. The occupational statistics suggest that 42% of useful territory was occupied by six thousand commercial settler farmers (Palmer, 1990:163). According to the new Black government they could purchase land on a willing seller, willing buyer basis to balance the land equation. There was no agreement for expropriation and the pre-independence property rights for white farmers which entailed that their ownership of land were to be guaranteed at least until 1990 (Palmer, 1990:163).

3.3.4 NGOs in the Transitioning to Zimbabwe (1980-1991)

Zimbabwe gained its independence on April 18, 1980 and inaugurated its first Prime Minister Robert Mugabe of the ZANU-PF party. To most blacks, this was the beginning of liberty, justice and equity but for whites one of fear and trepidation ((Dorman, 2010:43). The inaugural government had an insurmountable task to deliver the long awaited services. The task of justice and equity on the backdrop of massive disproportions in education, land ownership, housing, healthcare, and jobs for the majority of Blacks which had been brought about by 90 years of colonial rule. Compounding the Mugabe 1980 government was the fact that they lacked the required experience and skills for running a country given that civil service jobs at most levels of government had always been the purview of whites. Also, the Lancaster 1979 agreement on property ownership also gave the new Mugabe government very limited free-play (Dorman, 2010:43).

Not shockingly, at independence and ensuing years, a numerous of Zimbabwean NGOs profited from their close relations with the government. Up until 1997, NGOs' relationship with the state was one of common advantage with the state remaining the superseding accomplice, evidenced by their empowering a positive operational association when it served its purposes whereas hindering any NGOs that were perceived as risky. Most NGOs at that point saw complying with the government motivation as enabling the realization of their objectives (Dorman, 2010:43). By 1997, an increasing number of NGOs had ended up disrespectful of a few individuals of the government. The rising state of bigotry of NGOs' feedback drove a few of the NGOs towards more dynamic promotion and campaigning. Among the NGOs to start advocacy and campaigning were the Zimbabwe Venture, the Catholic Commission for Equity and Peace (CCJP), and the Zimbabwe Committee of Churches (ZCC). All these already had relations with the freedom movements. The backing and campaigning were propelled by developing signs of debasement, appointive savagery, and bigotry (Dorman, 2010:43).

3.3.5 NGOs in Zimbabwe and the Private Volunteers Organisations Act (1995)

As a measure to regulate and control NGOs who were starting to challenge the position and conduct of the Government, the Mugabe ZANU PF dominated government coiled and put into law

the Private Volunteers (PVO) Act in 1995 (Dorman, 2010:17). The institution of the Private Voluntary (PVO) was the genesis of changes in Non-Governmental Organisations funding dynamics in Zimbabwe. Donors started funding projects that support the donor position with regard to the Zimbabwe Government policies. The PVO act 1995 empowered the government through the Ministry of Public Service, Labour and Social Welfare to “register and de-register NGOs, and to suspend executive committee members if it appeared to the Minister on information supplied to him that: (a) the organization no longer operated according to the objective specified in its constitution; or (b) the organization was being poorly administered, jeopardizing its activities; or (c) the organization was involved in illegal activities; or (d) it was necessary to do so in the public interest” (Dorman, 2010:17). Those opposing the PVO act (1995) argued that NGOs were liable to their association and benefactors, who could evacuate inadmissible administration or terminate financing, and criminal punishments for fumble, extortion and other unlawful exercises. Subsequently, they discussed why NGOs required extraordinary assurance not needed by private companies or other proficient (Dorman, 2010:17). The concerns of those against the PVO Act were confirmed in November 1995 when individuals of the Official Committee of the Affiliation of Women's Clubs (AWC) were singularly expelled from office by the overseer Service. The Affiliation of Women's Clubs (AWC) was known to be the most seasoned NGO established by a dark Zimbabwean lady in 1938 with objective to sustain aptitudes among grassroots rustic ladies. In 1994-5 the Affiliation of Women's Clubs (AWC) had ZWD\$11 million in Social advancement grant financing to continue with modern programs in 1994-1995 ceased with the suspensions. In spite of the fact that it is a disconnected case, it goes a long way to show the noteworthy impact of Zimbabwe Government obstructions on NGOs in Zimbabwe. Identity sorts and group parts were put to the test within the confined case which spoke to numerous others not reported or accounted for in this thesis.

3.3.6 NGOs in the Transitioning to modern day Zimbabwe (1997 - 2008)

The preceding pages in this thesis have explored the colonial history of Zimbabwe up to the first 15 years of independence and beyond. “The question remains, what went wrong? What pushed Zimbabwe to the brink of catastrophe to create conditions that are not conducive to human development, necessitating a reliance on NGOs that formed the heart of the present study?” (Gordon 2015:15).

It is imperative to briefly discuss the 1997 -2008 chronological unfolding of key events in Zimbabwe that have led a country once esteemed as a country that produced cereals for the rest of the region to be one of the economies that needs much of aid and NGOs involvement in social innovation to improve the quality of life of its citizens, especially the rural population.

In 1998, Zimbabwe experienced an economic crisis that gave birth to high-interest rates and inspired riots. This was followed in 1999 by suspension of aid by the International Monetary Fund (IMF) and the World Bank after the disagreements with Zimbabwean government policies (Khumalo, 2017:1). In the year 2000, war veterans aligned to the ruling party invaded and grabbed settler-owned business farms without discretion on the basis that the land was theirs by inheritance. This resulted in serious food shortages in 2001 which the government of the time blamed on drought. In the same 2001, a number of Western governments took decisions to withdraw economic aid as protest for abuses of human rights on the implementation of the land policy (Khumalo, 2017:1). In the year 2002 Zimbabwe was suspended from the commonwealth. The economic meltdown was further compounded by the collapse of commercial agriculture and the lack of rain in 2003. This led to severe inadequacy of food supply and it left millions of citizens in need of food aid. On the other hand the economic meltdown and rising inflation kept worsening and thousands of companies were forced to shut down (Khumalo, 2017:1).

According to Khumalo (2017:1), in 2004 Zimbabwe's fortunes sank deeper as it was in the year that the International Monetary fund initiated the process to expel Zimbabwe from membership due to Zimbabwe's failure to settle its membership dues backdating to 2001. In April 2006, Zimbabwe experienced a world record annual inflation of 1000 percent which forced the government to re-denominate the country's notes in August of the same year. This was followed in 2008 by price freeze in June and wage freeze in August. The national elections were held in 2008 results of which were disputed resulting in a Government of National Unity (GNU) being formed between ZANU PF and the main opposition parties. The GNU and change of currency are historically credited for positive economic growth which had evaded the country in a decade.

In his analysis of the economy in September 2016, the Minister of Finance made mention of "low levels of production and the attendant trade gap, insignificant foreign direct investment and lack

of access to international finance due to huge arrears as significant causes for the poor performance of the economy” (Khumalo, 2017:1).

NGOs continue to exist and operate under these economic dynamics but as could be expected, the National Non-Governmental Organisations in Zimbabwe will inevitably dispose varied levels of ability in performance of Corporate Social innovation aimed at alleviating poverty in Zimbabwe. Among possible causes of such performance variances are the dynamics of Senior Management team roles and personality type attributes. It therefore is imperative for this research to establish the sway of Senior Management team roles and personality type attributes in NGOs on Social innovation Social innovation donor funding in Zimbabwe.

3.3.7 Dimensions of NGOs

Quantification of Non-Governmental Organizations throughout the world has continued to vary widely and that is consistent with the number of definitions that are propounded to define NGOs. The size of the NGO sector varies widely across countries. The lack of agreement among scholars has therefore made it very difficult to come up with an agreed figure in references to NGOs operating in the world to-date. According to Nye (2008), approximates at the lower end of approximations stipulate approximately 26, 000 while the upper extreme of estimates according to Gidron, et al (2004) put the figure at hundreds of thousands with a projected distribution of 30 000 in Israel alone, 277 000 in Russia and between one and two million for India alone. Furthermore, the USA Department of Treasury (2007:54) reported that basing on organizations that are exempt from tax category which is reserved for NGOs and other non-profit making organizations, 1,789,554 organizations were in operation in the financial year 2007. USA Department of Treasury (2007:54) however makes a disclaimer that the United States figure for NGOs maybe be exaggerated as the tax exempt institutions may include foundations, churches, mosques, synagogues, and others which may not be counted as NGOs in the United States. Further scrutiny which included only social welfare, religious, and charitable groups, recorded a count of 1 260 000. In Britain there are estimated to be over 500,000 NGOs.

The USAID (2016) in its report entitled ‘2009 NGO Sustainability index for Sub-Sahara Africa’ contends that:

“According to statistics obtained from the Ministry of Public Service, as of 2009 there were approximately 5,000 NGOs in Zimbabwe. The exact figures are unknown because some operate without registration both nationally and at the community level as a result of the stringent rules of entry into the sector and continued threats of closure. In addition, the legal environment remains highly restrictive despite the formation of an inclusive government in February 2009” (USAID (2010: 137).

While the actual number of NGOs in operation remain a subject of contention, it is extensively recognized by scholars that NGOs have been increasing so fast in recent years. By nature of their operation and scope, NGOs are a socio-economic sector which engages within the transaction of their businesses, profit-making and government sector organizations.

3.3.8 Theories speaking for the emergence of NGOs

One area worth enquiry to edify this research is to explain theories speaking for the rise and growth of NGOs in the world economy. Chief among those theories are government and market failures. When individuals or groups make realization that the government or profit-making organizations in their economy are incapacitated to provide their needs, they organize themselves to address the key evils deviling their welfare that include but not limited to poverty, poor education provision, affordable housing, environmental degradation and many other issues. These however do not make irrelevant other motives for formulation of NGOs that include quest for collective empowerment, solidarity, religious and charity motives to help the poor.

According to Utuk (2014:25) NGOs have been construed by a wider proportion of Governments as strategic partners in participatory and society centered development. This recognition appears to arise from most NGOs’ capabilities to invent and tryout prototypes of effecting growth programmes, successfully going out to under privileged and problematic to reach regions and to ostracized segments and collections of the society (Utuk 2014:25).

Also, from the mid-1980s, the expansion of organizations, such as the World Bank, UNICEF, UNDP and European Union have shown preference in channeling their development assistance to Developing Countries through NGOs because in comparison to national governments, they have found NGOs to have the ability and capacity to deliver viable development projects (Utuk

2014:25). The development agencies also recognize that NGOs exhibit better qualities compared to governments in terms of efficiency, effectiveness, being client centered, proximity to society and being gender responsive and sustainable. Speaking for the bias of development agencies towards NGOs over governments are patterns that in most developing countries, the governments are failing to meet the needs of the people whom they govern and as a result the people are not happy with their governments. Such developments could be due to the fact that the state is unaware of people's disillusionment or they give a blind eye to the feelings of their people. Based on this thinking, the said development agencies find it appropriate to engage the services of NGOs to alert the governments of their accountabilities to their people. This apparently is true in Zimbabwe and other countries. As matter of fact, in the majority of governments (including Zimbabwe) have failed citizens at addressing key issues that affect them at all levels and as a result, citizens look up to NGOs for reprieve. A significant proportion of Zimbabwe's population (especially the rural folk) persist to confront with a variety of contests such as economic and communal disparity, elevated lack of jobs, insufficient access to health care, and growing threats of poverty. Collective effort is required from business government, and charity to address these issues. This landscape has given rise to national non-governmental organisations that mainly seek to address the pressing and urgent issues affecting the quality of life of Africans (Fafchamps and Owens, 2008:2).

Another driver talking about the rise and development of NGOs is the part being played by market forces and private endeavors in most economies (Utuk 2014:25). Most nations have unbending structures that oversee setting up trade particularly raising capital. As a result of these bottlenecks, the asset destitute communities is a portion of the expansive benefits made. The best they get from such economies is to supply underpaid human resources and crude materials to the marketplace. Thus for the marketplace, the country areas exist on the sideline or even beyond. It therefore becomes the obligation of the NGOs to penetrate the rural communities and involve them in taking part in the development process for the rapid development of the rural areas (Utuk 2014:25).

3.3.9 Types and regulation of NGOs Operating in Zimbabwe

National Non-Governmental Organisations can be categorised on the basis of orientation or level of cooperation. Furthermore, the Non-Governmental Organisations categorised by orientation can

further be sub-divided into those with charitable adjustment; service emphasis; participatory initiative; and empowering emphasis (Sushant, 2010:7).

The World Bank cited in Sushant (2010:7-16) contends that Non-Governmental Organisations are categorised into two groups - operational and advocacy Non-Governmental Organisations; where operational Non-Governmental Organisations' major drive is to design and implement development related projects at international, national, or community based level and advocacy non-governmental organisations exist to improve consciousness and acquaintance through implementation of different pursuits that include but not limited to lobbying, media work and activist events.

The types/scope of NGOs operating in Zimbabwe can be defined from the the Non-Governmental Organisations Act Chapter 17:05 of 2007 section 3 (1) which states that:

“Subject to sub-section 2 of this section, this Act applies to all non-governmental organisations that –

a) are established in Zimbabwe for the benefit of members of the public or sections of the public and will include organisations that provide the following types of service: charity, relief, community development, land reform, environmental protection, lobbying for equitable international trade and international debt relief, education, gender awareness, legal assistance, human rights, prevention of cruelty to animals, scientific inquiry, and/or the provision of funds for any one or more of the above...”

It can be concluded that the Zimbabwe Non-Governmental Organisations Act (17:05) defines Non-Governmental Organisations by orientation and assumes inclusiveness of the levels of cooperation to include the international, national and community based.

Earlier in chapter 1 of this thesis, it is stated that for purposes of this thesis, they NGOs are defined as non-profit making private organizations whose mission is to alleviate suffering and poverty through provision of sustainable new solutions that meet societal needs and lead to improved capabilities, that is, this thesis contextual definition of NGO implies one that empowers through training and provision of start-up capital for projects to fight poverty, especially in rural areas. To

address the objective of this research, such NGOs should not be international, church run, politically affiliated or a Society. Based on this understanding, case studies of National Non-Governmental Organizations and Community Based (C.B.Os) involved in agriculture, health, education, environmental conservation, research and income generating activities will constitute the research evidence. National NGOs will be relevant because they are the major point of contact between International Non-Governmental Organisations (INGOs) and CBOs whereas CBOs rely on National Non-Governmental Organizations for capitalization.

The “Private Voluntary Act Chapter 17:05 of 2007” puts in place instruments which improves monitoring and supervision of Non-Governmental Organizations activities. The Act as amended empowers district and provincial authorities to register NGOs. It seems from the legislation that for effective development, both the NGOs and government should have a common vision which can facilitate a constructive engagement. This assertion is supported by the following references from the Act:

“In terms of section 9 of the Act, the Secretary of any PVO which is required to be registered shall lodge such application with the Registrar, in the following manner: All local organisations are required to submit their applications through the District Social Services Office in the area where their headquarters is located. The District Social Services Officer is responsible for making the initial assessment of the organisation after perusing the submitted application and interviewing the applicants. The application is then forwarded to the Head Office through the Provincial Social Services Officer with the following documents for consideration by the Private Voluntary Organisations Board (PVO Board)— (a) Application Form PVO 1, Form PVO 2 and proof of advertisement; (b) Copies of the organisation's constitution; (c) Curriculum vitae of the members of the executive committee; (d) Proof of notification to local authorities of intent to register; (e) Police criminal clearance certificates” (General Notice 99 of 2007:2).

The Zimbabwe Non-Governmental Organisations Act Chapter 17:05 of 2007 General Notice 99 of 2007:2 further stipulates that “all international organisations applying for registration as Private

Voluntary Organisations (PVOs) should have signed a Memorandum of Understanding (MOU) with government ministries relevant to their area of technical operations. Local PVOs are not required to enter into agreements with central government or ministries. For operational purposes, however, the organisations shall, prior to their registration, notify the local authorities of their intended operations” (Non-Governmental “Organisations Act Chapter 17:05” of 2007 “General Notice 99 of 2007:1”).

3.3.10 NGOs and Economic Development in Zimbabwe

The economic development of the disadvantaged societies and individuals in Zimbabwe depends on their effective mobilization into community based NGOs (CBOs) and engaging them into viable projects. The poor especially rural communities have been sidelined since the advent of colonization. Owing to this marginalization, these communities lack the pre-requisite skills and capital to start developments on their own. Besides bureaucratic structures that limit the government’s ability to reach grassroots communities, the Zimbabwean government is grossly incapacitated to intervene effectively due to lack of funds. Given this imperative, Non-Governmental Organizations can contribute effectively as partners with government in community development in the areas of health, agriculture, education, environmental conservation, research and income generating projects. It is assumed in this regard that the capabilities of NGOs are leveraged on their strong relationship with international aid agencies for the provision of various forms of assistance including capital and skills.

The researcher is aware of other factors that can impact on NGOs’ effectiveness in discharging the development agenda. These include the premise of this study -personality type and team roles.

3.3.11 NGOs Performance and Accountability

Iwaarden and Wiele (2014:5) clarify that whereas distant givers persist to provide they are instigating concern of not being content with the present intensity of information given by aid organizations. Benefactors are by inquiring more information roughly on what is truly happening to their cash. In order to preserve public belief and certainty in aid organizations, a scheme of authorization could be a profitable instrument. Examination show that while sponsors prioritize the need for an authorization system, they still have confidence in NGOs in the absence of such

instruments as evidenced by them giving support which they can improve with more accountability on the part of the recipients.

It is subsequently clear that various people have accepted to consider the estimation of aid organization openness and straightforwardness as far more critical throughout the historical decade (Harrow et al., 1999; Wainwright, 2003; Sprint, 2004; Little, 2005 in Iwaarden and Wiele, 2014:5). Four main causes are specified in these resources for this float. To start with, the rupturing of the stock market bubble diminished the entirety of advocate wealth. Besides, the improvement of venture charity that highlights the application of execution measurement. Thirdly, additional directors with the involvement inside the profit making private organizations are repositioning into the non-profit field. Finally, state authorities are realizing that charity engagement is basic field, which have to get their thought. So, execution of aiding organizations is getting to be more critical. Be that as it may, measuring achievement of charities appears to be more troublesome than measuring the execution of profit centered organizations.

In spite of the urge for aid organization duty, individuals are as of presently persisting to supply and in a number of cases (rather like the 2005 downpour request) uncommonly liberally. This reliable giving is in spite of the truth that charities concerned have not in any case made the openness and straightforwardness that encompass their processes which most of the donors say they want (Lee, 2004 in Iwaarden and Wiele, 2014:5). It may be because suppliers are not exceptionally certain about the level of openness that they require from aid organizations. It may be the argument that the giving community has no appreciation how beneficial the execution approximation of charities may be. Owing to diverse reasons advocates do not see the need for assessing execution of their recipients. The sponsors contribute to NGOs they accept.

For them to evaluate an aid organization's merit of their provision, benefactors may utilize two execution measures: the system benefit proportion, which is system consumption as an amount of total money spent. Alternatively they can use the fundraising proportion, which is obtained by dividing fundraising expenses by total money raised (Steinberg, 1990, 1984; Otken and Weisbrod, 2000 in Iwaarden and Wiele (2014:5).

Although the measure of performance is not absolute and common across sectors, it is commonly acknowledged that program use ought to be no less than 65 percent of add up to consumption. Subsequently not more than 35 percent of add up to consumption ought to be on gathering pledges

and regulatory costs, that is, sound performance works on a 65:35 proportion where 65% of money raised is spent into the direct purpose of its raising and 35% goes towards implementation costs Iwaarden and Wiele (2014:6).

Another prevalent proportion utilized over categories of aid' work to look at their productivity centers on their productivity in raising reserves (Iwaarden and Wiele, 2014:5). This proportion compares resources used in the process of seeking aid with the sum of commitment that is actually realized. Ordinary benchmarks would propose that a charity ought to spend no more than 35 cents to raise a dollar.

3.3.12 NGOs track record

One of the things a subsidizing affiliation may examine is the current status and reputation of the NGO's affiliation interior and the community they work in. They will be able to find information about the NGO's affiliation from day by day papers and websites as well as reaching associations which might have gotten to work with inside the past to see what they ought to say around the NGO. Funders are likely to be particularly inquisitive about the encounters of other grant making associations who the NGO had as of now worked with. Financing associations will be charmed by past funders whether you have got raised funds from the community or from other government or private affiliations. Your past track record can be a huge advantage to a NGO. As a grantee it is subsequently exceptionally vital make available information on your site regarding all who have supported you within the past period of operation (Iwaarden and Wiele, 2014:5).

3.3.13 Convergence of interests and gender appropriateness

The exceptionally first thing a grant making association will consider upon accepting your application is that both the reason of your association and your project matches their current interface. Grant organizations like to work with associations who they share a comparative energy with and who they are sure are working in interest of the same objectives, whether that is sex correspondence or country development.

3.4 Corporate Social Innovation theory and practice

Communal advancements are getting more genuine thought by policy makers, analysts, and the citizen division in recent years as a feasible way for understanding communal issues. Communal advancements hold the guarantee of proposing answers to a variety of today's communal issues, which not one or the other classic devices of state policy nor marketplace courses of action are able to unwind (Murray et al. (2008:3).

On the political landscape, social innovations have proven to be the effective means for communal change henceforth the topic of social innovation has progressively turned out to be relevant in governmental programmes. To demonstrate the level of importance associated with social innovation, some states, regional groupings and Universities have gotten to the extent of setting institutions that drive social innovations (e.g. "the Office of Social Innovation and Civic Participation in the USA", and the European Union's "Social innovation Europe initiative") and setting aside funding for the Social innovation agenda (e.g. Social Innovation Fund in USA). Universities across the world have not been left behind in giving eminence to the philosophy of social innovation evidenced by the establishment of "Centers for social innovation and social innovation labs". Notable developments in support of this observation are the "Centre for Social Innovation at the Stanford Graduate School of Business in the USA and the Social Innovation Lab at the Humboldt Viadrina School of Governance in Germany" (Murray et al. 2008:3).

In spite of the previously mentioned quick grasping of the social development concept and its occupants, there still is restricted scholarly research on social development. To this end, it can be observed that most modern work on social development has been for the most part practice-oriented and has been put out within the shape of research narratives of different associations and establishments and editorials in diaries just like the "Stanford Social" Development Audit (Pol and Ville 2009:878). Regardless of all these endeavors to publicize social advancement, research articles in scholarly peer-reviewed diaries stay rare. In purview of the publication scarcity and/or dry season on social advancement previously mentioned, it isn't astounding that there's no clear concurred definition of social advancement that exist to-date (Huybrechts and Nicholls 2012:31; Pol and Ville 2009:878). There in any case are wide inadequate definitions which we'll consider for purposes of centering this inquire about and giving the research a meaning and direction.

The need for understanding the meaning of social development rests on the distinctive systems in which social advancement is practiced (Caulier-Grice et al. 2012:4). Agreeing to Caulier-Grice et al. (2012:4), that social development varies with setting, segments and areas where the social development is connected. The uniqueness in characterizing social advancement remains wide subsequently since most of the hypotheses and definitions of social advancement have been created by individuals who would have been or are effectively included in tackling issues instead of researchers who theorize on social development (Caulier-Grice et al. 2012:3). Subsequently Grice et al. (2012: 4) make reference to social development ‘literatures’ which clarifies the need for a unified body of information within the range of social development. From the discourse, it can be concluded that social development touches over differing ranges and combines several academic disciplines and has, subsequently, driven to a multiplicity of meanings and uses of the term (ibid.).

The next subsection discusses social innovation from the perspective of diverse streams of literature.

3.4.1 Analysis of the concept social innovation from the lenses of literature

Earlier on, it has been a reference to the reality that the disparity in characterizing social development remains wide since most of the hypotheses and definitions of social development have been created by individuals who would have been or are effectively included in fathoming viable issues instead of from researchers who theorize on social advancement (Caulier-Grice et al. 2012:5). On the scenery of a foundation that talks to a great extent of an expanding and solely disconnected body of writing on social advancements, the need for clarity and coherence on the field of social advancement is getting to be clearer. Scholars generally agree that subscriptions to the body of knowledge on social innovations are entrenched in diverse fields of study which include but not limited to social work, applied sciences, economics, business administration, sociology, and social work (Caulier-Grice et al., 2012:5; Pol and Ville, 2009:880, Rüede1 and Lurtz, 2012:7). Owing to the diversity of the fields from which social innovation is defined, it has become obvious that the meaning of ‘social innovation’ will vary consistently across the different research fields with high possibilities of some overlapping.

The researcher has therefore adopted a systematic conceptual literature review methodology approach proposed by Rüede and Lurtz, (2012:7) to explain the divergent ideas on what social innovation really is. Rüede and Lurtz, (2012:3) read through 318 publications on social innovations and grouped them into coherent categories. After the coherent grouping of the themes on social innovation, Rüede and Lurtz, (2012:3) conceptual literature review methodology approach sets each category in the context of other categories. Following the conceptual writing survey strategy approach that recognizes designs of unmistakable social advancement conceptualizations from the 318 references which are utilized unvaryingly inside a community (Rüede and Lurtz, (2012:3). Encourage the recognized conceptualizations portrayed on the premise of key components and basic characteristics. In spite of this seriously work, Rüede and Lurtz, (2012:3) still remained pleasant that “there may be a have to be fortify the clarity of the social development concept, sometime recently looking at how well typically as of now applied” (Rüede and Lurtz, 2012:4).

Rüede and Lurtz (2012:2) posit that “several attempts to structure the field of social innovation have been made. For example by Dedijer (1984), Zapf (1987, 1991), Moulaert et al. (2005), and Pol and Ville (2009), but there remains inconsistency among them with regard to how to categorize the different meanings”. Scholarly criticisms of all the aforementioned attempts to defining social innovation seem to suggest that “these categorizations often lack a systematically grounded methodology that covers the social innovation concept in various disciplines at the same time” (Rüede and Lurtz (2012: 2). Based on this assertion, the pertinent question that could set the stage for further discourse revolves around exploring the existing social innovation conceptualizations and their meaning (Suddaby, 2010).

3.5 Existing categorizations of social innovation

Rüede and Lurtz (2012:3) contend that “Several perspectives on how to categorize different understandings and meanings of the concept of social innovation exist”. They are discussed as follows:

3.5.1 Social Innovation as categorised within a development work context (style)

Dedijer (1984) cited in Rüede1 and Lurtz (2012: 3) explain the concept of social Innovation “within a development work context” where three phenomena are perceived to comprise the meaning of social innovation. These are illustrated in Figure 2.1 below:

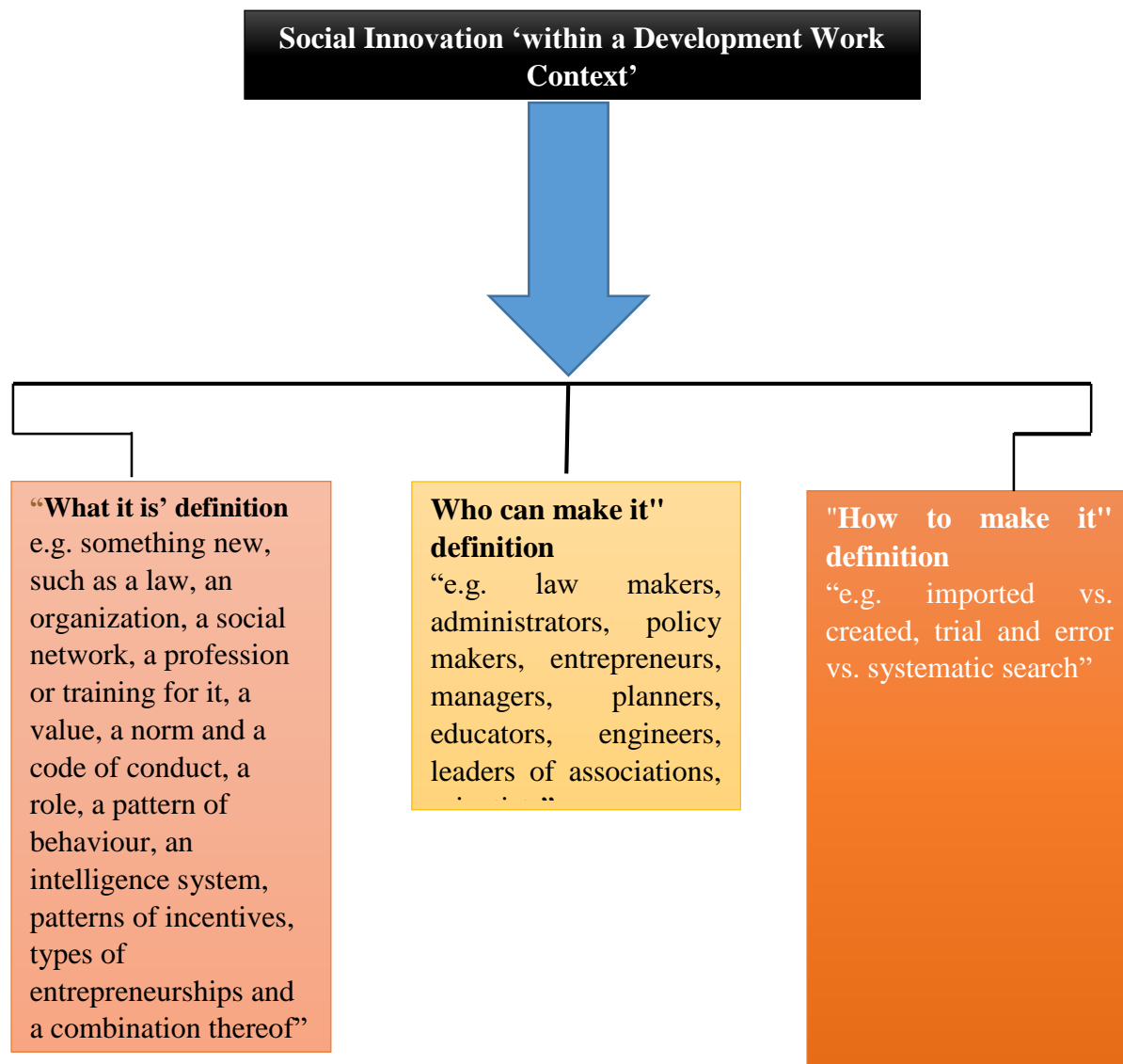


Figure 3. 1: Social Innovation 'within a development work context'

Source: (Rüede1 and Lurtz, 2012)

The idea of “Social Innovation within a development work context” by Dedijer (1984) was criticised by subsequent researchers (Zapf, 1987, 1991; Moulaert et al., 2005; Pol and Ville, 2009)

as being too focused on the style of definition rather than on the content that makes up Social Innovation.

3.5.2 Social Innovation as categorised by its content not style

In improving on Dedijer (1984) theory, Zapf (1987, 1991) cited in Rüede1 and Lurtz (2012:4-5) coined seven ‘approaches’ to social innovation which separately and collectively explain what Social Innovation entails. Zapf (1987, 1991) in Rüede1 and Lurtz (2012:4) explain Social Innovation as illustrated below in figure 2.2 below:

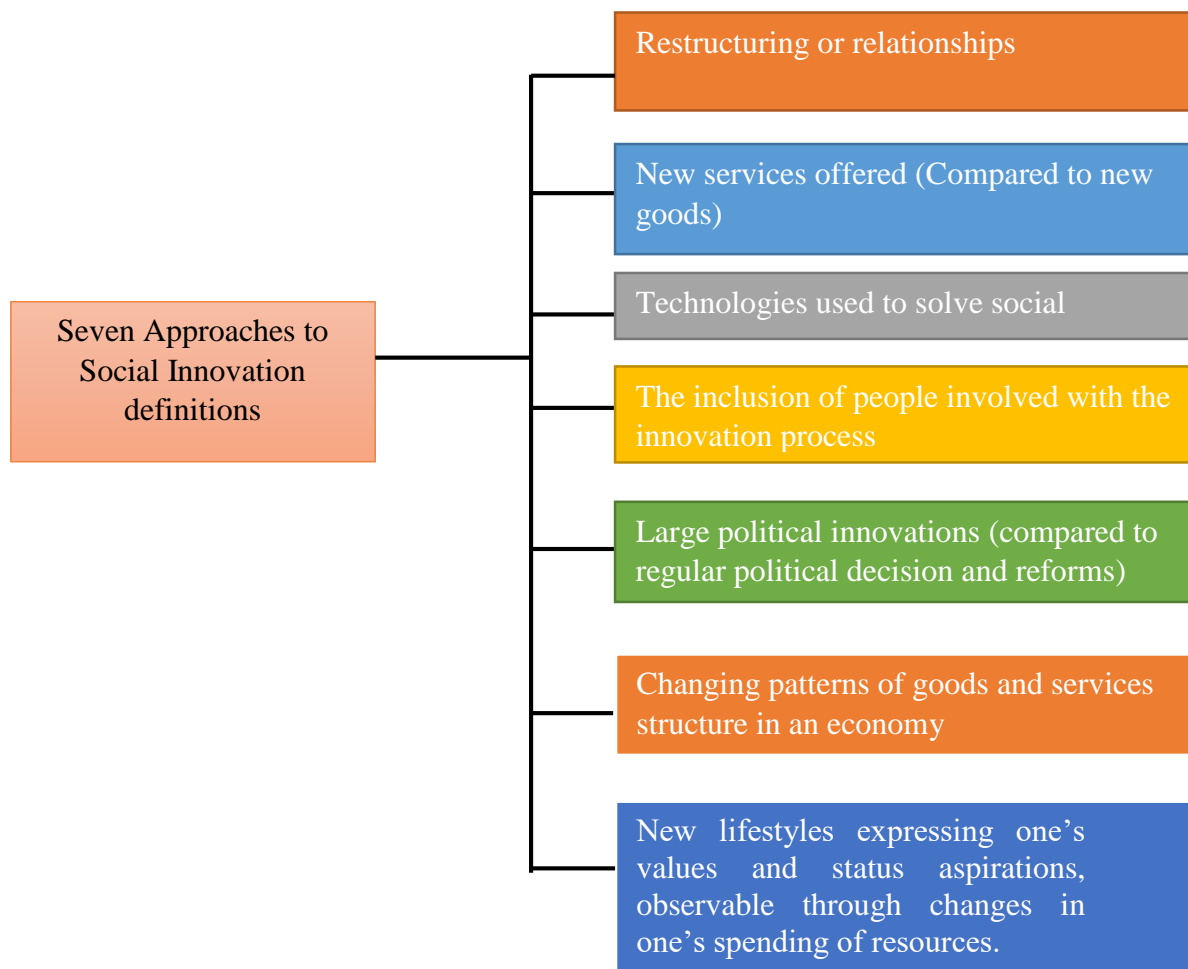


Figure 3. 2: “Seven Approaches to Social Innovation Definitions”

Source (Own compilation ideas extracted from Rüede1 and Lurtz (2012)

3.5.3 Social innovation as categorised by four stands

Moulaert et al. (2005) in Lurtz (2012:4) later suggested a four strands approach to defining social innovation which is illustrated in figure 2.3 below:

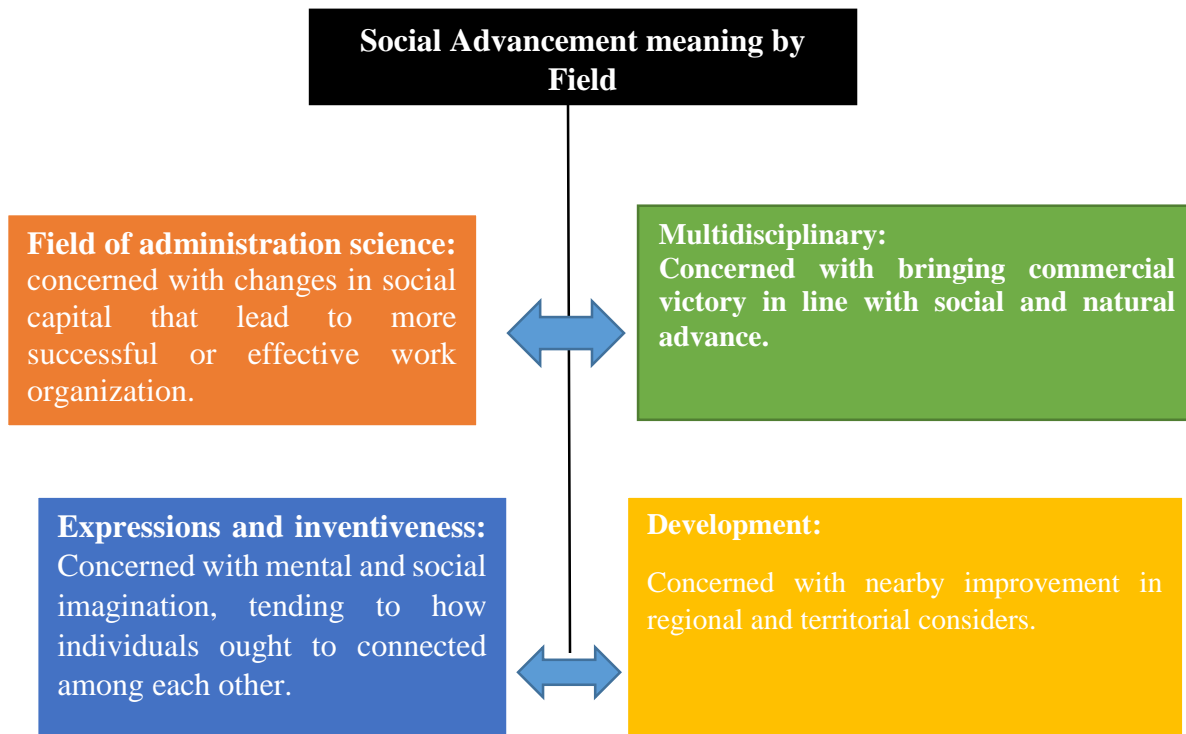


Figure 3. 3: Moulaert et al's four strands approach to defining social innovation
Source: Lurtz (2012:4)

3.5.4 Pol and Ville's (2009) four conceptualizations of social innovations

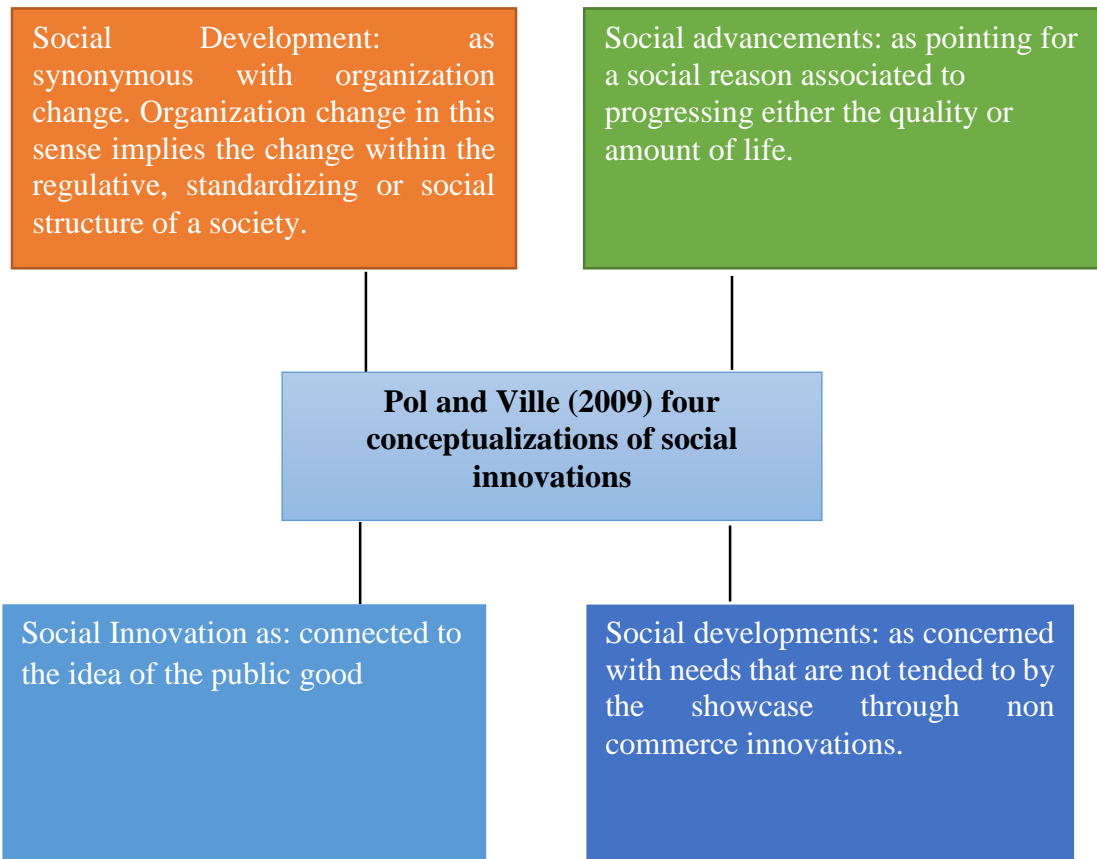


Figure 3. 4: "Pol and Ville's (2009) four conceptualizations of social innovations"

3.5.5 Social innovation categorisation by Managerial Perspective

According to Butkeviiien in Rüede1 and Lurtz (2012:4), social innovation categorisation from a managerial perspective "explains Social Innovation as having to do with implementation of issues within as well as focusing on human needs satisfaction and changes in social relations."

3.6 Observations on categorisations of Social Innovation

Two key observations stand out from the categorisations presented above. The two apparent grey areas remain without unanimous agreement among all the categorisations. It is not apparent from the categorisations what social innovation is as each speaks to the discipline's background of its

exponents. Also outstanding is the criteria that should be adopted when categorising the understandings.

3.7 Working towards a definition of Social Innovation

In working towards a common definition of social innovation, it becomes apparent that an independent systematic review of literature on social innovations (without categorizing the literature contributions) may help.

Rüede1 and Lurtz (2012:7) undertook an intensive gleaning of literature on social innovation which they did within the premises of collecting comparative delineations of social advancement, references to the same articles, and distribution. Their discoveries uncovered seven preliminary categories of social development:



Figure 3. 5: Preliminary categories of Social Innovation
 Source: Rüede1 and Lurtz (2012:7)

In pursuit of the examination between categories, Rüede1 and Lurtz (2012:7) sets distinctive approaches relative to each other as set out in table 3.6 below.

Table 3.3 Overview categorization

Name of category	To do something good in/for society	To change social practices and/or structure	To contribute to urban and community development	To reorganize work processes	To imbue technological innovations with cultural meaning and relevance	To make changes in the area of social work	To innovate by means of digital connectivity
Typical guiding question	Which innovations are needed for a better society?	What can we say about changes in how people interact among each other?	How can we approach development at a Community level when we put human needs and not business needs first?	What else can we say about innovations within if we leave out technological innovations?	What else is needed for a technological to become a successful innovation?	How can we improve the professional social work provision in order to better reach the goals of social work?	What possibilities to innovate do we have in a world where people are highly connected in social networks?
	Social innovation is “a novel solution to a social problem that is more effective, efficient, sustainable, or just than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals” (Phills et al., 2008: 36).	“A social innovation is new combination and/or new configuration of social practices in certain areas of action or social contexts prompted by certain actors or constellations of actors in an intentional targeted manner with the goal of better satisfying or answering needs and problems than is possible on the basis of established practices.” (Howaldt and Schwartz, 2010: 16)	“Social innovation is about the satisfaction of basic needs and changes in social relations within empowering social processes; it is about people and organisations who are affected by deprivation or lack of quality in daily life and services, who are disempowered by lack of rights or authoritative decision-making, and who are involved in agencies and movements favouring social innovation” (Moulaert, 2010: 10).	“Social Innovation in the Dutch definition is a broader concept than Organisational innovation. It includes such things as dynamic management, flexible organisation, working smarter, development of skills and competences, networking between organisations. [...] it includes also the Modernisation of industrial relations and human resource management” (Pot and Vaas, 2008: 468).	“A societal innovation should be understood as the process by which new meanings are introduced into the social system” (Cova and Svanfeldt, 1993).	Social innovation is “the guided change process, preferably supported by all involved and affected human beings that creates significant change in existing action structures and conditions in the social system based on ethical value judgments, contents and programs” (Maelicke, 1987: 12).	no explicit definition provided
Major focus	human well-being in societies	social practices	human-centered community development	work organization	non-technological aspects of innovation	social work provision	innovations in a digital world setting

Thus social Innovation can be defined in seven categories which are not exclusive of each other and each based on a typical guiding question that further explains the activities that make the proposed definition. This is illustrated in rows (1) and (2) in figure 2.6.

To zero-in on the most appropriate definition from the seven subscribed in figure 2.6, Rüede and Lurtz (2012:18) applied the concept of ‘clarity’ as argued by Suddaby (2010:346) who posits that the concept ‘clarity’ comprises four intricate elements. According to Suddaby (2010:346), for a definition to have in itself clarity, it ought to be exact and sparing. Second, the scope circumstances and important characteristics got to be well-defined in so far as when and where the concept applies. Third, semantic associations need to be communicated. Fourthly, coherence and reliable consistency have to be existent so that viewpoints make sense and fit together.

From the seven definitions, four definitions meet the clarity criteria more than others and for purposes of this research; the researcher followed the collective meaning of social innovation to imply:

- (i) “a novel solution to a social problem that is more effective, efficient, sustainable, or just existing solutions for which the value created accrues primarily to society as a whole rather than private individuals” (Phills, James A.; Deiglmeier, Kriss; Miller, Dale 2008: 36).
- (ii) “... new combination and/or new configuration of social practices in certain areas of action or social contexts prompted by certain actors or constellations of actors in an intentional targeted manner with the goal of better satisfying or answering the needs and problems than is possible on the basis of established practices” (Howaldt and Schwartz, 2010: 16).
- (iii) “ the satisfaction of basic needs and changes in social relations within empowering social processes; it is about people and who are affected by deprivation or lack of quality in daily life and services, who are disempowered by the lack of rights or authoritative decision-making, and who are involved in agencies and movements that favour social innovation” (Moulaert, 2010: 10).
- (iv) “...such things as dynamic management, flexible organization, working smarter, development of skills and competences, networking between. [...] it includes also the modernization of industrial relations and human resource management” (Pot, Frank; Vaas, and Fietje 2008: 468).

Although the above definitions were proven to lack clarity in terms of scope of conditions (space, time, values); they meet the other clarity criterion in totality unlike those definitions that have been dropped.

Most essentially, social advancement is almost novel thoughts that work to address unwavering needs. Illustrations of social issues incorporate destitution, vagrancy, and viciousness; all that require committed solution-seeking space. The objective of social advancement is to address known vocation challenges by utilizing modern learning and procedures to fathom these issues. Social advancements is perceived to be fruitful and tough when it has inalienable in its usage, quantifiable effect on the wider social, political and financial setting that made the issue in the first instance.

The thrust of this proposition is corporate social advancement. Tied to social advancement, social innovation is about corporate entities that adopt a strategic, ambitious and collaborative approach in the provision of services to the many low-income people to empower them to participate in the global economy. The World Economic Forum clarifies Corporate Social Advancement (CSI) as “the application of creative, reasonable, viable, market-based approaches to give advantages to society in common, and low-income or underserved populations in particular.” Based on the clarity themes examined earlier, social development “is about corporate entities adopting a strategic, ambitious and collaborative approach in the provision of services to the many low-income groups to empower them to participate in the global economy” (The World Economic Forum, 2015).

3.8 Steps to social and business value creation

Having arrived at four permutations of what social innovation is, it becomes imperative to seek to explain the process of social innovation implementation as it unfolds practically. Murray, Caulier-Grice and Mulgan (2010:11-18) Strandberg (2015:7-11); explain six and five steps models respectively to explain the process of social innovation in the order that they should follow at implementation. These are illustrated in figure 2.6 and figure 2.7 below.

Strandberg (2015:7) suggests five steps to creating social and business value through social innovation. These are depicted in figure 3.7 below:



Figure 3. 5: Steps to social and business value creation
Source: Strandberg (2015:7)

In stage one; the benefactor should liaise with senior leaders for insight on positive outcomes and prospects of Corporate Social Innovation and partnership outlays. The benefactor also needs to carry out an enquiry on preeminent practices in the corporate world irrespective of industry. The objective was to appreciate how leaders in the innovation agenda follow the innovation path (Strandberg, 2015:7).

Stage 2, is educated by the discoveries in step 1. The advocate will assess their corporate techniques or business plans to recognize the win-win openings. List their business’ assets, capabilities, and reserves, which they can turn to tackle societal or public issues that they recognized in stage 1 (Strandberg, 2015:7).

In stage 3, the benefactor (advocate) will now lock minds with key internal and outside partners who have remarkable capabilities on trade opportunities and social issues that have been distinguished in stage 2. In conjunction with the specialists, the advocate will “confirm the zones of overlap between business and social issues. This step ought to assist in the finalization of the list of needy social issues that the company is well situated to handle through the core business strategy” (Strandberg, 2015:7).

Stage 4 is the innovation stage which is more like implementation of identified line of social innovation taking cognizance of learning through mistakes.

Stage 5 is the sustaining stage where the benefactor nurtures the implemented social change strategies (Strandberg, 2015:7).

Murray, Caulier-Grice and Mulgan (2010:11) present another perspective of looking at the process of social innovation. They suggest an earlier six step process. Murray et al (2010:11) contend that

while the steps appear to be following a chronological order, the six steps can be implemented in any order depending on the nature of the social innovation need. Murray et al (2010:11) list the six steps as:

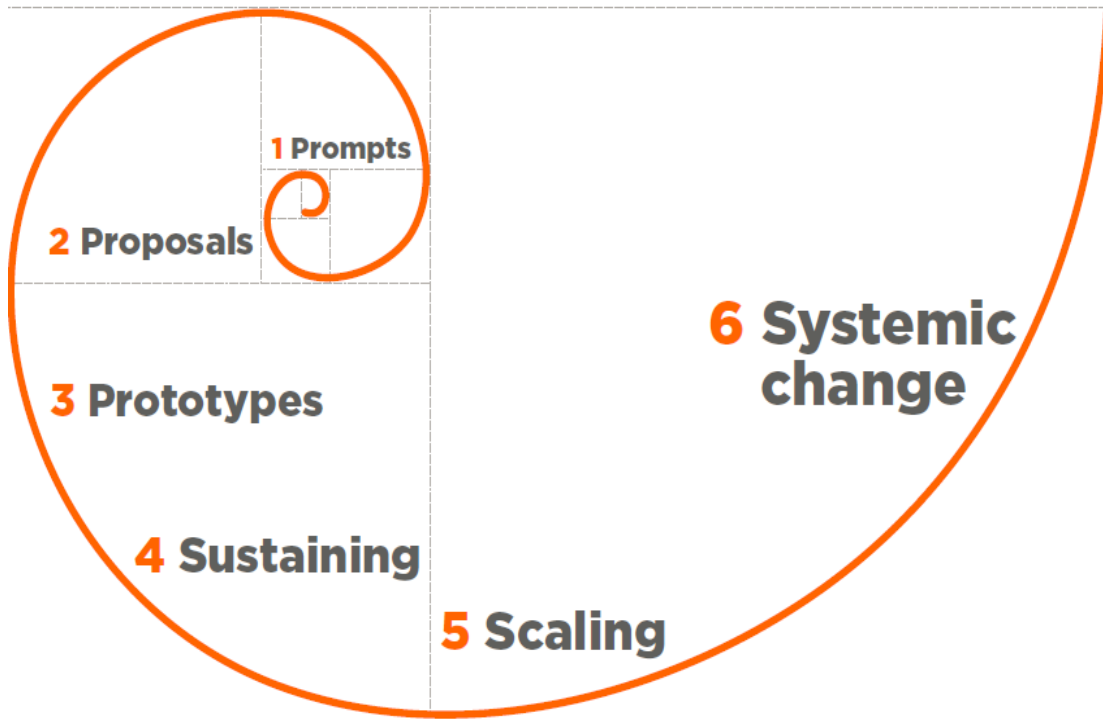


Figure 3. 6: The process of Social Innovation
Source: Murray, Caulier-Grice and Mulgan (2010:11)

Murray et al (2010:11) contend that the first stage which is the ‘prompts, inspiration and diagnoses’ stage encompasses a collection of factors which suggest the need for innovation and it include among other factors the existence of a crisis. Murray et al (2010:11) argue that this stage involves diagnosis of the problem to the extent of separating the problem from the symptoms so that eventually the correct problem/crisis is addressed and not the symptoms.

The ‘prompts, inspiration and diagnoses’ stage is followed by the ‘proposals and ideas’ stage where ideas are crafted about how to address the problem identified. The idea of generation according to Murray et al (2010:11) can best be done using formal methods which assist the people doing the idea generation to widen options available to them.

Once acceptable ideas are generated, Murray et al (2010:12) contend that the next stage will be to do ‘prototyping and pilots’ which involves practical testing of ideas or using trials. Murray et al (2010:12) contend that “The process of refining and testing ideas is particularly important in the social economy because it’s through iteration, and trial and error, that coalitions gather strength (for example, linking users to professionals) and conflicts are resolved (including battles with entrenched interests). It’s also through these processes that measures of success come to be agreed upon”. According to Murray et al (2010:12), the process of prototyping concurrently becomes the initiation stage of the innovation process. This means that once an idea is accepted as ideal, it is carried into stage four of the process which they refer to as the ‘sustaining’ stage. Murray et al (2010:12) state that the sustain stage is “when the idea becomes everyday practice. It involves sharpening ideas (and often streamlining them), and identifying income streams to ensure the long term financial sustainability of the firm, social enterprise or charity, that will carry the innovation forward”.

Murray et al (2010) further explain that from the stage of sustaining a social innovation project, it needs to be grown and spread by implementing stage five which they refer to as ‘scaling and diffusion’. Stage six according to Murray et al (2010:13) is systematic change about which Murray et al (2010:13) state “Systemic change generally involves new frameworks or architectures made up of many smaller innovations. Social innovations commonly come up against the barriers and hostility of an old order. Pioneers may sidestep these barriers, but the extent to which they can grow will often depend on the creation of new conditions to make the innovations economically viable”.

It can therefore be concluded as postulated by Strandberg, (2015:7) and Murray et al (2010:11) that social innovation is not a natural phenomenon that just happens but one that requires strategic creativity from its sponsors. We also reckon that social innovation comprises some steps which are not rigid but which follow some defined pattern of unfolding.

3.9 NGOs Corporate Social innovation in Zimbabwe

Earlier in chapter two of this thesis, we discussed the historic to present day landscape in which NGOs in Zimbabwe are operating. It is not the researcher’s objective to repeat the same in this

section of chapter three but to relate the social innovation models discussed in this unit to that is happening in Zimbabwe. Frank and Muranda (2016:31) explain that “Social enterprise is one such development for the arrangement of useful solutions to societal issues. Typically genuine within the setting of a developing nation such as Zimbabwe, where assets are seriously constrained.”

Further, Frank and Muranda (2016:31) clarify that the social segment in Zimbabwe has not been liberated of constrained assets since the government is as of now confronting budgetary imperatives to back the facilitation of social innovation. Besides, donor-driven private international groups have been going up against common sense challenges since ordinary sources of support such as endowments and donations from the West are getting deleted.

Commenting on the popular approach to Social Innovation by NGOs in Zimbabwe, Frank and Muranda (2016:31) contend that the donor dependency approach appears to be fast failing to address social needs in Zimbabwe. Frank and Muranda (2016:31) posit that the pioneers of Social Innovation in Zimbabwe who are the NGOs need to change their approach of funding and adopt the social entrepreneurship approach given the limited Social innovation donor funding being challenged towards NGO activities in Zimbabwe. Frank and Muranda argue that “in this sense, perspectives of business enterprise and advancement are not completely modern to the sector, but rather the appropriation of more business approaches for the purposes of accomplishing their social objectives speaks to a modern dimension toward change within the provision of services.” As a substance of truth, non-profit social advantage groups are paused for fierce competition for uncommon reserves since they continue on composing competitive recommendations. They have had to demonstrate records for obligation, advantage targets and program breakthroughs. There's of late solidified competition for corporate and open endowments, and uncommonly present day professionally organized pledge campaigns run by well-established social benefit has cleared out less resourced or littler inside the dim, reeling for budgetary resources. Social undertaking, thus presents an elective arrangement to organisations confronted with this predicament.

Frank and Muranda (2016:37) also observe that recently, a move has ended up clear within the measurement of giving by benefactors towards social division. Most giver associations show up to be moving absent from the ancient show of giving to one where subsidizing benefactors anticipate

the accepting social sector to win instead of essentially get wage. Frank and Muranda (2016:37) hypothesize that this circumstance is creating against the establishment that the thought of supportability has had little comes about worked well in Zimbabwe in show disdain toward of wander of millions of dollars inside the NGO segment by widespread advocates. The NGO section has recorded limited triumph in building social and monetary regard for the communities they serve while expanding crisis of underdevelopment continue to persevere. Without question, conventional financing models for non-profit making social benefit are demonstrating to be inadequately as funds, gifts and donations are now not readily available.

Based on the analysis it is apparent that the generic social Innovation by NGOs in Zimbabwe based on the approaches (steps) discussed earlier seem not to be producing optimum results for the beneficiaries and appear unsustainable in the long term. Frank and Muranda (2016:37) appear to suggest that NGOs that are geared for success should be thinking along social innovation that has social enterprise approaches for sustainability especially given the backdrop of limited Social innovation donor funding that is being channeled towards the NGOs in Zimbabwe.

3.9 Chapter Summary

This chapter has explored the theory of NGOs by explaining NGOs' history, types and terms of reference. While the chapter explored widely on the political history of Zimbabwe, the researcher's primary objective was to fit the development and roles of NGOs into the historical narrative to explain how we have come to be where we are with NGOs in the present day Zimbabwe. It can thus be concluded that the development of NGOs in Zimbabwe's history has been appropriately addressed. It is also concluded that present day landscape in terms of legislation and operation of NGOs in Zimbabwe has been explained.

The chapter also outlined a conceptual understanding of the social innovation that is pertinent to non-governmental organizations based on literature. To this end, the chapter explored the different meanings of social innovation across varied literatures. The researcher strived to discuss the concept from as much of existing literature on social innovation as possible.

After an extended exploration of the writings, the researcher found out that there was no common definition of the concept of social advancement as its definition is situational of where and who is executing it. Be that as it may, the researcher settled for a common preface that clarifies that social development is around novel thoughts that work to address tenacious needs such as destitution, vagrancy, and savagery; all that require devoted solution-seeking space; hence the acknowledged position figures that the objective of social advancement is to address known job challenges by making use of modern learning and techniques to fathom these issues. Social developments is perceived to be effective and solid when it has inborn in its usage, quantifiable effect on the wider social, governmental and financial setting that shaped the issue in the first place.

It also obtained as postulated by Strandberg, (2015:98) and Murray et al (2010:89) that social innovation is not a natural phenomenon that just happens, but one that requires strategic creativity from its sponsors. We also established that social innovation comprises steps which are not rigid but which follow some defined pattern of unfolding.

In the context of Zimbabwe, literature shows that NGOs apply the social innovation model but resources from donors are fast drying and most these NGOs need to think beyond the current framework to what Frank and Muranda (2016) refer to as Social enterprise – receiving donations as capital and investing such into projects for sustainability.

The next chapter discusses the theoretical structure of the research. Based on “Belbin team roles” and MBIT “personality types”, nine team roles (Investigator, Monitor Evaluator, Coordinator, Shaper, Implementer, Plant, Resource, Team Worker, Completer – Finisher, and Specialist) and 16 personality types (“Overseer, Supporter, Examiner, Defender, Persuader, Entertainer, Craftsman, Artist, Chief, Originator, Strategist, Engineer, Mentor, Advocate; Confidant; and Dreamer”) are discussed in the context of how they impact on leadership capabilities and competencies in Non-Governmental Organisations implementation of Social Innovation in Zimbabwe. The next chapter presents the research methodology adopted for the study.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

The preceding chapter has explored the theory on Non-Governmental Organisations (NGOs) by explaining NGOs' history, types and terms of reference. The researcher' primary objective was to fit the development and roles of NGOs in the historical narrative to explain how we have come to be where we are with NGOs in present day Zimbabwe. The chapter also explained the present day situation in terms of legislation and operation of NGOs in Zimbabwe. Furthermore, the chapter has outlined a conceptual understanding of Social Innovation as pertained to Non-Governmental Organisations as propounded by the literature. Also, the chapter has explored the different meanings of social innovation as presented by various scholars. The researcher strived to discuss the concept from the existing literature on social innovation.

The chapter examines the strategies that were adopted by the researcher in pursuance of this study. The chapter discusses the methods that were used in the research, the setting of the study, research population, the population sampling method, the criteria used to include and exclude participants, data management techniques applied, data analysis techniques adopted, reliability and validity measures put in place to substantiate the findings of the research and the ethical practices that were applied to keep the research within the legal framework and academic practices.

4.2 Research strategy

Saunders, Lewis, and Thornbill's (2016:124) research strategy called "research onion" was adopted for this study (see figure 5.1. below). The "research onion" model can be applied to any research methodology in many diverse contexts (Saunders et al. 2016:124).

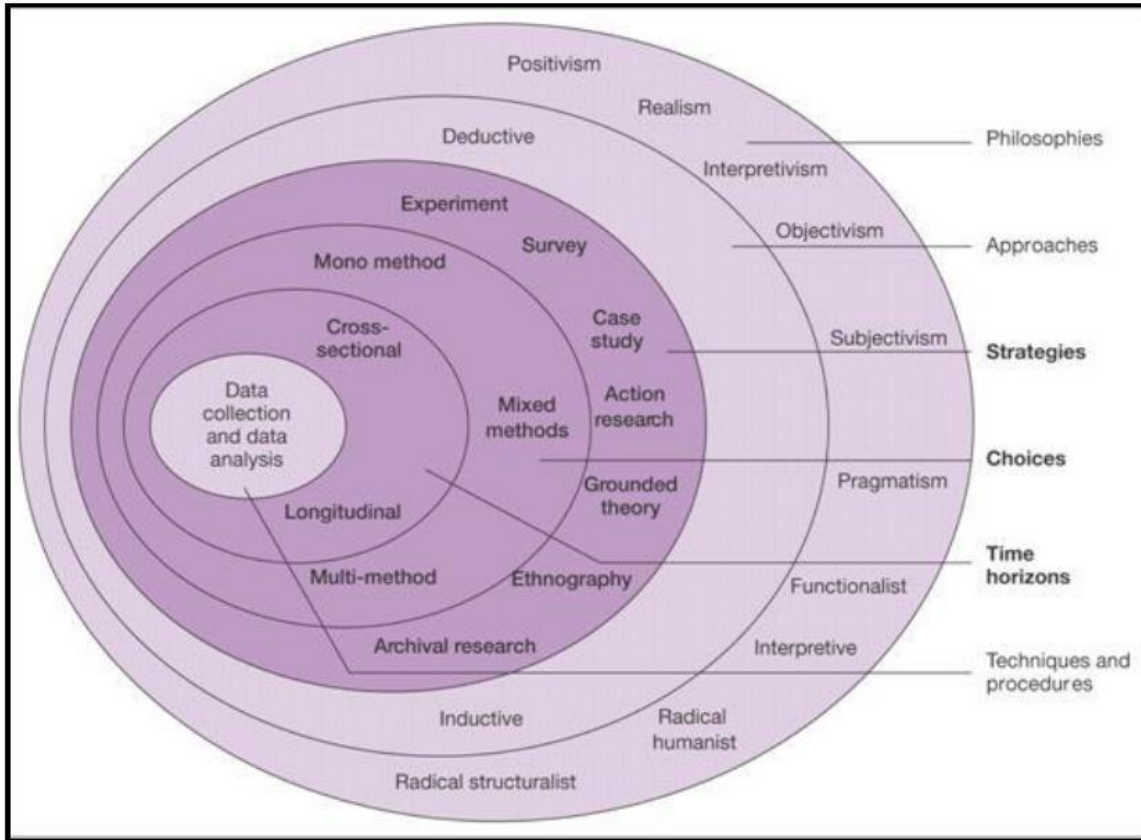


Figure 4. 1: “Research onion”
 Source: Saunders et al. (2016:124)

Saunders, Lewis, and Thornbill’s (2016:124) model outlines and clarifies research strategy angles from Methods of insight, approaches, methodologies, choices, time horizons and procedures and strategies. A research procedure that draws from Saunders (2016:124) model from the external layer to the exceptionally deepest cell will display a comprehensive depiction of the hypothetical establishments on which the research is built.

This model presents the whole granary of research strategy from which this research extracted specific lines of strategies that address the research problem well. For ease of reference, and for purposes of tending to the targets of the study, the “research onion” of Saunders et al. (2016:124) has been slightly altered to generate a model that clarifies specifics of the research procedure embraced in this research. The modified version of the Saunders Onion is set out below in Figure 5.2, and is followed by a detailed discussion of its different elements.

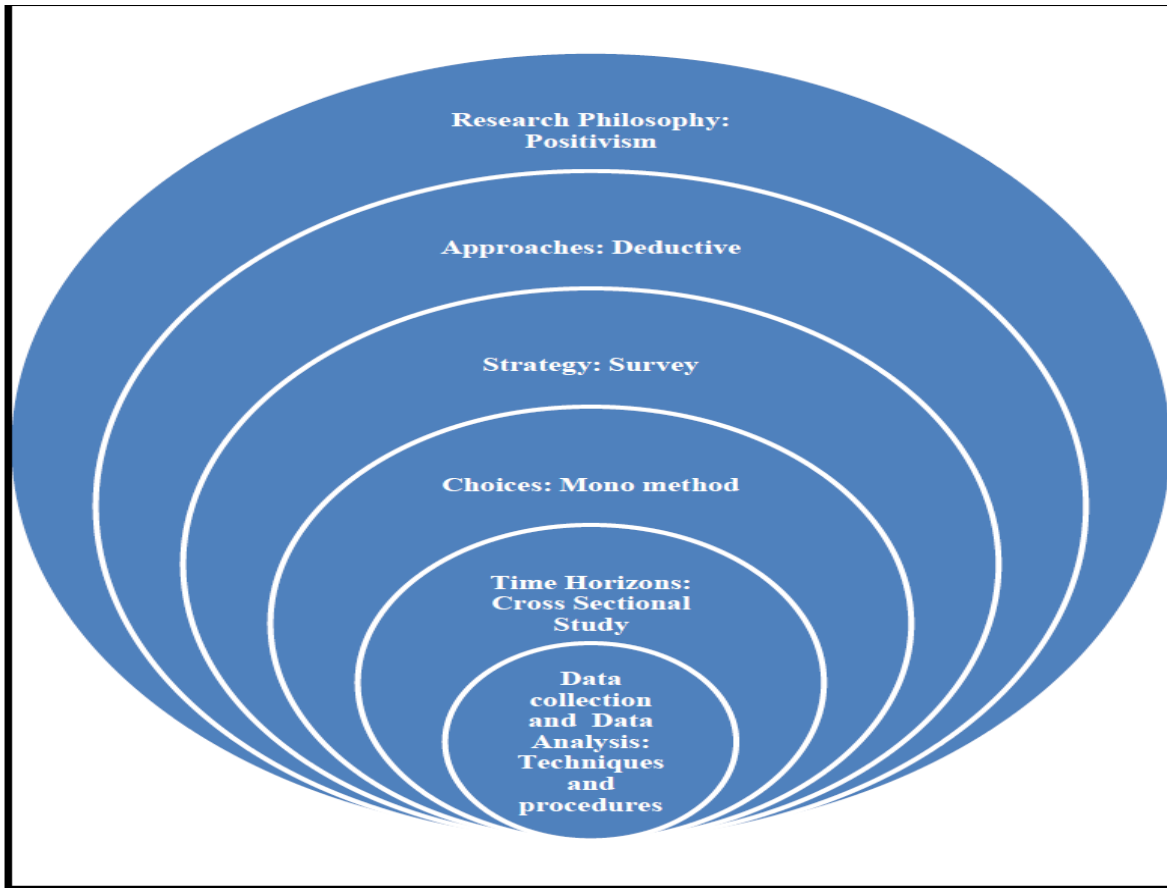


Figure 4. 2: “Research onion” for the study
 Source: Adapted from Saunders et al. (2016:124)

4.3 Research philosophy

Saunders et al (2016:122), Harreveld, Danaher, Lawson, Knight, and Busch (2017:45) explain a research philosophy as a method of creating information and deciding on the nature of that information. Bhattacharjee, (2012:6) refers to it as a ‘scientific thought.’ The views of Saunders, Lewis, and Thornhill (2016:122) studied alongside Creswell, (2018:36), and Bhattacharjee (2012:8) propose that each research process should basically take after the logical approach. Saunders et al (2016:122) posits that research logic has three categories of: epistemology, metaphysics and axiology. Axiology category looks at the judgments (Saunders et al., 2016:122). Philosophy is about the character “of reality and it has sub ranges of objectivism, subjectivism and practicality” (Saunders et al., 2016:122). Epistemology is about what comprises worthy information in a field of study and it covers issues of positivism, authenticity and interpretivism (Saunders et al., 2016:122). Interpretivist reasoning includes two subjects of “phenomenology and symbolic interactionism.”

This research followed the epistemological branch of positivist scientific approach. According to Creswell, (2018:36) the positivism research philosophy postulates that the communal biosphere exists remotely and is seen impartially. Research on it is value-free, and the researcher is autonomous and plays the role of objective investigator.

4.4 Role of theory

Within the research process, the analyst has at their disposal two approaches to research – deductive and inductive (Creswell, 2018:93). The two differ in that one advocates beginning with a hypothesis and the other advocates for finishing with a hypothesis (Creswell, 2018:93). Babbie (2015:23) clarify that with the derivation approach, the process of research begins with the hypothesis and assembles realities to test the hypothesis while acceptance begins with realities and build a hypothesis.

For purposes of this research, the deductive research approach was adopted. In line with this approach, study began with hypothetical and observational evidence with respect to the impact of team roles and personality components of execution of groups. The ‘wine-glass’ approach was embraced within the discourse of hypothesis as evidenced by the worldwide, territorial, mechanical and sectoral geographical parameters examined within the first chapters to contextualise the hypothesis. The hypothetical actualities were connected to the Zimbabwean Non-Governmental Associations sector and a conceptual system was planned as the beginning for the derivation process. The researcher remained impartial in considering the hypothesis to ensure that no model was received at this stage as this might have restrained the results of the study. In the event that any models were given unmistakable quality, it was on the understanding that they were based on diverse situations, industry set-up and circumstances and could not apply decisively within the topographical range secured by the research. Most of the hypothetical and experimental models that impacted on leadership performance were conducted in other segments of the industry and not NGOs in Zimbabwe.

4.5 Research design

Drawing from Merriam and Tisdell (2016:21); Turabian (2018:11) a research plan should characterize the reason for the research, Thus Creswell (2018:99) posits that “a research plan

entails activities and conditions for the collection and examination of data in a way that it focuses on the importance of the research purpose. A research plan hence addresses questions that relate to where, how numerous, what, when and how.” Cohen, Manion, and Morrison (2018:129) embrace this when they state that a research plan is basically the “model you propose” to utilize to dismember statistics, but it must also consolidate strategies for assessing the main research factors and the gathering of data. In this way, research plans characterize the information intended to be accumulated by a research. A research plan can be expressive, informative or prescient in nature. The three research plans in spite of the fact that they are separate are complementary for purposes of this research, the descriptive, prescriptive and correlation research plans where utilized.

4.5.1 Descriptive research design

Turabian (2018:11) posits that “while not specifically concerned with considering why a behaviour may be the way it is, a descriptive research design provides a simple description of phenomena.” This study did not focus on proving a cause-and-effect relationship between team roles, personality types and performance, but “a correlational relationship which is basically descriptive in nature and not causal” (Creswell, 2018:188).

For purposes of this research, a descriptive design was modelled to describe how team roles and personality types influence leadership performance in Non-Governmental Organisations in Zimbabwe.

4.5.2 Predictive research design

Mishra and Alok (2017: 7) explain that a predictive research design goes “a step further than descriptive or exploratory research designs in that it gives reasons for the nature of phenomena and not descriptors alone”. Since this study aimed at studying theories in NGO leadership performance in the context of countries with stressed economies such as Zimbabwe, the predictive research design was used to assist in meeting the study objectives.

4.5.3 Correlational Research Design

The research embraced a Correlational Research Plan. According to Mishra and Alok (2017: 7) and Tichapondwa (2013:121), a correlational research plan is perfect when the researcher has the objective to set up the degree of variation between two or more factors. A correlational research

requires collection of two or more sets of information from a bunch of respondents using a relationship coefficient. The data collected was subjected to measurable research and it used measures like the One Way ANOVA, Spearman's Rank arrange Relationship or Pearson's Product-Moment Relationship to compute relationship coefficients between and among components.

Correlational studies are ideal for purposes of confirming or refuting suspected relationships between variables. The information for this research was subjected to factual examination using "Spearman's Rank Order Correlation" such as Pearson's Product-Moment Relationship to compute affiliation of free factors, multinomial relapse to test legitimacy of the model and Cronbach alpha coefficient to test unwavering excellence of the info variables. For this research, the correlation design was adopted with the full knowledge of its disadvantages including the fact that the correlation is always dynamic as the results are prone to be influenced by other interfering variables which may be more profound than the central variables (Tichapondwa, 2013:121).

4.6 Research approaches/paradigms

Cohen, Manion, and Morrison (2018:129), Babbie (2015:24) contend that there are three research approaches. Those are: qualitative research, quantitative research and blended strategy. For purposes of this research, a "quantitative research approach" was used for reasons stipulated Babbie (2015:24) who states that:

"Each recognition is subjective at the beginning, whether it is our experience of someone's experiences, the area of a pointer on a measuring scale, or a check entered in a study. None of these things is inherently numerical or quantitative, but changing over them to a numerical frame is presently and after that important."

Measurements regularly make our discernments more expressive. They also make it easier to add up, contrast, and layout records. Also, measurements unlock the credibility of real examinations, expanding from essential midpoints to difficult conditions and numerical models. Numerical information present preferences that figures possess over narratives as measures of quality.

Viewed from the perspective of the nature of data collected, the research is grossly inclined towards a quantitative research approach. The aims of this study were to quantifying and describe

phenomena; hence the adoption of the qualitative approach. This decision was informed by Babbie (2015:24) who contend that “quantitative research seeks to establish statistical significance, and it addresses questions through measuring and describing.” Cooper and Schindler, (2011:122) concur with this pronouncement when they state that a quantitative research provides answers to questions that relate to who, when, how much, how often, and how many (Cooper and Schindler, 2011:122). Thus, this study viewed the quantification of responses to specific issues as of paramount importance; hence the adoption of the quantitative paradigm.

4.7 Survey research strategy

There are seven research procedures that a researcher can select from in carrying out a research. These incorporate “experiment, survey, case study, action research, grounded theory, ethnography and archival research” (Saunders et al. 2016:177). This study used the survey research methodology. By definition, a survey research could be a procedure by which an area of the populace is questioned in some system or conduct or participants are observed and depicted in some way. It is inferred within the definition this study methodology includes collectively or independently examining issues, interviewing participants and observing phenomena. The methodology that was adopted in this research is further complemented by Bhattacharjee (2012:73) when they contend that it is for the most part respected as quantitative research approach as compared to observation and focus groups which are slanted to subjective research. In this study, a survey research was used to gather data through questionnaires. Besides the fact that reviews are considered to be the greatest research strategy based on popularity, they were also adopted for ease of execution, cheaper to administer, ability to gather large quantities of data, independence from the researcher and reliance on the population. It should however be noted that surveys have their shortcomings in that participants may not collaborate and could fail to respond to some questions. Such weaknesses were minimised by negotiating access with respondents and by taking all possible procedures to make the questions in the questionnaire tempting to answer (Bhattacharjee 2012:73).

4.8 Population of the study

Kumar (2016:65) describes a target population as “the full aggregation of respondents that meet the relegated set of criteria”. Population alludes to all individuals, things, units or components with the characteristics that the researcher wishes to form conceivable inductions” (Kumar, 2016:65). In the operationalization of this study, the population comprised 200 employees from 50 Local Non-Governmental Associations in Harare and Manicaland territories of Zimbabwe. Those Non-governmental Organisations were affiliated to the National Association of Non-Governmental Organisations. The NGOs making the populace were those with a social development motivation.

4.9 Sample design

Kumar (2016:42); Saunders et al (2016:272), Jonker and Pennink (2010:168); and Bhattacharjee (2012:65) explain sampling as a process or method of choosing a fitting quota of the population to use in a study in order to decide the parameters of the total population.

4.9.1 Sample Unit

According to Saunders et al., (2016:272) a sampling unit denotes “a single aspect or group of aspects subject to inclusion in the sample.” Individual employees in “National Association of Non-Governmental Organisations” affiliated NGOs in Zimbabwe constituted a sample unit in this study. The sample unit included Finance Managers, Program Managers, and Human Resource Managers/Administration Managers. These were selected because they held strategic positions in their respective NGOs. These employees were considered pertinent because they related to the variables that the research sought to measure and they were also knowledgeable on organisational performance.

4.9.2 Sampling techniques

The research focused on registered NGOs with a Social Innovation agenda. All were affiliates of the “National Association of Non-Governmental” operating in Manicaland and Harare Provinces in Zimbabwe. The “National Association of Non-Governmental” database was therefore used to apply disproportionate stratified random sampling as a means to obtain the sample. According to Creswell (2014:204) and Saunders et al., (2016:273) disproportionate stratified random sampling

allow representation of different sub-groups that make up the population. All the 44 Non-Governmental Organisations that made up the sample were already provided by NANGO according to the mission (emphasis/line) of social innovation involvement. A consent to participate was sought from identified individuals. Those not willing to participate were replaced by other in the database of the 50 provided by NANGO.

4.9.3 Sample Size

Sekaran and Bougie, (2016:235) contend that among other sample determination models, the Krejcie and Morgan model which is readily computed into a table can be used “to simplify the process of determining the sample size for a finite population” (Sekaran and Bougie, 2016:241). This study therefore adopted the use of the “Krejcie and Morgan” model. Based on the selected sample size determination model, a sample of 44 was drawn from a population of 50. This is illustrated by the table below:

Table for deciding the required measure S of a haphazardly chosen test from a given limited population of N cases such that the test extent p will be inside $\pm .05$ of the population extent P with a 95 percent level of certainty.

Table 4. 1: Krejcie and Morgan sample table**Note:** N is population size; S is sample size

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

The test estimate was decided at two levels; the association level and the workers' level. At the company level, a database was obtained from the umbrella body of NGOs in Zimbabwe's National Association of Non-Governmental Organisations (NANGO). The NANGO provided database that was already screened to include Non-Governmental Organisations with local orientation in order to focus on social innovation. A total of 50 organization was provided. From the 50 organisations, 44 were selected using a stratified random sampling method.

At level two of the sampling, members in the research were employees of the sampled 44 Non-Governmental organisations. A purposive sampling method was employed to select the respondents. Only the respondents that occupied strategic positions at business level were selected due to their involvement in deciding the strategic direction of the employing Non-Governmental Organisation.

Eriksson and Kovalainen (2016:216) contend that access to respondents in research, is bound to be made difficult by having to get permission to go into the businesses and lack of cooperation from the respondents. This was anticipated and the researcher identified powerful people in each target organisation and employed them as point of contact persons in the distribution of questionnaires.

4.10 Inclusive/exclusive criteria

“Inclusion criteria” are particular qualities that qualify a member to be included in a research study. Exclusion criteria are qualities which preclude imminent people from being included for participation in a study (Saunders et al 2016:210). In this study, the “inclusion/exclusion criteria” comprised business department, work position, and readiness to take part in the study.

4.10.1 Company Sector

The research concentrated on the “Non-Governmental Organisations in Zimbabwe” that were affiliated to the “National Association of Non - Governmental Organisations (NANGO)”. Also, such organisations were expected to have a corporate social innovation agenda as their thrust.

4.10.2 Job Position

The goals of this research could only be accomplished by reaching out to the correct associations and the correct individuals inside those associations. The criteria to choose the proper individuals were their work position. Questionnaires were in this manner dispersed to workers who were considered to be holding key positions in the companies. Individuals holding such ranks were assumed to have the intensity of data about the association and level of conception of issues.

4.10.3 Educational Qualifications

The study was premised on the assumption that a position held in an organisation was consistent with the level of education of the office bearer. The general practice in Zimbabwe, as was in the world, was to set minimum qualifications that were consistent with the positions. It was assumed therefore that all individuals selected to form the sample had desired educational attainments to fill-in the survey instrument and to understand the themes and the questions. The information on level of education was used in the interpretation of findings.

4.10.4 Cooperation

Saunders et al (2016:220) and Chandrika and Vasudha, (2010:362) explain that cooperation from the respondents should be considered as a key inclusion/exclusion criteria. Data collection could not be possible if an organisation fell within the cohort of Non-Governmental Organisations earlier describe but not ready to participate. Where this unwillingness was apparent, the researcher did his best within the ethical context of the examination to convince organisations and their staff to take part in the study.

4.11 Data collection instruments

In this research study, a questionnaire was chosen as the tool for data collection. Three sets of questionnaires were manually administered with Senior Management of identified NGOs. Saunders et al (2016:436) explain that surveys entail collection of data through asking questions. According to Jonker and Pennink (2010:103), “a questionnaire should be: unbiased, intelligible, appropriate, unambiguous, Omni competent, appropriately coded, ethical and piloted”. To achieve such criteria, the steps illustrated in figure 4.4 were followed.

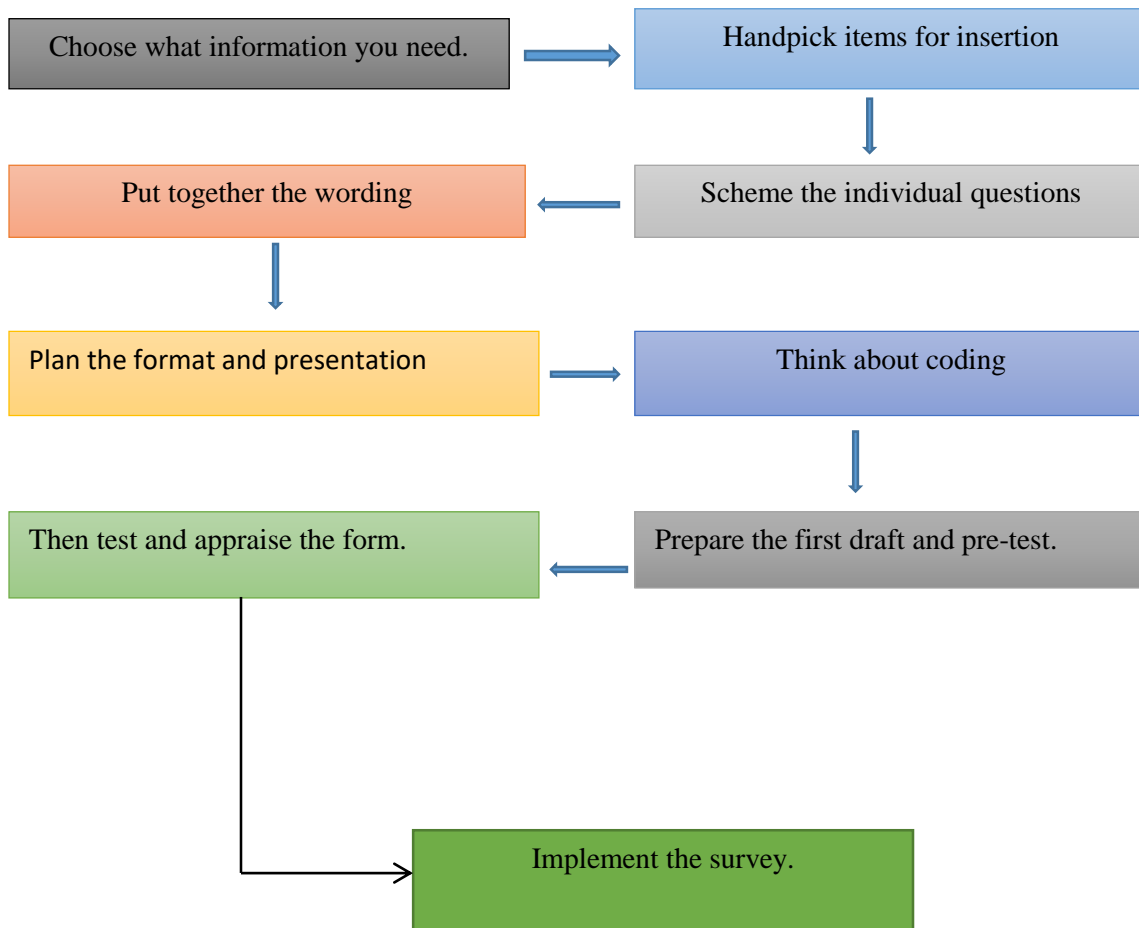


Figure 4. 3: Questionnaire design stages

Source: Own compilation

4.11.1 Questionnaire

Williamson and Johansson (2017:168), Tracy (2013:130), and Jonker and Pennink, (2010:155) contend that a questionnaire as a set of efficiently planned written instruments meant to ask fitting information from the participant to fulfil the research objectives. This definition presupposes that a survey does not as it were include the set of questions but other fabric data that help respondents to take part in the survey. To achieve the objective of this research, the other elements of the questionnaire included:

- Letter of introduction which relate the respondents to the research study, researcher, institution and the supervisor.
- The consent form which seeks to authenticate the participation of respondents in the research
- The instructions on the questionnaire to guide respondents in their completion of the questionnaire.

Types of Questions

There are broadly two classifications of questions – “open-ended questions (unstructured questions) and closed-ended questions (organized questions)” (Tracy, 2013:130).

Closed-ended questions were used in this study. “Closed ended questions” were chosen over “open ended questions” for the following reasons.

- It is easy to process answers obtained through closed-ended questions.
- The objective nature of responses allows comparability between cases.
- The options that come with open-ended questions further clarify meanings to the respondent in addition to the questions themselves.
- They are generally easier to complete and less time consuming.
- Objective responses obtained also reduce variability in interpretation

Williamson and Johansson (2017:168)

There are however inadequacies that come with closed-ended questions. To limit such, the researcher turned to the use of a Likert scale questions that suited most conceivable elective reactions. In occurrences where the Likert scale was inapplicable, suitable discretionary reactions were given.

Saunders et al., (2016:439) clarify that “there are three sorts of closed-ended questions: dichotomous questions, numerous choice questions and scale questions. Dichotomous categories of questions are those that are close-ended and allow respondents to make two choices. The researcher used these sort of questions to request for gender statistics. “Dichotomous category questions are a frame of an ostensible scale which seek find out whether a respondent is male or female (Question 3 on the personality sort questionnaire). Multiple choice questions are closed-

ended questions that grant respondents more than two choices of elective answers (Sekaran and Bougie, 2016:142).

Such questions are ostensible scales or ordinal scale. Questions 5 and 6 within the personality sort questionnaire are typical multiple choice questions that are in ordinal scale. The third sort of questions that were utilized is scale questions or rating scales (Likert scales). Questions 1-14 of the NGO performance survey and also questions 1 and 3 of the identity sort survey are Likert scale questions. Likert scale reactions were chosen as primary questioning type since they are simple to dissect when using SPSS adaptation 20.

4.11.1.1 Content of questions

To decide on the desired information to collect from respondents, the researcher used the research objectives to frame the kind of questions that could address each objective. The literature was also reviewed with the objective of picking areas that could be of interest in the study. The methodology was equally considered to make sure that the nature of questions could fit in the desired data analysis techniques with minimum difficulty.

The researcher formulated questions that measured the relationship between team roles, personality type and Social innovation Social innovation donor funding in Non-Governmental organisations.

The challenges of substance blunders were expected and an experimental test was utilized to limit the effects of these challenges. The points of interest of the pilot test were covered under questionnaire experimental trial. Additional concerns of question content that might elude the researcher's consideration and capacities were managed by looking for specialized direction from analysts who tested the instruments as discussed in this block of the report.

4.11.1.2 Administering the questionnaire

The questionnaires were self-administered. Each instrument had a detailed introduction section that explained the nature of the research, its objective and how the data to be gathered would be used. It was clearly stated in the accompanying introduction that confidentiality would be absolute. In addition, consent forms were issued to respondents before they were given the instruments. The consent forms spelt out the nature of the research and the rights of respondents

to accept participation or refuse to participate or withdraw from participation at any stage of engagement.

4.11.1.3 Question order, layout and order

Belbin test and MBTI, the two test instruments that had already been tested and proven by other scholars were adopted and used. While the latter is categorized as a Psychometric test tool, the former is not. The Belbin test is concerned with behaviour: what others in your team see and feel. For the two tests, the researcher adopted the instruments in their original form as they had been tested and proven to be complete in their objectives by other scholars. There was however, the third instrument, a self-designed Likert scale based questionnaire, which sought to collect data on each organization's performance. Creswell (2018:165) and Denscombe (2010:158) contend that a questionnaire should comprise three parts: the opening questions, the generic questions and the specific questions. The questionnaire that was used for this research started with questions that sought demographic information, and they were followed by inaugural interrogates that focused on the mission of respective Non-Governmental Organisations and ended with respective NGO performance evaluation questions. Anonymity of respondent's names and organisation were maintained to inspire respondents to be honest and free in their responses to the questions.

4.12 Data collection process: fieldwork

Sekaran and Bougie (2016:158) contends that within the process of information collection, there are fieldwork related challenges that can emerge and that are beyond the control of the researcher but which the researcher must control for effective acknowledgment of their research destinations. Sekaran (2016:158) posits that information collection is the collective process of gathering pertinent actualities and figures on factors of interest that take after a pre-planned procedure with an objective to realize set research objectives. Sekaran (2016:158) clarify information collection as the real execution of the research strategy (the study). For the purposes of this research information collection, self- managed surveys were delivered in person by the researcher at participants' work sites and respondents completed them during their convenient time. Information collection was done over a period of two months (April – May 2019).

It must be noted that the first intention was to test at least 125 respondents from 25 Local Non-Governmental Associations from Manicaland area of Zimbabwe that were subsidiaries of the

National Affiliation of Non-Governmental Associations. Circumstances and situations in the country made the fulfilment of the test measure not attainable. In the two months of field information collection it was found that:

1. Cyclone Idai which had just occurred in the Eastern Province of Zimbabwe (Chimanimani and Chipinge) impacted on NGO participation as most of the organisations were on the ground assisting victims. The researcher had to adjust the research delimitation to include Harare. This inflated the population to 50 organisations and the sample to 44 organisations.
2. NGO Board Chairpersons, Board Treasurers and Board Secretaries required longer than scheduled to get their participation in the research due to their non-executive function in the NGOs. Their offices were observed to be in separate locations from the NGO's given their physical address. In some instances their offices were in different cities altogether. As for NGO Directors, their executive responsibilities appeared to always keep them in meetings or away from their offices. For the sake of uniformity, the researcher limited participation to each NGO to the Finance Manager/Director, Program Manager, and Human Resources Manager or Other.
3. In NGOs where entry was accepted, participation was uninterrupted although it was slow in others. Some appointments had to be rescheduled several times. The slowness was attributed to cyclone Idai which appeared pressing to the officers. A few appointments failed in the process.
4. The economic hash conditions that prevailed in the country during the period also tempted some participants to demand payments. Most such demands were based on observation that the researcher was coming from South Africa which has a better economic landscape and their assumption was that the research was funded. The researcher in these circumstances upheld ethical principles of research by explaining to the participants the conditions of participation as outlined in the university participation consent forms.

4.13 Data management

Soler, Ort, and Steckel (2016:2) explain that information administration includes activities of observing the data delivered in a research project. They further contend that limitation of research information is considered from the source, planning, capturing, preparation and storage. The need

for control with respect to availability, keenness, and appropriateness to meet the needs of information users was apparent.

This research adopted an approach to gather information and to ensure that sources were not identified (i.e. direct and indirect identifiers that might possibly distinguish a person, alone or in combination).

4.13.1 Data management software packages: SPSS and MS Excel

SPSS stands for Statistical Package for the Social Sciences (Sekaran and Bougie 2016:322). SPSS was selected because “of its popularity within both academic and business circles, making it the most widely used package of its type. SPSS is also a versatile package that allows many different types of analyses, data transformations, and forms of output” (Arkkelin, 2014:2). Furthermore, “the SPSS software package is continually being updated and improved, and so with each major revision comes a new version of that package” (Arkkelin, 2014:3). For purposes of this research SPSS version 20 was used.

4.13.2 Data coding

Saunders, Lewis and Thornhill (2016:572) and Bhattacharjee (2012:119) acknowledge that data coding is the procedure of adjusting information into a numeric, alphabetic or alphanumeric form. In this research, sampled organisations coded using the generic alphabetical letters (A, B, C, D etc.) for identification. All instruments that were applied in an alphabet letter company were alpha-numerically label A1 –A3, B1 – B3; C1 – C3 and so forth. Three instruments were applied and coded accordingly. The first instrument was the MBITI personality type test. Respondents completed a set of 70 questions by selecting option A or B. Responses were later computed into an analysis table by the researcher to compute the personality type of the respondents. Furthermore, the researcher coded each respondent personality type on a Likert scale 1-16. Each respondent who indicated personality type Likert number was then computed into an Excel spreadsheet against their company and job title.

The second questionnaire was the Belbin test which had seven questions each which eight (A-H) Likert Scale possible answers where the respondent was supposed to choose one response from the eight (A-H) for each question. Responses were later computed into an analysis table by the researcher to compute the team role of the respondent. Furthermore, the researcher coded each

respondent team role on a Likert scale 1-8. Each respondent indicated their team role Likert number and those numbers were then computed into an Excel spreadsheet against their company and job title in an appropriate column.

The third and final questionnaire was the NGO performance rating questionnaire which was completed by one finance representative from each participating NGO. The questionnaire had 14 questions each with a Likert based response options of varied stretch. Questions q1, q6, q7(b), q8, and q13 had Likert scale 0-3; Questions q2, q3, q5, q7, and q12 Likert Scale 0-1, Questions q4, q10, and q11 had a response option Likert scale 0-4. Questions q9 and q14 had response on option Likert scale 0-5. Each respondent indicated Likert number per question was then computed into an Excel spreadsheet against their company in an appropriate column.

Once all the data was coded appropriately and all gaps addressed from the Excel Spreadsheet, the information was transferred and entered into the SPSS system for analysis.

4.14 Data Analysis

4.14.1 Data Processing

Saunders, Lewis and Thornhill (2016:496) and Tutorials Point (2016:14) indicate that after the information is gathered, it should be prepared or systematized for research. This incorporates organizing the information as needed for the important analysis tools which in this case were excel and SPSS version 20. For this research, the information collected was fundamentally handled utilizing excel where the information was put into rows and columns in a table inside a Spreadsheet. A Data Model that could suit all information collected was made on an excel spreadsheet. After recording into the computerized system, the copies of the completed questionnaires were stored in a lockable cabinet to let automated data processing to advance to completion. The MS Excel record was reserved as a delicate duplicate to allow developments with data analysis and presentation to conclude. The information was at that point moved to a dense CD which was subsequently safeguarded in a lockable cabinet for a retention period of 5 years to allow for queries and/or clarity during the pre and post conferment of the sought qualification.

4.14.2 Data Cleaning

Tutorials Point (2016:14) and Saunders; Lewis and Thornhill (2016:498) explain that information cleaning is a method of avoiding and rectifying blunders. They assist in making the perception that the handled and organized information may be inadequate, or have errors. In the cleaning of data, missing values were identified using a descriptive statistics and were traced back to the data collection instruments. Where data was missing from the instrument, it was replaced by a median of all valid entries since the data was categorical.

4.14.3 Data analysis procedure

Saunders; Lewis and Thornhill (2016:527) and Ghasemi & Zahediasl (2012: 486–489) argue that the presumption of typicality has to be checked for numerous factual methods since their legitimacy depends on it. To apply the correct statistical procedures in the analysis of data, it was imperative to undertake normality test. Normality tests were therefore conducted for continuous variables and categorical data using Kolmogorov-Smirnova and Shapiro-Wilk for purposes of deciding whether or not to use “parametric tests” or “non-parametric tests” in the analysis of data. Tests indicated that the data was non-parametric; hence non-parametric tests were adopted.

Tutorials Point (2016:14) contends that:

Data that's taken care of, organized and cleaned would be arranged for the examination. Distinctive data examination techniques are open to understand, translate, and infer conclusions based on the prerequisites. Data Visualization may in addition be utilized to look at the data in graphical format, to induce additional information with regard to the messages inside the data. Genuine Data Models such as Relationship, Relapse Research can be utilized to recognize the relations among the data variables. These models that are clear of the information are obliging in streamlining examination and communicate results. The strategy might require additional Data Cleaning or additional Data Collection, and in this way these exercises are iterative in nature.

Hypothesis testing using ANOVA and Multinomial logistic regression analysis using SPSS Statistics were used as the models for data analysis.

Figure 5.1 below shows the data analysis decision tree that was applied in this research after preliminary data processing prerequisites (data processing and data cleaning) which are discussed in the preceding paragraphs. Reading the diagram from left to right, it can be observed that the researcher first tested their data for reliability using Cronbach’s coefficient with an objective to report reliability of the factors. The researcher then tested for association of factors with the objective to report on association of independent variables and readiness for multinomial regression. Having passed these tests, the researcher proceeded to expose the factors to multinomial regression with the objective to report the validity of the model.

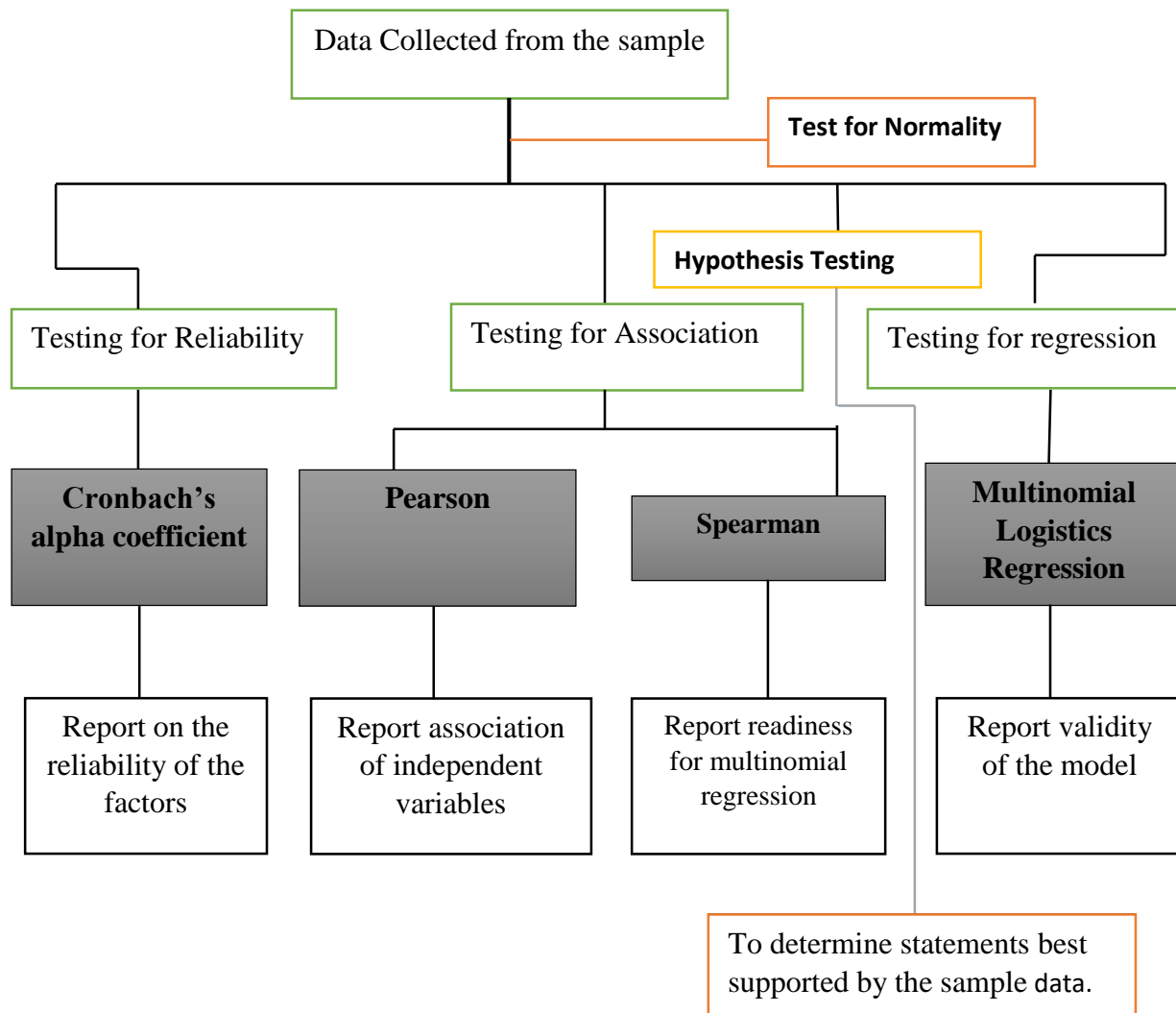


Figure 4. 4: Data Analysis decision tree
Source: Own Compilation

4.14.4 Testing for reliability of the factors: Cronbach's Alpha (α) using SPSS Statistics

Discussion of the data analysis decision tree adopted in this research begins at testing for reliability of factors as a buildup to preliminary data processing prerequisites (data processing and data cleaning) which have been discussed in the preceding paragraphs.

Tavakol and Dennick (2011:53) contend that:

Alpha coefficient gives a degree of the interior consistency of a test or scale; it is communicated as a number between 0 and 1. Inward consistency depicts the degree to which all the things in a test measure the same concept or construct and thus it is related to the inter-relatedness of the things inside the test.

The researcher applied alpha coefficient because he perceived that “interior consistency should be confirmed prior to the use of a test for research or examination reasons to ensure authenticity. In addition, reliability gauges show the sum of estimation errors in a test. Fundamentally put, this translation of steady value is the association of test with itself.

As previously stated within the questionnaire design segment in this chapter, the researcher used numerous Likert surveys. SPSS was subsequently used to compute “Cronbach’s alpha” coefficient inside consistency (unwavering quality). “Cronbach’s alpha” coefficient is employed as a gauge of inside consistency to discover how intimately correlated factors are as a collection. It is considered to be a degree of scale unwavering quality. “Cronbach's alpha coefficient” spans from 0 to 1.0 with upper significances indicating expanded and unwavering quality. The model for a worthy “Cronbach's alpha coefficient” is challenged in the literature, but it should be noted that any alpha coefficient underneath .75 is not perfect for consideration in research. To work with factors that will give dependable results, after computing a test, the researcher dissected the item into a total measurements table, within the adjusted item-total relationship and recorded each item that had a value underneath .30. Furthermore, the researcher observed that the alpha coefficient yielded and eliminated all things with alpha coefficient esteem less than .75 and also factors with an adjusted item-total correlation of less than .30 and rerun the Cronbach's alpha examination until the alpha coefficient met the basis of .75 or all things related at over .30.

4.14.5 Testing for association of independent variables: Pearson r correlation

Pearson relationship r is broadly utilized in numbers to gauge the extent of the association between linear related issues (relationship between two factors). The following equation was used to calculate the Pearson relationship coefficient r :

$$r = \frac{\sum_{i=1}^n (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum_{i=1}^n (x_i - \bar{x})^2 \sum_{i=1}^n (y_i - \bar{y})^2}}$$

Zaid (2015:8) contends that in statistics, the regard of the relationship “coefficient” shifts between +1 and -1. When the esteem of the relationship coefficient lies around ± 1 , it is said to be a culminate degree of association between the two components. As the relationship coefficient esteem goes towards 0, the relationship between the two components becomes weaker.” For the purpose of upgrading legitimacy, the Pearson r was used to test for affiliation between autonomous factors and to dispose of zero frequencies in the event that any were found.

4.14.6 Testing for readiness for multinomial regression: Spearman’s correlation analysis

The Concise Encyclopedia of Statistics (2018:19) contends “that the Spearman rank correlation coefficient (Spearman ρ) may be a non-parametric estimation correlation. It measures the strength of a monotonic relationship between paired data.” It is calculated using the formula:

$$-1 \leq r_s \leq 1$$

Furthermore, the Concise Encyclopedia of Statistics (2018:19) assert that “the size of effect and strength of the correlation can be explained using the following guide for the absolute value of r_s .”

Very week	Weak	Moderate	Strong	Very strong
.00-.19	.20-.39	.40-.59	.60-.79	.80-1.0

Using SPSS version 20, the meaning of the association between variables was tested and only independent variables with weak correlations were considered to avoid data redundancy.

4.14.7 Cross tabulation

In conducting this research, the researcher was conscious of the fact that answers to questions related to a single variable were interesting and such answers will not be conclusive as they always raise subsequent questions in respect of how to link the said variable to other variables included in the research. To close the gaps that arise from this enquiry, the researcher did some cross tabulation of variables that made up the area of enquiry where questions would arise in respect of their relationship to other variable(s). As a tool for closing the information gaps, cross tabulations were used to interrogate relationships within the data that might not be obvious when the researcher did the analysis of all the survey responses. This being an overview research, cross tabulations were a need as expressed by DeFranzo (2012:1) when they contend that when conducting overview examination, cross tabulations (additionally insinuated to as cross-tabs) are:

A quantitative research methodology reasonable for analyzing the relationship between two or more components. Cross tabulations give a way of analyzing and comparing the results for one or more components with the results of another (or others). The tomahawks of the table may be demonstrated as being reasonable one variable or formed from a number of variables. The resulting table will have as various rows and columns as there are codes inside the comparing pivot determination.

4.14.8 Testing hypothesis using one way ANOVA hypothesis with F-Test

Mourougan and Sethuraman (2017:34-40) and Creswell (2018:133) argue that hypothesis testing is an essential action of substantiation-based study.

The researcher applied the ANOVA hypothesis with F-test. Null and alternative hypothesis on team roles, personality type and other variables in relation to donor funding were generated. All generated null hypothesis claimed that there was no relationship between X and Y. The association in this research was reviewed by:

Comparing $\mu_1, \mu_2, \mu_3 \dots \mu_k$ (the means of Y within the populaces characterized by the values of X), where no relationship implied that all the means are break even. Hence the invalid theory of the F-test was: $H_0: \mu_1 = \mu_2 = \dots = \mu_k$. For each null hypothesis the researcher generated one alternative hypothesis, which claimed that there's a relationship between X and Y. In terms of the means $\mu_1, \mu_2, \mu_3 \dots \mu_k$, it basically said the inverse of the alternative that not all the means are the same, and we essentially composed: H_a : not all the μ 's are equal. (Mourougan and Sethuraman, 2017:34-40).

The research was based its deduction “on the p-value”. A lower p-value inferred that our information contained prove against H_0 . A low p-value suggested that the contrasts between the test means were factually critical (impossible to have occurred by possibility), and thus we rejected H_0 . In the event that the p-value was little, the information would not give sufficient prove to dismiss H_0 , and so it was accepted that it could be genuine. A significance level (cut-off likelihood) of .05 was utilized to decide what was considered to be a little p-value.

4.14.9 Multinomial logistic regression

To further unpack the ANOVA hypothesis test calculations, a multinomial logistics regression was presented to model the association between prognosticators (personality types, experience in years, highest qualification (duration) and age groups) and organizational performance in NGOs. The volume of donor contributions received was categorized as poor – below 50% (Systems code 0), average 50 – 75% (system code 1) and Good -76% to 100% (systems code 2). The performance was measured using a categorical variable donor contribution into the budget with values: poor – below 50% (Systems code 0), average 50 – 75% (system code 1) and Good -76% to 100% (systems code 2). Personality types were recorded into three main categories namely: the giver, the guardian and all other groups. Age group was converted to a continuous variable using averages. The traditional 0.05 criterion statistical significance was employed.

The multinomial logistic regression was adopted as appropriate because it is useful for situations in which subjects based on values of a set of predictor variables need to be clarified. This kind of regression is more general for the reason that the dependent variable is not constrained to two classifications (IBM, nd: 9). Secondly, a multinomial logistic regression analysis reports

associations between dependent and independent variables. At the same time as it has been argued that “multinomial regression analysis” is more appropriate for analysing large data sets (Riggs and Lalonde, 2017:34), the model can be applied with small data sets but there will be additional need to evaluate the validity of the findings derived. While acknowledging that multinomial logistics regression analysis has limitations with small sets of data, Riggs and Lalonde (2017:34) contend that the model can be used with small data sets and that there can only be a concern if the standard error obtainable in the “parameter estimates” is remarkably high. The researcher applied appropriate tests and the standard error obtained in the parameter estimates for this study suggested compatibility between the model and the data set. Further, Riggs and Lalonde (2017:34) postulate that the legitimacy of “multinomial regression” examinations with little test sizes can be evaluated by the log proportion values, where uncommonly high log proportion values would show flawed legitimacy of the discoveries. It was purposed in this research that to validate the findings of this research, close inspection of test calculations juxtaposed with graphic review of the observed incidences should provide a precise assessment of the legitimacy of the findings (Riggs and Lalonde 2017:34).

4.14.10 Communication

Tutorials Point (2016:15) clarifies that the calculations of statistics examination should give required practical details of the subject or situation in a manner that is required by clients to confirm their choices. The input from clients may result in further tests. The statistics agents can select visual aids data such as charts and tables, which present assistance in communicating the meanings and profitability to clients. The examination gadgets enable focusing on the needed information which affect systems and organization in charts and table.

4.14.11 Data tabulation

According to Kothari (2018:127), “tabulation alludes to the strategy of outlining crude realities and figures and showing them within the compact structure for further research. Tables are greatly supportive information summary and they display apparatuses.”

Kothari (2018:127) outlines reasons for using tables as:

- They are economic and have space and descriptive statements.
- They allow comparison of different data sets.
- They allow for data summarising which makes detection of errors and omissions easy.
- They organise data for statistical computations.

For the reasons outlined above, the researcher used the SPSS derived tabulations in the presentation of data. The researcher also made sure that the sum incidence get continuously totaled to the possible sample of 100% for percentage frequency.

4.14.12 Graphical presentations

From the tables, analysts amplify information presentations on graphs and charts. Saunders et al. (2016:414) declare that charts and graphs are exceptionally accommodating when it comes to clarifying troublesome concepts to assist the analyst to comprehend greater information picture, charts and graphs were used to help in the introduction of information in chapter 5.

4.15 Accuracy and Trustworthiness

Gunawan (2015:10) advances four conditions that should be reflected on in a quest of a trustworthy study. The criterion includes trustworthiness, transferability, dependability, and Independence.

i) Trustworthiness: seeks to ensure that the study measures/ tests what is actually intended. Put differently, trustworthiness answers the question of congruency of findings with reality. Polit & Beck (2012) in Elol et al (2014:5) suggest four criteria for ensuring trustworthiness which are adoption of tried and tested research methods; prolonged engagement between the researcher and participants; use of random sampling in picking participants; and use of different methods of data collection. This research fulfilled this requirement by using tested research methods, random sampling and different methods for data collection.

(ii) Transferability: the criterion for assesses the magnitude to which the outcomes of the study can be pragmatic to other circumstances. The researcher enhanced the applicability of the research findings to other researches by providing sufficient sets of data and descriptions which were adequate for the judgment of the research findings.

(iii) Dependability: Seeks to prove that if the same research is repeated in the same environment, using the same approaches, and with the same sample, probability is 1 that the same results will obtain. For purposes of assuring dependability, the researcher detailed the processes in a manner that would make it possible for future researchers to interpret and implement.

(iv) Confirmability/Independence: is aimed at ensuring that the findings of the research are not influenced in any way by the characteristics and preferences of the researcher. To ensure conformability, the researcher used triangulation in the research to moderate researcher influence. The researcher detailed the research limitations and their potential effect on the research. The methodology was also accounted for in detail to afford the reader the basis for testing conformity through the audit of the research process.

4.16 Reliability and Validity

These two variables address different aspects of a research and they cannot be discussed together. In this study, they are presented and discussed separately for purposes of clarity and avoidance of doubt.

4.16.1 Validity

Sekaran and Bougie (2016:206) explain that that some sorts of authenticity test are required “to test the goodness of measures” and researchers utilize particular languages to show them. For the reason of clearness, we can bunch authenticity examinations under three wide titles; substance authenticity, standard-related authenticity, and construct authenticity.

Content Validity

According to Sekaran and Bougie (2016:220), content validity “refers to the extent to which items on a test are fairly representative of the entire domain that the test seeks to measure.” Content validity is frequently imagined as a precondition of criterion validity for the reason that it is an effective pointer of whether the preferred mannerism is gauged. If components of the examination are not relevant to the major concept, then a different phenomenon to establishing possible bias will be somewhat gauged. To assure content validity, the logically and broadly acknowledged Myer Briggs Sort Pointer (MBTI) survey and Belbin group parts survey were used to explain the

personality and role of the participants. These are test instruments that have been tested and used since time immemorial and a set to influence future researches.

The third instrument (to measure company social Innovation performance) which the researcher designed was also tested for content validity using the Cronbach alpha coefficient. The Cronbach's alpha coefficient was assessed through the use of the rules proposed by George and Mallery (2016) “where $> .9$ amazing, $> .8$ great, $> .7$ worthy, $> .6$ flawed, $> .5$ destitute, and $\leq .5$ unsatisfactory.” Factors that were used to measure company execution had a “Cronbach's alpha coefficient” had to have reliability coefficient of .70 or higher to be satisfactory or valid.

The other two instruments, (Belbin and Myer Briggs Type Indicator (MBTI) were not subjected to content validity test as they are recognized instruments and have been used by many researchers before. They were adopted without any amendments in this research.

Face validity

Face validity was ensured by correct and clear construct of questionnaire questions. Sekaran and Bougie (2016:221) postulate that “face validity indicates that the items that are intended to measure a concept look like they measure the concept”.

Criterion-related validity

Criterion-related validity was assured through concurrent validity. Sekaran and Bougie (2016:222) posit that “concurrent validity was established when the scale discriminated individuals who were known to be different, that is, they should score differently on the instrument”. The Myer “Briggs Type Indicator” (MBTI) questionnaire and “Belbin team roles” instrument were designed to meet this criterion in the data that they would collect. The second instrument was also designed in a manner that met the concurrent validity criterion. It is critical to note that validity may be an essential but not adequate stipulation of the examination of goodness of a measure.

4.16.2 Reliability

Sekaran and Bougie (2016:220) posit that the authentic quality of a measure illustrates the degree to which it is without slant (botch free) and successively ensures solid approximation over time

and over diverse things inside the instrument. Sekaran and Bougie (2016:220) contend that the unflinching quality of a measure may be a sign of the consistent quality and uniformity that the tool gages the idea and makes a distinction to study the goodness of the degree.

The research was based on three instruments that were administered to gather data. Two of the instruments were personality type tests and team role have been tried and tested through several researches which include Lin, and Chang (2019:78); Ramírez-Correa, Grandón, Alfaro-Pérez, and Painén-Aravena, (2019:102); Gerlach, Farb, Revelle, and Amaral (2018:89); Ahmad and Abdulkarim (2018); Sârbescu and Boncu (2018:125); Contu, Alessia & Pecis, Lara. (2017:61); Nevrlová, Karolína & Seitlova, Klara. (2016:53); Tkalcic, Quercia, and Graf (2016:34); Fung, Han Ping & Cheng, and Sheila. (2015:72); Mostert, Nel. (2015:31); Emerald Group Publishing Limited (2015:9); Barnett, Pearson, Pearson, and Kellermans (2015:58).

The researcher designed the instrument to test the performance of the organization and four variables were used to test organizational performance namely:

- Donor contribution
- Self-funded projects
- Performance Index
- Contribution to Budget.

“Cronbach alpha coefficient” was computed for the company performance scale. The “Cronbach's alpha coefficient” was measured using the rules that are recommended by George and Mallery (2016) “where $> .9$ fabulous, $> .8$ great, $> .7$ worthy, $> .6$ flawed, $> .5$ destitute, and $\leq .5$ unsatisfactory.”

4.17 Ethical considerations

Saunders, Lewis and Thornhill (2016: 220-221) contend that a few moral issues ought to be ensured during the data collection phase. Ethical issues were assured by abiding by secrecy and discretion, the participant privilege to withdraw, and obtaining participation from participants through informed consent.

For the research to be above board with respect to moral measures, the researcher achieved an ethical clearance letter (reference number: HSS/1953018D) from the University's ethics committee.

The following guidelines were followed:

- All data collected from respondents was treated as entirely secret.
- The researcher purposed and respected the virtue of not misrepresenting what the study was about to the subjects. The reasons for the research were clearly clarified to the participants.
- The researcher did not make any attempt to obtain personal and intrusive information from the subjects.
- The self-esteem and self-respect of the participants were not violated in any way.
- The participation in the research were informed of the privilege to consent or not consent to take part in the study.
- The right to withdraw from the research by the subjects was explained and respected.
- The findings were used for purposes of the research and anonymity was respected.

4.18 Chapter summary

This section of the report has explained the research method that was used to collect data for the study. Issues that have been covered in this study include the research plan, and approaches of data gathering and data testing. The research strategy that was adopted was derived from Saunders (2016:173) Onion Model which Bryman (2012:65) contends can be adapted in diverse contexts. The research adopted the phenomenological research philosophy, deductive research approach and survey research strategy. The researcher also opted for a cross-sectional - quantitative research to guide data collection and analysis. Issues of research population, sample design, sample unit, sampling techniques, and sample size have also been discussed. Data collection instruments and the design procedure that were followed were explained. Questionnaires were identified as the instruments to be used for data collection and their design and form were detailed. Closed-ended questions and Likert scale items were selected for use. Data management which is important for ethical compliance has also been discussed in this section. Also, procedures of data handling have been explained. The "Statistical Package for Social Sciences (SPSS)" software has been mentioned

as the tool that was adopted for data management. The ordinal regression analysis using SPSS Statistics was used as the model for data analysis. The chapter has been closed by addressing issues of reliability and validity and ethical considerations.

CHAPTER 5: PRESENTATION OF RESULTS

5.1 Introduction

Chapter 4 examined the strategies that were adopted to conduct this study. Specifically, the chapter focused on the methods that were used in the research, the setting of the study, research population, the population sampling plan, the criteria used to include and exclude participants, data management techniques, data analysis techniques, reliability and validity measures, and ethical considerations.

This Chapter presents the results of the research. Those results are presented according to the objectives of the study. The presentation of the results start with the demographic data of the participants. Numerical data findings are posed through incidence dispersal tables, graphical presentations, relative statistics and regression analysis statistics. To assign meaning to the data, tabulations, descriptive analysis and regression analysis statistics are presented and interpreted accordingly.

The chapter starts with the interpretation of demographic data to inform the research on the number and nature of respondents from which the results were obtained. After presentation of demographic data, descriptive, reliability and regression analysis results are presented, analysed and interpreted.

5.2 Organizational Demographic Information of Participating Non-Governmental Organisations (Descriptive Statistics)

5.2.1 Response rate

To maintain reliability and validity, the researcher limited participation of each NGO to the Finance Manager/Director, Program Manager, and Human Resources Manager.

Appendix B shows the organized sample size from participating Non-Governmental associations. Appendix B shows that response rate from the NGOs was high. Other subtle elements of the composition of respondents with respect to statistic characteristics were within the introduction of discoveries. From a targeted 44 NGOs 39 (88.6%) completed and returned the questionnaires.

5.2.2 Area of Specialisation

Respondents' professional fields had nine groups. Those were: business management, accounting, finance, economics, project management, counseling, sciences, and others. The motive of identifying the areas of specialization was to ascertain the skills that were possessed by the respondents. The results are shown in Figure 5.1 below and also in appendix B. The purpose of collecting such information was to inform the research about the skills that the Non-Governmental Organisations had. A substantial number 117 of 132 responded to the question on qualification attained. This represented 88.6% response rate to the question.

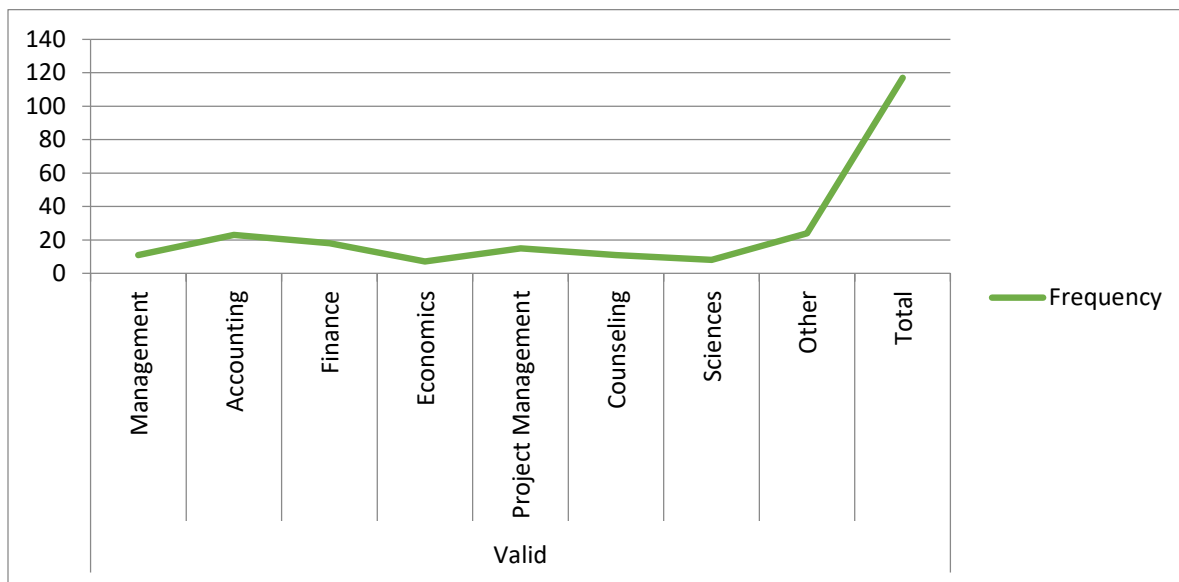


Figure 5. 1: Responses on areas of training specialization in numbers

Figure 5.1 indicates that 24 respondents (20.5%) belonged to none of the selected specializations and were recorded as 'Others'. The "others" category included areas such as information technology, Transport and Logistics, Risk and Disaster Management. 19.7% indicated that they were specialists in Accounting while 15.4% were specialists in Finance. Management and Counselling had 9.4% each. Economics and Sciences had 6.0% and 6.8% respectively.

It should be noted that the graphical excel software used rounded off the decimal point figures to the nearest ten and that does not misrepresent the original data intended to be communicated.

5.2.3 Gender

From figure 5.2 below, it can be observed that around 48.7% were male and almost 51.3% were female.

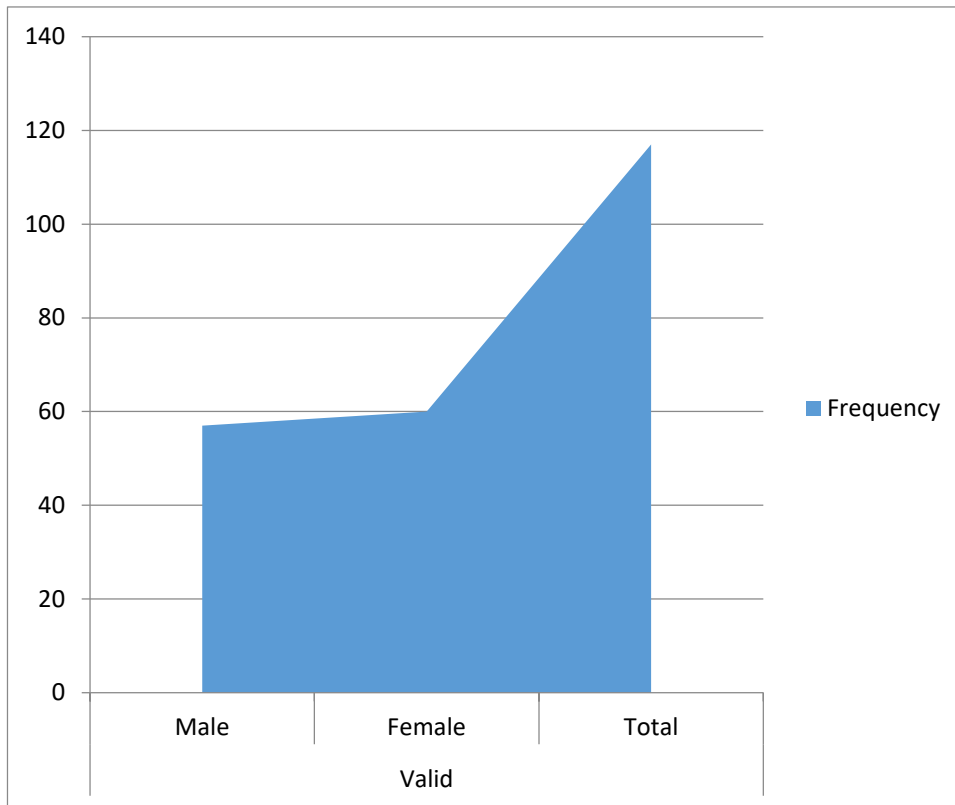


Figure 5.2: Respondents' gender distribution

5.2.4 Educational level

From figure 5.3 below and appendix B, observation can be inferred that the larger part of participants (46) had Diplomas, 39.32%, trailed by those with Degrees, 29.06%. As it were 11.96% had certificates and 19.66% achieved Masters Degrees.

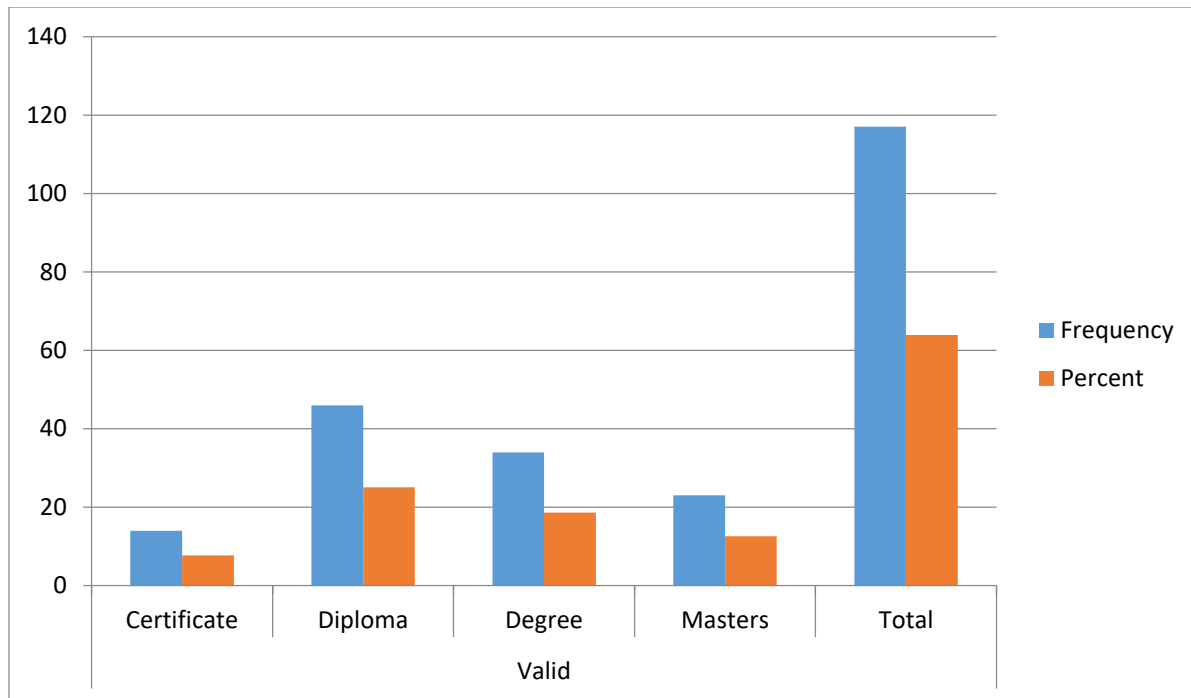


Figure 5. 2: Respondents' Educational level distribution

5.2.2.4 Gender and highest qualifications attained

In an attempt to explain gender and highest qualification attained, the research went further to do cross tabulation of the two variables. Figure 5.4 below shows that in the sample of 117 respondents, one (0.85%) male had a certificate qualification compared to 13 (11.11%) female respondents. At Diploma level, there were 26 (22.2%) male and 20 (18.8%) female respondents. 15 (12.8%) females reported having Bachelor's Degree as their highest qualification as compared to 19 (16.23%) males. There were more females (10.25%) with Masters Degrees compared to 11 (9.40%) male respondents. The trend shows that in total, there were more Diploma holders (39.40%) followed by Degree holders (29.05%), followed by Master's Degree holders (19.65%) among the respondents. Certificate holders were the least in number at 11.96%.

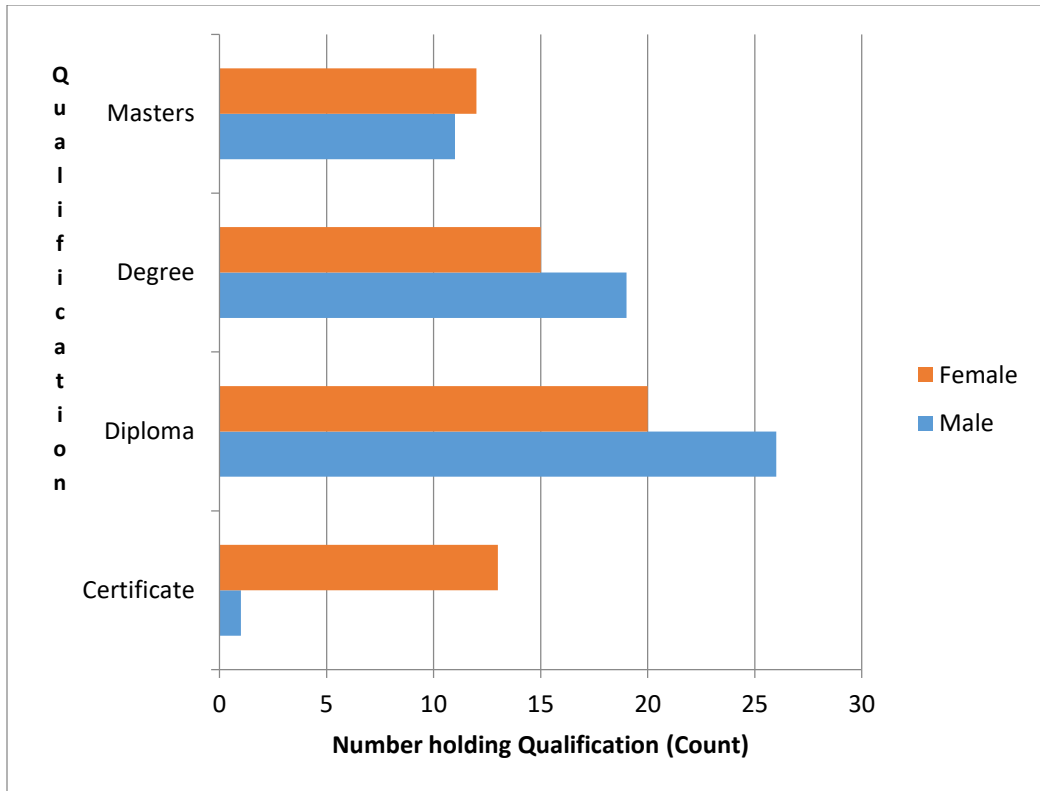


Figure 5. 3: Highest Qualification attained by gender of respondents

5.2.2.5 Age

Figure 5.5 below shows that 6.8% respondents aged above 65 years. From the five age brackets provided, 31 (valid percentage 26.5%) of the respondents indicated that they were in the 21 – 31 age bracket. 31.6% were in the 32-42 years range. Age range 43 – 53 years reported the highest percentage of 32.5%. Valid percentage 6.8 and 2.6 were recorded for age ranges 54 -64 years and above 65 years respectively.

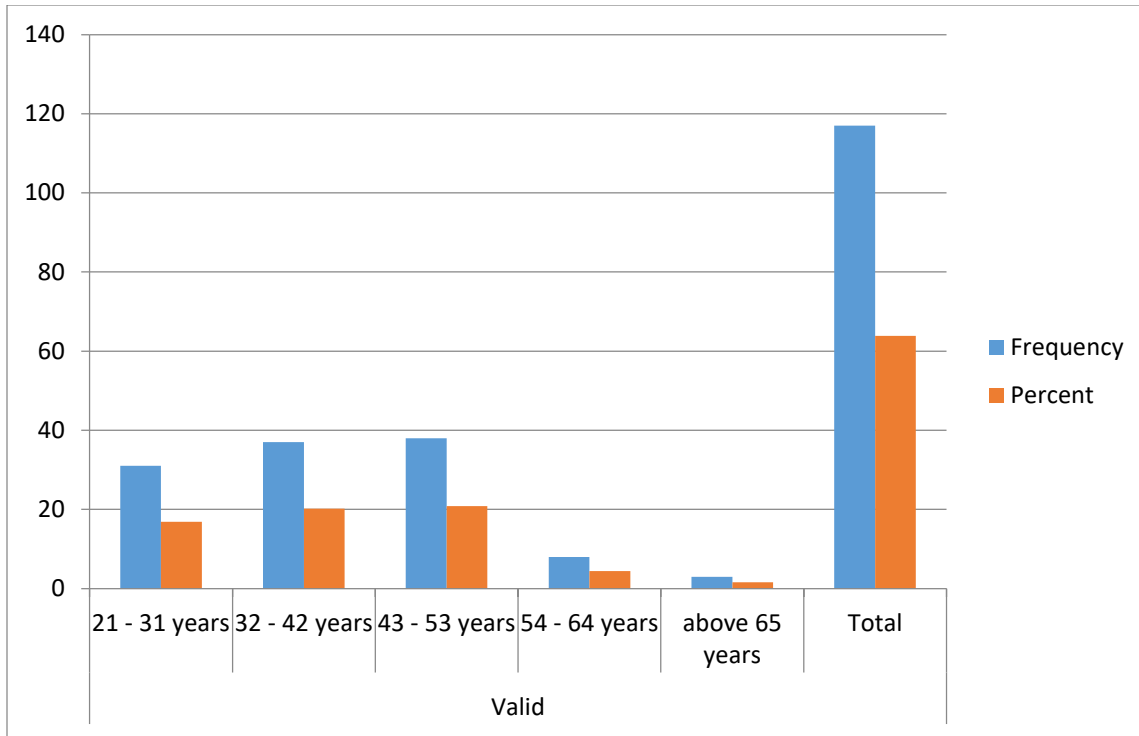


Figure 5. 4: Age distribution of respondents by count and percentage

5.2.2.6 Cross tabulation of the respondents' age ranges and gender

It was considered imperative to understand the age spread by gender to inform the research of the findings of the parameters for discussion and analysis purposes. The research therefore did a cross tabulation of the respondents' age ranges by gender and that is shown in figure 5.6 below.

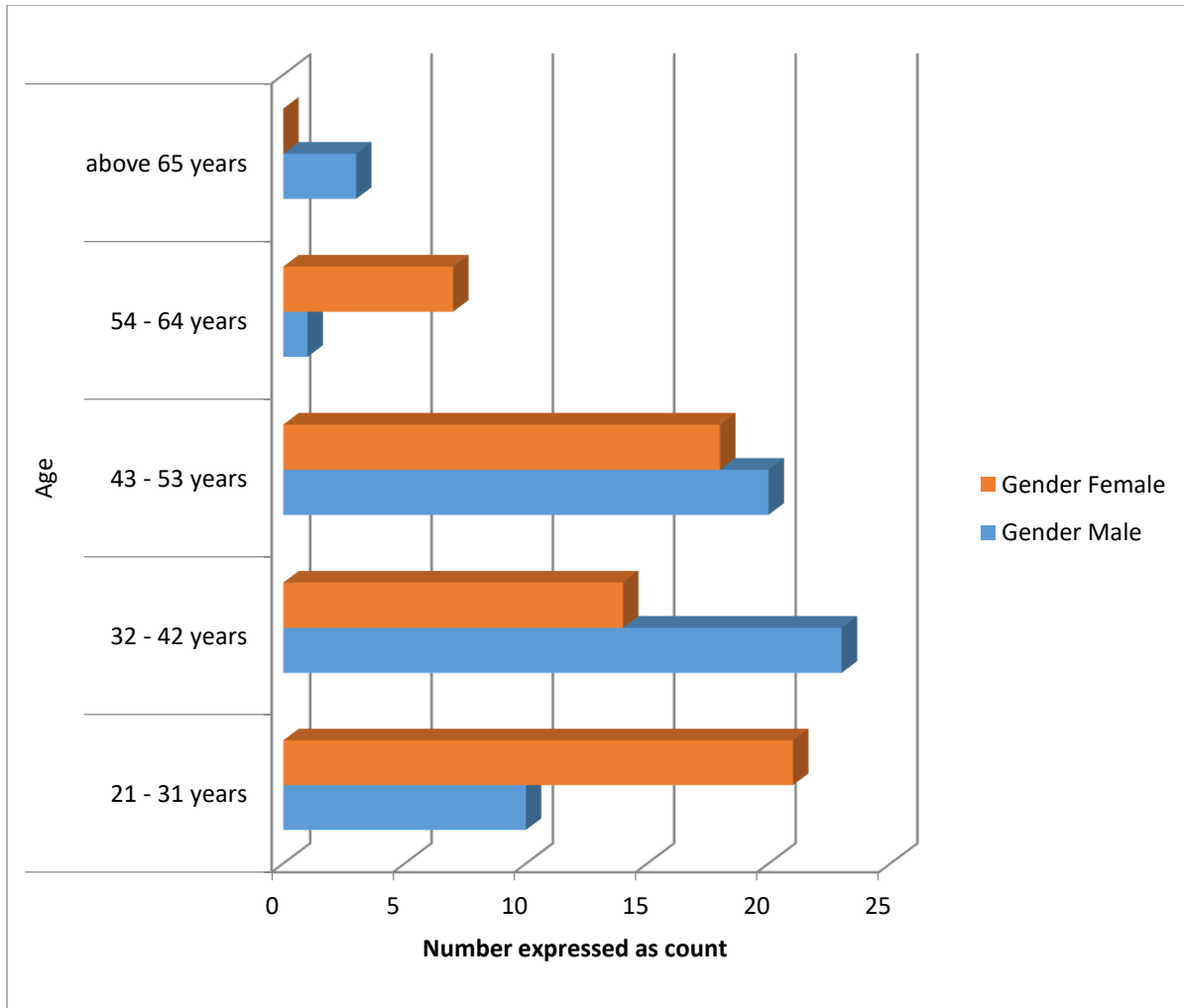


Figure 5. 5: Cross tabulation of the respondents' age ranges and gender

Figure 5.6 above shows that of the 21-31 years age range, there were 10 and 21 females respectively. In the 32-42 years age range there were more men (23) than ladies (14). The 43-53 years age range comprised 20 men and 18 ladies. There was one man and seven ladies aged between 54 and 64 years. No woman respondent above 65 years participated in the research, but there were three men in the same age range who participated in the study.

5.2.2.7 Work experience

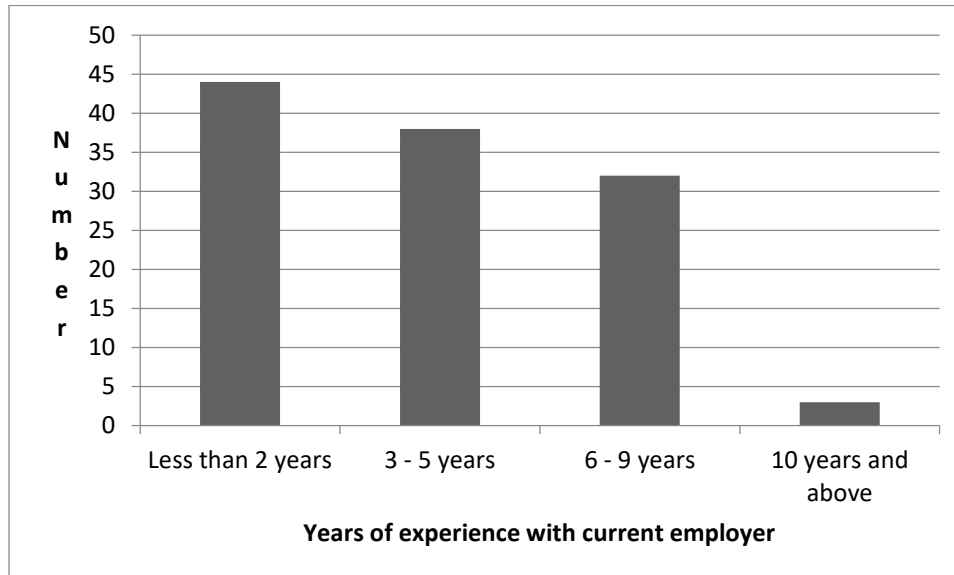


Figure 5. 6: Respondents' work experience with current Employer

Information on duration of employment with the then employer was collected to further explain gaps that may exist in explaining the relationship between the research independent and dependent variables. **Figure 5.7** above indicate that 44 of the respondents (24%) had been with their employer for less than 2 years. 38 respondents (20.8%) indicated that they had been with their employer for 3-5 years. 17.5% and 1.6% indicated that they had been with their employer for 6-9 years and more than 10 years respectively.

5.2.2.8 Cross tabulation of respondents' age and period of service in the current organisation

A further inquiry was made with respect of the cross tabulation between age and period of service in their organization. To close this gap, the researcher went further to do a cross tabulation of the two variables. Figure 5.8 below shows that in the sample of 117 respondents, 31 aged between 21-31 years, 12 aged between 32-42 years and one aged between 43-53 years and had served their current NGOs for less than 2 years. In the 3 -5 years of service category, there were 16 respondents who aged between 32-42 years, zero in the 21-31 age group and 22 respondents in the 43-53 years

age group. The 6-9 years' work experience with current employer group was dominated by respondents who aged between 43-53 years followed by the 54-64 years group and above 65 years group respectively. In the 10 year duration of employment with current employer group, only three respondents were counted, one from the 43-53 years age group and two from the 54-64 years age group. The pattern shows that greater number of 44 had been with their employer for less than two years and the least number of three had been with the current employer for 10 years or more. The trend in retention appears to be on a descending pattern as years of employment increased.

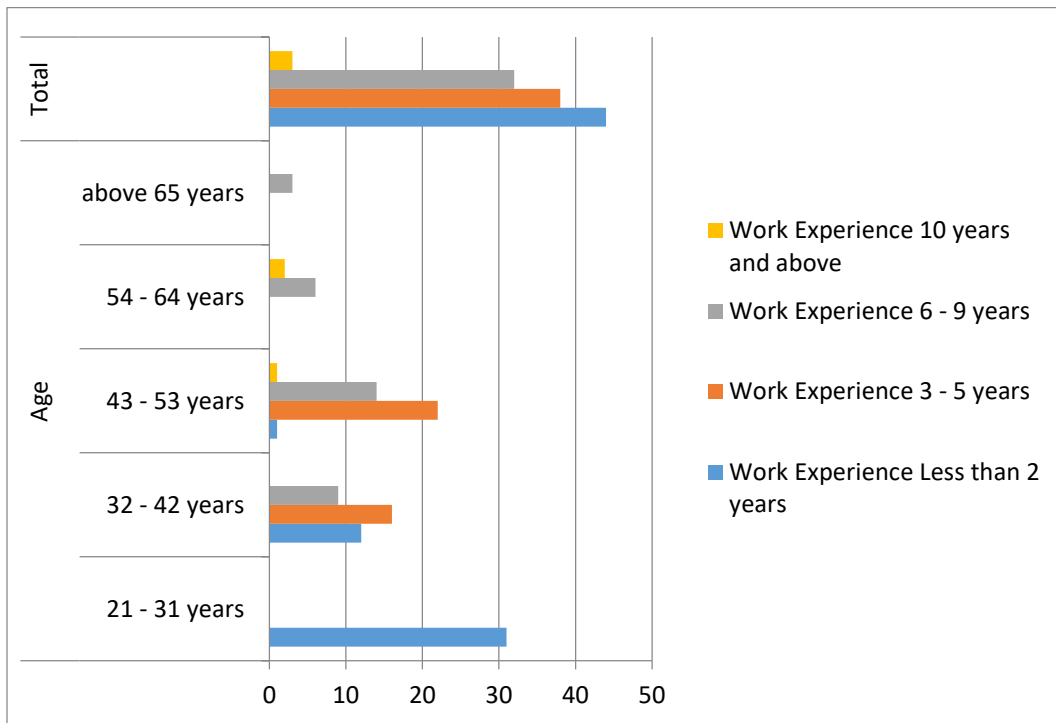


Figure 5. 7: Cross tabulation - respondents' age and period of service

5.2.2.9 Personality type and Team Role distributions

The research had two intervening/modifying variables (personality type and team roles). Both intervening/modifying variables were inherent in respondents. It therefore was imperative to define the respondents in terms of their personality type and team roles so as to inform the research on the distribution of these intervening/modifying variables among the respondents. The research shed light on the demographics of these two intervening/modifying variables in the paragraphs below.

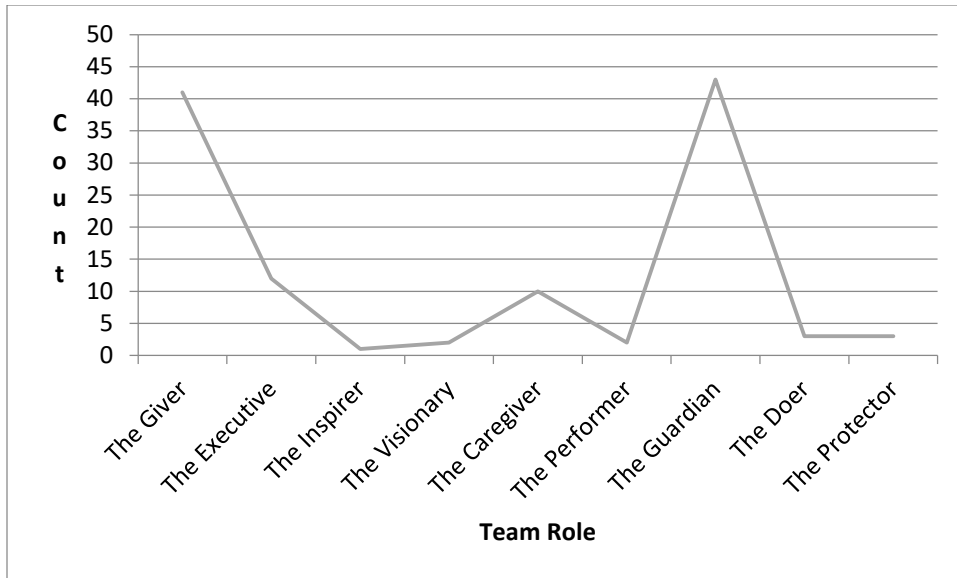


Figure 5. 8: Respondents Personality Type distributions

Figure 5.9 above shows the distribution of personality types among the respondents. The representation of eight personality types, except the giver and the guardian, were below 20% and this was significantly low. The giver subscribed 41 respondents (22.4%) and the guardian 43 respondents (23.5%). There was therefore a domination of the giver and guardian personality type among the 117 respondents.



Figure 5. 9: Respondents Team Role distributions

The implementer team role had the highest representation among the respondents with 31 respondents (26.5%). The “monitor evaluator” had a representation of 24 (20.5%) and was followed by the “shaper” with 15 respondents (12.8%). Team worker, coordinator and complete finisher were equal at (13) 11.11% representation. The plant was the second least with 8 (6.8%) representation. The resource investigator was represented at 0% as indicated in figure 5.10.

The next sub-section reports on inferential statistics

5.3 The Effects of personality type and team roles on Social Innovation in Zimbabwean Non-Governmental Organisations (Inferential Statistics)

5.3.1 Normality Test

The results in table 5.1 below are for categorical variables only. They show that the assumption of normality was violated. This is supported by a p-value (Sig) of 0.00 which is lower than 0.05. Thus, the analysis was done using non-parametric tests.

Table 5. 1: Normality Test results for categorical variables

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Work Experience	.238	117	.000	.826	117	.000
Age	.188	117	.000	.878	117	.000
Gender	.347	117	.000	.636	117	.000
Highest Qualification	.238	117	.000	.872	117	.000
Qualification Attained	.176	117	.000	.891	117	.000
Donor Contribution	.196	117	.000	.873	117	.000
Self-funded Projects	.452	117	.000	.563	117	.000
Percentage of Self-Funded Projects	.365	117	.000	.695	117	.000
Recorded	.261	117	.000	.811	117	.000
Recorded	.230	117	.000	.799	117	.000

a. Lilliefors Significance Correction

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Computer Performance index	.304	117	.000	.815	117	.000
Donor Contribution	.233	117	.000	.801	117	.000
Age Recorded	.192	117	.000	.878	117	.000
Work experience in years	.225	117	.000	.817	117	.000
Qualification in Years	.281	117	.000	.838	117	.000
LSCC	.099	117	.007	.937	117	.000

a. Lilliefors Significance Correction

Table 5.1 above shows the results for tests for normality on continuous variables or scale variables. The results show that the assumption of normality was violated since the Sig value is lower than 0.05 or 5%. The LSCC variable was newly created by transforming values for personality types and team roles into scale intervals or continuous variables. This was done by adding values for the two variables and dividing by 2.

A One-way ANOVA is rated as a strong test counter to the normality assumption. This implies that it puts up with violations to its normality and assumptions relatively well. In respect of the

normality of group data, the one-way ANOVA can accommodate data which is non-normal (skewed or kurtotic distributions) with only an insignificant effect on the Type I error rate. These are the two options that are available to alter the data using a number of algorithms so that the distributions can turn into normally distributed or select the nonparametric Kruskal-Wallis H Test which does not call for the assumption of normality. The research opted for the latter. The nonparametric approaches were therefore adopted in processing of the data.

5.3.2 Internal reliability test and face validity

5.3.2.1 Data Reliability

Cronbach alpha coefficient was calculated for the company performance scale. The Cronbach's alpha coefficient was assessed using the rules recommended by George and Mallery (2016) where $> .9$ fabulous, $> .8$ great, $> .7$ worthy, $> .6$ flawed, $> .5$ destitute, and $\leq .5$ unsatisfactory.

Company performance had a Cronbach's alpha coefficient of 0.75, demonstrating 75% unwavering quality. Table 5.2 below presents the results of the unwavering quality examination.

Table 5. 2: Reliability Statistics

Cronbach's Alpha	N of Items
.750	4

5.3.2.2 Assumption Testing

Association between dependent variables: There should be no strong correlation between the independent variables.

Table 5.3: Assumption testing

		Work experience in years	Age Recorded	Personality Type	TeamRole	Qualification in Years
Work experience in years	Pearson Correlation	1	.739**	.082	-.012	.165
	Sig. (2-tailed)		.000	.380	.899	.076
	N	117	117	117	117	117
Age Recorded	Pearson Correlation	.739**	1	-.077	-.121	.294**
	Sig. (2-tailed)	.000		.408	.193	.001
	N	117	117	117	117	117
Personality Type	Pearson Correlation	.082	-.077	1	.150	-.141
	Sig. (2-tailed)	.380	.408		.108	.129
	N	117	117	117	117	117
TeamRole	Pearson Correlation	-.012	-.121	.150	1	-.028
	Sig. (2-tailed)	.899	.193	.108		.764
	N	117	117	117	117	117
Qualification in Years	Pearson Correlation	.165	.294**	-.141	-.028	1
	Sig. (2-tailed)	.076	.001	.129	.764	
	N	117	117	117	117	117

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

Table 5.3 above shows a frail positive and immaterial relationship between most of the free factors but Age group and work experience. In this manner the two free factors (Age group and work experience) were not included in the same research. This is further illustrated in the scatter plot figure 5.11 below.

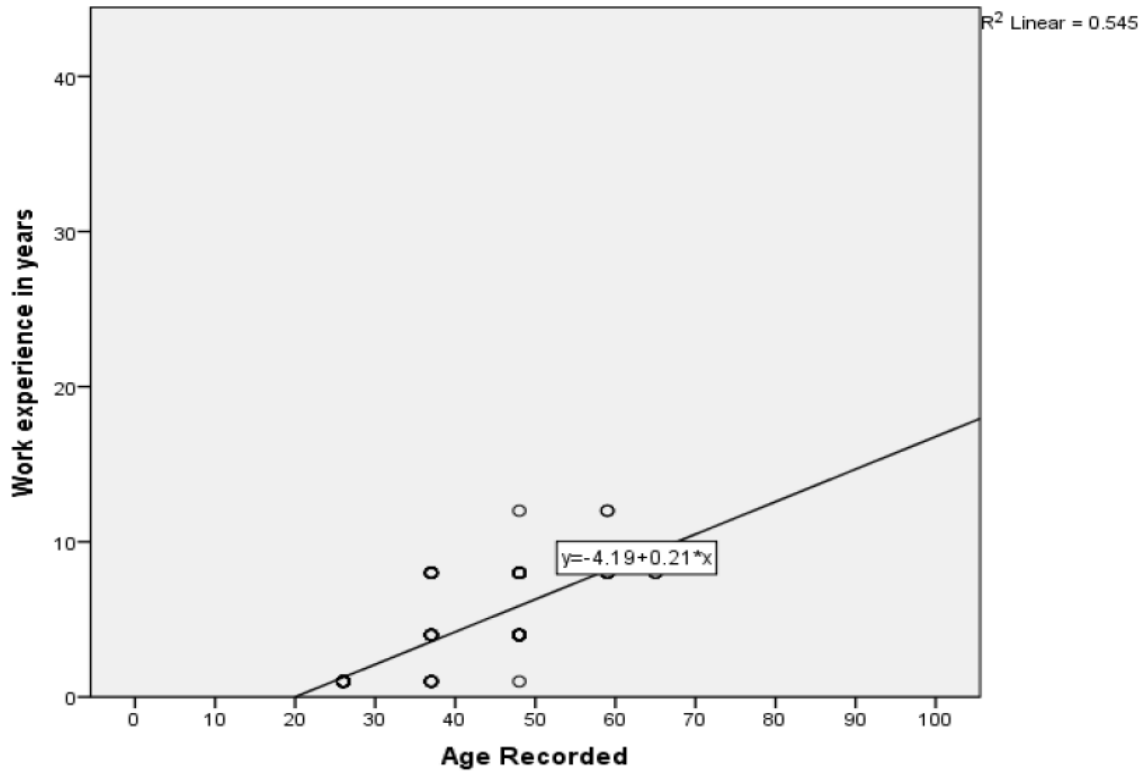


Figure 5. 10: Work Experience vs. Age Scatter Plot

5.3.3 Hypothesis Testing

The following area displays the ANOVA results for theory 1 and research objective 1.

5.3.3.1 Hypothesis 1: There is a factually critical relationship between specific team role and Social innovation donor funding in Zimbabwean NGOs.

Hypothesis 1 indicates that different team roles differently impact on donor contributions.

H_0 : There' is no factually critical contrast on the impact of diverse team roles on donor commitments.

H_a : There is factually noteworthy distinction on the impact of diverse team roles on donor commitments.

As is clear in Table 5.4 below, the Anova test that was carried out on hypothesis 1 has demonstrated that there is measurably noteworthy contrast on the impact of distinctive team roles on donor commitments.

Table 5. 4: Anova test: Donor Contribution vs. Team Role

	Sum of Squares	df	Mean Square	F	Sig.
Between groups	10.881	6	1.814	3.811	.002
Within Groups	52.349	110	.476		
Total	63.231	116			

Donor commitments as the subordinate variable and team role is the autonomous variable. The results show that the p esteem is .002 and is less than 0.05 which suggests that we should dismiss the null hypothesis. This implies that there is a factually critical relationship in group role and benefactor subsidizing. In consonance with this, the entirety of squares group role clarifies about 17% ($10.881 \div 63.231$) of the variety in sum of donor subsidizing derived by representatives of distinctive team roles. We are in this manner dismiss the invalid speculation that there is no measurably noteworthy distinction on the impact of distinctive team roles on donor commitments and suggestions are illustrated in figure 5.13 underneath.

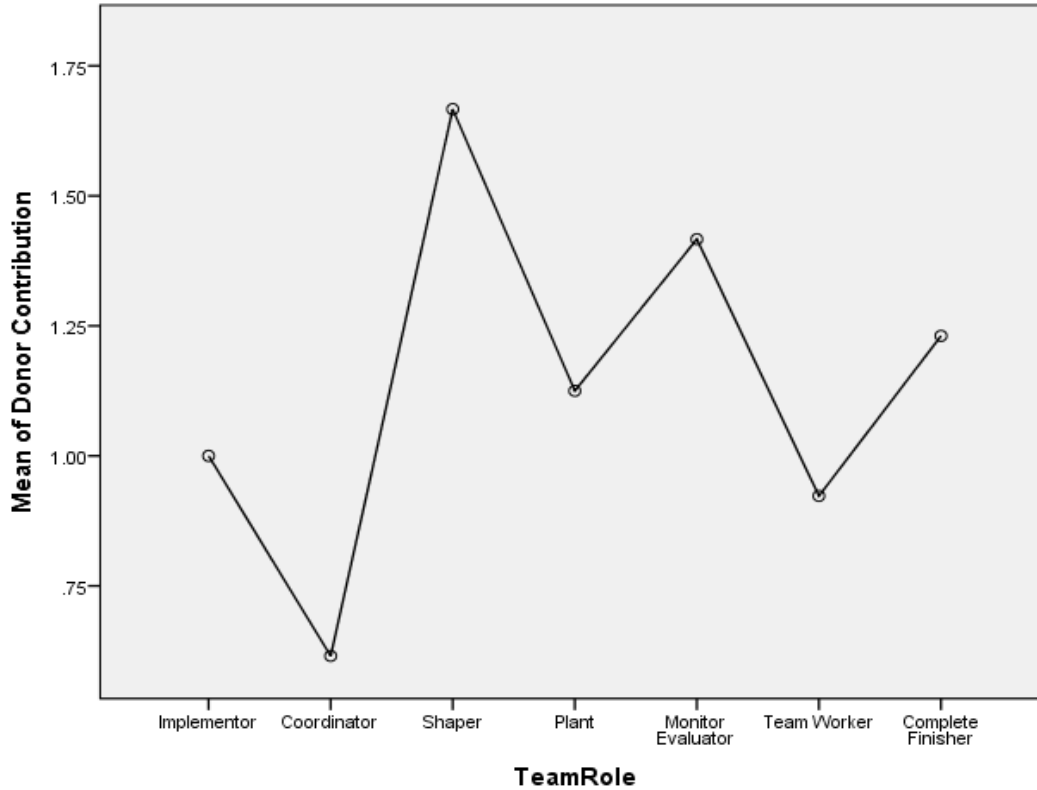


Figure 5. 11: Team role vs. Donor Contribution Scatter Plot

To further explain the Anova analysis in the preceding paragraphs, an analysis was further conducted to model the relationship between employees' team roles performance within the organization, work experience as predictors and donor contributions as the dependent variables.

Work experience was recorded as a scale variable from the original categorical variable as follows:

(i) Less than 2 years was recorded to 1; 3 to 5 years recorded to 4; 6 – 9 years were recorded to 8; and 10 years and above were recorded to 12.

(ii) The statistical significance 0.05 was employed. The model of fitting summary showed a significant improvement in the model fitness in addition to independent variables to the intercept and shown in the table below, $X^2(14, N=117) = 42.626$.

Table 5. 5: Model Fitting Information

Model	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	124.940			
Final	82.315	42.626	14	.000

Tabulated below are the contributions made by work experience and team role to the final model:

Table 5. 6: Predictors' Unique Contributions in the Multinomial Logistic Regression

Predictor	X ²	Df	p
Work Experience	13.386	2	0.001
Team Role	32.608	12	0.001

In the analysis, donor contributions to the budget of less than 25% (denoted as poor performance) were used as reference categories. From the results, two team roles had significant parameters for comparing poor performance with good and average performance.

Table 5. 7: Parameters estimates contrasting poor performance versus each of the other two groups N -117

Predictor	Poor Performance Versus	B	OR	P
Team Role 2- Coordinator	Average Performance	-2.894	0.55	.022
	Good Performance	-4.725	0.009	.004
Team Role 7 – Team Worker	Good Performance	-4.835	0.008	.005
Work Experience	Average Performance	-.250	.778	.022
	Good Performance	-.435	.647	.001

While the *p* value indicates significant results, it is crucial to note that the Odds ratios are very low in all cases (less than 1).

The test findings has revealed that people who fall in the team roles known as coordinators and team workers are unlikely to attract high contributions of donor funds to their budgets. This is explained by the findings that:

Employees of team role coordinator: are less likely to get donor contributions to their annual budget in the range 50 – 75% by 2.894 times less than employees from other personality groups.

Employees who are coordinators: are less likely to get donor contributions that exceed 75% of their annual budget, 4.725 times less than employees from other groups.

Employees that are Team workers: are also less likely to get donor contributions that exceed 75% of their annual budget, 4.835 times less than employees from other team role groups.

The tests also sought to establish whether or not experience in the job could influence team role performance in acquiring donor support to NGOs operating budget. The findings have revealed that:

An increase in work experience is most likely to reduce the chances of an NGO receiving donor assistance that exceed 50% of their annual budget.

The next sub-section presents the ANOVA results for hypothesis 2 and research objective 2.

5.3.3.2 Hypothesis 2: There is a factually critical relationship between specific personality type and social innovation donor funding in Zimbabwean NGOs.

Hypothesis 2 indicates that there is a statistically significant relationship between a particular personality type and the personality type's level of social innovation donor funding sourcing.

H₀: There is no factually noteworthy relationship between a specific identity sort and fascination of social advancement donor subsidizing.

H_a: There is a factually critical relationship between a specific identity sort and fascination of social development donor financing.

As it is shown in table 5.8 below, the Anova test carried out on hypothesis 2 indicated that there was measurably noteworthy relationship between a specific identity sort and fascination of social advancement donor financing.

Table 5. 8: ANOVA test: Donor Contribution VS Personality Type

	Sum of Squares	df	Mean Square	F	Sig.
Between groups	17.412	2	8.706	21.661	.000
Within Groups	45.819	114	.402		
Total	63.231	116			

Donor commitments is the subordinate variable and identity sort as the free variable. The results show that the p esteem is .000 and is less than 0.05. This implies that the null theory is dismissed. This implies that there is a factually critical relationship between identity sort and donor financing. The sum of squares identity sort explains about 27% of the variety in sum of benefactor funding received by workers of diverse group roles. To urge the 17% ($17.412 \div 63.231$), the speculation that there is no measurably noteworthy distinction on the impact of diverse identity sort on benefactor commitments is dismissed. The contrary speculation and its suggestions are outlined in figure 5.14 below:

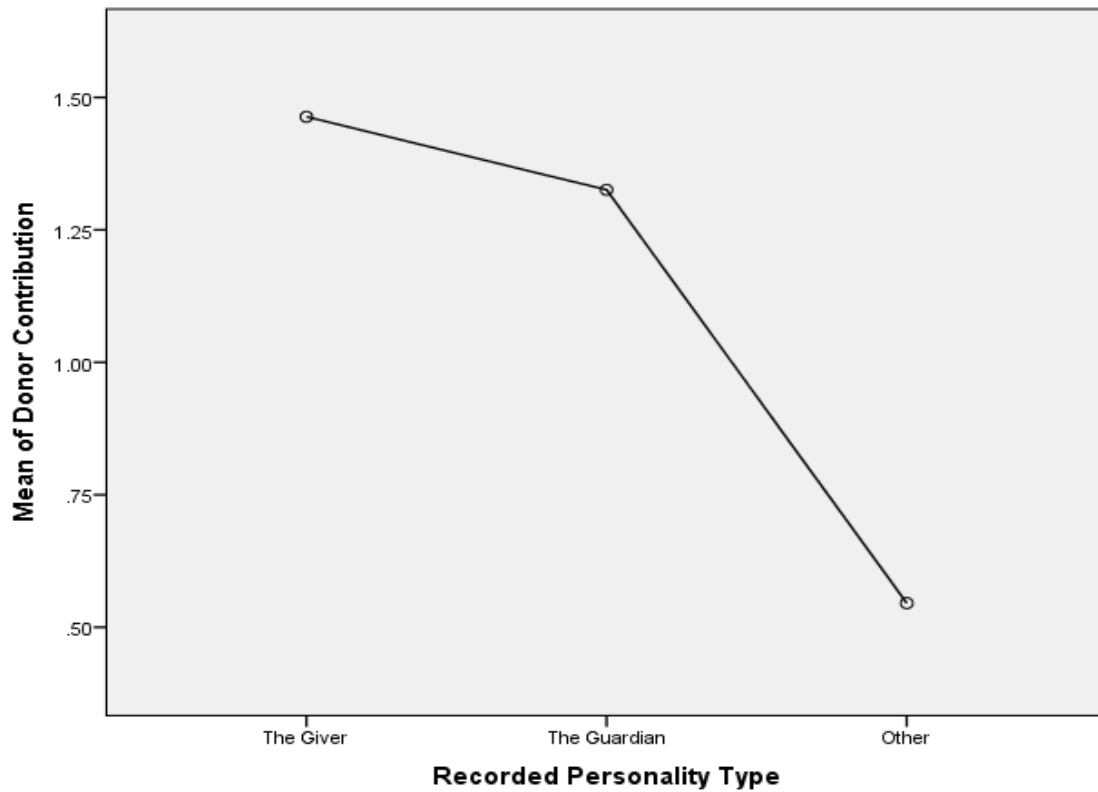


Figure 5. 12: Personality Type vs. Donor Contribution Scatter Plot

To further unpack the above hypothesis test, a multinomial logistics regression was performed to model the relationship between predictors (personality types, experience in years, highest qualification (duration) and age groups) and organizational performances in NGOs. The volume of donor contributions received was categorized as poor – below 50% (Systems code 0), average 50 – 75% (system code 1) and Good -76% to 100% (systems code 2). Table 6.10 below shows the personality type contributions of donor to NGOs.

Table 5. 9: Donations Contribution and Personality Type Cross Tabulation

Donor Contribution	Recorded			Total
	The Giver	The Guardian	Other	
0	2	6	16	24
1	18	17	16	51
2	21	20	1	42
Total	41	43	33	117

The performance was measured using a categorical variable donor contribution into the budget with values: poor – below 50% (Systems code 0), average 50 – 75% (system code 1) and Good - 76% to 100% (systems code 2).

Personality types were recorded into three main categories namely: the giver, the guardian and all other groups. Age group was converted to a continuous variable using averages.

A traditional 0.05 criterion statistical significance was employed. In addition to the predictor to a model that contained only the intercept significantly improved the fit between the model and the data, $X^2(6, N=117) = 51.996$.

Table 5. 10: Model Fitting Information

Model fitting Criteria	Likelihood Ratio Test
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Model	-2 log likelihood	Chi-square	df	Sig.
Intercept Only	117.034			
Final	65.038	51.996	6	.000

Unique contributions made by age group and personality type are shown in the table below:

Table 5. 11: Predictor's Unique Contributions in the Multinomial Logistics Regression

Predictor	X ²	Df	P
Age	14.149	2	0.001
Personality Type	44.740	4	0.000

The category referred to here was donor contribution of less than 25% denoted as poor performance. Each predictor has two parameters, one predicting average performance instead of poor performance and the other predicting good performance. The parameter estimates are tabulated below:

Table 5. 12: Parameter estimates contrasting Poor Performance versus each of the other two groups N = 117

Predictor	Poor Performance Versus	B	OR	P
Per Type 1 - Giver	Average Performance	2.979	19.660	.001
	Good Performance	6.182	484.023	.000
Per Type 2 - Guardian	Average Performance	1.508	4.516	.027
	Good Performance	4.608	100.237	.000
Age	Average Performance	-.084	.920	.002
	Good Performance	-.107	.899	.002

All predictors that were considered had significant parameters for comparing poor performance with average and good performance.

The findings from the tests revealed that of the 16 personality types, only personality type “giver” and “Guardian” in the NGOs in Zimbabwe were more likely to be the only two personality types that had the likelihood of getting social innovation donor funding for their respective NGOs.

The next sub-section presents the ANOVA results for hypothesis 3 and research objective 3. Hypothesis 3 has sub-hypothesis 3 (i) to 3 (viii) that were addressed in the test.

5.3.3.3 Hypothesis 3: There is a factually critical relationship between other management attributes and social innovation donor funding in Zimbabwean NGOs.

Hypothesis 3(i) there is measurably critical relationship between the age of a worker and attracting social development benefactor financing.

Hypothesis 3(i) indicates that there is a statistically provable significant relationship between the age of an employee and their rate of attracting social innovation donor funding to an NGO.

H₀: There is no measurably critical relationship between the age of a worker and attracting social development benefactor financing.

H_a: There is a measurably critical relationship between the age of a worker and attracting social development benefactor financing.

Table 5.13 below shows the Anova test that was carried out on hypothesis 3:

Donor commitments as the subordinate variable and age as the autonomous variable. The results shows that the p esteem is .016 and is less than 0.05 which suggests that the null hypothesis should be dismissed. This implies that there is a measurably noteworthy relationship in age and donor subsidizing. The results resonate with the entirety of squares team role that clarifies about 10% ($6.460 \div 63.231$) of the variety in the sum of benefactor subsidizing acquired by workers of distinctive team roles. In the light of this, the speculation that there was no factually critical contrast on the impact of distinctive team roles on benefactor commitments is dismissed and suggestions are outlined in table 5.13 below.

Table 5. 13: ANOVA test - Age of an employee and attracting Social innovation

	Sum of Squares	df	Mean Square	F	Sig.
Between groups	6.460	4	1.615	3.186	.016
Within Groups	56.771	112	.507		
Total	63.231	116			

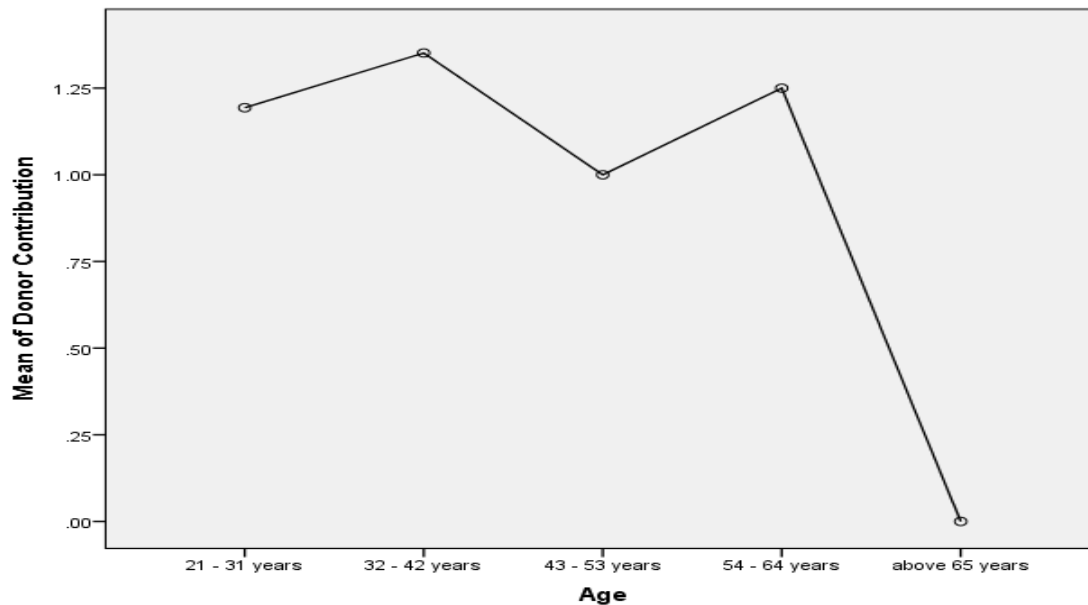


Figure 5. 13: Age of an employee and attracting Social innovation donor funding

The Anova tests findings above are complemented by the findings earlier presented which show that a relation existed between the strategic managers' age and their ability to attract social innovation donor funding to their NGO. Further, the findings earlier presented revealed that:

- **An increase in age by a year:** is most likely to reduce the chances of an NGO employee getting donor contribution in the range 50 – 75% by 0,084 times.
- **An increase in age by a year:** is most likely to reduce the chances of an NGO employee getting donor contributions above 75% of their annual budget by 0.107 times.

Hypothesis 3 (ii) There is a factually noteworthy relationship between gender and pulling in social advancement benefactor funding.

Hypothesis 3 (ii) indicates that there is a statistically significant relationship between gender distribution in an NGO and the NGO's level of attracting social innovation donor funding.

H₀: There is no factually noteworthy relationship between gender and pulling in social advancement benefactor funding.

H_a: There is a factually noteworthy relationship between gender and pulling in social advancement benefactor funding.

The next sub-section presents independent samples T-test results of hypothesis 3 and research objective 3.

As is shown in Table 5.14, the results of the T- test decided whether or not to utilize the “break even” with changes expected lines or the “break even” with changes not expected columns in assessing the t-statistic. The decision rule for determining which rows to utilize was as follows:

- If the changes for the two groups are break even with (i.e., Sig. > .05), at that point use the output in the break even with variances expected rows
- If the changes for the two groups are altogether distinctive (i.e., Sig. < .05), then use the yield within the break even with changes not expected.

The results show that there was a critical contrast in capacity to get social innovation donor subsidizing between ladies and gentlemen, $t(115) = -2.502$, $p = 0.014$, that is, the mean donor commitment score of ladies ($M = 1.32$, $SD = 0.725$) was altogether diverse from that of men ($M = 0.98$, $SD = 0.719$).

Table 5. 14: Group Statistics: gender and attracting Social innovation donor funding.

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Donor	Male	57	.98	.719	.095
Contribution	Female	60	1.32	.725	.094

Table 5. 15: Independent Samples Test: gender and attracting Social innovation donor funding.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Donor Contribution	Equal variances assumed	2.410	.123	-2.502	115	.014	-.334	.134	-.599	-.070
	Equal variances not assumed			-2.503	114.773	.014	-.334	.134	-.599	-.070

The results (table 5.15) shows that the likelihood within the Sig. (2-tailed) column within the ($p = .014$) is less than .05, meaning that we reject the invalid hypothesis and conclude that there is a critical contrast in capacity to get social advancement benefactor funding between male and female NGO employees.

The next subsection presents ANOVA results for hypothesis 3 (iii) and research objective 3.

Hypothesis 3 (iii): There is a measurably critical relationship between NGO’s work experience and drawing in social development donor funding.

Hypothesis 3 (iii) indicates that there is a statistically significant relationship between NGO’s work experience and the NGO’s level of attracting social innovation donor funding.

H_0 : There is no measurably critical relationship between NGO’s work experience and drawing in social development donor funding.

H_a : There is a measurably critical relationship between NGO’s work experience and drawing in social development donor funding.

As is shown in table 5.16 below, the Anova test carried out on hypothesis 5 demonstrated that there was a factually noteworthy relationship between NGO’s work experience and pulling in social development benefactor financing. The invalid theory was rejected based on autonomous tests Kruskal-Wallis` test which gave importance levels of .005.

Table 5. 16: NGO’s work experience and attracting Social innovation donor funding.

Donor Contribution	Sum of Squares	df	Mean Square	F	Sig.
Between groups	6.665	3	2.222	4.438	.005
Within Groups	56.566	113	.501		
Total	63.231	116			

The sum of squares work experience explains nearly 11% ($10.881 \div 63.231$) of the variation in the amount of donor funding received by employees of different work experience. Thus, the Null hypothesis that there is no statistically significant difference on the influence of different work experience on donor contributions is dismissed and its implications are illustrated in the diagram below.

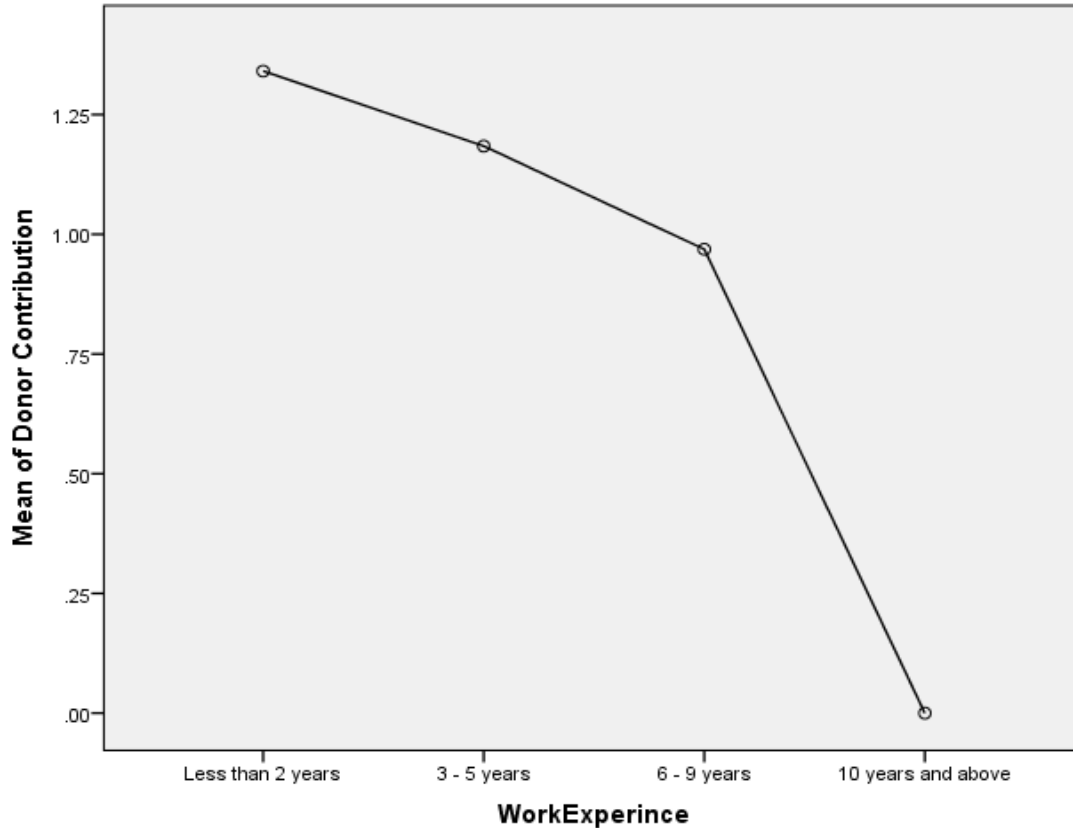


Figure 5. 14: NGO’s work experience and attracting Social innovation donor funding.

The next subsection presents the ANOVA results for hypothesis 3 (IV) and research objective 3.

Hypothesis 3(iv): There is a measurably noteworthy relationship between the most elevated capability acquired by a worker and drawing in social development benefactor funding.

Hypothesis 3(iv) indicates that there is a relationship between the highest qualifications attained by employees and their ability to attract the social innovation donor funding to the NGO.

H₀: There is no measurably noteworthy relationship between the most elevated capability of a worker and drawing in the social development benefactor funding.

H_a: There is a measurably noteworthy relationship between the most elevated capability of a worker and drawing in the social development benefactor funding.

As is illustrated in Table 5.17 below, the Anova test carried out on hypothesis 6 demonstrated that there was no direct positive relationship between benefactor commitment and the most elevated

capability. The invalid hypothesis was therefore accepted based on free tests Kruskal-Wallis` test which gave the importance level of .391.

Table 5. 17: ANOVA test - Donor Contribution vs. highest qualification attained

	Sum of Squares	df	Mean Square	F	Sig.
Between groups	1.650	3	.550	1.009	.391
Within Groups	61.581	113	.545		
Total	63.231	116			

The benefactor commitments as the subordinate variable and highest capability accomplished as the free variable. The results shows that the p esteem is .391. This implies that there was no measurably critical relationship in a worker’s most elevated capability and benefactor financing. The results resonate with the whole of squares most noteworthy capability accomplished as it were .03% of the variety in sum of benefactor financing derived by representatives of different capabilities. To urge the 0.03%, the entirety of squares between bunches isolated by add up to whole of squares $1.650 \div 63.231$ were separated. Thus, the Invalid speculation that there was no measurably critical distinction on the impact of different most elevated capabilities on benefactor commitments is returned its suggestions are outlined within figure 5.16 below.

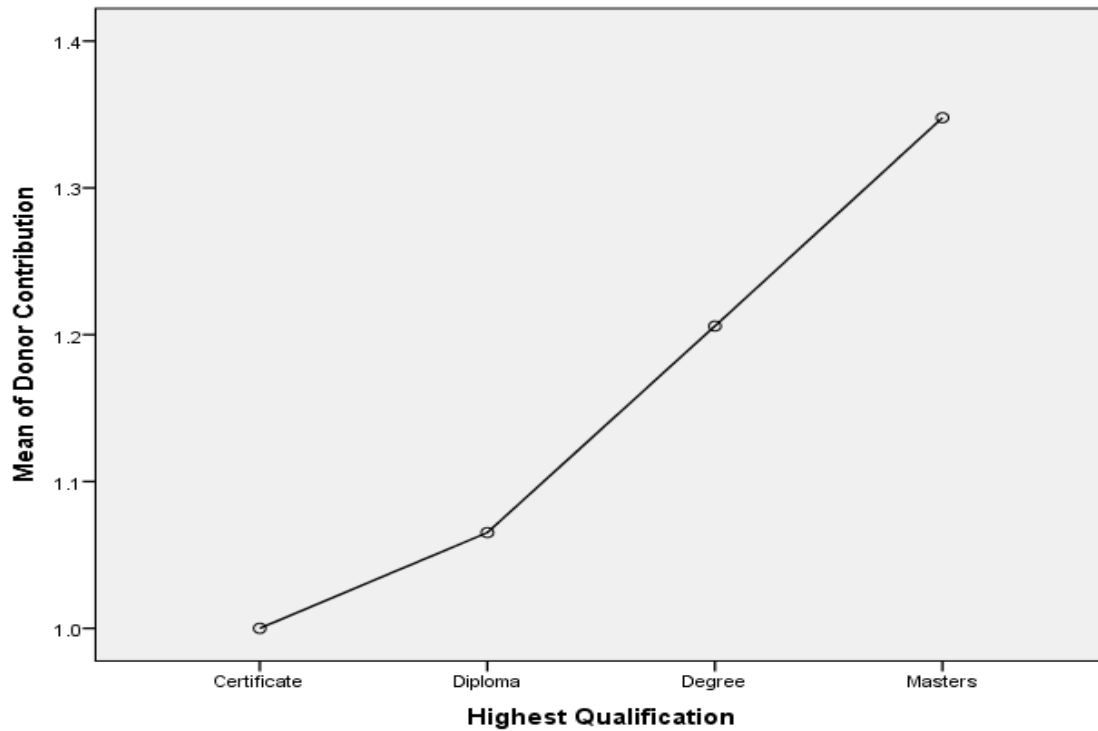


Figure 5. 15: Donor Contribution vs. highest qualification attained

The next sub-section presents the ANOVA results for hypothesis 3 (v) and research objective 3.

Hypothesis 3(v): There is factually noteworthy relationship between adherence to key plan and drawing in social development benefactor funding.

Hypothesis 3 (v) indicates that there is a relationship between the level of adherence to strategic plan by NGOs and their ability to attract social innovation donor funding.

H_0 : There is no factually noteworthy relationship between adherence to key plan and drawing in social development benefactor funding.

H_a : There is as factually noteworthy relationship between adherence to key plan and drawing in the social development benefactor funding.

As is shown in table 5.18 below, the Null hypothesis was rejected and an alternative hypothesis was accepted based on independent samples of Kruskal-Wallis` test significance of .000.

Table 5. 18: ANOVA test - Adherence to strategic plan by NGOs and their ability to attract social innovation donor funding.

Donor Contribution	Sum of Squares	df	Mean Square	F	Sig.
Between groups	12.724	2	6.362	14.360	.000
Within Groups	50.507	114	.443		
Total	63.231	116			

Donor contributions as the dependent variable and adherence to strategic plan as the independent variable. The results show that the p value is .000 and is less than 0.05 which means that the null hypothesis is rejected. This means that there is a statistically significant relationship in adherence to strategic plan and donor funding. According to the sum of squares, adherence to strategic plan explains nearly 10% of the variation in amount of donor funding received by employees of different team roles ($12.724 \div 63.231$). The alternative hypothesis is that there is statistically significant relationship between adherence to strategic plan and social innovation donor funding and the implications of the alternative hypothesis are illustrated in the diagram below.

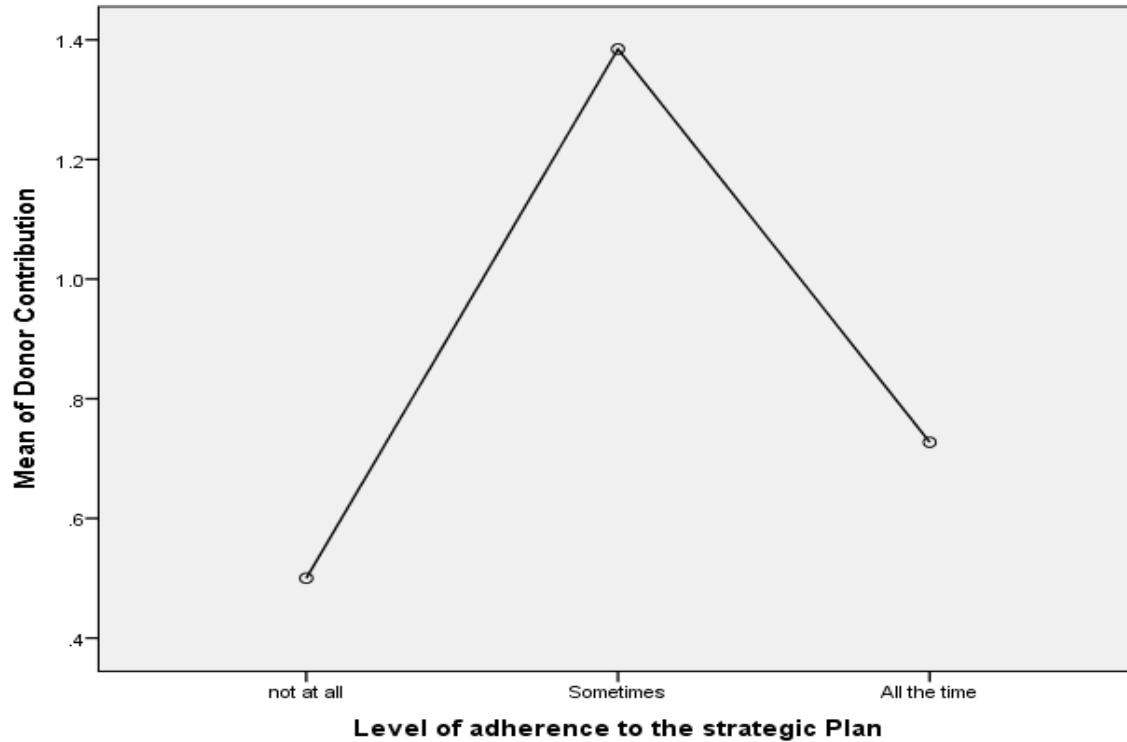


Figure 5. 16: Adherence to strategic plan by a NGOs and their ability to attract Social innovation donor funding.

The next subsection presents ANOVA results for hypothesis 3 (VI) and research objective 3.

Hypothesis 3(vi): There is factually noteworthy relationship between track record and pulling in social development donor funding

Hypothesis 3(vi) indicates that there is a statistically significant relationship between NGOs business reputation (track record) and attracting social innovation donor funding.

H₀: There is no factually noteworthy relationship between track record and pulling in social development donor funding

H_a: There is factually noteworthy relationship between track record and pulling in social development donor funding

Table 5.19 below, shows the Anova test carried out on hypothesis 8.

Table 5. 19: ANOVA test - track record and attracting social innovation donor funding

	Sum of Squares	df	Mean Square	F	Sig.
Between groups	39.356	2	19.678	93.959	.000
Within Groups	23.875	114	.209		
Total	63.231	116			

Donor commitments as the subordinate variable and track record as the autonomous variable. The results show that the p esteem is .000 and is less than 0.05 which implies that the null speculation is dismissed. This implies that there is a factually noteworthy relationship between track record and donor subsidizing. Concurring to the entirety of squares track record can clarify about 62% of the variety in sum of benefactor financing by NGOs of distinctive track records ($39.356 \div 63.231$). Thus, the Invalid hypothesis that there is no factually critical distinction on the impact of track record on donor commitments is dismissed and suggestions of the elective speculation is outlined in figure 5.18 below.

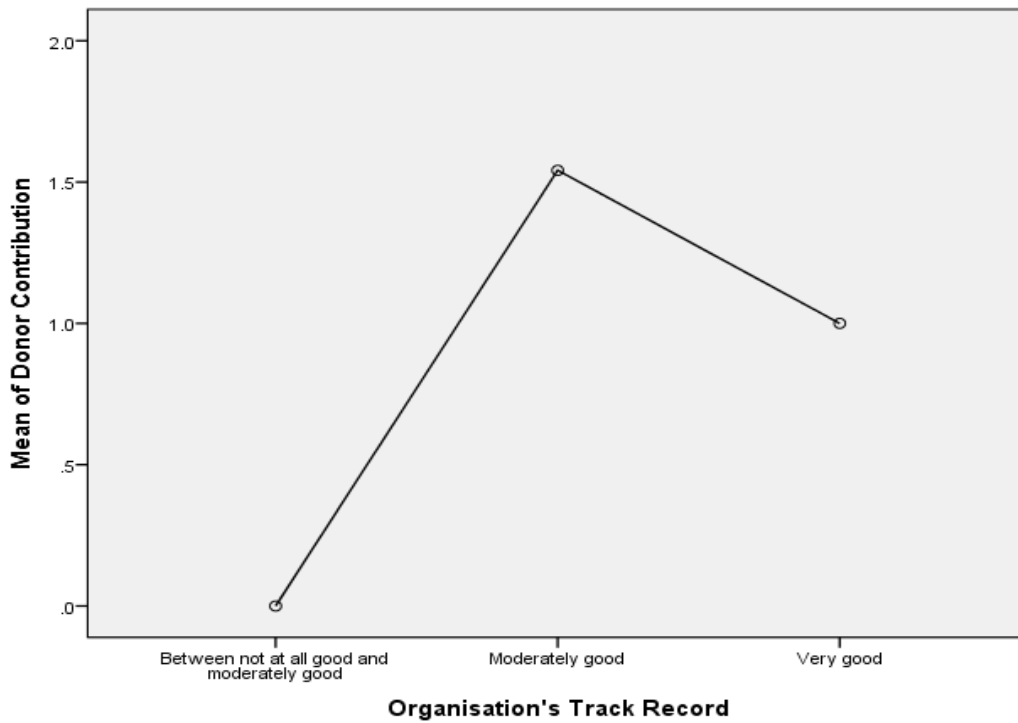


Figure 5. 17: track record and attracting Social innovation donor funding

The next sub-section presents the ANOVA results for hypothesis 3 (viii) and research objective 3.

Hypothesis 3(vii): There is factually critical relationship between the rate of self-funded ventures and pulling in Social development giver funding

Hypothesis 3 (vii) indicates that there is a statistically significant relationship between an NGO’s self-generated capital capacity and attracting Social innovation donor funding.

H₀: There is no factually critical relationship between rate of self-funded ventures and pulling in social development giver funding

H_a: There is factually critical relationship between rate of self-funded ventures and pulling in social development giver funding

As it is shown in Table 5.20 below, the Anova test carried out on speculation has shown that there is measurably noteworthy relationship between rate of self-funded ventures and pulling in social advancement benefactor funding. The null hypothesis was rejected based on independent samples on Kruskal-Wallis` test which gave a significance level of .000. According to the sum of squares, the percentage of self-funded projects can contribute nearly 22% of the variations in amount of donor funding received by NGOs (13.996 ÷63.231). We subsequently dismiss the Invalid hypothesis that there is no factually critical distinction on the impact of rate of self-funded ventures on giver commitments.

Table 5. 20: ANOVA test - Percentage of Self-Funded projects and attracting Social innovation donor funding

Donor Contribution	Sum of Squares	df	Mean Square	F	Sig.
Between groups	13.996	2	6.998	16.203	.000
Within Groups	49.235	114	.432		
Total	63.231	116			

The implications of the alternative hypothesis are illustrated in figure 5.19 below.

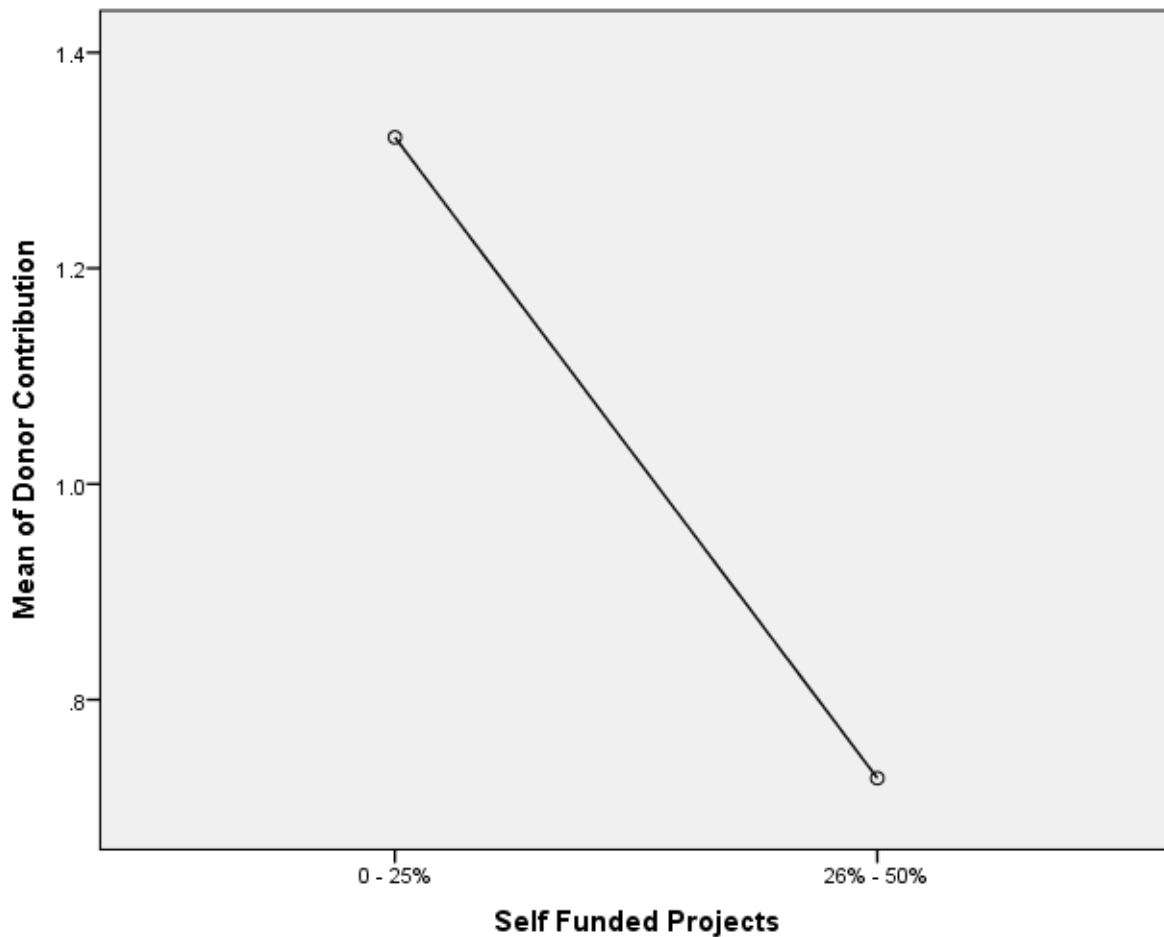


Figure 5. 18: Self-funded Projects vs. Donor Contribution Scatter Plot

The next subsection presents the ANOVA results for hypothesis 3 (viii) and research objective 3.

Hypothesis 3 (viii): There is measurably a critical relationship between company performance and pulling in Social development benefactor funding

Hypothesis 3(viii) indicates that there is a statistically significant relationship between an NGO's performance index and attracting Social innovation donor funding.

H₀: There is no measurably critical relationship between company performance and pulling in social development benefactor funding

H_a: There is a measurably critical relationship between company performance and pulling in social development benefactor funding

As it is shown in Table 5.21 below, the Anova test carried out on hypothesis 10 has demonstrated that there is factually critical relationship between an NGO's execution index and drawing in social advancement benefactor financing. The invalid speculation was thus rejected based on autonomous Kruskal-Wallis` test which gave Importance level of .000.

Table 5. 21: ANOVA test - Company performance and attracting Social innovation donor funding

Donor Contribution	Sum of Squares	df	Mean Square	F	Sig.
Between groups	42.344	4	10.586	56.763	.000
Within Groups	20.887	112	.186		
Total	63.231	116			

The sum of squares percentage of NGO performance can contribute nearly 67% of the variations in amount of donor funding received by NGOs ($42.344 \div 63.231$). The Implications of the alternative hypothesis are illustrated in figure 5.20 below:

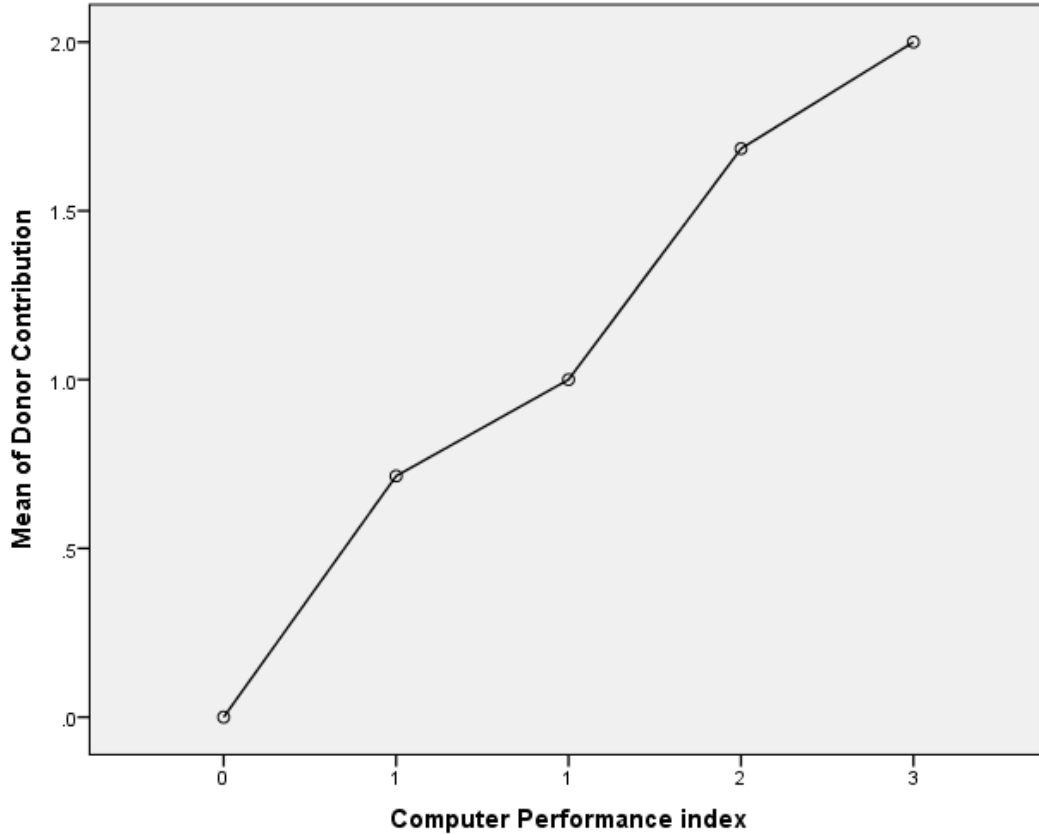


Figure 5. 19: Computer Performance Index vs. Donor Contribution Scatter Plot

5.4 Chapter summary

This chapter presented the results of the research. The results were presented according to study objectives.

The key findings have indicated that there was a statistically significant relationship between attracting Social innovation donor funding and variables such as team roles, personality type, age of employees, gender of employees, work experience, NGO adherence to strategic plan, NGO track record, NGO percentage of self-funded projects and NGO performance. It is only the academic qualifications of employees that has been disregarded as having any statistically significant relationship with social innovation donor funding to an NGO.

In specific terms, team roles were found to explain 17% of variations in the amount received by an NGO with team role sharper and monitor being the best performers and coordinator and team

worker being the least on the table. Personality type contributed 27% of variation in amount received by an NGO with personality type giver and guardian being the outstanding contributors.

Ages of employees were found to contribute 10% of variations in the amount received by NGOs with the 32-42 age range being the most effective and above 65 years being the least. The gender of employees was found to equally have a statistically significant impact on social innovation donor funding received where women were found to be more effective than men. Work experience was significant too as it was found to contribute 11% of variations in the amount of money received by NGOs. Employee qualifications were found not to have any statistically significant relationship with the amount of money received by NGO from donors.

Adherence to strategic plan by NGO, NGO track record, NGO percentage of self-funded projects and overall NGO performance in the area of social innovation all had significant statistical impact on social innovation donor funding. NGO performance was found to be very key as it was found to contribute 67% of variations in amount of money received by an NGO from donors for social innovation followed by the track record at 62%. It was also apparent in the research that social innovation donor funding is higher in NGOs with lower proportions of self-funded projects.

Chapter 6 discusses the demographic findings which informed readers on the number and nature of respondents from which the results were obtained. The distribution of the demographic data is discussed in the context of the demographic statistics of Zimbabwe at the time of the research. After an interrogative discussion of the demographic data, other findings are then discussed following the chronology of the research objectives, research questions and hypothesis.

CHAPTER 6: DISCUSSION OF EMPIRICAL RESULTS

6.1 Introduction

The last chapter (Chapter 5) presented the results of the research. The results were presented as established during data collection and analysis without any interrogation and comparison to contemporary literature on the subject. This chapter seeks to discuss the findings of the research by putting them through the microscope of empirical theory with the objective to confirm and/or refute the results' relevancy and/or addition to existing theory.

This chapter starts with the discussion on demographic findings which informs readers on the number and nature of respondents from which the results were obtained. The distribution of the demographic data is discussed in the context of the demographic statistics of Zimbabwe at the time of the research. After an interrogative discussion on the demographic data, other findings are then discussed following the chronology of the research objectives and research questions.

6.2 Response rate

There was a high response rate from the NGOs. The initial plan was to sample 125 employees from 25 Local Non-Governmental Organisations from Manicaland province of Zimbabwe that were affiliated to the National Association of Non-Governmental Organisations (NANGO). Circumstances in the country made it difficult to get the planned sample size. As earlier alluded to, during the two months of field work, cyclone Idai occurred in the Eastern Province of Zimbabwe precisely in Chimanimani and Chipinge. This unforeseen disaster impacted on NGO participation as some of the target respondents were on the ground managing logistics to assist victims of the cyclone Idai. It also became apparent at the data collection stage that NGO Board Chairpersons, Board Treasurers and Board Secretaries would require long appointments than would be feasible for one to get their participation in the research due to their non-executive function in the NGOs and engagements elsewhere. Their official offices were in almost all the cases in separate locations from participating Non-Governmental Organisation. In some instances their offices were in different cities altogether. As for NGO Directors, their executive responsibilities appeared to always keep them in meetings or away from their offices. These

experiences are captured in Morton, Bandara, Robinson and Carr (2012:107) when they contend that when conducting research in the 21st century:

...there is an increased difficulty in locating eligible participants and an increased likelihood that if potential participants are located and contacted, they will not be willing to take part. A general decrease in 'volunteerism' and social participation generally, disillusionment with science and research, increased frequency of contacts by research groups, and increasing complexity of life in the 21st Century are cited contributors to this reduced research participation rate. Additionally, contemporary population studies often demand considerable time from their participants. (p107)

The aforementioned unforeseen development prompted the researcher to drop NGO Board Chairpersons, Board Treasurers and Board Secretaries and adjust the research delimitation to include the Harare province which increased the population to 50 organisations, thus necessitating an increase in sample to 44 organisations and actual sample of 132 based on three respondents per organisation. To achieve the reliability and validity of the study, the researcher limited participation of each Non-Governmental Organisation to the Finance Manager/Director, Program Manager, and Human Resources Manager or Other.

From the targeted 44 organisations 39 (88.6%) returned completed questionnaire which suggests that out of the actual sample of 132 questionnaires distributed 117 were returned completed and that gave a response rate of 88.6%. The unreturned questionnaires (11.4%) could not be obtained from the target respondents as respondents could not be found or the instruments were reported lost at the time of collection which in the majority of cases was at the extreme end of collection extension periods. In some instances, some participants wanted to be paid for completing the questionnaires. Such demands were based on the realization that the researcher came from South Africa, an economically powerful country. This made them assume that the research was funded. The researcher in these circumstances upheld ethical principles of research by explaining to the participants conditions of participation as outlined in the university participation consent forms.

Morton, Bandara, Robinson and Carr (2012:106) contend that there is more than one explanation to response rate depending on the choice of the denominator. Morton *et al.*, (2012:106) explain that "...response rate has been defined traditionally as the total number of participants who were

interviewed divided by the total number of the people who were eligible. It has also been defined as the total number of completed interviews divided by the total number of participants with whom contact was made (or the number of all possible interviews).” Morton *et al.*, (2012:106) further explain that “a detailed description and explanation of the sampling strategy that resulted in this response rate may provide a more critical assessment of the validity of the study findings than the response rate alone.”

“It may be argued that as methods for, and particularly the constraints around, recruiting participants become more challenging and complex, there is not a single, simple definition of ‘response rate’ that can be applied to all studies. Rather what is required to judge study quality and validity are careful descriptions of participation rates. These should variously include a description of the eligible study population and how they were contacted (to ascertain external validity), the co-operation rate (which may be defined as the number of completed interviews from those who were able to be contacted) and the refusal rate (those who refused at some point to complete the interview process after some contact was made)”. (Morton *et al.*, 2012:107)

In explaining the contribution of response rate to the validity of the research findings, Morton *et al.*, (2012:107) explain that recent studies have proven that there is no direct correlation between response rate and validity. They substantiate this argument by indicating that some studies with response rates as low as 20%, are able to produce “more accurate results than studies with response rates of 60% to 70% (Morton *et al.*, 2012:107).” Furthermore, Morton *et al.*, (2012:107) explain that “more recent evaluations of national surveys with response rates ranging from 5% to 54%, have also concluded that studies with a much lower response were often only marginally less accurate than those with much higher described response rates.”

The theoretical assertions captured in the preceding paragraphs seem to confirm that a low response rate is not by design synonymous with low validity, but it simply indicate a potentially greater risk to validity. Put differently, response rates remain informative, but on their own they are not good proxies for study validity.

Scholars such as Whelan (2015:115), however, contend that a benchmark of an organisational survey response rate of 51% is valid to describe a successful participation rate for a research. As such this study response rate was well above the benchmark of 88.6%.

6.3 Respondents' areas of specialisation

Area of specialization had nine categories that were inclusive of the generic areas. The specializations identified, were Business Management (9.4%), Accounting (19.7%), Finance (15.4%), Economics (6.0%), Project Management (12.8%), Counseling (9.4%), Sciences (6.8%), and 'Others' (20.5%). The 20.5% who indicated that they belonged to none of the selected specialization areas were recorded as 'Others'. "Others" included areas such as Information Technology, Transport and logistics, Risk and Disaster Management, and any other that were neither of the specified areas of specialization. The motive for identifying the areas of specialization was to ascertain the skills possessed by the respondents.

6.4 Gender

Research findings showed that 48.7% of the respondents were male while about 51.3% were female. This resonates with literature and the Zimbabwe projected census findings of 2015. The ZIMSTAT (2015:7) population projections' thematic report states that there were 6.70 million man compared to 7.24 million women in Zimbabwe. The margin in gender parity of respondents confirm the ZIMSTAT (2015:7) projected census figures. Gender representation in NGOs was therefore a mirror of population distribution in Zimbabwe and also a reflection of the affirmative action that sought to balance women and men participation in the formal sector employment. Furthermore, ZIMSTAT (2015:60-65) states that as of 2015, Zimbabwe had 6 265 869 employed persons. Of this total 3 174 551 were found to be female while 3 091 318 were male.

6.5 Educational level

The majority of respondents (39.32%) had Diplomas as their highest educational qualification followed by those with Bachelors' Degrees at 29.06%. Master's Degree holders constituted 19.66% of respondents and certificate holders constituted the least number at 11.96%. The general education trend in Zimbabwe between the period 2009 and 2017 shows a descending trend in

numbers from form 1 to form 6 (ZIMSTAT 2018:18). Form 6 (National Qualification Credit framework level 6) is the University (National Qualification Credit framework level 7) entry qualification while form 4 (National Qualification Credit framework level 4) qualifies a learner for National Qualification Credit framework level 5. The high number of Diploma and Certificate holders showed that there were more learners dropping out at NCQF Level 4 than the number that proceeded to NCQF Level 6 who proceed to read for degrees and subsequently Masters Degrees. From a whopping 265 818 who started form 1 in 2017, only 45 750 proceeded to form 6 (ZIMSTAT 2018:18).

6.6 Gender and highest qualifications cross tabulation

In an attempt to explain gender and highest qualification attained, the research went further to do cross tabulation of the two variables. From the sample of 117 respondents, one (0.85%) male compared to 13 (11.11%) female respondents reported that they had certificate qualification. At Diploma level, there were 26 (22.2%) male and 20 (18.8%) female respondents. 15 (12.8%) females reported having bachelor's degrees as their highest qualification compared to 19 (16.23%) males. There were more females (10.25%) with Masters Degrees compared to 11 (9.40%) male respondents. This spread of statistics can be explained by Malaba (2006:16) who contends that sixteen years ago (i.e. in 2004) Zimbabwe framed a gender policy called "National Gender Policy 2004" which to date can be accredited for the reduction of negative macro-environment (economic, social, legal and political policies, cultural and religious) aspects that were obstructing equal opportunity of the sexes; making gender issue a priority in all facets of the development agenda and to make certain justifiable parity, impartiality and liberation of women and men in Zimbabwe, in all aspects of life. Besides the National Gender Policy of 2004, Zimbabwe also adopted quite a few other actions to correct gender inequalities such as the affirmative action in a number of sectors.

6.7 Age

From the five age ranges of respondents, a total of 31 (26.5%) indicated that they were between 21 – 31 years. The 32-42 years age range had 31.6%. The 43 – 53 years age range reported the

highest percentage of 32.5%. On the tip of the scale, 6.8% indicated that they were between 54-64 years and 2.6% were above 65 years. The findings resonated with the literature. According to ZIMSTAT (2015:60-65), as of 2015, Zimbabwe had 6 265 869 employed persons. Of this total, 3 174 551 were female while 3 091 318 were male. ZIMSTAT (2015:65) further provides a breakdown of the numbers by age groups. Of the 6 265 869 employed persons, 26.06% were in the 21-31 age bracket; 31.95% were in the 32-42 age range; 10.80% were in the 43-53 years age range; 8.18% were reported were in the 54-64 years age range; and 7.27% were 65 years and above.

6.8 Work experience and retention patterns

Information on period of employment with the then employer was collected to further explain the gaps that might exist in explaining the relationship between the research independent and dependent variables. The findings indicated that 44 of the respondents (24%) had been with their employer for less than 2 years while 38 respondents (20.8%) indicated that they had been with their employer for between 3-5 years. 17.5% and 1.6% indicated that they had been with their employer for 6-9 years and more than 10 years respectively.

Further inquiry was made in respect of the cross tabulation between age and period of service in the NGO. The findings revealed that from the sample of 117 respondents, 31 aged between 21-31 years, 12 aged between 32-42 years and one aged between 43-53 years and had served their NGOs for less than 2 years. In the 3 -5 years of service category, there were 16 respondents who aged between 32-42 years, zero number of respondents were in the 21-31 age bracket and 22 respondents were in the 43-53 years age range. The 6-9 years' work experience with employer group was dominated by respondents who aged between 43-53 years followed by the 54-64 years group and the above 65 years group respectively. In the 10 years of employment with employer group, only three respondents were counted with one from the 43-53 years age group and two from the 54-64 years age group. The pattern shows that a greater number of 44 had been with their employer for less than two years and the least number of three had been with their employer for 10 years or more. The trend in retention appears to have been on a descending pattern as years of employment increased.

Mutambara and Hungwe (2011) identified a similar pattern of results in their research entitled “Challenges of Employee retention in two Non-Governmental Organisations Operating in Zimbabwe”. In their research with two NGOs, Mutambara and Hungwe (2011:72) found out that of the 60 participant employees in their research, 50% had less than two years in their respective jobs. Mutambara and Hungwe (2011:72) explain that the high number of employees in the two NGOs was due to high staff turnover. The Mutambara and Hungwe (2011:72 Mutambara and Hungwe (2011) research has also unveiled that 42% of the 60 employees would not want to continue working for their current employers if given a choice. Reasons for the high staff turnover noted in the Mutambara and Hungwe (2011) research were:

- lower salaries than other NGOs
- No recognition of efforts
- Poor Labour relations
- Lack of acceptance of opinions by seniors and workmates
- Low job challenge and growth
- Nature of contracts
- Dearth of staff development
- Clumsy and inconsistent promotion practices
- Poor remuneration
- High frequencies of micro management
- Inconsistent application of personnel policy

6.9 Personality type distribution among respondents

In the construct of the independent, intervening and dependent variables of the study model, the research assumed that there was existence of an intervening/modifying variables personality types. The intervening/modifying variable was assumed to be inherent and present among respondents. It therefore was imperative to classify the respondents in terms of their personality types and team roles to inform the research on the distribution of these intervening/modifying variables among the respondents. The findings revealed that there was a representation of nine of the sixteen MBTI personality types from among the respondents. Of the nine represented personality types, seven (the executor (ESTJ), the inspirer (ENFP), the visionary (ENTP), the care giver (ESFJ), performer

(ESFP), doer (ESTP) and protector (ISFJ) were each found to be below 20% of the representative sample. The Giver personality type subscribed 41 respondents (22.4%) and the Guardian 43 respondents (23.5%). There was therefore domination of the Giver (ENFJ) and Guardian (ESTJ) personality type among the 117 respondents. Eight personality types were not represented in the sample. The unrepresented personality types were: the idealist, the scientist, the thinker, the nurturer, the artist, the duty fulfiller and the mechanic.

Seven of the nine personality types represented were deemed independently insignificant for purposes of computing analysis using the models applied in the research. Therefore, in the context of this study, a personality types was redefined to mean three main categories of – the giver, the guardian, and all other groups.

The findings on proportional representation of personality types in the research were supported by empirical research. Poursafar, Devi, and Rodrigues (2015:1) in their research which involved 126 Indian and 176 Iranian respondents found out that “ESTJ was the most dominant personality type in both samples and they were followed by ISTJ. In the Iranian group, among 176 attendees, ESTJ, ISTJ, ENFJ and ENTJ were the most populated types.”

6.10 Respondents Team Role distributions

In the construct of the independent, intervening and dependent variables of the study model, the research recognized the existence of intervening/modifying variables team roles. Intervening/modifying variables were assumed to be inherent in respondents. It therefore was imperative to classify the respondents in terms of their team roles to inform the research on the distribution of the team role intervening/modifying variables. The findings revealed that the implementer team role had the highest representation among the respondents with 31 respondents (26.5%). The Monitor Evaluator had a representation of 24 (20.5%) followed by the Shaper with 15 respondents (12.8%). Team Worker, Coordinator and complete Finisher had the same representation at (13) 11.11% representation. The Plant was the second least with 8 (6.8%) representation. The resource investigator was not represented (0%).

Belbin (1993:110) explains that the configuration and balance of team roles contained by a team had a positive or negative influence on the proficiency and accomplishment of the team. The

outcome of representation of team roles was therefore taken not to be an anomaly and was therefore considered 'normal' under the circumstances.

Belbin (1993:110) explains that a team can only function efficiently if the personal characteristics that make it up are complementary. Belbin further contends that if individuals in a team have similar team roles, they are predisposed to compete with each other in the performance of the tasks. Such competition for excellence will inevitably lead to conflict within the team. The resultant conflict will obstruct and prevent the team from reaching its full potential. Through his research on teams, Belbin found out that each member in a team takes on a role, and that each role has a precise strengths that recompenses for the weaknesses that are in other member's team roles (Belbin, 1981:170; Belbin, 1993:110).

Belbin's (1981; 1993) research was propelled by the believe that role distinguishing proof in groups helps individuals in groups to choose what ought to be done in order to meet desires of their group members, and what they in turn can anticipate from individual group individuals. The research of Belbin submits that for group collaboration to be compelling, the group must reach a few compliance as to their individual roles. The setup and adjust of group roles will have a positive or negative impact on the capability and accomplishment of the group. To reach this conclusion, Belbin tested with different assorted blends of group roles so as to have an insight into possible group combinations. Through their tests on group role combinations, Belbin's research group made disclosures that a group ruled in number by shinning and gifted individuals (Plants) is at risk of failing to maximally achieve its purported functions. They are in this way christened groups with such group part courses of action "Apollo groups" (Belbin, 1981:176; Belbin, 1993:112). Earlier to the disclosure, Belbin's group had supposition that a group with shinning and skilled individuals (Plants) would outclass the other groups amid the test, but the results demonstrated something else - the group comprising numerous plants had the most noticeably awful execution when compared to others. However, Belbin and his group observed that a group with numerous individuals with high expository abilities (Plants) will be charmed with having their own thoughts executed over suppositions from other individuals. Within the guaranteeing contentions on ideas, a group ruled by shinning and skilled individuals (Plants) will find it difficult to have something done. Instead, they will spend so much time debating the pluses and minuses of their propositions.

Belbin's research team concluded that to make teams effective and efficient, it is important to balance bright and talented members with other team roles such as coordinator who would make decision making easy; a team worker who would apply diplomacy to avoid arguments; an implementer who would put ideas into action, and the completer finisher who would perfect the team's work (Belbin, 1981:176; Belbin, 1993:115).

The next sub-section presents the discussion of empirical research objectives.

6.11 Discussion of the research hypotheses of the Study

This section presents the discussion and analysis of the ten correlational hypotheses formulated in this study to test the relationship between team roles, personality type and NGOs ability to get donor funds.

The next section presents the discussion of hypothesis 1 (Research Objective 1)

6.11.1 Hypothesis 1: There's factually noteworthy contrast on the impact of diverse group parts on giver contributions.

The alternative hypothesis was accepted. The results seem to suggest that, in contrast to the null hypothesis, Belbin team role diversity have a statistically significant influence on team performance. This supports the claim that team role diversity contributes to team performance. What is established by the data, is that the expertise of the team members has some contribution to team performance. The existence of a relationship between differences in Belbin group parts and team performance is not startling, it really resonates with a number of other studies with similar results (Lin, He, Baruch, and Ashforth, 2017:931; Hawkins, Diambedou, Mahamadou and Sandrine, 2020:37; Batenburg, van Walbeek Wesley in der Maur, 2013: 901; Van de Water et al., 2008:499).

The assumption that the results were not based on chance was further complimented by the results of the test to model the relationship between employees' team roles performance within the organization with work experience as predictors and donor contribution as the dependent variables where the null hypothesis was rejected. The results showed that team roles had significant parameters for comparing poor performance with good and average performances. Parameters

estimate contrasting poor performance versus each of the other two groups N = 117. Though the *p* value indicates significant results, Odds ratios were found to be very low in all cases (less than 1). Noting that the statistical significance is the probability that a relationship between two or more factors is caused by something other than a chance, the observed results proven to be statistically significant and not more of a result of chance.. The results were:

- Employees of team role coordinator are less likely to get donor contributions to their annual budget in the range 50 – 75% by 2.894 times less than employees from other personality groups, and also that employees that are coordinators are less likely to get donor contributions that exceed 75% of the annual budget, 4.725 times less than employees from other groups.
- Employees that are team workers are also less likely to get donor contributions that exceed 75% of their annual budget 4.835 times less than employees from other team role groups. This finding is new and therefore it's an addition to theory.
- An increase in work experience is most likely to reduce the chances of an NGO receiving donor assistance that exceed 50% of their annual budget.

It was realised that the results resonated with some aspects of the literature. Belbin (2012; 2010) posits that a coordinator is more of a motivational team leader. The role does not fade with time and this makes it a permanent position that can endure the span of the existence of the team. Making an observation on the coordinators personality, Belbin (2012:61-73; 2010a, 2010b) contends that people who are coordinators in a team are calm, and confident and they guide and control the other team members in the team in a democratic leadership fashion. They listens to team members and allow potential contributions from team members. The coordinator has a discerning aptitude to identify every team member's strong points and flaws and has an unusual aptitude to get the best out of their capabilities when managing the team in the direction of its intentions. This team role comes with documented weaknesses which centre on the manipulation and over-delegation (Belbin, 2010a:46; 2012:61-73). The coordinator's inability to attract donor funding at moderate and high levels could be because of their manipulation and over-delegation characteristic which allows the manipulated and over delegated to get results accounted to their names.

The above findings also seem to collaborate the empirical literature's contention that the team worker is a socially oriented member of the team who builds unity among team members by resolving misunderstandings between members and encouraging team spirit. They however, have the weakness of being indecisive when faced with challenging situations and under these circumstances they get easily influenced by other members of the team (Belbin (2010b:36) and Belbin (2012: 61-73). Their limited ability to exceed moderate ability to attract donor funding could be explained by their indecisiveness amid challenging situations.

Other than the said attributes that can assist in performance of a team role, no direct statistical significance has proven that the gains that would accrue from team members team roles were not a mere result of that chance especially when the performance inconsistencies of every team member are put into perspectives, that is, where performance is not consistent across all the levels of assessment.

The next sub-section present the discussion of hypothesis 2 - research objective 2.

6.11.2 Hypothesis 2: There's a factually noteworthy relationship between a specific identity sort and fascination of Social development giver financing.

The hypothesized position that there is a statistically significant relationship between a particular personality type and that personality type's level of social innovation donor funding sourcing gained significant support evidence when it was tested.

Direct statistical significance has proven that the gains accruing from the personality types were not a mere result of chance especially when the performance inconsistencies of the three personality types (Giver, Guardian and Other) were put into perspectives. Consistent performance across all levels of assessment were deemed to suggest that the occurrences were not by chance. The personality type performance showed consistency across levels of the test to substantiate that the occurrences were not being caused by chance. This argument accrues from a multinomial logistics regression results that were performed to model the relationship between the predictors (personality types, experience in years, highest qualification (duration) and age groups) and organizational performance in NGOs.

The conventional 0.05 model measurable centrality was utilized. The expansion of the predictor to a model that contained only the intercept essentially moved forward the fit between the model and the information, $X^2(6, N=117) = 51.996$

The following were the predictor's unique contributions in the multinomial logistic regression

Predictor	X ²	Df	P
Age	14.149	2	0.001
Personality Type	44.740	4	0.000

The following Parameter estimates contrasting Poor Performance versus each of the other two groups N = 117 obtained

Predictor	Poor Performance Versus	B	OR	P
Per Type 1 – Giver (ENFJ)	Average Performance	2.979	19.660	.001
	Good Performance	6.182	484.023	.000
Per Type 2 – Guardian (ESTJ)	Average Performance	1.508	4.516	.027
	Good Performance	4.608	100.237	.000
Age	Average Performance	-.084	.920	.002
	Good Performance	-.107	.899	.002

All predictors considered had significant parameters for comparing poor performance with average and good performance. The findings from the tests revealed that personality type 1 (Giver - ENFJ) and Personality type 2 (Guardian - ESTJ) managers in the NGOs in Zimbabwe are more likely to get donor contributions in the 50 – 75% range of their annual budget, 2.979 times more than employees from any other personality type. Employee of personality type one (Giver - ENFJ) are also more likely to get donor contribution that exceed 75% of their annual budget, 6.182 times more than employees of any other personality type. The reference of performance only at 50- to above 75% of the assessment levels speaks more to chance than any other factor. Were it not by chance, the giver would have an outstanding performance below 50% of the budget. Getting higher performance at a meagre 3% more than other personalities at 50-75% of budget can therefore best be explained by chance. The findings also revealed that employees with personality type two

(Guardian - ESTJ) were more likely to get donor assistance in the 50 – 75% range of their annual budget, 1.508 times than employees with any other personality type. Employees of personality type 2 (Guardian- ESTJ) were also more likely to get donor assistance exceeding 75% of their budget 4.608 times more than employees from other categories.

The findings which appeared more statistically significant resonated with the pronouncement made in the literature. According to the literature, popular professions for ENFJs include: social worker, counselor, psychologist, human resources manager, and manager. Cherry (2020) also explains that ENFJs regularly do best in careers where they get to assist other people and spend an incredible amount of time connecting with others. Due to their solid communication and organizational abilities, ENFJs can make good pioneers and directors. They are great at organizing exercises, making a difference on others and accomplish their potential and settling interpersonal conflicts. They endeavor to make agreement in all circumstances, and they continuously appear to know what to do to ease pressures and minimize disagreements.” According Cherry (2020:1) ENFJs are regularly watched as flexible "individuals." They are capable of building companionships of all identity sorts, with more pulled back or uncommunicative identities. For the reason that they have the capability to perceive what others feel and how that impact on individuals’ conduct, they do have the ability to influence and control others.

Advance Cherry (2019:33) posits that ESTJs are frequently depicted as commonsense, and people who take-charge. They are committed to tradition and laws. They have strong feelings and they expect other people to possess the same attributes. In work circumstances, ESTJs are hard-working and reliable.

The findings from the tests revealed that compared to other personality types, Giver and Guardian in the NGOs in Zimbabwe were more likely to be high performer chancers at getting social innovation donor funding for their respective NGOs.

The next sub-section presents the discussion of hypothesis 3 - research objective 3.

6.11.3 Hypothesis 3 (i): There's a critical relationship between the age of a worker and pulling in Social advancement giver funding

The null hypothesis was rejected. The hypothesized position that there is a statistically provable significant relationship between the age of an employee and their rate of attracting social

innovation donor funding to an NGO gained significant support evidence when it was tested. The findings indicated that there is a statistically significant relationship between the age of an employee and attracting social innovation donor funding.

The findings are consistent with empirical literature which among other reasons suggest change in priorities, not being asked to donate, not being thanked for previous donation, lack of communication about the use of previously donated funds, forgetting about the recipient, giving to another organization, dissatisfaction with the receiving organization and solicitation overreach as a factor that affect donor contribution to NGOs (Sergeant, 2001; Association of fundraising professionals 2000).

The next subsection presents the discussion of hypothesis 3 (ii) – research objective 3

6.11.4 Hypothesis 3 (ii): There's a measurably critical relationship between sex and drawing in Social advancement benefactor funding.

The hypothesized position that there is a factually provable critical relationship between sex dispersion in a NGO and the NGO's level of pulling in Social advancement donor subsidizing picked up noteworthy support evidence when it was tried.

The results show that there was a critical contrast in capacity to get social development benefactor subsidizing between ladies and men, $t(115) = -2.502$, $p = 0.014$, that is, the cruel giver commitment score of ladies ($M = 1.32$, $SD = 0.725$) was altogether distinctive from that of the men ($M = 0.98$, $SD = 0.719$). The result appear to suggest that the likelihood within the Sig. (2-tailed) column within the ($p = .014$) is less than .05, meaning that we dismiss the invalid speculation and concluding that there is a critical distinction in capacity to get social advancement giver financing between male and female NGO representatives. This finding is consistent with the literature. According to the literature, there is no absolute balance of donations based on gender. Donors' interests are biased towards either men or women or Children. Donors are therefore likely to donate to an NGO representative who represents their gender interests (Oxfam, 2020; Association of Women's rights, 2020; OECD netFWD (2019)).

The next sub-section presents the discussion of hypothesis 5 – research objective 3

6.11.5 Hypothesis 3 (iii): There's a measurably noteworthy relationship between NGO's work encounter and pulling in Social development benefactor subsidizing.

The hypothesized position that there's a measurably and noteworthy relationship between NGO's work encounter and the NGO's level of pulling in social development donor subsidizing picked up critical support evidence when it was tried. The results indicated that there's a measurably noteworthy relationship between NGO's work involvement and drawing in Social advancement donor financing. The results show that an increase in work experience negative affect social development donor subsidizing.

These findings are consistent with what the literature suggests (Sergeant, 2001; Association of fundraising professionals 2000). The literature suggests that the age of an NGO affects its donor funding ability. According to the literature, it is the relationship built between the donor and the NGO that has an influence on social innovation donor funding of the NGO. Relational issues on the part of the donor include change in priorities, not being asked to donate, not being thanked for previous donations, lack of communication about the use of previously donated funds, forgetting the recipient, dissatisfaction with the receiving organization and solicitation overreach (Sergeant, 2001; Association of fundraising professionals 2000).

The next sub-section presents the discussion of hypothesis 6 – research objective 3

6.11.6 Hypothesis 3 (IV): There's a factually noteworthy relationship between the most elevated capability gotten by a representative and drawing in Social development benefactor funding.

The hypothesized position that there is a statistically provable and significant relationship between the highest qualification obtained by an employee and the NGO's level of attracting social innovation donor funding gained no significant support evidence when it was tested.

The results indicated that there was no statistically significant relationship between the highest qualification obtained by an employee and attraction of social innovation donor funding. These results are supported by the literature (Banerjee, 2006:p2 –p4) which suggest that Donors do not

prioritize the educational qualifications of their potential beneficiaries, rather they prioritize receiving NGO capabilities which include (i) charting a development path, (ii) donor understanding, (iii) tackling the funding issue strategically, (iv) attaining the faith of donors, (v) developing lawfulness, (vi) political impartiality, (vii) r bringing together different group personalities and motivations, (viii) thinking outside the box', and (ix) executing donor and (national) legislative necessities (Banerjee, 2006:p2 –p4).

The next sub-section presents the discussion of hypothesis 7 – research objective 3

6.11.7 Hypothesis 3 (v): There's factually noteworthy relationship between adherence to key arrange and pulling in Social advancement benefactor funding.

The hypothesized position that there is a factually provable critical relationship between adherences to key arrange and the NGO's level of drawing in social development donor subsidizing did pick up noteworthy relationship when it was tested.

This finding is consistent with the literature. For example, Sergeant (2001:3); Association of fundraising professionals 2000:1-2, Banerjee (2006:2-4) argue that sustainability and strategic capabilities factors enhance attraction of Social innovation funding. Sustainability in this context implies that administration and coordination of natural, social and monetary requests and concerns guarantee mindful, moral and continuous victory. It appears therefore that donors are concerned with adherence to strategic blueprints and those practices that prioritize the management and coordination of environmental, social and financial demands and concerns to ensure responsible, ethical and ongoing successes. A sustainable NGO therefore is one that has negligible negative affect, or possibly a positive impact on the world or nearby environment, community, society, or economy—a commerce that endeavors to meet the triple foot line. Strategic capabilities which donors appear to prioritize allude to a business' capacity that ties together all its abilities, capabilities and assets in order to have a competitive advantage; survive and increment in its esteem over time.

The next sub-section presents the discussion of hypothesis 8 – research objective 3

6.11.8 Hypothesis 3 (VI): There's factually critical relationship between track record and pulling in social development benefactor funding.

The hypothesized position that there is a measurably provable critical relationship between NGO's commerce notoriety (track record) and level of pulling in social development benefactor subsidizing picked up critical back prove when it was tried. The Null hypothesis that there is no factually noteworthy relationship between track record and social advancement donor subsidizing was rejected.

These results support previous studies such as the one by Sergeant (2001) which posits that donors do not continue to support NGOs who do not thank them for previous donation, do not communicate about the use of previously donated funds, and who ask repeatedly and frequently for donor contribution to NGOs (Sergeant, 2001; Association of fundraising professionals 2000).

The above finding have reference in experimental writing which states that one of the things a subsidizing affiliation may examine is the current status and reputation of an NGO's affiliation interior and the community they work. They will be able to find information around the NGO's affiliation from day by day papers and websites as well as reaching associations that they might have to worked with to see what they have to say about the NGO. Funders are likely to be particularly inquisitive about the encounters of others by making affiliations who the NGO had as of now worked with. Financing associations get charmed by NGOs' past funders whether they got raised wage from the community or from other government or private affiliations. Their past track record can be of an immense advantage to a NGO. As a grantee it is exceptionally imperative make past any question to join information on your site approximately who has sponsored you inside the past (Iwaarden and Wiele, 2014:5).

The next sub-section presents the discussion of hypothesis 9 – research objective 3

6.11.9 Hypothesis 3 (vii): There is measurably noteworthy relationship between Rate of Self-Funded ventures and pulling in Social advancement benefactor funding

The hypothesized position that there is a measurably provable critical relationship between a NGO's self-generated capital capacity and the NGO's level of drawing in social advancement donor subsidizing did gain critical bolster evidence when it was tried. The Null hypothesis that

there is no factually noteworthy relationship between rate of Self-Funded ventures and Social advancement donor financing was therefore rejected.

The findings are consistent with the literature. For example, Banerjee, 2006:p2 –p4) argues that donors prioritize funding NGOs with (i) capability for charting a development path, (ii) capability for tackling the funding issue strategically, (iii) capability for attaining the faith of donors, (iv) capability for ‘thinking outside the box’, and (v) capability for executing donor and (national) legislative necessities (Banerjee, 2006:p2 –p4).

The next sub-section presents the discussion of hypothesis 10 – research objective 3.

6.11.10 Hypothesis 3 (viii): There's measurably noteworthy relationship between company execution and pulling in Social development benefactor funding

The hypothesized position that there is a measurably provable critical relationship between a NGO's performance index and the NGO's level of pulling in Social development benefactor financing did gain critical bolster prove by when it was tried. The Null hypothesis that there's no factually noteworthy relationship between company performance and Social development donor subsidizing was rejected. The results demonstrated that there's measurably noteworthy relationship between a NGO's execution list and pulling in social development benefactor financing prove by NGO execution variable being able to clarify 67% in variety of sums achieved by NGOs.

This finding is consistent with the literature. For example, (Sergeant (2001:2); Association of fundraising professionals (2000:1-3), and Edward and Hulme (2013:55-59) contend that in the social innovation projects, donors seem to prioritize funding initiatives that have long-term impact. Long term in this context implies longevity of the existence of the NGO that comes with sound company performance over time. Edward and Hulme (2013:55) further state that “market – oriented strategies, good governance, prominent and professional role for NGOs are crucial elements in the new agenda.”(55) This conclusion also appears to find reference in empirical literature. Iwaarden and Wiele (2014:5) explain that while foreign donors proceed to donate, they start to flag that they are not upbeat with the current level of data given by charities. Benefactors are presently asking more data approximately on what is really happening to their cash. In order to maintain public believe and certainty in charities, a framework of accreditation can be a valuable

instrument. The research appears to suggest that benefactors that are mindful of an accreditation framework have to believe in charities, and as a result they grant more cash.

It is hence clear that various people have come to regard the estimation of charity ampleness and straightforwardness as distant and more basic over the past decade (Harrow et al., 1999; Wainwright, 2003; Sprint, 2004; Little, 2005 in Iwaarden and Wiele, 2014:5). Four major reasons are said in these sources for this float. To start with, the bursting of the stock market bubble decreased the whole of sponsor capital. Furthermore, there is an improvement of venture charity that emphasizes the application of performance measurement. Third, more administrators with experience within the profit division are moving into the non-profit field. At long final, government authorities are realizing Charity engagement is basic field, which needs their thought. So, execution of charities is getting to be more basic, be that as it may, measuring achievement of charities appears be more troublesome than measuring execution of profit centered.

In spite of the drive for charity responsibility, people are as of now proceeding to provide and in a few cases (just like the 2005 torrent request) exceptionally liberally. This consistent giving is in spite of the fact that the charities concerned have not created the openness and straightforwardness surrounding their operations which most of the givers say they desire (Lee, 2004 in Iwaarden and Wiele, 2014:5). It may be because givers are not very certain around the level of openness that they require from charities. It may be the case that donating communities have no appreciation of how worthwhile the performance estimation of charities may be. Owing to different reasons benefactors do not see a need for evaluating performance of their beneficiaries. The benefactors contribute to NGOs they believe; comparison of charities is seen as a waste of resources on its own where the cost of collecting execution information exceeds benefits; measuring outside adequacy is complex (Cunningham and Ricks, 2004 in Iwaarden and Wiele (2014:5).

In order to evaluate a charity's worthiness of their support, benefactors might utilize two execution measures: the program benefit proportion, which is program consumption as a proportion of total money spent. Alternatively they can use the fundraising proportion, which is obtained by dividing fundraising expense by total money raised (Steinberg and Wilhelm, 2003; Steinberg, 1997; Steinberg, 1990, 1984; Otken and Weisbrod, 2000 in Iwaarden and Wiele (2014:5).

Although the measure of performance is not absolute and common across sectors, it is commonly acknowledged that programme used ought to be no less than 65 percent of add up to consumption.

Subsequently not more than 35 percent of add up to consumption ought to be on gathering pledges and regulatory costs, that is, sound performance works on a 65:35 proportion where 65% of money raised is spent into the direct purpose of its raising and 35% goes towards implementation costs Iwaarden and Wiele (2014:6).

Another prevalent proportion utilized over divisions of charitable work to look at the productivity of charities is to compare investment value against the benefits (Cost benefit analysis) (Iwaarden and Wiele 2014:5). This proportion compares the use of gathering pledges with the sum of commitment that is actually realized. Ordinary benchmarks would propose that a charity ought to spend no more than 35 cents to raise a dollar.

6.12 Chapter summary

This study has unearthed interesting findings that can be cascaded into a working strategic human resources model for the enhancement of social innovation by NGOs in Zimbabwe.

It however, became apparent in the research that all the eight team roles presented in the conceptual framework are likely to make statistically significant influences on attraction of social innovation donor support in NGOs in Zimbabwe. All the team roles' effects on attraction of Social Innovation donor support in NGOs in Zimbabwe appear to be statistically significant. Team worker and coordinator team roles, were found to lag in contribution to donor support at upper scales when compared to other team roles. The findings have revealed that implementer, shaper, plant, resource investigator, monitor/evaluator and complete finisher team roles have 2.894 more chances of obtaining donor contributions at 50 - 74% of their annual budget and 4.725 and 4.835 times more compared to coordinators and team workers respectively.

The findings from the tests have revealed that personality type giver and Guardian in the NGOs in Zimbabwe are more likely to be high performers at getting social innovation donor funding for their respective NGOs compared to the other personality types.

NGO operation period, strategic plan adherence and self-funded projects have statistically significant bearing on a NGOs ability to acquire donor funding for social innovation performance. An NGO's performance, its track record and gender appropriateness have statistically significant bearing on a NGOs ability to acquire donor funding for social innovation performance.

The findings put together speak of a feasibility of a Senior Management traits and attributes model that enhance corporate social innovation donor funding in National Non-Governmental Organisations in Zimbabwe.

The next chapter presents the research conclusion through illuminating the research findings, conclusions and recommendations for the different audiences to whom the research was meant. The objective based conclusions are given trail by recommendations for strategic people in NGOs and donors alike.

CHAPTER 7: CONCLUSIONS AND RECOMMENDATIONS

7.1 Introduction

Chapter 6 presented the discussion on demographic findings which can inform readers on the number and nature of respondents from which the results presented were obtained. The distribution of the demographic data was also discussed in the context of statistics on Zimbabwe at the time of the research. After an interrogative discussion on the demographic data, other findings were discussed following the chronology of the research objectives and questions.

This chapter concludes the research by illuminating the research findings, conclusions and recommendations. Objective based conclusions are given trailed by recommendations for strategic people in NGOs and Donors alike.

Logical reasoning originates from theory and it collects facts to exam such a theory. In this research, there was no explicit theory. Rather, there was theoretical and experiential findings regarding the influence of team roles and personality types on NGO's performance (ability to get donor support for social innovation performance in Zimbabwe. In this study, facts were gathered, examined and debated accordingly. Based on this background, it is imperative to state that deductions and recommendations can now be made based on the findings of the study.

7.2 Review of the major findings of the study

This segment presents the major discoveries of the study. The major discoveries of the study are based on literature audit and experimental evidence derived from this study and they are examined below: The next subsection presents the conclusion based on the literature review.

7.2.1 Findings from the literature review

As repeatedly observed, the main aim of the study was to establish the role of team and performance types on Social Innovation performance of NGOs in Zimbabwe. It is evident from the literature review that there are more or less similar central features that define NGOs, and that include; independence from government direct control, being apolitical, and being non-profit making (New World Encyclopedia Contributors, 2017:1). These features appear to be acceptable in the majority of states including in Zimbabwe. They are acceptable because they comply with

the conditions for recognition by the United Nations (Willets, 1996:3; New World Encyclopedia Contributors, 2017:1).

The origin of NGOs (Charitable and community) in Zimbabwe, can be traced as far back as 1807 when the British put to an end the slave trade. This was tailed by the founding of a number of organized, non-profit movements which addressed the concerns of slavery (Lewis, 2010: 1056; Manyuchi, R., & Khan, 2012:9). The term, “non-governmental organization” was coined by the United Nations in 1945 in their quest to distinguish between the UN charter participation rights for intergovernmental specialized agencies and international private . The term NGO thereafter became official, but only referring to the collective of private voluntary , civil society , and citizens associations (Herbst, 1990 cited in Gordon 2015:14; Dorman, 2010:17; Gordon 2015:15).

Quantification of Non-Governmental Organisations throughout the world has continued to vary widely and is consistent with a number of definitions that are propounded to define NGOs. The size of the NGO sector varies widely across countries. The lack of agreement among scholars on definition of NGOs has therefore made it very difficult if not impossible to come up with an agreed upon figure in references to NGOs operating in the world to-date (USAID, 2010: 137; Nye, 2008; Gidron, et al 2004).

NGOs have been construed by a wider proportion of Governments as strategic partners in participatory and society centered development. This recognition appears to arise from most NGOs’ capabilities to invent and tryout prototypes of effecting development programmes, successfully reaching out to the under privileged and difficult to reach areas and to ostracized segments and groups of the society (Utuk 2014:25). Non-Governmental Organisations can be classified into two categories: Operational and Advocacy Non-Governmental Organisations where Operational Non-Governmental Organisations’ main purpose is to design and implement development related projects at international, national, or community based levels. Advocacy non-governmental organisations exist to raise awareness and knowledge through implementation of various activities and those include, but are not limited to lobbying, media work and activist events (The World Bank cited in Sushant ,2010:7-16; Non-Governmental Organisations Act Chapter 17:05 of 2007 section 3 (1)).

It is clear that numerous individuals have come to respect the estimation of charity adequacy and straightforwardness as far more critical over the past decade (Harrow et al., 1999; Wainwright,

2003; Dash, 2004; Small, 2005 in Iwaarden and Wiele, 2014:5). In order to evaluate a charity's worthiness of their support, benefactors might utilize two execution measures: the program benefit proportion, which is a programme consumption as a proportion of total money spent or fundraising proportion, which is obtained by dividing fundraising expense by total money raised (Steinberg and Wilhelm, 2003; Steinberg, 1997; Steinberg, 1990, 1984; Otken and Weisbrod, 2000 in Iwaarden and Wiele (2014:5).

There still appears to be very limited academic research on social innovation. To this end, it can be observed rightly that most contemporary work on social innovation has been practice-oriented and has been put out in the form of research reports of various foundations as well as articles in journals like the Stanford Social Innovation Review (Pol and Ville 2009:878; Huybrechts and Nicholls 2012:31).

There has not been a universally agreed position on whether team roles and personality types (independently or collectively) affect team performance among the many studies conducted which include: Belbin (2014; 2010); Van de Water et al. (2008); Park and Bang (2002); Lin, and Chang (2019); Ramírez-Correa, Grandón, Alfaro-Pérez, and Painén-Aravena, (2019); Gerlach, Farb, Reville, and Amaral (2018); Ahmad and Abdulkarim (2018); Sârbescu and Boncu (2018); Contu, Alessia & Pecis, Lara. (2017); Nevrlová, Karolína & Seitlova, Klara. (2016); Tkalcic, Quercia, and Graf (2016); Fung, Han Ping & Cheng, and Sheila. (2015); Mostert, Nel. (2015); Emerald Group Publishing Limited (2015); Barnett, Pearson, Pearson, and Kellermans (2015), and Belbin (2014); Partington and Harris (1999).

There is need for additional studies to be carried out to identify universal criteria for measuring performance. There is also a need to carry out further studies on the variables that should be considered in team roles and personality types in the process of evaluating the impact of the two variables of performance in NGOs.

The next sub-section presents the conclusions based on the findings of the study.

7.2.2 Findings from the empirical Study

Observational discoveries of this study are outlined below:

Key findings indicate that there was statistically significant relationship between attracting Social innovation donor funding and variables such as team roles, personality type, age of employees, gender of employees, work experience, NGO adherence to strategic plan, NGO track record, NGO percentage of self-funded projects and NGO performance. It is only the academic qualification that has been disregarded as having no statistically significant relationship with social innovation donor funding to NGOs.

The next sub-section presents the discussion of Research Question 1

7.2.2.1 Is there a measurably noteworthy relationship between group parts on benefactor commitment for social innovation?

Team roles were found to contribute 17% of variations in the amounts of money received by NGOs with team role sharper and monitor being the best performers and coordinator and team worker being the least on the table. Employees of team role coordinator were found to have 2.894 less chances of getting donor contributions to their annual budget in the range 50 – 75% of NGO's national budget compared to employees from other personality groups. Employees who were coordinators were found to have 4.72 less chances of getting donor contributions that exceeded 75% of the NGO's annual budget than employees from other groups.

The next sub-section presents the discussion of research question 2.

7.2.2.2 Is there a measurably noteworthy relationship between a specific identity sort and fascination of Social advancement giver funding?

Personality type contributed 27% of variations in the amount of money received by NGOs with personality types of “giver” and “guardian” being outstanding contributors compared to combined other. The findings from the tests revealed that of the 16 personality types, only personality types of “giver” and ”guardian” in the NGOs in Zimbabwe were more likely to get the social innovation donor funding for their respective NGOs than the other personality types.

The findings have also revealed that the “giver” (ENFJ) and “guardian” (ESTJ) managers in the NGOs in Zimbabwe were more likely to get donor contributions in the range of 50 – 75% of their annual budget, 2.979 times more than employees from any other personality type. The ”giver” (ENFJ) managers in NGOs were also more likely to get donor contributions that exceeded 75% of their annual budget, 6.182 times more than employees of any other personality type.

The next sub-section presents the discussion of research question 3

7.2.2.3 Is there a factually critical relationship between the age of a worker and drawing on social development benefactor subsidizing?

The age of employees contributed 10% of variations in the amount of money to be received by NGOs with age range 32-42 being the most effective and above 65 years being the least. It emerged that an increase in work experience was most likely to reduce the chances of an NGO receiving donor assistance exceeding 50% of their annual budget. The results showed that an increase in age by a year: was most likely to reduce the chances of an NGO employee getting donor contribution in the 50 – 75% range by 0,084 times and an increase in age by a year was most likely to reduce the chances of an NGO employee getting donor contribution above 75% of their annual budget by 0.107 times.

The next sub-section will present the discussion of research question 3.

7.2.2.4 Is there a factually noteworthy relationship between sexual orientation and drawing on social development giver subsidizing?

Sexual orientation of workers was found to also have a measurably critical effect on social advancement benefactor subsidizing where ladies were found to be more successful than men. The results have shown that there was a noteworthy contrast in capacity to get social advancement benefactor financing between ladies and men, $t(115) = -2.502$, $p = 0.014$. That is, the cruel benefactor commitment score of ladies ($M = 1.32$, $SD = 0.725$) was altogether distinctive from that of men ($M = 0.98$, $SD = 0.719$).

The next sub-section presents the discussion of research question 3.

7.2.2.5 Is there a factually critical relationship between NGO's work involvement and drawing on social development benefactor funding?

Work experience was found to also have a statistically significant impact on social innovation donor funding received where women were found to be more effective than men. Work experience was significant too as it could explain 11% of the variation in the amount received by an NGO. Works with ≥ 2 years were found to be outstanding performers in attracting social innovation donor funding. It was unveiled that a worker in an NGO increased the proportion of their ability to source

social innovation donor funding declined proportionally. Employees with ≤ 10 were found to be very ineffective at sourcing social innovation donor funding for an NGO.

The next sub-section presents the discussion of research question 3

7.2.2.6 Is there a factually noteworthy relationship between the most elevated capability by a representative and pulling in social development benefactor funding.

Employee qualifications were found not to have any statistically significant relationship with the amount received by NGO from donors. Academic qualifications could only contribute an insignificant 0.3% of the social innovation donor funding variations.

The next sub-section presents the discussion of research question 3.

7.2.2.7 Is there a measurably critical relationship between adherence to vital arrange and drawing in Social advancement giver funding?

Adherence to strategic plans by NGOs, had a significant statistical impact on social innovation donor funding. Adherence to strategic plans could contributed 10% of the variations in social innovation donor funding in NGOs. NGOs that ‘sometime’ adhered to their strategic plans were found to be getting the highest in social innovation donor funding followed by those that adhered to their strategic plans all the time. Those that never adhered to their strategic plans had insignificant social innovation donor funding.

The next sub-section presents the discussion of research question 3.

7.2.2.8 Is there a measurably critical relationship between track a record and drawing on social development benefactor funding?

NGOs track record, had significant statistical impact on social innovation donor funding. A track record were found to account for 62% of the donor variations in donor support. Organisations with moderately good track record were observed to be doing exceptionally well than organisations with very good ratings.

The next sub- section presents the discussion of research question 3.

7.2.2.9 Is there a measurably noteworthy relationship between rate of self-funded ventures and drawing in Social development giver funding?

NGO percentage of self-funded projects had significant statistical impact on social innovation donor funding. It also was apparent in the research that Social innovation donor funding was higher in NGOs with lower proportions of self-funded projects. NGOs with $\geq 25\%$ of funding from self-funded projects appeared to get more donor funding for social innovation activities. The proportion reduced proportionally for NGOs with $\leq 26\%$.

The next sub-section presents the discussion of research question 3.

7.2.2.10 Is there's factually critical relationship between company execution and drawing on social development benefactor funding?

In overall, a NGOs performances in the area of social innovation all had significant statistical impact on social innovation donor funding. NGO performances were found to be key as they accounted for 67% of variations in the amount of money received by an NGO from donors for social innovation. The results showed that the higher the computer performance index the higher the donor support.

7.3 Recommendations

These recommendations are based on the conclusions, observations, hypothetical writings and information obtained from the study. The recommendations are for the Zimbabwean None Governmental Organisations, to managers working in NGOs, and to Social Innovation Projects donors and for further research.

7.3.1 Recommendation 1: Non-Governmental Organisations Management

7.2.1.1 Team roles and Performance recommendations

In order for a group to perform viably, all the eight group parts have to be considered for each group role to bring specific characteristics to the bunch which influence the team's execution. Based on this assertion, the analyst concludes that there are key fixings which can offer assistance in overhauling the execution of the group, including NGOs (Contu, Alessia & Pecis, Lara, 2017:5; Lidström, Hemmingsson and Ekbladh, 2020:589). Managers should recognize that identity and mental capacities of individuals may restrain their chances of satisfying different team roles, and that a group can utilize its specialized assets to full advantages only when it has the correct balance and blend the group parts. It is therefore recommended that managers should take different

contemplations into consideration when compiling their groups to manage work with Donors. As is regularly the case, they ought to not just depend on recounted prove given by specialists and human resource training that offer team-building programs that center on groups that are assumed to begin to provide results only. Despite the benefits from team-building courses facilitated by professionals, managers should be cynical of simple-minded assertions that a team-building training will produce an organized team and escalate efficiency. Making cohesive and beneficial groups requires more exertion than can be given by setting different individuals together. It is key to recognize each team member's strong points and feebleness as well as the Organization's ranking in respect of performance and track record and build on such understanding to advance the Organization's performance in the successive periods.

Team adequacy is dependent on each member's capacity to precisely perceive and adjust their commitment to the group (Lidström, Hemmingsson and Ekbladh, 2020:589). It is recommended therefore that managers in NGOs in Zimbabwe should help their employees to recognize and modify their contributions to the team. Techniques and procedures should be put in the performance management systems to highlight areas where a team member becomes an obstacle to team excellence and prescribes actions that the employee should adopt for performance improvement. In carrying out this exercise, managers in NGOs in Zimbabwe may need to use the situation leadership model. The model categorizes employees into four distinct groups based on their commitment and competence. The categories are (i) Low Competence/High Commitment (ii) Some Competence/Low Commitment (ii) High Competence/Variable Commitment (iv) High Competence/High Commitment (Batenburg, Ronald & Walbeek, Wouter & Maur, Wesley, 2013:32; Nel. 2015:35).

Employees who have high competence and High Commitment are acknowledged by others as experts who are reliably proficient; and are understandably confident. They trust their own aptitude to work autonomously as they are self-confident and motivated. This cadre of employees are proactive and can easily be asked to do more than their bargain. To help this cohort of workers recognize and modify their contribution to the team; NGO managers should apply low supportive and low directive behaviours towards them.

To help employees with High Competence/Variable Commitment attributes to recognize and modify their contributions to the team, NGO managers in Zimbabwe should apply high supportive and low directive behaviors. Key traits of this group of employees include self-directedness with inclination to want to test their ideas with others. They also have moments where they display some tentative behaviours and self-criticisms. Managers should therefore help these kind of employees to look at their skills objectively and to be confident to make productive contributions to the general team.

Then there are employees with some competence and low commitment disposition. These employees need to be assisted to modify their contributions to teams. To achieve this end, managers need to recognize that these employees have attributes that include being easily frustrated, overwhelmed and confused (Nel 2015:35; Emerald Group Publishing Limited, 2015:25). For purposes of adjustment, NGO managers in Zimbabwe should apply some development and learning needs techniques such as reassuring employees that mistakes are part of the learning process. This position is predicated on the fact that a group possesses some raw knowledge and skills. Management objective should be to assist them to be reliable and consistent in their discharge of duties.

Employees who have low competence and high commitment disposition are inexperienced but are eager to take direction and to learn (Emerald Group Publishing Limited, 2015:25; Batenburg, Ronald & Walbeek, Wouter & Maur, Wesley, 2013:32, Nel 2015:35). They have an enthusiastic and optimistic disposition towards work with compromised confidence. To assist these employees to modify their contributions to the team, managers in NGOs in Zimbabwe need to apply high directive and low and supportive behaviours.

Managers should also take cognizance of the fact that member work towards the accomplishment of objectives and goals by carrying out a functional part; and a great balance in a functional part and team role is fundamental (Emerald Group Publishing Limited, 2015:25; Nel 2015:35). It is recommended therefore that managers need to create functional responsibilities which resonate with members' team role for their team members. To achieve this goal, managers in NGOs in Zimbabwe need to profile their employees according to their team roles and to assign them to function where the team role can be best utilized.

7.3.1.2 Personality types and Performance recommendations

These recommendations are in two parts - general recommendations and specific personality type groupings recommendations.

7.3.1.2.1 *General recommendations*

For the most part, it has been exhumed that this research has accomplished its objectives by identifying the foremost common sort of identity among the members and how it influenced organizational execution. In brief, identity sorts Provider (ENFJ) and Gatekeeper (ESTJ) directors were found to have valuable and considerable affiliation with organizational execution and other identity sorts. Moreover, the two identity sorts were found to have a certifiable and essential jolt on organizational execution. It appears that NGOs in Zimbabwe with these two previously mentioned identity sorts tend to perform way better and are arranged to diminish individual and proficient strife much more successfully by settling issues through participation and bunch exertion. This implies that in most cases they have a propensity to agree for the good of the organization instead of contending and making more conflict.

Based on these discoveries, it is recommended that NGOs in Zimbabwe should utilize more of Giver (ENFJ) and Guardian (ESTJ) identity sorts to assist them to move forward. Thus directors ought to distinguish between identity sorts when they make any enrollment and determination choices (Duckworth and Yeager, 2015:186; Youshan, Baiduri & Hassan, Zubair. 2015:154).

NGOs in Zimbabwe need to be aware of and think through a person's personality and values for them to predict how that person will behave in their employment (The Meyers & Briggs Foundation, 2017). In so doing, it should be kept in mind that a conduct is predisposed by many factors and that every situation is unique, but personality and values still remain helpful predictors. It is recommended that NGOs in Zimbabwe should use these qualities to categorize the best fit for present and potential future employees. In arriving at a decision, should ascertain that a candidate is a good fit for the position they are being offered.

NGOs in Zimbabwe should also ascertain that job specifications match employees' personality inclinations. Where management match the wrong personality inclination to a job, there is a likelihood for poor performance and poor attitude, so does the prospect of the worker leaving the company in search of a better fit thus compromising the experience phenomenon which contributes to social innovation support as found in this research. Turnover in this regard can be mitigated by

on-boarding (Ramírez-Correa, Grandón, Alfaro-Pérez, and Painén-Aravena (2019). Although on-boarding is a regularly ignored angle of the hiring process, it can assist NGOs maintenance rates and be a representative work fulfillment. In any case, a good on-boarding process is unfathomably distinctive for diverse individuals. Managers should aim for smart on-boarding programmes which are custom-made and aligned to individuals behavioral drives, needs, and personalities. In this way, NGO should give employees the right proficiencies early on and allow them to make great first impressions.

In the event that an NGO identifies a worker as high in openness, they should endeavor to discover a part that includes modern and different exercises instead of constant schedule for individuals. Moreover, some roles are more suited for contemplative people than extroverts. Putting people where they are most likely to succeed will certainly benefit NGOs. Aside from aligning work to employee traits, NGOs in Zimbabwe should be progressively mindful of the significance of searching for workers whose individual values coordinate those of the organization. This is often the noble move to take in workers that are charitable in nature, whose presence revolves around a specific humanitarian cause.

When it comes to genuine, high-performing, profoundly forbid groups, the need to form groups with varied individual needs is imperative. For this reason, personality evaluations play a big role beyond strictly foreseeing work execution. They ought to be utilized to enlist for execution, but moreover for team alignment. NGO employment units in Zimbabwe are therefore advised to use personality evaluations in their recruitment and selection of staff processes.

But then, the central issue is the implications of aligning work with personality traits and what managers ought to do to improve the welfare of workers. If an NGO in Zimbabwe wants to increase its productivity, inventiveness, cost-effectiveness, collaboration, retention, and employee health, they must evaluate the well-being of their staff regularly (Duckworth and Yeager, 2015:237). This will assist employers and employees to recognize and collaborate on well-versed strategies that are the most effective for augmenting the welfare in their workers. NGOs should consider the findings of their well-being research to make sure that they invest in plans and tactics that have been found to be effective and avoid plans which have narrow or cannot help in augmenting the well-being of workers.

The following sub-section present recommendations to NGOs in Zimbabwe in respect of specific personalities in the four major group types.

7.3.1.2.2 Specific Personality type group recommendations

The sixteen personality types as propounded by Meyers & Briggs (The Meyers & Briggs Foundation, 2017) can be summarized into four categories based on interaction with other personalities and workplaces. Since the interaction of personalities and work have the overall effect on the performance of the team, it is imperative to make recommendations on how NGOs in Zimbabwe can manage the four interaction groups. The recommendations are as follows:

(i) Dominant Personalities – These are generally described in literature as go getters (the doers) Once a task has been set before them, they want to dispose of the task speedily with a drive to achieve (Engel, 2018: 48; Adelopo, Asante, Dart, and Rufai, 2017:553; Higgs, 2005:227).

These employees can be a little individualistic in terms of performing work. It is therefore recommended that when NGO managers in Zimbabwe have this cohort of employees, they need to manage them well. The finest approach to oversee these people within a spry working environment is to grant them a component of structure and targets to attain, with touch focuses during the working period to guarantee that they are not going off the way. These people will more than likely not be bothered by whether or not they have dexterous or conventional working environment because they are able to work in any kind of environments and they do what ought to be done. Be that as it may, a spry working environment may be useful for them as they can oversee their own diaries and work hours that suit them, as long as they understand the work that must be done and which they are accomplishing.

(ii) Influential Personalities – These are known to grow well within team environs where there is plenty of communication. They like freedom but they are not disciplined (Engel, 2018: 48; Adelopo, Asante, Dart, and Rufai, 2017:553; Higgs, 2005:227). These workers when working in a Dexterous Working environment, will require a solid administration and a much more course and desire setting. As Spry Working permits people to take proprietorship of their working environment, it will require NGO managers in Zimbabwe to have interaction with them each day. So a start up call and conclusion of day call with these people is prudent.

(iii) *Steadfast Personalities* – They like protocol and routine with a stable workload. They are resilient team players who will put the needs of others before their own. These workers need to feel comfortable about agile working and that they are trusted (Engel, 2018: 48; Adelopo, Asante, Dart, and Rufai, 2017:553; Higgs, 2005:227). To help this cohort of employees to meet their employer expectations, NGOs should have regular contact with them and set structures and deliverables for them. Because they prioritize planning for their day, they are always motivated to see their plans through. NGO Managers in Zimbabwe need to look out for how these individuals become accustomed to an agile working environment, as they may be indisposed to give realistic feedback for fear of disappointing their manager or how things stand.

(iv) *Conscientious Personalities*: – These have a craving for human and social relations. They prefer working on their own. They delight in spending time on detail. NGOs in Zimbabwe should set working scopes that allow them to work to a great level of detail within reasonable working spans (Engel, 2018: 48; Adelopo, Asante, Dart, and Rufai, 2017:553; Higgs, 2005:227). The NGOs in Zimbabwe should encourage communication that involves these people through various media to ensure that team interactions are not lost. There is also a need for NGOs to set out expectations they will not compromise productivity to unnecessary perfectionism and unwarranted detailed work.

7.3.1.3 Recommendation: Team Building training

Literature reveals that team effectiveness in NGO social ventures incorporates a total of seven measurements: inter group coordination, community social linkage, team performance, information, abilities, and demeanors, administration communication and engagement, choice making and data sharing, and group formation (Rao, 2016:24; Santos, Caetano, and Tavares, 2015:470; Shih and Putri, 2016:1; Aga, Noorderhaven, and Vallejo 2016:806; Gordon, Jorm, Shulruf, Weller, Currie, Lim and Osomanski, 2016:208; Guchait, Lei, and Tews (2016:300). It is therefore recommended that Management in NGOs in Zimbabwe should implement team building training to improve on the synergies of staff competencies. It is imperative that once areas of inter group coordination, community social linkage, team performance, information, abilities and demeanors, administration communication and engagement, choice making and data sharing, and group formation are addressed through team building training. The results will feed into improved performances which will give better social innovation donor support to the respective NGOs.

7.3.2 Recommendation 2: Donors

While the findings of this research have revealed statistically significant variables on donors preferences in the process of deciding on Social innovation projects to fund, a gap remains in terms of measuring the instruments that donors use to assess NGOs in Zimbabwe. In the Zimbabwe context and other similar economies, the aspect of track record and performance are difficult to measure given the prevailing political and economic landscape.

When compared to other better performing economies or politically stable economies such as South Africa and Botswana in the case of Southern Africa, NGOs operating in stressed economies like Zimbabwe are likely to rank very low, and as a result obtain low donor funding prioritization especially for sustainable social innovation projects. It could appear that NGOs in Zimbabwe prioritize health, food and human rights promotion projects that could empower and improve the quality of life for the beneficiaries, instead of social innovation ones. While empirical research findings show that donors are particular about NGOs' performance and track record, Zimbabwe NGOs find it very difficult to create records for themselves that are independent from the national political record which is currently appears to be overriding all other NGO capabilities in Zimbabwe. It is agreed that governments are often incompetent and corrupt. The intended recipients of aid are not at fault. It is therefore recommended that donors should separate national political relationships between member states (theirs and the receiving NGO host country) and use individual NGO's personal performance index, track record, and other variables to determine their worthiness in respect of being funded. Zimbabwean citizens, who are in dire need of International Donor support have very little power to influence National governance issues, but in the process they fall victims when donors withdraw aid because of the Zimbabwe Government's shenanigans.

Also, donors should support small NGOs because those small NGOs have "so many mouths in the form of beneficiaries to feed" with the money obtained from charities compared to big ones. Donors should break the tendency to fund only NGOs that have been funded by other donors and assist new.

7.3.3 Recommendation 3: Government of Zimbabwe

Owing to their strong and intrigued neighborhood advancement and their capacity to coordinate neighborhood processes with national and worldwide processes, NGOs, in the event that they are

counseled and included in the policymaking platforms, should contribute to the internalization and localization of worldwide progression targets. Moreover, NGOs in Zimbabwe have to have an inclination to put inner objectives into local perspective and improve them further to make them applicable at both national and local levels. NGOs can effectively interface the worldwide with the local within the processes of executing orthodox roles of guardianship. This should be of foremost significance in Zimbabwe where the rule of law rating is violated. NGOs in Zimbabwe have the capability to hold the government liable to their commitments, and contribute to, and superintend the carrying out and acknowledgment of these commitments at neighborhood levels.

Concurring with the World Bank (2003), empowering NGOs and making them more compelling will create a forum where people can work with each other in organizing a future for themselves, their families, and their communities. It is critical for the Government of Zimbabwe to help NGOs to realign themselves and to keep up with the complexities of advancing their obligations. In the event that NGOs are given basic structures and the operational center, they can irrefutably serve as successful administrators of economic progression for Zimbabwe. In spite of the fact that NGOs have the capability to progress well known government and attainable change approaches in Africa, the state need to be prepared to recognize changes which will permit the decentralization of control and commitment for the use of resources and their directing from the middle to the communities. Furthermore, a stronger law based environment epitomizing majority rule and institutional change, will certainly have a major effect on the environment in which NGOs operate. These constructive alterations will additionally be buoyed by a modification of attitude of government officials accepting that NGOs have a role to play in aiding the state to economically advance. This is a pertinent problem in Zimbabwe where the occurrences of NGOs are being probed as indicated by utterances to the effect that NGOs promote a re-colonization agenda of Zimbabwe (Zimbabwe Herald Newspaper, 17 April 2007).

7.4 Recommendation 3: Contribution to Knowledge

This research extends literature on team roles and personality type contribution to performance by providing an empirical and quantified assessment of the extent to which team roles and personality type can explain variations in social innovation donor support for NGOs operating in Zimbabwe. The empirical research also provides statistical influence (of all the variables that make up the team roles and personality types) on social innovation donor funding of NGOs by donors. It is

clear from the empirical findings the eight team roles and 16 personality types are on the upper and lower scales in terms of contributing to NGOs ability to obtain social innovation donor support.

Furthermore, the thesis' contribution to literature is in terms of the knowledge on the contribution effect of variables such as NGO performance, track record, adherence to strategic plan, age, and self-funded projects and the overall donor support for social innovation.

The major contribution to new knowledge is in the form of a model that has been devised from the empirical findings. The model has been named the Donor Funding Statistically Significant Variables Performance Model for NGOs in Stressed Economies (DFSSV). As early as 1977, there has been models that link either team roles or personality types to performance such as GRPI model of Team Effectiveness, the Katzenbach and Smith Model Team Effectiveness model, and the T7 Model of Team Effectiveness (Valdellon 2016). This research proposes the Donor funding Statistically Significant variables Performance Model for NGOs in stressed economies. From the study, the researcher looks at NGO performance as a system that comprises team roles and personality type working as a complementary system and that explores and exploits business opportunities through their knowledge and skills. It is influenced by an assortment of elements that can be presented in a model like Figure 7.1.

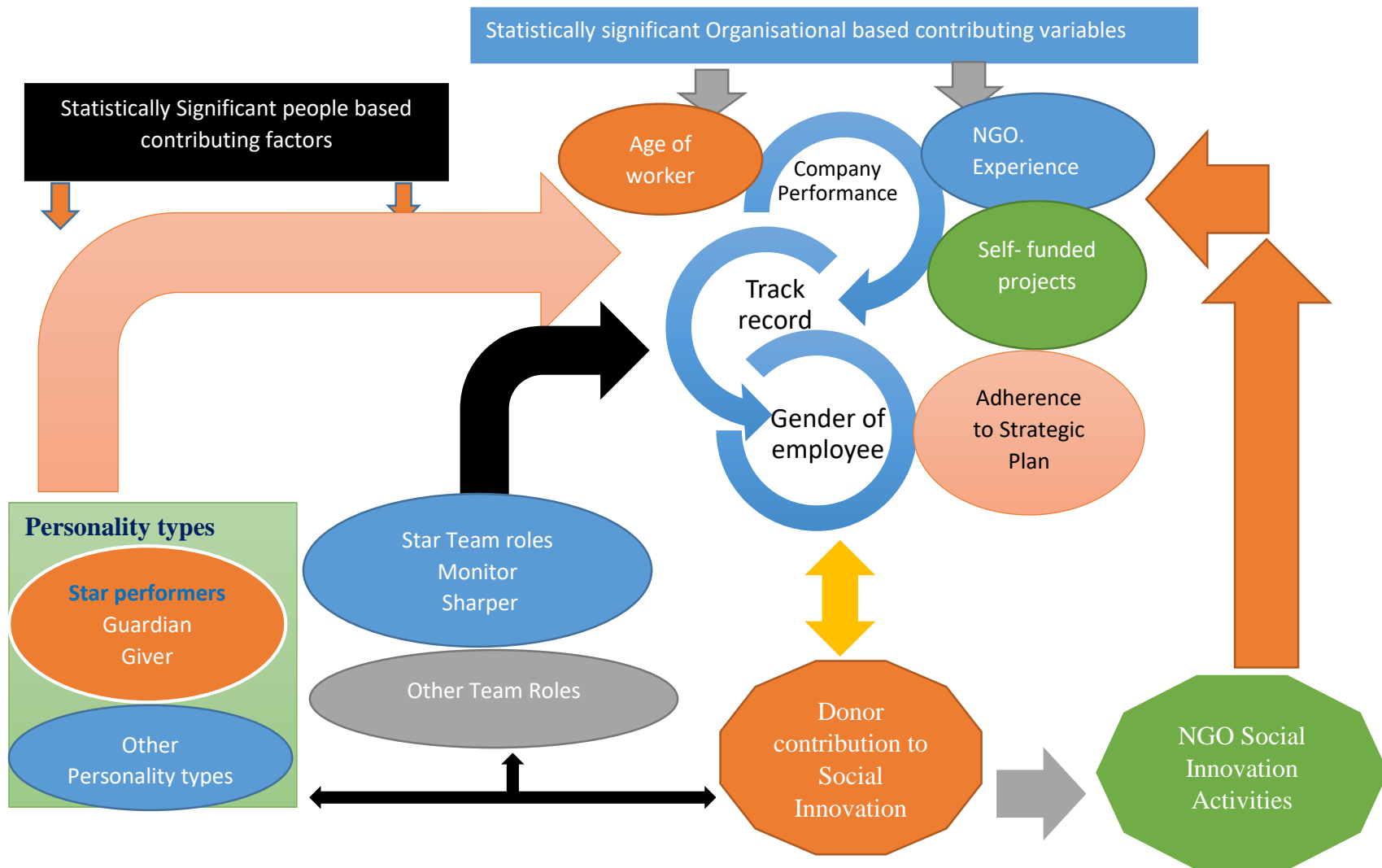


Figure 7 1: Donor funding Statistically Significant variables Performance Model for NGOs in Stressed Economies (DFSSV)

The model in figure 7.1 above presents factors that influence Social Innovation Donor support to NGOs in stressed economies from a systematic perspective. The model can be explained through following the direction of input arrows.

The next sub-section explain the model figure 7.1

Statistically Significant Organisation based Contributing variables:

Seven statistically significant factors were found to have statistically significant influence on donor contribution to social innovation performance. The seven are shown in the model as Gender of employees, company performance, track record, adherence to strategic plan, NGO experience, self-funded projects, and age of workers. They are illustrated in the model as inter-connected variables that put to effect the outcome of on donor contribution to social innovation performance (level of ability to attract donor funding). It was established that donors prioritise the seven variables in making decisions on funding social innovation in NGOs.

Statistically significant People-based Contributing factors: Personality type

It was established that personality types, although they do not have a statistically significant influence on donor contribution to social innovation funding of NGOs, have a chance to influence the same. Each of the 16 personality types which can be constructed from the four core personality types given in the model in figure 7.1 were found to have some effect on donor contribution to social innovation activities that are run by NGOs. It is presently held that individuals bring their personality types to organisations which they work for and these personality types interact with each other in the performance of NGO's social innovation performance activities. The same 16 personality types were also concluded to have influence on other organisation based factors that were seen to have statistically significant influence on donor contribution to social innovation performance, that is, personality has statistically significant influences on an organisation's track record, company performance and gender focus. In the process it was also concluded that personality types interact and moderate with team roles. The method of the composition of the identified personality types to form a team proved somehow influential on the team's performance.

Statistically significant People-based Contributing factors: Team Roles

It was also established that team roles do have a statistically significant influence on donor contribution to social innovation funding in NGOs. Each of the eight team roles which come out from the three broader groups illustrated in the model (figure 7.1) were found to have some effect on donor contribution to social innovation activities that are run by NGOs. It is presently held that individuals bring their team roles to organisations which they work for and these team roles interact with each other in the performance of NGO's social innovation performance activities. The same eight team roles were also concluded to have influence on the other factors that were seen to have statistically significant influence on donor contribution to social innovation performance. It was established that team roles have influences on organisations' track record, company performance and gender focus. In the process it was concluded that team roles interact and moderate personality types in the process of duty implementation. The method of the composition of the identified team roles to form a team proved somehow influential on the team's performance.

Statistically significant Contributing factors: NGO Social Innovation Activities

In the model, it can be established that donor contribution to social innovation performances has an impact on the level of an NGO's social innovation activities. What accrues to an NGO as a revenue defines the nature and extent of social innovation implementation the NGO can engage in. Social innovation implementation in return has a bearing on the statistically significant contributions of variables such as performance and track record. Track record and performance are both based on social innovation performance funded by donor contributions. Only when social innovation performance remains compliant do the statistically significant factors remain relevant and donor contribution funding assured. It has also been concluded that team roles and personality types have a direct bearing on the social innovation activities of NGOs (as represented by the thin lines) linking the variables.

7.5 Recommendations for future research

This study researched revolved around the effect of personality type and team roles on social innovation by Zimbabwean Non-Governmental Organisations. Furthermore, this study attempted to –

- To find out whether or not variations in social innovation donor funding in Non-Governmental Organisations in Zimbabwe could be related to Senior Management team roles.
- Ascertain if variations in social innovation donor funding in Non-Governmental Organisations in Zimbabwe could be related to Senior Management personality types.
- Establish other Senior Management attributes that could be related to the level of Social innovation donor funding in social innovation projects in NGOs in Zimbabwe.
- Examine the feasibility of Senior Management traits and attributes model that enhances social innovation donor funding in Non-Governmental Organisations in Zimbabwe.

However, further exploration needs to be done so as to breed further significant information on this uncompleted academic discourse of personality type and team roles on social innovation in Zimbabwean Non-Governmental Organisations. The following are propositions for more studies on the aforementioned subject.

- Future research is needed to establish more effects on social innovation on Zimbabwean Non-Governmental Organisations as this study establish that team roles and personality types impact on Social innovation in Zimbabwean Non-Governmental Organisations at different proportions. The area remain inconclusive and a ripe field for further research.
- The meaning of social innovation in the context of non-profit making organisations also requires further interrogation. The meanings attached to the notion appear to be varied and requiring further research. For purposes of this research, social innovation has been defined as activities that are undertaken by NGOs in Zimbabwe for poverty eradication.
- Future research is needed to establish other variables that have an influence on social innovation in Zimbabwean Non-Governmental Organisations. This study has established that past performance, track record, compliance to strategic plan, experience and gender

are NGO based variables that have an impact on social innovation in Zimbabwe Non-Governmental Organisations.

- There is a significant lack of research on team effectiveness in NGO projects. Where considerably large proportion of research on team effectiveness has focused on the corporate sector, non-governmental teams have been neglected. The area of team effectiveness in NGOs in Zimbabwe therefore remains a ripe field for research.
- Future research with a focus on establishing a model to measure performance that is appropriate for NGOs in Zimbabwe is desirable as this research defines performance as the amount of money raised by NGOs from donors for social innovation in Zimbabwe. Question as whether or not performance is all about quality or quantity still remains in academia. The area appears not concluded.

The next sub-section will presents a discussion of on the limitations of the study.

7.6 Limitations of the study

The major challenges that were experienced during the course of the research were:

- The situation in Zimbabwe during data collection was not conducive for research. Data collection was done during cyclone Idai. Most NGOs had vested interests in the affected areas of Manicaland and that made it so difficult to find participants in their official offices. In instances where they could be found, it was difficult to obtain responses on schedule.
- 2019 was an equally economically challenging year and some respondents needed to be paid to complete the questionnaires.
- It was problematic to gain right of entry to employees with questionnaire as most NGOs were suspicious about the research. At times, gatekeepers would not cooperate desperate having clearance from the National Organisation governing NGOs in Zimbabwe and other support papers from the University.
- Despite evidence of offer for study as a full-time researcher, the researcher could not get the support from the employer. The employer refused to reduce the researcher's workload or grant him a study leave when the need arose.

To mitigate these limitations, the researcher adopted varied interventions to minimise their effect and those included:

- The use of references, insider connections and acquaintances to reach potential respondents with the questionnaires.
- Occasionally getting unpaid leaves to meet the interest of the research.
- Remaining compliant to the ethics terms of the research and explaining to respondents the benefits of the purported research to their organisations and themselves.

The next sub-section presents the conclusion.

7.7 Conclusion

Social innovation is a critically needy issue in Zimbabwe due to the continued deepening of the economy crisis that has left unemployment in the country at 95%. The implementation of the social innovation programmes designed to empower citizens across the provinces in Zimbabwe is minimally implemented due to the lack of funding, political strife and challenges of the organizational capabilities of social innovation NGOs in Zimbabwe. Further, hypothetical discourse on the progress, challenges and contribution of NGOs has attracted very little interest in Zimbabwe. This study addressed the gap in the literature on the effect of personality type and team roles on social innovation in Zimbabwean Non-Governmental Organisations. The findings show that information on personality type, team roles and social innovation in Zimbabwean Non-Governmental Organisations correlate. Also information on social innovation in Zimbabwean Non-Governmental Organisations correlate with organizational capabilities such as performance, track record, strategic planning compliance, staffing, experience, age and gender focus. In addition, NGO and Government partnership and loyalty, Staff training and development have been identified as the weakest points for NGO capabilities and they need urgent improvement. Evidence from the study also indicate that, at the time of this study, Zimbabwe was ranked as the world's second poorest country based on GDP per capita. Average life expectancy in Zimbabwe was just 58 years. This was assumed to be compounded by chronic malnutrition, a failing health system and high rates of HIV infection all of which could be mitigated by social innovation activities of the NGOs. It was also discovered that donors continued to fund welfare projects in Zimbabwe

through ZimFund which evaded Government involvement and handling of any donor funds. Although funds were channeled through ZimFund were not adequate to fund the huge welfare gap that existed, it was encouraging that donors had not abandoned Zimbabwe's poorest people. National Non-Governmental Organisations continued to fight the cause for the poor through soliciting funds from outside the ZimFund. It is in the light of this that National Non-Governmental Organisations in Zimbabwe appeared to manifest varied levels of contribution in terms of Corporate Social Innovation directed at poverty alleviation in Zimbabwe. Finally, the Belbin team roles and MBITI personality types were very useful tests. They enabled the researcher to achieve the research objectives and answer the research questions. Therefore, the Belbin team roles and MBITI personality type tests have been adapted successfully to suit the needs of this study, which confirmed that correlation existed between the Belbin team roles and MBITI personality types in NGOs and the extent of their performance in social innovation.

7.8 Chapter summary

The thesis pertains to the study of team roles, personality types and social innovation performances of NGOs in Zimbabwe. The topic is introduced in chapter one; chapter two presents the historic narrative of NGOs in Zimbabwe. Chapter three analyzes the subject of social innovation as propounded by the literature. Chapter four describes the perspectives of team roles and personality types. The methodology and methods of data collection are presented in chapter five. The research findings are outlined in chapter six and are subsequently discussed in chapter seven.

This chapter opened with a recap of the preceding six chapters. The chapter is focused on the conclusions of the study and are based on the analyses and discussions across all the chapters of the thesis. The chapter ends with recommendations of the study to scholars, NGO managers, and donors and it presents suggestions for future researches.

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APPENDICES

APPENDIX A: RESEARCH QUESTIONNAIRES



UNIVERSITY OF KWAZULU-NATAL

College of Law and Management Studies

School of Management, Information Technology and Governance

Dear Respondent:

My name is Clarence Itai Mhizha. I am a PhD (Management) student with the University of KWAZULU-NATAL (SA). I am undertaking a study on the effect of Personality Type and Team Roles on Social Innovation performance at selected Zimbabwean Non-Governmental Organisations. I am seeking your support and participation in helping me collect data that will inform my area of research.

The purpose of this questionnaire is to collect data on organisational capacity mobilisation and level of involvement in social Innovation activities over the final years 2016/2017 – 2017/2018. Data collected through this instrument will be interpreted concurrently with data collected through the Belbin team roles and MBTI personality questionnaires (attached) to construct co-relation of the variables for each participating organisation. Your name and company identity are not required. The questionnaires have however been coded to show the cohort of respondents from

the same unknown company. All information collected will remain anonymous and confidential and will be used for purposes of this research only.

ANNONYMOUS ORGANISATION OPERATIONS EVALUATION

(Circle the numerical option that corresponds to your desired response in **OPTIONS** column)

VARIABLE NUMBER	QUESTION	OPTIONS
1	For how long has your organisation been in existence?	0 = 2 years or less
		1 = more than 2 years less than 5
		2 = 5 years but less than 10 years
		3 = more than 10 years
2	Does your organisation have the legal authority to enter into the grant agreement?	0 = No
		1 = Yes
3	Is your organisation currently a legally registered organisation?	0 = No
		1 = Yes
4	In general, how financially secure would you say you are?	0 = Not at all secure
		1 = Between not at all and moderately secure
		2 = Moderately secure
		3 = Between moderately and very secure
5	Did you ever receive money from donors to help make ends meet?	0 = No
		1 = Yes
6	If Yes, how many times?	1 = 1 or 2 times
		2 = 3 or 4 times
		3 = 5 times or more
7	Does the organisation have a strategic plan?	0 = No
		1 = Yes
	How often does your organisation adhere to its strategic plan?	1 = Not at all
		2 = Sometimes
		3 = All the time
8	What was the total budget of the organization in US\$ for the financial years 2016/2017 and 2017/2018?	0 = Below \$100000
		1 = more than \$100000 but less than \$200000
		2 = more than \$200000 but less than \$300000

		3 = more than \$300000
9	How much of the budgets were successfully funded by donors as result of leadership effort?	0-24%
		25-50%
		51-60%
		61-70%
		71-99%
		100%

10	Expressed as a percentage, what could you say is your organisation's success rate of incubating poverty eradication projects and nurturing them?	0 = less than 25%
		1 = more than 25% but less than 50%
		2 = 50% to 60%
		3 = 61% to 80%
		4 = 81% or better
11	How many of your founded projects are now self-funded?	0-25%
		26% -50%
		51% -60%
		61% to 80%
		81-100%
12	Other than donor funding, how else does your organisation generate income to fund its operations?	0 = Only rely on donor funding
		1 = Have income generating projects that raise revenue for the NGO
13	If you have income generating projects, what percentage of your annual budget do they contribute?	0 -10%
		11% - 25%
		26% - 40%
		41% -100%
14	How could you rate the organisation's track record in achieving programme results?	1 = Not at all good
		2 = Between not at all good and moderately good
		3 = Moderately good
		4 = Between moderately good and very good
		5 = Very good

Thank you



UNIVERSITY OF KWAZULU-NATAL

College of Law and Management Studies

School of Management, Information Technology and Governance

Dear Respondent:

My name is Clarence Itai Mhizha. I am a PhD (Management) student with the University of KWAZULU-NATAL (SA). I am undertaking a study on effect of Personality Type and Team Roles on Social Innovation at selected Zimbabwe Non-Governmental Organisations. I am seeking your participation in helping me collect data that will inform my area of research.

The purpose of this questionnaire is to identify the abilities and characteristics that the person you are evaluating usually brings to teamwork. Please be as honest as you can in answering the questions. There are no right or wrong answers.

There are seven (7) questions on the following sheets. Each has a choice of eight (8) possible 'endings', labelled 'a-h'.

You have ten (10) points per question to distribute between the eight endings in accordance with how they accurately reflect the way that you believe behave in teams.

If you think they all describe the person you are assessing's behaviour pretty well, then you will probably assign your points fairly evenly across them all. However, you may decide that one describes the person perfectly and give all ten to one ending. Most people fall in between these two extremes. You can allocate 0 to some endings.

When you have allocated your ten points for each of the seven sentences, you must enter them on 'Team Role(s) Identified Grid' at the end. Each line should add across to ten. The numbers down the side of the table refer to the sentence numbers, the letters in each cell of the table refer to the sentence endings (ignore the capital letters at this stage for now). **Please note that the order of the letters in grid is not alphabetical.** Total each column and ensure they total line adds to 70.

Please remember there are no right or wrong answers, and your findings about the person you are evaluating may well be extremely useful to them. Everyone has something to contribute to the performance of a team.

SECTION A

A TEAM ROLE SELF-PERCEPTION INVENTORY

(Source: Meredith Belbin)

QUESTION	POINTS	<u>ENDINGS</u>
Q1. When contributing to a team:		a. I am quick to see any advantage of new opportunities and take it
		b. I can work well with a wide range of people
		c. Producing ideas is one of my natural assets
		d. I am good at drawing people out whenever I detect that they have something of value to contribute to group objectives
		e. My capacity to follow through has too much to do with my personal effectiveness
		f. I am ready to face temporary unpopularity if it leads to worthwhile results in the end
		g. I can usually sense what is realistic and likely to work
		h. I can offer a reasoned case for alternative courses of action without introducing bias or prejudice
Q2. If I have a possible shortcoming in teamwork it is that:		a. I am not at ease with meetings unless they are well structured and controlled, and generally well conducted
		b. I am inclined to be too generous towards others who have a valid viewpoint that has not been given a proper airing.
		c. I tend to talk too much when we get onto new ideas
		d. My objective outlook makes it hard for me to join in readily and enthusiastically with colleagues
		e. I am sometimes seen as abrupt and bossy if there is a need to get something done

		f. I find it difficult to lead from the front, perhaps because I am over-responsive to group atmosphere
		g. I am apt to get too caught up in ideas that occur to me and so lose track of what is happening
		h. My colleagues tend to see me as worrying unnecessarily over detail and the possibility that things may go wrong
Q3. When involved in a project with other people:		a. I have an aptitude for influencing people without pressurising them
		b. My general vigilance prevents careless mistakes and omissions being made
		c. I am ready to press for action to make sure that the meeting does not waste time or lose sight of the main objective
		d. I can be counted on to contribute something original
		e. I am always ready to back a good suggestion in the common interest
		f. I am keen to look for the latest in new ideas and developments
		g. I believe that my capacity for judgement can help bring about the right decisions
		h. I can be relied on to see that all essential work is organised
Q4. It is characteristic of my approach to group work that:		a. I have a quiet interest in getting to know colleagues better
		b. I am not reluctant to challenge the views of others or to hold a minority view myself
		c. I can usually find a line of argument to refute unsound propositions
		d. I think I have a talent for making things work once a plan has to be put into action
		e. I have a tendency to avoid the obvious and to come out with the unexpected
		f. I bring a touch of perfectionism to any job I undertake
		g. I am ready to make use of contacts outside the group itself
		h. While I am interested in all views I have no hesitation in making up my mind once a decision has to be made
		a. I enjoy analysing situations and weighing up all the possible choices
		b. I am interested in finding practical solutions to problems

Q5. I gain satisfaction in a job because:		c. I like to feel that I am fostering good working relationships
		d. I can have a strong influence on decisions
		e. I can meet people who may have something new to offer
		f. I can get people to agree on a necessary course of action
		g. I feel in my element where I can give a task my full attention
		h. I like to find a field that stretches my imagination
Q6. If I am suddenly given a difficult task with limited time and unfamiliar people:		a. I feel like retiring to a corner to devise a way out of the impasse before developing a line of approach
		b. I am ready to work with the person who shows the most positive approach
		c. I find some way of reducing the size of the task by establishing what different individuals might best contribute
		d. My natural sense of urgency helps to ensure that we don't fall behind schedule
		e. I believe I keep cool and maintain my capacity to think straight
		f. I retain a steadiness of purpose in spite of the pressures
		g. I am prepared to take a positive lead if I feel the group is making no progress
		h. I open up to discussions with view to stimulating new thoughts and getting something moving
Q7. With reference to the problems to which I am subject in working in groups:		a. I am apt to show my impatience with those who are obstructing progress
		b. Others may criticise me for being too analytical and insufficiently intuitive
		c. My desire to ensure that work is properly done can hold up proceedings
		d. I tend to get bored rather easily and rely on one or two stimulating members to spark me off
		e. I find it difficult to get started unless the goals are clear
		f. I am sometimes poor at explaining and clarifying complex points that occur to me
		g. I am conscious of demanding from others the things I cannot do myself

		h. I hesitate to get my points across when I run up against real competition
--	--	--

SECTION B

This Section of the instrument is given for your information only but should **NOT** be completed.

The researcher will compute it for you.

TEAM ROLE(S) IDENTIFIED GRID

* Please remember that code letters of the endings are NOT in alphabetical order.

Question	OR	CH	SH	IN	RI	EV	TW	FI
1	g	d	f	c	a	h	b	e
2	a	b	e	g	c	d	f	h
3	h	a	c	d	f	g	e	b
4	d	h	b	e	g	c	a	f
5	b	f	d	h	e	a	c	g
6	f	c	g	a	h	e	b	d
7	e	g	a	f	d	b	h	c

Total:								

Please total your scores in each column, and circle the two highest. These represent your Primary and secondary Team Roles. See the attached sheets for a description of their meanings. The total column should add across to 70. Please make a note of your two highest scoring categories and the associated scores on the induction questionnaire.



UNIVERSITY OF KWAZULU-NATAL

College of Law and Management Studies

School of Management, Information Technology and Governance

Dear Respondent:

My name is Clarence Itai Mhizha. I am a PhD (Management) student with the University of KWAZULU-NATAL (SA). I am undertaking a research on effect of Personality Type and Team Roles on Social Innovation at selected Zimbabwean Non-Governmental Organisations. I am seeking your participation in helping me collect data that will inform my area of research.

Your name and that of your organisation are not required. The information you will provide through this instrument shall be used for the purposes of this research only.

Thank you for your kind heartedness in participating in the research.

SECTION A: DEMOGRAPHIC DATA

1. Period of employment with the current company (Tick appropriate)

1 year 4 years 8 years 10 years

3. Gender: (tick appropriate box)

1. Male 2. Female 3. Other

4. Age (tick appropriate box)

21 – 31 32 – 42 43 – 53 54 - 64 65+

5. What are your Qualifications? Tick appropriate box (es).

Certificate Diploma Degree

Master's Degree PhD Other

6. Field you specialised in question 5 above (tick appropriate box)

Management Studies Accounting Finance Economics

Project Management Counselling Sciences other

SECTION B: MBTI TEST

The following test is designed to measure your MBTI Personality type. Completing the test should only take 10 minutes or so. Kindly respond to all the questions (1 -70) in section B by ticking A or B in the far right columns. Your name and company identity are not required. The instruments have however been coded to show the cohort of respondents from the same unknown company.

RESPONSE	A	B
1. At a party do you: a. Interact with many, including strangers b. Interact with a few, known to you		
2. Are you more: a. Realistic than speculative b. Speculative than realistic		
3. Is it worse to: a. Have your “head in the clouds” b. Be “in a rut”		
4. Are you more impressed by: a. Principles b. Emotions		
5. Are more drawn toward the: a. Convincing b. Touching		
6. Do you prefer to work: a. To deadlines b. Just “whenever”		
7. Do you tend to choose: a. Rather carefully b. Somewhat impulsively		
8. At parties do you: a. Stay late, with increasing energy b. Leave early with decreased energy		
9. Are you more attracted to:		

a. Sensible people b. Imaginative people		
10. Are you more interested in: a. What is actual b. What is possible		
11. In judging others are you more swayed by: a. Laws than circumstances b. Circumstances than laws		
12. In approaching others is your inclination to be somewhat: a. Objective b. Personal		
13. Are you more: a. Punctual b. Leisurely		
14. Does it bother you more having things: a. Incomplete b. Completed		
15. In your social groups do you: a. Keep abreast of other's happenings b. Get behind on the news		
16. In doing ordinary things are you more likely to: a. Do it the usual way b. Do it your own way		
17. Writers should: a. "Say what they mean and mean what they say" b. Express things more by use of analogy		
18. Which appeals to you more: a. Consistency of thought b. Harmonious human relationships		
19. Are you more comfortable in making: a. Logical judgments b. Value judgments		
20. Do you want things: a. Settled and decided b. Unsettled and undecided		
21. Would you say you are more: a. Serious and determined b. Easy-going		
22. In phoning do you: a. Rarely question that it will all be said b. Rehearse what you'll say		
23. Facts: a. "Speak for themselves"		

b. Illustrate principles		
24. Are visionaries: a. somewhat annoying b. rather fascinating		
25. Are you more often: a. a cool-headed person b. a warm-hearted person		
26. Is it worse to be: a. unjust b. merciless		
27. Should one usually let events occur: a. by careful selection and choice b. randomly and by chance		
28. Do you feel better about: a. having purchased b. having the option to buy		
29. In company do you: a. initiate conversation b. wait to be approached		
30. Common sense is: a. rarely questionable b. frequently questionable		
31. Children often do not: a. make themselves useful enough b. exercise their fantasy enough		
32. In making decisions do you feel more comfortable with: a. standards b. feelings		
33. Are you more: a. firm than gentle b. gentle than firm		
34. Which is more admirable: a. the ability to organize and be methodical b. the ability to adapt and make do		
35. Do you put more value on: a. infinite b. open-minded		
36. Does new and non-routine interaction with others: a. stimulate and energize you b. tax your reserves		
37. Are you more frequently: a. a practical sort of person b. a fanciful sort of person		
38. Are you more likely to:		

a. see how others are useful b. see how others see		
39. Which is more satisfying: a. to discuss an issue thoroughly b. to arrive at agreement on an issue		
40. Which rules you more: a. your head b. your heart		
41. Are you more comfortable with work that is: a. contracted b. done on a casual basis		
42. Do you tend to look for: a. the orderly b. whatever turns up		
43. Do you prefer: a. many friends with brief contact b. a few friends with more lengthy contact		
44. Do you go more by: a. facts b. principles		
45. Are you more interested in: a. production and distribution b. design and research		
46. Which is more of a compliment: a. "There is a very logical person." b. "There is a very sentimental person."		
47. Do you value in yourself more that you are: a. unwavering b. devoted		
48. Do you more often prefer the a. final and unalterable statement b. tentative and preliminary statement		
49. Are you more comfortable: a. after a decision b. before a decision		
50. Do you: a. speak easily and at length with strangers b. find little to say to strangers		
51. Are you more likely to trust your: a. experience b. hunch		
52. Do you feel: a. more practical than ingenious b. more ingenious than practical		

<p>53. Which person is more to be complimented – one of: a. clear reason b. strong feeling</p>		
<p>54. Are you inclined more to be: a. fair-minded b. sympathetic</p>		
<p>55. Is it preferable mostly to: a. make sure things are arranged b. just let things happen</p>		
<p>56. In relationships should most things be: a. re-negotiable b. random and circumstantial</p>		
<p>57. When the phone rings do you: a. hasten to get to it first b. hope someone else will answer</p>		
<p>58. Do you prize more in yourself: a. a strong sense of reality b. a vivid imagination</p>		
<p>59. Are you drawn more to: a. fundamentals b. overtones</p>		
<p>60. Which seems the greater error: a. to be too passionate b. to be too objective</p>		
<p>61. Do you see yourself as basically: a. hard-headed b. soft-hearted</p>		
<p>62. Which situation appeals to you more: a. the structured and scheduled b. the unstructured and unscheduled</p>		
<p>63. Are you a person that is more: a. routinized than whimsical b. whimsical than routinized</p>		
<p>64. Are you more inclined to be: a. easy to approach b. somewhat reserved</p>		
<p>65. In writings do you prefer: a. the more literal b. the more figurative</p>		
<p>66. Is it harder for you to: a. identify with others b. utilize others</p>		
<p>67. Which do you wish more for yourself: a. clarity of reason b. strength of compassion</p>		

68. Which is the greater fault: a. being indiscriminate b. being critical		
69. Do you prefer the: a. planned event b. unplanned event		
70. Do you tend to be more: a. deliberate than spontaneous b. spontaneous than deliberate		

SECTION C: SCORING

This Section of the instrument is given for your information only but should **NOT** be completed.

The researcher will compute it for you.

	Col 1		Col 2		Col 3		Col 4		Col 5		Col 6		Col 7	
	A	B	A	B	A	B	A	B	A	B	A	B	A	B
1			2		3		4		5		6		7	
8			9		10		11		12		13		14	
15			16		17		18		19		20		21	
22			23		24		25		26		27		28	
29			30		31		32		33		34		35	
36			37		38		39		40		41		42	
43			44		45		46		47		48		49	
50			51		52		53		54		55		56	
57			58		59		60		61		62		63	
64			65		66		67		68		69		70	
Copy to →			Copy to →			Copy to →			Copy to →			Copy to →		
	E	I			S	N			T	F			J	P



UNIVERSITY OF KWAZULU-NATAL

College of Law and Management Studies

School of Management, Information Technology and Governance

Information Sheet and Consent to Participate in Research

Date:

Dear Prospective Respondent

My name is Clarence Itai Mhizha from the University of KWAZULU-NATAL, College of Law and Management Studies, School of Management, Information Technology and Governance. I am a PhD (Management) Student number 215082570. My supervisor, Dr Vannie Naidoo is contactable at +27 72 256 6626, email: Naidoova@ukzn.ac.za. My work email is Clarence.mhizha@baisago.ac.bw. My work contact number is +267 3957744 extension 252. I am also contactable at +267 75511854.

You are being invited to consider participating in a study that involves research on the effect of Personality Type and Team Roles on Social Innovation at Zimbabwean Non-Governmental

Organisations. The aim and purpose of this research is to establish the results that will obtain when different types of individuals play different roles in implementing NGO projects that help empower the economically disadvantaged people in society. The study is expected to enroll 120 participants in total, from 24 NGO in Zimbabwe, Manicaland province. It will involve the following procedures:

1. In phase one, a pilot test of the research instruments i.e. the MBTI questionnaire, Belbin questionnaire and structured questionnaire meant to inform the research on performance of each Non-Governmental Organisation. These instruments will be administered personally to eight (8) randomly selected senior management personnel in non-governmental organisations in Zimbabwe.

2. In phase two of the research, a structured Belbin questionnaire and MBTI questionnaire will be applied to the sample population to collect information on team roles and personality type of individual senior management personnel in the selected sample. This will be done personally after considering observations in phase 1. Each senior Manager will have a structured Belbin test questionnaire completed for them by a colleague who knows them very well in their management hierarchy. They will also take a MBTI test which they will complete themselves twice on different dates. In applying the Belbin and MBTI tests, a test-retest reliability approach will be adopted. This will be done to enhance validity and reliability of the findings. The aggregation of ratings will be done by the researcher for all Belbin instruments and structured Myer Briggs Type Indicator (MBTI) questionnaire. This will be for purposes of accuracy and consistency. While names will not be required in this research, job titles will be required for purposes of data analysis. All forms will be coded for purposes of confidentiality and grouping related data for analysis. .

3. In Phase 3, a structured questionnaire (already pilot tested in phase 1) will be applied with prior organisation permission and participant consent to collect empirical data that relates to Corporate Social Innovation engagement capital, budgets and expenditure. The data will cover a period 2016/17 - 2017/18 financial years.

Data collected in phase 2 will be interpreted concurrently with data collected in phase 3 to construct co-relation of the variables. Relative frequency tables and narrative descriptions will be inferred in the analysis of data. (describe). The duration of your participation if you choose to enroll and remain in the study is expected to be (provide). The study is funded by (provide details if relevant).

The study may involve discomforts of completing two sets of equally long instruments twice. The study will provide no direct benefits to participants. No scientific/other benefits are hoped to accrue from the study.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number_____).

In the event of any problems or concerns/questions you may contact the researcher at (+267 75511854) or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001
Durban
4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557- Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Participation in this research is voluntary and participants may withdraw participation at any point. In the event of refusal/withdrawal of participation the participants will not incur penalty. There shall be no potential consequences to the participant for withdrawal from the study. It is however recommended that intention to withdraw from the research be communicated to the researcher via email, call or sms to allow the researcher knowledge to adjust the research procedure accordingly. The researcher will not terminate the participant from the study for any reason other than failure to complete and return the research instruments within the agreed period of time.

No costs will be incurred by participants as a result of participation in the study. There will also be no monetary or other incentives or reimbursements for participation in the study. Participants will however receive an electronic copy of the University thesis upon its approval by the University (UKZN).

In handling research data, the researcher shall undertake to take precaution not to expose the data collected to any other party other than the University of KWAZULU Natal who will be involved in assessment of the work. In assuring such precaution, electronic data on the computer will be protected by passwords. Collected paper documents will be secured in locked cabinets before and after processing. Once the researcher is done with data analysis and has been given the greenlight by the University that my submission of the final document is in order, all material data that will not be part of the final bound document will be shredded using an incinerator. Files of the computer that will no longer be required will be deleted and accordingly removed from the computer bin.

CONSENT

I have been informed about the study entitled the effect of Personality Type and Team Roles on Social Innovation at Zimbabwean Non-Governmental Organisations by Clarence Itai Mhizha.

I understand the purpose and procedures of the study.

I have been given an opportunity to answer questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

I have been informed about any available compensation.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at +267 755 11 854 or Clarence.mhizha@baisago.ac.bw).

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001
Durban
4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557 - Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Signature of Participant

Date

Signature of Witness
(Where applicable)

Date

Signature of Translator
(Where applicable)

Date

APPENDIX B: Statistical analysis – Tables of analysis output

Respondents' Age distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 - 31 years	31	16.9	26.5	26.5
	32 - 42 years	37	20.2	31.6	58.1
	43 - 53 years	38	20.8	32.5	90.6
	54 - 64 years	8	4.4	6.8	97.4
	above 65 years	3	1.6	2.6	100.0
	Total	117	63.9	100.0	
Missing	System	66	36.1		
	Total	183	100.0		

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	57	31.1	48.7	48.7
	Female	60	32.8	51.3	100.0
	Total	117	63.9	100.0	
Missing	System	66	36.1		
	Total	183	100.0		

Age * Gender Cross tabulation

Count

		Gender		Total
		Male	Female	
Age	21 - 31 years	10	21	31
	32 - 42 years	23	14	37
	43 - 53 years	20	18	38
	54 - 64 years	1	7	8
	above 65 years	3	0	3
Total		57	60	117

Highest Qualification Attained

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	14	7.7	12.0	12.0
	Diploma	46	25.1	39.3	51.3
	Degree	34	18.6	29.1	80.3
	Masters	23	12.6	19.7	100.0
	Total	117	63.9	100.0	
Missing	System	66	36.1		
Total		183	100.0		

Area of Qualification Attained

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management	11	6.0	9.4	9.4
	Accounting	23	12.6	19.7	29.1
	Finance	18	9.8	15.4	44.4
	Economics	7	3.8	6.0	50.4
	Project Management	15	8.2	12.8	63.2
	Counseling	11	6.0	9.4	72.6
	Sciences	8	4.4	6.8	79.5
	Other	24	13.1	20.5	100.0
	Total	117	63.9	100.0	
Missing	System	66	36.1		
Total		183	100.0		

Age * Work Experience Cross tabulation

		Work Experience				Total
		Less than 2 years	3 - 5 years	6 - 9 years	10 years and above	
Age	21 - 31 years	31	0	0	0	31
	32 - 42 years	12	16	9	0	37
	43 - 53 years	1	22	14	1	38
	54 - 64 years	0	0	6	2	8
	above 65 years	0	0	3	0	3
Total		44	38	32	3	117

Gender * Highest Qualification Cross tabulation

		Highest Qualification				Total
		Certificate	Diploma	Degree	Masters	
Gender	Male	1	26	19	11	57
	Female	13	20	15	12	60
	Total	14	46	34	23	117

Age * Highest Qualification Cross tabulation

Count

		Highest Qualification				Total
		Certificate	Diploma	Degree	Masters	
Age	21 - 31 years	13	9	9	0	31
	32 - 42 years	0	14	11	12	37
	43 - 53 years	1	20	11	6	38
	54 - 64 years	0	3	0	5	8
	above 65 years	0	0	3	0	3
	Total	14	46	34	23	117

Personality Type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	The Giver	41	22.4	35.0	35.0
	The Executive	12	6.6	10.3	45.3
	The Inspirer	1	.5	.9	46.2
	The Visionary	2	1.1	1.7	47.9
	The Caregiver	10	5.5	8.5	56.4
	The Performer	2	1.1	1.7	58.1
	The Guardian	43	23.5	36.8	94.9
	The Doer	3	1.6	2.6	97.4
	The Protector	3	1.6	2.6	100.0
	Total	117	63.9	100.0	
Missing	System	66	36.1		
Total		183	100.0		

Team Role

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Implementer	31	16.9	26.5	26.5
	Coordinator	13	7.1	11.1	37.6
	Shaper	15	8.2	12.8	50.4
	Plant	8	4.4	6.8	57.3
	Monitor Evaluator	24	13.1	20.5	77.8
	Team Worker	13	7.1	11.1	88.9
	Complete Finisher	13	7.1	11.1	100.0
	Total	117	63.9	100.0	
Missing	System	66	36.1		
Total		183	100.0		

Work Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 years	44	24.0	37.6	37.6
	3 - 5 years	38	20.8	32.5	70.1
	6 - 9 years	32	17.5	27.4	97.4
	10 years and above	3	1.6	2.6	100.0
	Total	117	63.9	100.0	
Missing	System	66	36.1		
Total		183	100.0		

Donor Contribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - 25%	15	8.2	12.8	12.8
	51% - 60%	33	18.0	28.2	41.0
	61% - 70%	24	13.1	20.5	61.5
	71% - 99%	39	21.3	33.3	94.9
	100%	6	3.3	5.1	100.0
	Total	117	63.9	100.0	
Missing	System	66	36.1		
Total		183	100.0		

Self-Funded Projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - 25%	84	45.9	71.8	71.8
	26% - 50%	33	18.0	28.2	100.0
	Total	117	63.9	100.0	
Missing	System	66	36.1		
Total		183	100.0		

Contribution of Self-Funded Projects to Budget

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - 10%	45	24.6	38.5	38.5
	11 = 25%	69	37.7	59.0	97.4
	26-40%	3	1.6	2.6	100.0
	Total	117	63.9	100.0	
Missing	System	66	36.1		
	Total	183	100.0		

Personality Type * Work Experience Cross-tabulation

Count

		Work Experience				Total
		Less than 2 years	3 - 5 years	6 - 9 years	10 years and above	
Personality Type	The Giver	9	23	9	0	41
	The Executive	9	0	3	0	12
	The Inspirer	1	0	0	0	1
	The Visionary	0	2	0	0	2
	The Caregiver	6	0	4	0	10
	The Performer	0	1	1	0	2
	The Guardian	17	8	15	3	43
	The Doer	2	1	0	0	3
	The Protector	0	3	0	0	3
Total	44	38	32	3	117	

Personality Type * Age Cross tabulation

		Age					Total
		21 - 31 years	32 - 42 years	43 - 53 years	54 - 64 years	above 65 years	
Personality Type	The Giver	1	22	13	5	0	41
	The Executive	8	0	4	0	0	12
	The Inspirer	1	0	0	0	0	1
	The Visionary	0	1	1	0	0	2
	The Caregiver	6	1	0	0	3	10
	The Performer	0	1	0	1	0	2
	The Guardian	13	12	16	2	0	43
	The Doer	2	0	1	0	0	3
	The Protector	0	0	3	0	0	3
Total		31	37	38	8	3	117

Personality Type * Gender Cross-tabulation

		Gender		Total
		Male	Female	
Personality Type	The Giver	27	14	41
	The Executive	9	3	12
	The Inspirer	1	0	1
	The Visionary	1	1	2
	The Caregiver	3	7	10
	The Performer	0	2	2
	The Guardian	12	31	43
	The Doer	1	2	3
	The Protector	3	0	3
Total		57	60	117

Personality Type * Highest Qualification Cross-tabulation

Count

		Highest Qualification				Total
		Certificate	Diploma	Degree	Masters	
Personality Type	The Giver	0	18	12	11	41
	The Executive	0	8	0	4	12
	The Inspirer	1	0	0	0	1
	The Visionary	0	2	0	0	2
	The Caregiver	6	1	3	0	10
	The Performer	0	1	0	1	2
	The Guardian	5	12	19	7	43
	The Doer	2	1	0	0	3
	The Protector	0	3	0	0	3
Total		14	46	34	23	117

Team Role * Work Experience Cross tabulation

Count

		Work Experience				Total
		Less than 2 years	3 - 5 years	6 - 9 years	10 years and above	
Team Role	Implementer	8	13	7	3	31
	Coordinator	1	9	3	0	13
	Shaper	9	5	1	0	15
	Plant	4	0	4	0	8
	Monitor Evaluator	9	11	4	0	24
	Team Worker	13	0	0	0	13
	Complete Finisher	0	0	13	0	13
Total		44	38	32	3	117

Team Role * Age Cross tabulation

Count

		Age					Total
		21 - 31 years	32 - 42 years	43 - 53 years	54 - 64 years	above 65 years	
Team	Implementer	4	15	8	4	0	31
Role	Coordinator	1	0	9	0	3	13
	Shaper	9	5	1	0	0	15
	Plant	4	0	4	0	0	8
	Monitor Evaluator	0	8	16	0	0	24
	Team Worker	13	0	0	0	0	13
	Complete Finisher	0	9	0	4	0	13
Total		31	37	38	8	3	117

Team Role * Gender Cross tabulation

Count

		Gender		Total
		Male	Female	
Team	Implementer	9	22	31
Role	Coordinator	12	1	13
	Shaper	3	12	15
	Plant	7	1	8
	Monitor Evaluator	13	11	24
	Team Worker	5	8	13
	Complete Finisher	8	5	13
Total		57	60	117

Team Role * Highest Qualification Cross tabulation

		Highest Qualification				Total
		Certificate	Diploma	Degree	Masters	
Team Role	Implementer	5	8	11	7	31
	Coordinator	0	9	4	0	13
	Shaper	0	5	9	1	15
	Plant	0	4	4	0	8
	Monitor Evaluator	0	11	2	11	24
	Team Worker	9	4	0	0	13
	Complete Finisher	0	5	4	4	13
Total		14	46	34	23	117

APPENDIX C – Gatekeeper Permission



NATIONAL ASSOCIATION OF NON-GOVERNMENTAL ORGANISATIONS

16 October 2018

Mr. I. Mhizha
University of KwaZulu-Natal
College of Law and Management Studies
School of Management, Information Technology and Governance
South Africa

Dear Mr. Mhizha

RE: LETTER OF PERMISSION TO CARRY OUT A RESEARCH WITHIN THE NGO SECTOR

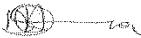
On behalf of NANGO I would like to express our support on your request to carry out a study on the Effects of Personality Type and Team Roles on Social Innovation on Zimbabwean NGOs. You indicated that the research will be carried out through the use of questionnaires to gather data and these will be administered by the researcher. As you stated in your request, our members are key stakeholders as they play different roles in implementing NGO projects that help to empower the economically disadvantaged people in Zimbabwe and we hope your study findings will definitely add value.

NANGO is a non-partisan, non-denominational and non-profit making oriented national umbrella body of Civil Society Organisations operating in Zimbabwe. Its members are divided into ten thematic sectors and its aim is to lobby for an enabling operational environment for civil society by coordinating NGOs for effective participation in national processes.

We have no doubt that our members are going to provide the information you are looking for.

We wish you all the best in your studies.

Regards,



Mr. L. Mandishara
Executive Director

15 Bodle Road, Eastlea, P. O. Box CY 250, Causeway, Harare, Zimbabwe
Tel: +263 242 708761/ 0242 703599/ 0242 794973, Fax: +263 242 794973, Facebook: nangozim
Twitter: @nangozim, E-mail: director.nango@gmail.com, Website: www.nangozim.org

APPENDIX D – Language and Content editing confirmation



Centre for Academic Development

Corner of Notwane
and Mobuto Road,
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Botswana

Tel: [267] 355 2419/20
Fax: [267] 390 2884
E-mail: cad@mopipi.ub.bw

Communication & Study Skills Unit

29 November 2020

TO WHOM IT MAY CONCERN

I am pleased to confirm that I have edited **Clarence Itai Mhizha's** thesis titled: **The Effect of Personality Type and Team Roles on Social Innovation Model at Zimbabwean Non-Governmental Organizations.**


The foci of the editorial were on technical issues such as language and style, mechanics, and organization.

I am a qualified language editor in terms of both experience and academic qualification. I have been involved in editing thesis, dissertations and journal manuscripts for over ten years now. In terms of academic qualification, I have a Bachelor's Degree in Education (English Major), Masters' Degree in English Language Studies, and a PhD in Media and Communication

Kindest regards

Dr L.E Seru

APPENDIX E – Ethics clearance certificate

 **UNIVERSITY OF
KWAZULU-NATAL**
UNYIVESI
YAKWAZULU-NATALI

18 November 2020

Mr Clarence Itai Mhizha (215082570)
School of Management, IT & Governance
Westville Campus

Dear Mr Mhizha,

Protocol reference number: HSS/1953/018D
New project title: The effect of personality type and team roles on social innovation model at Zimbabwean non-governmental organisations

Approval Notification – Amendment Application

This letter serves to notify you that your application and request for an amendment received on 11 November 2020 has now been approved as follows:

- Change in title

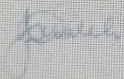
Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form; Title of the Project, Location of the Study must be reviewed and approved through an amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.


Best wishes for the successful completion of your research protocol.

Yours faithfully



.....
Professor Dipane Hlalele (Chair)
/ms
Cc Supervisor: Dr Vannie Naidoo
cc Academic Leader Research: Professor Isabel Martins
cc School Administrator: Ms Angela Pearce

Humanities & Social Sciences Research Ethics Committee
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