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Abstract

Purpose: The study sought to determine the mediating effect of intra-organizational social capital on the relationship between team leadership and collaborative value among Ashoka fellows' organizations in Africa

Methodology: The study applied pragmatism philosophy to offer several ways to bridge dichotomies in mixed methods approaches to social science. Explanatory sequential mixed-method research design consisting of two distinct phases, namely quantitative and qualitative, was adopted. Both qualitative and quantitative study methods were adopted. In the quantitative study, the target population constituted all the 154 Ashoka Fellows' Organizations working in 19 countries in Africa. Data was collected using a structured questionnaire administered online to the founders (Ashoka Fellows) or the Ashoka Fellows' Organizations' CEOs. One hundred responded by filling out the questionnaire, which translated to a 64.9% response rate. Additionally, qualitative data applied purposive sampling and selected six Ashoka regional team leaders in Africa for in-depth interviews. They all were available for the interviews translating to a 100% response rate. Data analysis techniques combined descriptive and inferential statistics. Statistical Package for Social Sciences and SmartPLS 3 software were used to analyze the collected data.

Findings: Results revealed that Intra-organizational Social Capital (IOSC) mediates the relationship between team leadership and collaborative value. Before IOSC mediation, team leadership accounted for 34.1% of collaborative value, with an R^2 = 0.341, chi-square X^2 (10, *N*=100) = 99.274, p<.05, SRMR=0.096, Rms-theta = 0.227, and NFI=0.745. After IOSC mediation team leadership accounted for 37.1% of collaborative value, with an R^2 = 0.371, chi-square X^2 (10, *N*=100) = 152.934, p<.05, SRMR=0.100. Rms-theta = 0.207 and NFI= 0.707. The null hypothesis was rejected.

Unique Contribution to Theory, Practice and Policy: Based on this finding, further research could be a study investigating how teams build their social capital and how intra-organizational social capital can be enhanced to improve teams' performance. Another recommended study should empirically examine the link between team leadership and collaborative value in other sectors such as private sector organizations and public organizations as well as other regions like Europe or Asia.

Keywords: *Intra-Organizational Social Capital, Team Leadership, Collaborative Value, Ashoka Fellows' Organizations*

INTRODUCTION

Intra-organizational social capital (intra-organizational SC) is an intangible asset based on interactions between team members as it comprises mutual objectives and cooperation, trust, norms, and organizational networks (Hador, 2016). It also captures team collaboration and trust between team members (Ben Hador & Klein, 2019) and is categorized as structural, relational, and cognitive capital. Structural capital is the degree to which work teams hinge on each other to complete their work tasks, and the amount of interaction and communication between them (Meng et al., 2018) as well as the degree to which group members within a team are connected and interact with each other (Chang, 2017). The nature and quality of the relationships among team members, relational social capital, affect behavior where trust engenders cohesion and general reciprocity that help overcome free-riding. High trust also enhances knowledge exchange and promotes efficient operation, especially where knowledge exchange carries risk and uncertainties (Prieto-Pastor et al., 2018). Cognitive capital is the extent to which team members have a shared understanding of their work tasks and the teamwork (Meng et al., 2018) and the contexts of meaningful communication among them (Lee et al., 2015). It develops among team members whose activities have a common focus (Randel et al., 2017) and reflects the shared understanding that is converged on by all team members (Chang, 2017).

Social capital affects collaborative efforts as collaboration is a productive approach to solving complex problems and creating value. Kaltenbrunner and Renzl (2019) carried out a study to analyze the effects of social capital on collaborative disaster relief performance in the Austrian refugee migration of 2015/2016. The study was challenging as it was at the peak of the refugee migration, an incredibly dynamic situation, and collecting data from individuals was difficult (Kaltenbrunner & Renzl, 2019). However, the study confirmed that collaboration emerges where teams voluntarily unite and respond to environmental demands without a central authority. Such teams require contributions from multiple interdependent actors and demonstrate a highly self-organizing character that includes developing goals or arranging a new working structure (Kaltenbrunner & Renzl, 2019). Developing team goals supports the team members in their ability to interact and experiment, and the achievement of common goals strengthens the team members' shared sense of purpose and understanding of who they are as a collective. Emergent activities based on shared structures give meaning to collaborating teams (Kaltenbrunner & Renzl, 2019); as more team members interact, they know each other better, reducing the barrier to knowledge sharing resulting in structural social capital. The teams also draw on team members to compensate for failures resulting from misunderstandings, which reduces the negative effect of misunderstandings on performance results in structural social capital. On the other hand, relational social capital confirms that 'emotional intensity' correlates positively with collaborative performance as when team members enjoy emotional closeness, they are more willing to support each other (Kaltenbrunner & Renzl, 2019).

Social capital influences what teams learn and how they use that to create tangible and intangible value. Tangible value includes patents, products, and profits, to name a few, while the intangible value may include creativity, new collaborations, and improved knowledge flow. Srirama, Iyer, and Reddy (2020) study direct and indirect linkages between social capital and learning culture dimensions. They examine the three dimensions of the social capital: structural, relational, and cognitive dimensions, and their direct and indirect relationship with the learning culture. In the

social capital's cognitive dimension, a shared vision and shared native positively affect team learning as it helps to align debates and dialogues in teams leading to value creation through collaboration, co-creation, and co-innovation with stakeholders (Srirama et al., 2020). In the relational dimension, identification with the team plays a significant role in motivating team members to learn by seeking and providing help and organizational support (Srirama et al., 2020). Finally, in the structural dimension, mutual confiding is an essential factor in this dimension and positively affects collaboration, seeking and providing help, organization support, and proactive learning (Srirama et al., 2020). The study confirms that the structural, relational, and cognitive dimensions of social capital positively affect the team members' learning culture factors, which impress on the team learning culture, create a safe space, and contributes to the free flow of information, giving rise to new ways of resource mobilization with the potential to create value. Teams have to, therefore, put particular emphasis on creating policies, interventions, and rewards to encourage team learning by providing platforms for collaboration and interaction (Srirama et al., 2020).

Social capital dimensions enabling team learning indicate that the most dominant aspect of relational dynamics is the shared experience of working alongside other teams. Sharing time and working together as a team is incredibly valuable because of its varied composition, whose expertise and ideas enrich learning (Vaughn, Jacquez, & Zhen-duan, 2018). In their study, equitable partnership processes and group dynamics, including individual, relational, and structural factors, were identified as critical ingredients to successful community-based participatory research partnerships. Collaborative learning teams see value in collective decision-making; an interactive learning structure that facilitates dialogue encourages listening, trust-building, and decision-making, contributing to equal partners' emotional state (Vaughn et al., 2018). Diversity and resource sharing are essential structural components in team learning. Also noteworthy was that when collaborative learning teams are from different countries and backgrounds, diversity increases the learning and broad applicability resulting in successful projects (Vaughn et al., 2018).

Sayogo, Gil-Garcia, Widagdo, and Cronemberger (2017) surveyed the role of trust in mediating the relationship between multiple variables and the success in Inter-organizational Information Sharing (IIS) in the public sector. The results indicate that trust acts as the mediator between some specific determinants and IIS projects' success. The Structural Equation Modeling analysis results showed that trust significantly mediates the relationships of clarity of roles and responsibilities, effective communication, past experiences, and formal authority exercised with the success of IIS projects. The findings suggest the following four variables affect trust and consequently IIS success: a) effective communication, b) clarity about the roles, responsibilities, and expectations of themselves and others, c) competence from past experiences, and d) judicious exercise of formal authority. Hence, trust is the key to securing ongoing and workable relationships among the disparate participants that form collaboration. It is vital to develop trust early in the collaboration, given the often limited time and opportunities to build trust between the participants (Curnin, Owen, Paton, Trist, & Parsons, 2015). Likewise, combining individual trust and a trusted network is regarded as one of the pillars of interagency information integration and sharing (Martínez, Gracia, Muñoz, & García, 2017; Gil-Garcia, Pardo, & Burke, 2010). Trust in the IIS collaboration allows the participants to manage their regular activities without assessing all the possible

uncertainties and risks they cannot control when joining the IIS collaboration (Sayogo et al., 2017; Fidel, 2012).

Social capital and knowledge sharing formed García-Sánchez et al.(2019) study that examined how internal ties and trust favor knowledge sharing within research teams. The results reveal that internal relations (strong ties) within research teams positively affect creating a trusting environment. Moreover, both dimensions of social capital favor knowledge sharing in these teams. The findings reveal that trust mediation results in teams with strong ties among their members that share knowledge freely. These results highlight the importance of teams designing, supporting, and managing this social process, providing empirical evidence for recognizing and positively considering the nature of social relationships through researchers' involvement in activities where personal knowledge is available to their colleagues. These findings imply that investing in social capital creation in research teams eventually increases the knowledge shared within these teams. The study confirmed that by creating better social interactions among research teams, a higher level of trust and team knowledge sharing is encouraged. The results confirm that the stronger the team ties, the more likely it is for a team to develop better team trust and a supportive climate for knowledge sharing (García-Sánchez et al., 2019).

Cognitive and relational dimensions of social capital are essential for successful collaboration. Steinmo & Rasmussen (2018) studied how social capital facilitates collaboration between firms and university researchers in developing innovations by outlining how firms with higher and lower general levels of cognitive social capital with university researchers manage to collaborate effectively in innovation projects with specific university researchers over time. Firms with higher levels of prior collaboration experience with several university researchers and academic expertise rely on cognitive social capital when entering innovation projects. In comparison, firms with lower cognitive social capital levels reinforce it by developing relational social capital during collaborative projects. Hence, relational social capital compensates for a lower level of cognitive social capital when establishing collaborations and appears to be the essential dimension of social capital for these teams in terms of inter-organizational learning and innovation; however, these teams reinforce relationships over time by building cognitive social capital (Steinmo & Rasmussen, 2018).

Ortiz, Donate, and Guadamillas (2018) study the three dimensions of social capital – structural, relational, and cognitive, and how they relate to each other. Their study examined how inter-organizational cognitive social capital is a mediating variable in the relationship between network links' configuration (structural social capital) and the identification of teams' external knowledge. The study confirmed that positive change in structural social capital results in teams effectively identifying and assessing valued knowledge sources through cognitive social capital. The cognitive social capital shared mental models are drivers of structural social capital on knowledge achievement, which implies that structural social capital is necessary for improving knowledge identification and acquisition, capabilities in collaboration but not adequate on its own. Team success depends on social capital's structural and cognitive dimensions to improve knowledge identification and assessment in collaboration (Ortiz et al., 2018).

Ashoka has adopted a model that promotes dynamic collaboration where team members see opportunities and seize them with others in a new team of teams (Drayton, 2013). Ashoka's transition to this model reflects its shift in strategy that they call "Everyone a Changemaker." Ashoka promotes a world where all individuals become agents of change and work in teams that are constantly changing and fluid (MeehanIII & Jonker, 2018, b; Drayton, 2013; Meehan & Jonker, 2018). Agents of change manifest a considerable level of leadership. Given that each individual is anticipated to play a role in effecting change, it is imperative to infer that the aspect of team leadership is evident in the groups.

Ashoka Fellows' Organizations (AFOs) differ from organizations in the private sector that seek to maximize profit for personal gain because they prioritize social goals above personal wealth creation. Specific social objectives include reducing poverty, inequality, homelessness, carbon emissions, and unemployment (Doherty, Haugh, & Lyon, 2014a). AFOs are teams associated with pro-social motivations of wealth-giving, cooperation, and community development resulting in collaborative value (Lumpkin, Moss, Gras, Kato, & Amezcua, 2013) that could expand markets on a scale not seen since the Industrial Revolution. These markets are envisaged to reach everybody, with a focus on the 4 billion people that are unfortunately not recognized by the world's formal economy (Drayton & Budinich, 2010). AFOs, particularly in Africa, differ in both structure and size. Some AFOs are not-for-profit organizations and encourage valuable giving as well as offer charitable and voluntary services in various geographical locations. Others are small and medium enterprises (SMEs) which are efficient and productive job creators that produce big businesses and fuel national economic engines (Abor & Quartey, 2010; Hopkins, 2019).

AFOs also include non-governmental organizations (NGOs) such as civil society organizations which offer services with regard to citizen representation, policy-making, and human rights (Brass, Longhofer, Robinson, & Schnable, 2018), while others are private firms (For-profit organizations) or hybrid organizations that pursue a dual mission of financial sustainability and social purpose (Defourny & Nyssens, 2017; Doherty, Haugh, & Lyon, 2014b). Collaboration, as encompassed in AFOs, involves bringing together different organizations that have their own interests, perspectives, and identities (Schruijer, 2020) but also have teams that spot opportunities, devise creative solutions, and collaborate with diverse partners (Drayton & Budinich, 2010).

Statement of the Problem

At this time of unprecedented crisis, organizations worldwide are working in teams on the frontlines of the response to the COVID-19 pandemic and its severe economic and social consequences (Catalyst2030, 2020). Team leadership enables organizations to be flexible enough to compose and reconfigure their team memberships to align their competencies with task demands and become the basic building blocks of present-day organizational designs (Mathieu, Gallagher, Domingo, & Klock, 2018).

Before the Covid 19 pandemic began to spread around the world, Ashoka instigated a process of collaboration to make recommendations about how to improve the effectiveness of social innovation ecosystems and published a report, "Embracing Complexity: Towards a shared understanding of funding systems change," which proposed a different way of working that embraced the emergence of teams of teams that collaborate across institutions, fields, sectors, and borders (Ashoka & McKinsey, 2020). The full force of the pandemic, accompanied by an

economic slump, has created an emergency as the capacity of government and nonprofit services to support communities has been stretched close to breaking point (Catalyst2030, 2020). Ashoka proposes that a positive systems change to mitigate these is best achieved by teams of teams collaborating where everyone is a changemaker. As systems change requires patience, collaborative intent, and action, teams must see the world differently through the eyes of others, as working in teams supports building new mindsets, competencies, and trusted spaces for changemakers (Ashoka & McKinsey, 2020).

This notwithstanding, the existing literature on Ashoka has fallen short of explicitly addressing team leadership relative to collaborative value. For instance, the hitherto documentation focuses on the role of Ashoka in maximizing the impact of social entrepreneurs elected as Ashoka Fellows. There has been more emphasis on partnerships and collaboration within Ashoka without specifically relating these aspects to team leadership. The aspect of leadership addressed in a past survey is not precisely team leadership; instead, it is more on the leadership role and leadership qualities (Valera, 2018). Therefore, although it is not apparent that Ashoka lacks team leadership due to a lack of statistics to support or dispute it, there is no empirical evidence to support or refute the presence or absence of team leadership and collaborative value in the organizations. Ashoka plays a crucial role in impacting policy and market dynamics (Valera, 2018), and it is suggested that Ashoka tracks Fellows' ability to influence systems change in terms of policy and laws. Yet, there exist policy gaps in that Ashoka does not expressly demonstrate the policies that govern team leadership or collaborative value of Fellows in Africa and elsewhere. In addition to the stated policy gaps, it is also not clear how Ashoka has integrated team leadership to realize collaborative value. This has, in turn, presented both knowledge and research gaps that the present study sought to bridge or fill.

Functional Team Leadership Theory

Zaccaro, Rittman, and Marks (2001) developed the functional team leadership theory to emphasize leadership as a frontier role linking teams to their wider environment as team problems originate from their environment. Their diagnosis requires that leaders attune to the developments and events outside of the team. Further, leaders have the obligation of interpreting and defining environmental proceedings for their teams. The second difference is that leadership typically involves discretion and choosing what solutions would be appropriate in particular problem domains. Team actions that are wholly specified or fully elicited by the situation do not require team leaders' intervention. Leadership is dictated by team problems in which multiple solution paths are viable and requisite solutions are applied in complex social setups through development. Team members in leadership roles are then responsible for making choices that define succeeding teams' responses.

Thirdly, functional leadership is defined by generic responses that vary in different problem situations and not by a specific set of behaviors where the emphasis switches from what leaders should do to what needs to be done for effective performance (Zaccaro, Rittman, & Marks, 2001). The distinction divorces functional leadership perspectives from other models of leader-team interactions that either specify particular leadership behaviors (task-oriented, relationship-oriented) that are considered ideal in most team situations or vary in practice depending on specific team properties and characteristics (Shafique & Beh, 2017). Instead, team leadership is defined in

problem-solving activities directed at generating answers that advance team goal attainment (Mumford, Todd, Higgs, & McIntosh, 2017).

One of the assumptions of this theory is that the exterior or structure influences the behavior of the team members. The paradigm assumption, which is founded on the team composition, states that team structure has an influence on the team members' behavior. The 'team size' construct is exemplified as a structural variable that is part of the team structure domain (Hackman, 2002) or the composition constructs (Campion, Medsker, & Higgs, 1993). Given that the size of a team is a structural construct, the underlying assumption is that the said structure influences the behavior of the members of the team. The assumption of how team structure influences behavior is also linked to team homogeneity and heterogeneity. It is asserted that the inherent assumption on interpersonal skills that homogeneity of beliefs, behavior, and attitudes of team members, regardless of it being erroneous or counterproductive, is suitable to the functioning of teams. This alludes to the contribution of the homogeneous structure of team members towards effective team functioning (Campion et al., 1993).

However, the critics of the theory observe that there is no discussion on the culture of the team. This is in spite of the fact that the aforesaid culture can accommodate deviant behavior given that it can make a positive contribution towards the objectives of the overall team (Hackman, 2002). As espoused by the theory, it is argued that the 'composition' constructs like education, expertise, and function, are acquired abilities and skills which fail to describe either behavior or internal traits. It is also pointed out that the aforementioned constructs are encompassed at the organizational level; individual teams have less control over them (Hackman, The design of work teams, 1987).

Much of the work on team leadership has applied the functional approach. This approach's critical assertion is that it is the leader's job to do or get done whatever is not adequately handled by the team (Zaccaro et al., 2001). This approach recognizes a generic set of leadership functions that are tailored to fit the specific situation. In furthering the work on team leadership, several researchers have begun to delineate these functions. The functional approach is essential in terms of the leadership of teams because (a) it recognizes the importance of context, (b) it recognizes the role team leaders occupy as problem solvers in which they develop and maintain shared behavior, cognition, and affect among team members, and (c) many of the functional behaviors rely heavily on understanding and regulating member cognition in order to promote smooth, coordinated teamwork. Creating the underlying cognitive structures needed for effective teamwork and interpretation of meaning is predicted to be incredibly challenging (Morgeson et al., 2010; Salas, Burke, Wilson-Donnelly, & Fowlkes, 2004).

The tenets of the functional team leadership theory are applicable to team leadership in Ashoka Fellows' Organizations and related entities. Given that the theory illustrates how leadership strives to relate teams to their immediate and wider environment, it is imperative to state that leadership skills that can ensure the foregoing are paramount for the success of the organization to be realized. In tandem with the dictum of the theory, leaders of Ashoka are expected to offer leadership to their teams in terms of interpreting and defining the content, dynamics as well as proceedings within their environment. Expectedly, the aforesaid leadership and involvement of the team members in making crucial decisions is bound to result in the realization of collaborative value for the greater good of the concerned organizations.

METHODOLOGY

The study applied pragmatism philosophy to offer several ways to bridge dichotomies in mixed methods approaches to social science. Explanatory sequential mixed-method research design consisting of two distinct phases, namely quantitative and qualitative, was adopted. Both qualitative and quantitative study methods were adopted. In the quantitative study, the target population constituted all the 154 Ashoka Fellows' Organizations working in 19 countries in Africa. Data was collected using a structured questionnaire administered online to the founders (Ashoka Fellows) or the Ashoka Fellows' Organizations' CEOs. One hundred responded by filling out the questionnaire, which translated to a 64.9% response rate. Additionally, qualitative data applied purposive sampling and selected six Ashoka regional team leaders in Africa for in-depth interviews. They all were available for the interviews translating to a 100% response rate. Data analysis techniques combined descriptive and inferential statistics. Statistical Package for Social Sciences and SmartPLS 3 software were used to analyze the collected data.

RESULTS

Team Leadership, Collaborative Value and Intra-Organizational Social Capital

Team collaboration depends on solid team internal social capital, which extends team members' collective ability to effectively undertake leadership roles.

Descriptive Statistics on Collaborative Value

Collaborative value allows collaborators to appropriate individuals benefits from the collaboration and fulfill the collaboration's collective objective.

Associational Value

The results in Table 1 revealed that the majority of the respondents agreed that team partnership had enhanced their projected credibility and desirability in the eyes of their respective stakeholders, with a mean response rate of 3.8 and a standard deviation of 0.899, with the highest agreement with the statement being from Southern Africa region (Mean = 4.12). The majority of the respondents were in agreement that team partnerships had created a greater affinity for the organizations; better employee recruitment, retention, and motivation (Mean = 3.77, SD = 0.886), with the highest agreement being from the East African region with a mean of 4. It was agreed upon by most respondents that due to the current partnerships, the organizations had additional attractiveness to investors and donors (Mean = 3.87, SD = 0.906), with the highest agreement being noted from Southern Africa region. On the opinion that due to the current partnerships, the organizations had stronger community and governmental support, the majority were in agreement with an overall mean response of 3.75 and standard deviation of 0.936, with the highest agreement being noted from Southern Africa region. Most respondents agreed that the organizations they partnered with encouraged and supported joint activities (Mean = 4, SD = 0.804), with the highest agreement noted in Southern Africa region.

Table 1: Descriptive Statistics - Associational Value

Region	Measure	Our partnerships have enhanced our projected credibility and desirability in the eyes of our respective stakeholders	Our partnerships have created a greater affinity for the organizations; better employee recruitment, retention, and motivation	Due to current partnerships, our organization has additional attractiveness to investors and donors	Due to our current partnerships, we have a stronger community and governmental support	The Organizations we partner with encourage and support joint activities
West Africa English Speaking	Mean	3.41	3.52	3.59	3.59	3.79
	N	29	29	29	29	29
	SD	1.086	1.214	1.053	0.907	0.819
West Africa French	Mean	3.92	3.8	3.92	3.68	3.96
	N	25	25	25	25	25
	SD	0.64	0.707	0.759	0.852	0.676
East Africa	Mean	3.93	**4**	3.96	3.75	4.14
	N	28	28	28	28	28
	SD	0.813	0.667	0.793	1.005	0.756
Southern Africa	Mean	**4.12**	3.76	**4.12**	**4.12**	**4.18**
	N	17	17	17	17	17
	SD	0.857	0.752	0.993	0.993	1.015
Pan Africa	Mean	3	4	4	4	4
	N	1	1	1	1	1
	SD	.	.	.	.	.
Total	**Mean**	**3.8**	**3.77**	**3.87**	**3.75**	**4**
	N	**100**	**100**	**100**	**100**	**100**
	SD	**0.899**	**0.886**	**0.906**	**0.936**	**0.804**

Transferred Asset Value

The results in Table 2 revealed that the majority of the respondents agreed that team partnership members and their respective agencies/organizations shared credit for the coalition processes, with a mean responses rate of 3.72 and a standard deviation of 0.74, with the highest agreement with the statement being from Southern Africa region (Mean = 3.94). The majority of the respondents agreed that the teams got adequate in-kind support from team partnerships to maintain coalition operations (Mean = 3.47, SD = 0.858), with the highest agreement being from the Southern Africa

region with a mean of 3.76. A few respondents agreed that there were sufficient funds to sustain the coalition operations from the team partnerships for a number of years (Mean = 2.69, SD = 0.918), with the highest agreement being noted from Southern Africa region. On the opinion that resources within neighboring communities (for instance, clerical assistance, time, and financial support) had been identified and were used to advance the goals of the coalitions, the majority were in agreement with an overall mean response of 3.37 and a standard deviation of 0.991, with the highest agreement being noted from Southern Africa region. Most respondents agreed that the organizational coalition relied on the community's cultural assets (Mean = 3.5, SD = 0.927), with the highest agreement noted in Southern Africa region.

Table 2: Descriptive Statistics – Transferred Asset Value

Region	Measure	Partnership members and their respective agencies/organizations share credit for the coalition processes	In our partnership, we get adequate in-kind support to maintain coalition operations	In our partnership, there are sufficient funds to sustain the coalition operations for a number of years	Resources within our community (e.g., clerical assistance, time, and financial support) have been identified and are used to advance the goals of this coalition	Our coalition relies on the cultural assets of our community
West Africa English Speaking	Mean	3.62	3.28	2.62	3.21	3.31
	N	29	29	29	29	29
	SD	0.862	0.882	0.903	1.082	0.967
West Africa French	Mean	3.6	3.24	2.8	3.6	3.76
	N	25	25	25	25	25
	SD	0.764	0.879	0.866	0.957	0.663
East Africa	Mean	3.79	3.68	2.43	3.04	3.25
	N	28	28	28	28	28
	SD	0.568	0.863	0.836	0.962	1.076
Southern Africa	Mean	3.94	3.76	3.06	3.82	3.88
	N	17	17	17	17	17
	SD	0.748	0.664	1.088	0.728	0.781
Pan Africa	Mean	4	4	3	4	3
	N	1	1	1	1	1
	SD	.	.	.	.	.
Total	**Mean**	**3.72**	**3.47**	**2.69**	**3.37**	**3.5**
	N	**100**	**100**	**100**	**100**	**100**
	SD	**0.74**	**0.858**	**0.918**	**0.991**	**0.927**

Interactive Value

The results in Table 3 revealed that the majority of the respondents agreed that team organization partners shared an understanding and respect for each other, with a mean response rate of 4.12 and a standard deviation of 0.608, with the highest agreement with the statement being from Southern Africa region (Mean = 4.29). The majority of the respondents were in agreement that different stakeholders in the partnerships trusted one another (Mean = 3.81, SD = 0.858), with the highest

agreement being from the West Africa French region with a mean of 3.96. It was agreed upon by most respondents that partnership members understood the roles, rights, and responsibilities of all participating stakeholders (Mean = 3.85, SD = 0.687), with the highest agreement being noted from the Southern Africa region. On the opinion that the partnership members frequently communicated formally (e.g., meetings, training, and interagency workgroups), the majority were in agreement with an overall mean response of 3.84 and standard deviation of 0.735, with the highest agreement being noted from West Africa French region. Most respondents agreed that the partnership members frequently communicated informally (e.g., social media, social gatherings) (Mean = 3.68, SD = 0.839), with the highest agreement noted in West Africa French region.

Table 3: Descriptive Statistics - Interactive Value

Region	Measure	Our organization partners share an understanding and respect for each other	Different stakeholders in our partnership trust one another	Our partnership members understand the roles, rights, and responsibilities of all participating stakeholders	In our partnership members frequently communicate formally (e.g., meetings, training, and interagency workgroups)	In our partnership members frequently communicate informally (e.g., social media, social gatherings)
West Africa English Speaking	Mean	4.1	3.76	**3.97**	3.86	3.69
	N	29	29	29	29	29
	SD	0.557	0.83	0.566	0.581	0.85
West Africa French	Mean	4.08	**3.96**	3.88	**3.92**	**3.84**
	N	25	25	25	25	25
	SD	0.64	0.735	0.726	0.812	0.624
East Africa	Mean	4.07	3.75	3.71	3.86	3.75
	N	28	28	28	28	28
	SD	0.539	0.701	0.659	0.705	0.967
Southern Africa	Mean	**4.29**	3.82	3.88	3.59	3.41
	N	17	17	17	17	17
	SD	0.772	0.883	0.857	0.87	0.795
Pan Africa	Mean	4	3	3	5	2
	N	1	1	1	1	1
	SD	.	.	.	.	.
Total	**Mean**	**4.12**	**3.81**	**3.85**	**3.84**	**3.68**
	N	**100**	**100**	**100**	**100**	**100**
	SD	**0.608**	**0.775**	**0.687**	**0.735**	**0.839**

Synergistic Value

The results in Table 4 revealed that the majority of the respondents agreed that partnership members met regularly and all members in the partnership participated in decision making, with a mean response rate of 3.47 and a standard deviation of 0.881, with the highest agreement with the statement being from Pan Africa region (Mean = 4). The majority of the respondents agreed that

partnership members were assigned roles and responsibilities according to their interests and strengths (Mean = 3.82, SD = 0.73), with the highest agreement being from the West Africa English Speaking region with a mean of 3.97. It was agreed upon by most respondents that partnerships had a system in place to resolve conflicts between the demands of partnering agencies and the demands of the coalition (Mean = 3.27, SD = 0.908), with the highest agreement being noted from West Africa English speaking region. On the opinion that partnership had an established system to assess community needs and resources, the majority agreed with an overall mean response of 3.41 and standard deviation of 0.933, with the highest agreement being noted from the Pan Africa region. Finally, most respondents agreed that most partnerships, including theirs, marketed their efforts and accomplishments to the community to obtain support (Mean = 3.68, SD = 0.827), with the highest agreement noted in West Africa French region.

Table 4: Descriptive Statistics - Synergistic Value

Region	Measure	Our partnership members meet regularly, and all members in the partnership participate in decision making	Our partnership members are assigned roles and responsibilities according to their interests and strengths	Our partnerships have a system in place to resolve conflicts between the demands of partnering agencies and the demands of the coalition.	Our partnership has an established system to regularly assess community needs and resources	Most Partnerships, including ours, market their efforts and accomplishments to the community to obtain support
West Africa English Speaking	Mean	3.69	**3.97**	**3.72**	3.52	3.48
	N	29	29	29	29	29
	SD	0.761	0.566	0.797	0.911	0.986
West Africa French	Mean	3.56	3.76	3.16	3.6	**3.8**
	N	25	25	25	25	25
	SD	0.768	0.831	0.987	0.957	0.707
East Africa	Mean	3.29	3.89	3.04	3.14	3.71
	N	28	28	28	28	28
	SD	0.81	0.567	0.744	0.932	0.713
Southern Africa	Mean	3.24	3.59	3.12	3.35	3.82
	N	17	17	17	17	17
	SD	1.251	1.004	0.993	0.931	0.883
Pan Africa	Mean	**4**	3	2	**4**	3
	N	1	1	1	1	1
	SD	.	.	.	.	.
Total	**Mean**	**3.47**	**3.82**	**3.27**	**3.41**	**3.68**
	N	**100**	**100**	**100**	**100**	**100**
	SD	**0.881**	**0.73**	**0.908**	**0.933**	**0.827**

Diagnostic Tests on Collaborative Value

The measurement model assessment assessed the constructs' internal consistency, reliability and Normality presented in Table 5. Collaborative value reliability of 0.811 was acceptable. However, the normality test for associational value, transferred asset value, interactive value, and synergistic value with a significance of below 0.5 indicated that Collaborative value data was suffering from nonnormality.

Table 5: Diagnostic Test on Collaborative Value

Reliability Test	**Cronbach Alpha**	**No. of Items**	**Decision**
	0.811	4	Acceptable
Normality Test	**Statistic**	**Df**	**Significance**
Associational Value			
Kolmogorov-Smirnov	0.15	101	0.000
Shapiro-Wilk	0.931	101	0.000
Transferred Asset Value			
Kolmogorov-Smirnov	0.106	101	0.007
Shapiro-Wilk	0.978	101	0.093
Interactive Value			
Kolmogorov-Smirnov	0.171	101	0.000
Shapiro-Wilk	0.958	101	0.003
Synergistic Value			
Kolmogorov-Smirnov	0.125	101	0.000
Shapiro-Wilk	0.969	101	0.019

Descriptive Statistics on Intra-Organizational Social Capital

Intra-organizational social capital refers to both the team's relationship networks and the resources embedded within the team that become available through these networks.

Structural Social Capital

The results in Table 6 revealed that most of the respondents disagreed that project team members were not in touch with most of their colleagues in other departments in the organization, with a mean response rate of 2.2 and a standard deviation of 0.964. The respondents agreed that project team members communicated regularly within the team (Mean = 4, SD = 0.853), with the highest agreement being from the Southern Africa region with a mean of 4.29. It was agreed upon by most respondents that project team members and their colleagues abided by the norm that voluntary assistance by someone else in the company was eventually reciprocated (Mean = 3.87, SD = 0.677), with the highest agreement being noted from Southern Africa region. On the opinion that every member of the team felt that they have a personal social status at work, the majority were in agreement with an overall mean response of 3.86 and standard deviation of 0.792, with the highest agreement being noted from Southern Africa region. Most respondents agreed that high status provided power to access and mobilize social resources and influenced others (Mean = 3.49, SD = 0.98), with the highest agreement noted in the West Africa English-speaking region.

Table 6: Descriptive Statistics - Structural Social Capital

Region	Measure	Our project team members are not in touch with most of their colleagues in other departments in the organization	Our project team members communicate regularly with each other within the team	Our project team members and their colleagues abide by the norm that voluntary assistance by someone else in the company is eventually reciprocated.	Every member of our team feels that they have a personal social status at work	High status provides power to access and mobilize social resources and to influence others
West Africa Englis	Mean	2.34	3.97	3.93	3.9	3.83
	N	29	29	29	29	29
	SD	0.974	0.731	0.458	0.557	0.759
West Africa French	Mean	2.2	4.28	3.84	3.68	3.08
	N	25	25	25	25	25
	SD	0.957	0.542	0.8	0.9	1.077
East Africa	Mean	**2.36**	3.61	3.61	3.82	3.32
	N	28	28	28	28	28
	SD	1.026	1.066	0.737	0.863	0.905
Southern Africa	Mean	1.71	4.29	4.24	4.12	3.76
	N	17	17	17	17	17
	SD	0.772	0.849	0.562	0.857	1.091
Pan Africa	Mean	2	4	4	4	4
	N	1	1	1	1	1
	SD	.	.	.	.	.
Total	**Mean**	**2.2**	**4**	**3.87**	**3.86**	**3.49**
	N	**100**	**100**	**100**	**100**	**100**
	SD	**0.964**	**0.853**	**0.677**	**0.792**	**0.98**

Relational Social Capital

The results in Table 7 revealed that the majority of the respondents agreed that team members in the organization always kept the promises they made, with a mean response rate of 3.59 and a standard deviation of 0.854, with the highest agreement with the statement being from Southern Africa region (Mean = 4.18).

The majority of the respondents agreed that reciprocity was the understood social rule guiding obligations and expectations about sharing resources among team members (Mean = 3.72, SD = 0.668), with the highest agreement being from the West Africa English Speaking region with a mean of 3.86. It was agreed upon by most respondents that when norms of positive reciprocity were high, everyone in the team was expected to freely exchange resources, resulting in higher levels of social capital and better relationships (Mean = 4.02, SD = 0.586) with the highest agreement being noted from West Africa English speaking region. On the opinion that team members shared an experience of positive feelings and emotional encouragement due to

enthusiastic assessments of work-related stress, the majority agreed with an overall mean response of 4 and standard deviation of 0.651, with the highest agreement being noted from the West Africa French region. Most respondents agreed that those team members who felt energized at work by their relationships and interactions with others were likely to work enthusiastically towards accomplishing work tasks and goals (Mean = 4.39, SD = 0.53) with the highest agreement noted in Southern Africa.

Table 7: Descriptive Statistics - Relational Social Capital

Region	Measure	My team members in the organization always keep the promises they make	In my team, reciprocity is the understood social rule guiding obligations and expectations about sharing resources with other	When norms of positive reciprocity are high, everyone in the team is expected to freely exchange resources, resulting in higher levels of social capital and better relationships	My team members share an experience of positive feelings and emotional encouragement due to enthusiastic assessments of work-related stress	Team members who feel energized at work by their relationships and interactions with others are likely to work enthusiastically towards accomplishing work tasks and goals
West Africa English Speaking	Mean	3.45	3.86	4.21	3.93	4.45
	N	29	29	29	29	29
	SD	0.827	0.441	0.491	0.753	0.506
West Africa French	Mean	3.8	3.8	4.04	4.24	4.4
	N	25	25	25	25	25
	SD	0.707	0.577	0.539	0.523	0.5
East Africa	Mean	3.21	3.54	3.82	3.79	4.21
	N	28	28	28	28	28
	SD	0.833	0.744	0.612	0.499	0.499
Southern Africa	Mean	4.18	3.76	4.06	4.12	4.59
	N	17	17	17	17	17
	SD	0.809	0.831	0.659	0.781	0.618
Pan Africa	Mean	3	2	3	4	4
	N	1	1	1	1	1
	SD	.	.	.	.	.
Total	**Mean**	**3.59**	**3.72**	**4.02**	**4**	**4.39**
	N	**100**	**100**	**100**	**100**	**100**
	SD	**0.854**	**0.668**	**0.586**	**0.651**	**0.53**

Cognitive Social Capital

The results in Table 8 revealed that the majority of the respondents were in agreement that the team believed that shared knowledge increased work efficiency, with a mean response rate of 4.49 and a standard deviation of 0.541, with the highest agreement with the statement being from West Africa French region (Mean = 4.56). The majority of the respondents agreed that the team leader's team knowledge facilitated effective workload management (Mean = 4.31, SD = 0.647). The highest agreement was from the West Africa English Speaking region with a mean of 4.48. It was agreed upon by most respondents that the use of organizational jargon (shared language) helped to increase team efficiency (Mean = 3.95, SD = 0.845), with the highest agreement being noted from the East Africa region. On the opinion that taking part in work stories and storytelling created a shared understanding of one's workplace and work role, the majority were in agreement with an overall mean response of 4.32 and standard deviation of 0.709, with the highest agreement being noted from East Africa region. Most respondents agreed that narratives that were told and retold about their work, role, and organization were meaning-making activities that created a shared way of thinking about their work and organization (Mean = 4.06, SD = 0.75), with the highest agreement noted in Southern Africa region

Table 8: Descriptive Statistics - Cognitive Social Capital

Region	Measure	Our team believe that shared knowledge increases work efficiency	Team leader's knowledge of the team facilitates effective workload management	The use of organizational jargon (shared language) helps to increases team efficiency	Taking part in work stories and storytelling creates a shared understanding of my workplace and work role	Narratives that are told and retold about my work, role, and organization are meaning-making activities that create a shared way of thinking about my work and organization
West Africa English Speaking	Mean	4.55	4.48	3.97	4.31	4.17
	N	29	29	29	29	29
	SD	0.506	0.574	0.906	0.891	0.848
West Africa French	Mean	4.56	4.24	3.76	4	3.76
	N	25	25	25	25	25
	SD	0.507	0.831	0.831	0.577	0.779
East Africa	Mean	4.32	4.25	4.14	4.46	3.96
	N	28	28	28	28	28
	SD	0.548	0.518	0.591	0.576	0.508
Southern Africa	Mean	4.53	4.18	3.82	4.53	4.41
	N	17	17	17	17	17
	SD	0.624	0.636	1.074	0.624	0.712
Pan Africa	Mean	5	5	5	5	5
	N	1	1	1	1	1
	SD	.	.	.	.	.
Total	**Mean**	**4.49**	**4.31**	**3.95**	**4.32**	**4.06**
	N	**100**	**100**	**100**	**100**	**100**
	SD	**0.541**	**0.647**	**0.845**	**0.709**	**0.75**

Diagnostic Tests on Intra-organizational Social Capital

The measurement model assessment involved assessing the constructs' internal consistency, reliability, Multicollinearity test, and Normality test, as presented in Table 9. The

Cronbach's alpha value was >.7, which shows all the constructs were reliable. VIF of 1.666 confirmed that the data was devoid of multicollinearity. The normality results showed that the significance values of structural social capital and cognitive social capital variables were less than 0.05, implying that the data was not normally distributed. The relational social capital factor had a Shapiro Wilk test significance value of 0.11, which implied that the factor data was normally distributed.

Table 9: Diagnostic Tests – Intra-organizational Social Capital

Reliability Test	**Cronbach Alpha**	**No. of Items**	**Decision**
	0.711	3	Acceptable
Multicollinearity Test	**Tolerance**	**VIF**	
	0.600	1.666	
Structural Social Capital			
Normality Test	**Statistic**	**Df**	**Significance**
Kolmogorov-Smirnov	0.012	101	0.001
Shapiro-Wilk	0.97	101	0.019
Relational Social Capital			
Normality Test	**Statistic**	**Df**	**Significance**
Kolmogorov-Smirnov	0.109	101	0.005
Shapiro-Smirnov	0.979	101	0.11
Cognitive Social Capital			
Normality Test	**Statistic**	**Df**	**Significance**
Kolmogorov-Smirnov	0.165	101	0.000
Shapiro-Wilk	0.925	101	0.000

Structural Equation Modeling – Mediating Effect of Intra-Organizational Social on the Relationship between Team Leadership and Collaborative Value

The chi-square value for the model relationship before mediation was 99.274, and after mediation was 152.934 - both significant with a p-value of 0.000. The Normed Fit Index (NFI) was 0.745 before mediation and 0.707 after mediation, showing that the index was above 0.5, representing an acceptable fit. SRMR value was 0.096 before mediation and 0.100 after mediation, which was below 0.2 for the models. The RMS_theta value was 0.227 before mediation and 0.207 after mediation and thus below 0.4, implying that the models were a good fit. The study used a fixed number of respondents for the analysis with a probability value of 5%. The R^2 value was obtained from the models before and after the mediation for the overall model team leadership and collaborative value (TL&CV), as shown in Figures 2 and 3. The R square value of 0.341 indicated that the model of team leadership accounted for 34.1% of the variation in collaborative value. The variation of 65.9% was accounted for by other variables not included in this model. After mediation, the R square value was 0.371, indicating that the intra-organizational social capital

model accounted for 37.1% of the mediation variation in the relationship between team leadership and collaborative value. Therefore, intra-organizational social capital was a significant mediator factor. Comparing the model analysis before and after mediation, the R-square value before mediation effect was 0.341, and the R-square value after mediation was 0.371. Therefore, the study concluded that intra-organizational social capital is a significant mediator factor in the relationship between team leadership and collaborative value.

Path Analysis for Team Leadership and Collaborative Value

The path analysis shown in figures 2 and 3 indicates that the relationship between team leadership and collaborative value reduced in weighting after mediation from 0.584 to 0. 423. At the same time, there was a strong relationship between team leadership and intra-organizational social capital weighted at 0.632. Interestingly, team leadership accounted for 0.399 of the variation in intra- organizational social capital (39.9%), which is higher than what was accounted for in the variation in collaborative value before mediation of 0.341 and after mediation of 0.371. Thus, the path analysis further confirmed that intra-organizational social capital mediated the relationship between team leadership and collaborative value.

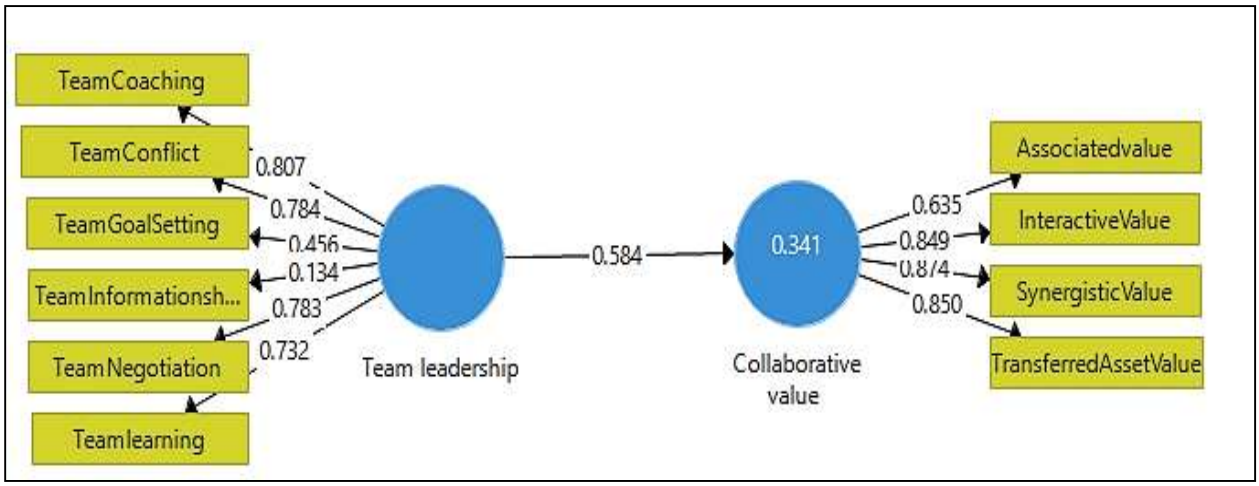

Figure 2: Path Model of Team leadership and Collaborative Value

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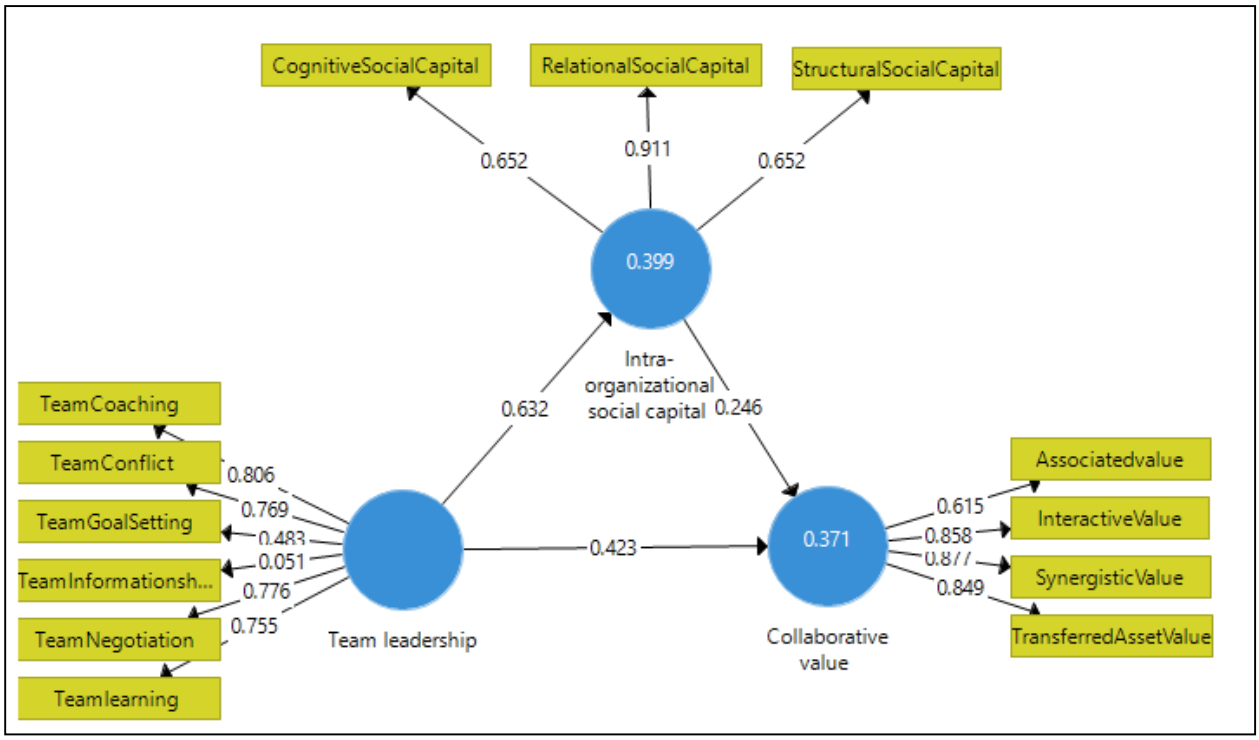

Figure 3: Path Model of Intra-organizational Social Capital Mediation in the Relationship between Team Leadership and Collaborative Value

Hypothesis Testing for the Mediation Relationship between Team Leadership and Collaborative Value

H_{07}: Intra-organizational social capital does not significantly mediate the relationship between Team leadership and collaborative value within Ashoka Fellows' Organizations in Africa.

The hypothesis was tested using the chi-square test. The acceptance or rejection criteria were that if the p-value was greater than 0.05, the Ho_7 was not rejected, but if it was less than 0.05, the Ho_7 failed to be accepted. The p-value was 0.000<0.05. The chi-square value was 152.934 after mediation. Therefore, the null hypothesis was rejected. The study concluded that there was a significant mediation effect of intra-organizational social capital on the relationship between Team leadership and collaborative value within Ashoka Fellows' Organizations in Africa.

Robustness Tests of the Hypotheses

Robustness tests evaluated the assumptions. This was done through testing the model summary statistical value of the latent variables.

Model Summary and Statistical Value of the Latent Variables of Intra-Org Social Capital Mediation between the Relationship between Team Leadership and Collaborative Value

The study assessed the study's hypothesis that there is no significant mediation effect of structural, relational, and cognitive social capital on the relationship between team leadership and collaborative value within Ashoka Fellows' Organizations in Africa. The R^2 value was obtained

from the structural, relational, and cognitive social capital and collaborative value analysis, as shown in Table 4.53. With a probability value of 5%, the sub-models statistical power values were between 0.825 and 0.999, which revealed that all the models had a high statistical power of values above 0.8.

The model assessed the mediating effect of Structural Social Capital (SSC), Relational Social Capital (RSC), and Cognitive Social Capital (CSC). For SSC & CV, the R square value of 0.371indicated that the model of structural social capital accounted for 37.1% of the variation in collaborative value; for RSC & CV, the R square value of 0.355 indicated that the model of relational social capital accounted for 35.5% of the variation in collaborative value, and for CSC & CV the R square value of 0.327 indicated that the model of cognitive social capital accounted for 32.7% of the variation in collaborative value as shown in Table 10. The results revealed that all the variations in the mediating effect of intra-organizational social capital between team leadership and collaborative value were considered good with all models above 30% (Hair et al., 2019).

Table 10: Model Summary and Statistical Power of Latent Variables

	SSC&CV	RSC&CV	CSC&CV	IOSC&CV
Sample size	100	100	100	100
Probability	0.05	0.05	0.05	0.05
R^2	0.371	0.355	0.327	0.371
Statistical power	0.999	0.825	0.899	0.998

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

Before mediation, the model fit for the overall model had an R square value of 0.341, which indicated that the model of team leadership accounted for 34.1% of collaborative value, $R^2 = 0.341$, chi-square X^2 (10, N=100) = 99.274, p<.05, SRMR=0.096, Rms-theta = 0.227, and NFI=0.745. Before mediation, 34.1% of collaborative value among Ashoka Fellows' Organizations in Africa was attributed to team leadership. After mediation, the model fit for the overall model had an R square value of 0.371, which indicated that the model of team leadership accounted for 37.1% of collaborative value, $R^2 = 0.371$, chi-square X^2 (10, N=100) = 152.934, p<.05, SRMR=0.100. Rms-theta = 0.207, and NFI= 0.707. This showed that 37.1% of collaborative value among Ashoka Fellows' Organizations in Africa is attributed to team leadership. Comparing the model analysis before and after mediation, the R-square value before mediation was 0.341, the R-square value after mediation was 0.371; the chi-square value before mediation was 99.274, the chi-square value after mediation was 152.934. Therefore, the study concludes that intra-organizational social capital is a significant mediator factor in the relationship between team leadership and collaborative value.

Conclusions

The study results established that team information sharing influences collaborative value within Ashoka Fellows' Organizations in Africa. The SEM analysis showed a positive unit rise in team information sharing that significantly changes collaborative value within Ashoka Fellows' Organizations in Africa by 30%. Team information-sharing practices that include a high quality of information exchange, sharing of new facts, insights, and ideas, quick and accurate communication

of new knowledge, and regular sharing of information with key stakeholders influence collaborative value. Consequently, the study rejected the null hypothesis that team information sharing does not significantly influence collaborative value within Ashoka Fellows' Organizations in Africa. The qualitative research validated these results. It showed that in addition to the use of social media to share members' ideas, challenges, opportunities, and success stories, the Ashoka fellows formed clusters they referred to as 'communities of practice' to create an enabling environment for teams to learn from each other. Success depended on the frequency of information sharing to ensure that all members were aware of the status of the programs and the immediate next steps. It was reported that where team information sharing was embraced, the collaborative environment improved the teams' impact internally and externally, kept their spirits high, and teams exchanged ideas and resources without the typical competition often associated with similar teams. The research also indicated that when teams got too busy and couldn't respond to requests for information, they missed opportunities to effectively collaborate with others. This study concluded that team information-sharing influences collaborative value within Ashoka Fellows' Organizations in Africa. The SEM analysis findings with intra-organizational social capital as the mediating variable showed that intra-organizational social capital significantly influences the relationship between team leadership and collaborative value. Practices such as team members' communication, maintenance of personal social status at work, sharing experiences of positive feelings, and emotional encouragement to enhance enthusiasm in work-related issues all mediate the relationship between team leadership and collaborative value. Consequently, the study rejected the null hypothesis that intra-organizational social capital is not a significant mediator factor in the relationship between team leadership and collaborative value among Ashoka Fellows' Organizations in Africa. Instead, the study concluded that intra-organizational social capital is a significant mediator factor in the relationship between team leadership and collaborative value among Ashoka Fellows' Organizations in Africa.

Recommendations

Functional teams should hinge on each other to complete their work tasks. The amount of interaction and communication between them and the quality of relationships should display a high level of respect, and a shared understanding that compliments how they work towards collaborative value. Team members' communication is essential and should be enhanced to ensure successful team goal setting. Team members should be encouraged to share experiences of positive feelings and emotional encouragement to enhance enthusiasm in work-related issues. Teams should embrace social capital as it positively affects the team members' learning culture factors, which impress the team learning culture, create a safe space, and contributes to the free flow of information, giving rise to new ways to create value.

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