Team Goal-Setting and Collaborative Value within Ashoka Fellows' Organizations in Africa: The Mediating Role of Intra-Organizational Social Capital

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Abstract

Since the Ashoka mission is Everyone a Changemaker, the assumption is that Ashoka Fellows' organizations in Africa are setting goals that contribute to transformative solutions for Africa. Therefore, a study of 154 Ashoka Fellows organizations working in 19 countries in Africa was carried out to investigate the effect of team goal-setting on collaborative value. Data was collected using a structured questionnaire and in-depth interviews and analysed through a combined descriptive and inferential statistics. The study's specific elements addressed on team goal setting were clarity, commitment, and capacity of team members. The path analysis confirmed a positive relationship with a P-value of 8.6% between Team Goal Setting and Collaborative Value. Further, intra-organizational social capital significantly mediates the relationship between team goal-setting and collaborative value with a P-value of 24.5%. Teams need to adapt social capital to support the team members in their ability to interact, experiment, and achieve common goals, strengthening the team members' shared sense of purpose and understanding of who they are as a collective.

Keywords: Team Goal-Setting, Collaborative Value, Intra-Organizational Social Capital, Teams, Ashoka

Introduction

Team Goal Setting is a central dimension of strategy dealing with complex social challenges that require teams' engagement to reach these goals due to their complexity(Locke & Latham, 2019). Team goal-setting, therefore, refers to why collaborations happen, what organization participants aspire to achieve, and the nature of the collaborative advantage sought (Vangen, 2017). Ashoka, the worldwide organization that prides itself as the largest in supporting men and women social entrepreneurs, in 2013, adopted the 'team of teams' model to promote team goal setting and dynamic collaboration where team members see opportunities and seize them with others in a new team of teams (Drayton, 2013).However, how the formulation and attainment of goals may work to mobilize, direct, and stimulate collaborative value within Ashoka Fellow Organizations in Africa has not been investigated. This leads to the research question: What is the effect of team goal setting on collaborative value within Ashoka Fellow Organizations in Africa?

Since the Ashoka mission is Everyone a Changemaker, the assumption is that Ashoka Fellows organizations in Africa are setting goals that contribute to transformative solutions for Africa. As collaborative value results from inter-organizational relationships with a common goal aimed at maximizing value by solving problems mutually through interactive processes

planned together, the study sheds light on the effectiveness of Ashoka teams in contributing to collaborative value (Schottle & Tillmann, 2018). Also, the study investigates if intra-organizational social capital mediates the relationship between Team goal-setting and collaborative value.

Literature Review
This study was anchored on the functional team leadership theory and the Hills team leadership model. They were the most appropriate for this study, which investigated teams with varied leaders with different knowledge and skills in different countries but with a shared vision. Team leadership theory emphasizes leadership other than leaders, which recognizes that several team members can meet the leadership role and that when different teams come together, they can determine who is best placed to lead them depending on the requirements of the set team. The theory and model support the study on Team Goal setting and collaborative value as its focus is on clarity, commitment, and capacity of the team members and their collective impact.

Effective teamwork allows teams to produce outcomes more significant than the sum of team members' contributions driven by interdependent acts that convert inputs to outcomes through cognitive, verbal, and behavioral actions directed toward organizing taskwork to achieve collective goals (Cross, Rebele, & Grant, 2016). In this context, goals broadly defined include aspirations, vision, missions, and purpose (Vangen, 2017). Notwithstanding the considerable challenges associated with the management of goals in collaborations (Vangen, 2017), the potential to achieve goals at different levels (individual, organizational, and collaboration) motivate partner teams' participation (Saz-Carranza & Ospina, 2011). Team goal-setting helps direct what partners aspire to achieve for themselves, and collectively, their practical value can be evident in various ways. Thus, a specific team goal may provide a commitment source for one organization, justifying actions for another and performance evaluation criteria for a third (Vangen, 2017). In team collaboration, the joint efforts drive the achievement of stipulated goals, and the congruence or goal consensus among team members provides the impetus for Collaboration (Vangen, 2017).

The study of the goal-directed network by Saz-Carranza and Ospina (2011) analyzes four legally autonomous organizational teams that work together to achieve their own goals and a collective goal. The four networks differed by size (budget and membership), scope, and geographical location but collaboratively defended immigrant rights: community, civic, and technical education for immigrants; advocacy in favor of immigrants' rights; and leadership development and organizing (Saz-Carranza & Ospina, 2011). Each of these teams successfully carried out joint action via its members to advance their common goals: they tackled critical social problems with practical, systemic solutions; their work and outcomes demonstrated strategic leadership; they had documentation of results and of the organization's capacity to sustain these beyond each teams' efforts. Although the study does not have objective proof of the teams' effectiveness in furthering their missions, it did confirm that each network mobilized resources in a specific direction and that its organizational members acted jointly to accomplish the set common goal (Saz-Carranza & Ospina, 2011). The study confirmed that the diversity of teams is not a deterrent to achieving the planned common goal. These networks are diverse in their geography, culture, organizational characteristics, and the specific organizational goals have striking differences in organizational size, the number of employees, the number of immigrants served, and the annual budgets (Saz-Carranza & Ospina, 2011).

Collaborative team goal-setting consists of the teams' joint goals and ambitions and facilitates mutual perception and exchange of ideas, where a shared understanding of interaction methods leads to more and better resource-sharing opportunities among teams' members (Chow & Chan, 2008). The process of team goal-setting accentuated team collaboration in Schottle and Tillmann's (2018) study of two case studies in the construction industry. The study provided evidence that supports past studies and reinforces the understanding of the contribution of establishing common goals in construction projects, even when companies are not aligned commercially (Schottle & Tillmann, 2018). In the present study, collaboration was understood as an "inter-organizational relationship with a shared vision to create a collaborative project with a commonly defined structure and a new and jointly developed project culture, based on trust and transparency. Team goal-setting was envisaged to maximize the customer's value by solving problems mutually through interactive processes. The study aimed to understand the theoretical contributions of an explicit goal setting and progress tracking process to support collaboration. The study also confirmed that team goal setting improves relationships, creates empathy, enhances the ability to talk about problems candidly, and engage in problem-solving to support continuous improvement (Schottle & Tillmann, 2018).

Team goal-setting can also be a challenge when teams pursue collaborative dual goal-setting. Battilana (2018) discusses the challenge of pursuing both social and financial goals in an ecosystem mainly organized around the categories of for-profit and not-for-profit organizations. Battilana explains that the difference between economic and social activities forms legal and public policies and conforming cultural norms and beliefs. Although the change in social expectations and new legislation offers new opportunities for hybrid organizing, current laws and regulations, industry norms, monitoring and evaluation systems, and funder mindsets are opposed to the joint pursuit of social and financial goals. Battilana (2018) study, however, proposes that collaborative dual goal setting requires teams that can work at the intersection of both worlds to understand the opportunities and challenges, speak the languages and embrace the values from both the social and business sector in addition to having clarity in setting and pursuing both social-oriented and business-oriented goals (Battilana, 2018).

Whether in scientific or social teams, social capital affects collaborative efforts as collaboration is a productive approach to solving complex problems and creating value. Collaboration emerges where teams voluntarily unite and respond to 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).

Methodology

This study adopted the explanatory sequential mixed-method research design consisting of two distinct phases: quantitative and qualitative. This approach's rationale was that the quantitative data and subsequent analysis would provide a general understanding of the research problem. The qualitative data and their analysis refined and explained those statistical results by exploring participants' views more deeply. The quantitative study population was 154 Ashoka Fellows organizations working in 19 countries in Africa. This research applied a census (whole population) study instead of a sample as its analysis using SEM technique required a large sample size for the quantitative study. A structured questionnaire which contained a 5-point Likert scale measurement was used to collect data from owner-managers (Ashoka Fellows) or the CEOs. The questionnaire was also translated to French for the Fellow teams in the Sahel, with scales ranging from: (1), strongly disagree to (5), strongly agree. The questionnaire also contained some additional closed-form questions requesting participants to pick which options apply. The qualitative data was collected using general and open-ended questions.

Data analysis techniques combined descriptive and inferential statistics. The descriptive statistical tests were mean and standard deviation and preliminary data assessments that included reliability, normality, multicollinearity and validity. The inferential statistical tests undertaken included goodness of fit and structural model assessment. Statistical Package for the Social Sciences (SPSS) and SmartPLS3 software was adopted to analyze the data. The qualitative study applied purposive sampling and selected 6 Ashoka team leaders. This form of sampling was appropriate for this study as it was essential to select those that were enormously informative to give an insight into the results from the quantitative study; they provided the researchers with the justification to make generalizations from the sample studied.

Findings

The study's specific elements addressed on team goal setting were clarity, commitment, and capacity of team members. Table 1 shows the descriptive analysis comprising of means and standard deviations. The results revealed that the majority of the respondents were in agreement that it is usual for team members to be in full agreement with the organization goals with a mean responses rate of 3.93 (Agreement) and a standard deviation of 1.166, with the highest agreement being from West Africa English Speaking region (Mean = 4.55). The majority of the respondents agreed that organization goals are always clearly understood by the team members (Mean = 3.57, SD = 1.066), with the highest agreement being from the Southern Africa region with a mean of 4.12. It was agreed upon by most respondents that team members are always convinced that the organization's goals are achievable (Mean = 3.78, SD = 1.097), with the highest agreement coming from the West Africa English-speaking region. On the opinion that team members can achieve organizational goals, the majority agreed with an overall mean response of 3.91 and standard deviation of 0.822, with the highest agreement being from the West Africa French-speaking region.

Table 1: Descriptive Statistics on Team Goal Setting

Region		It is usual for team members to be in full agreement with the organization goals	The organizational goals are always clearly understood by the team members	The team members are not always convinced that the organization's goals are achievable	Team members have the potential to achieve organizational goals
West Africa English	Mean	4.55	3.76	4.14	4.03
	N	29	29	29	29
	Std. Deviation	0.686	0.786	0.639	0.778
West Africa French	Mean	3	2.96	2.96	4.12
	N	25	25	25	25
	Std. Deviation	1.354	1.457	1.428	0.666
East Africa	Mean	3.82	3.57	3.75	3.59
	N	28	28	28	27
	Std. Deviation	1.124	0.79	0.887	0.971
Southern Africa	Mean	4.41	4.12	4.41	3.88
	N	17	17	17	17
	Std. Deviation	0.618	0.857	0.795	0.781
Pan Africa	Mean	4	4	4	4
	N	1	1	1	1
	Std. Deviation	.	.	.	.
Total	**Mean**	**3.93**	**3.57**	**3.78**	**3.91**
	N	**100**	**100**	**100**	**99**
	Std. Deviation	**1.166**	**1.066**	**1.097**	**0.822**

The measurement model assessment involved assessing the constructs' internal consistency reliability, Multicollinearity test, and Normality test, as presented in Table 2. Team goal setting reliability of 0.795 is acceptable, VIF of 1.199 confirms that the data is devoid of multicollinearity. A normality test with a significance of below 0.5 indicates that the date is suffering from nonnormality. However, the normal Q-Q plot Figure 1 shows that the observed values do not deviate much from the expected values.

Table 2: Statistical Tests for Team Goal Setting

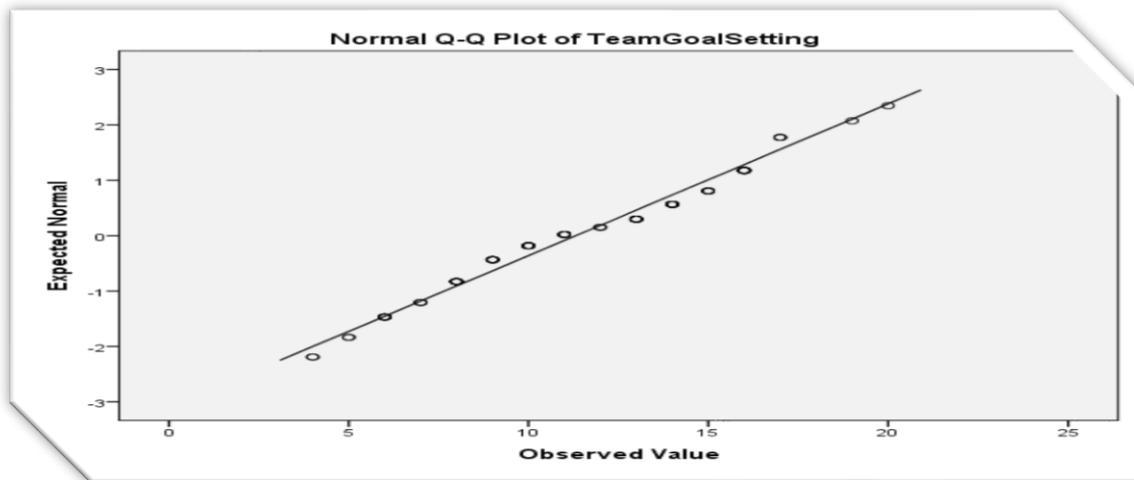| Reliability Test	Cronbach Alpha	No. of Items	Decision	
	0.795	4	Acceptable	
Multicollinearity Test	**Tolerance**	**VIF**		
	0.834	1.199		
Normality Test	**Statistic**	**Df**	**Significance**	
Kolmogorov-Smirnov	.121	104	.001	
Shapiro-Wilk	.961	104	.004	
	1.947	28	69	.013

Figure 1: Normal Q-Q Plot for Team Goal Setting

Analysis conducted to assess convergent validity on Team goal setting statements presented in Table 3 found that average variance extracted (AVE) for each latent value was greater than 0.5. The convergent validity for Team Goal setting is above the threshold of 0.5 on average and therefore acceptable. The Team goal setting constructs explain more than 50% of their variance.

Table 3: Convergent Validity –Team Goal Setting

	Initial	**AVE**
It is usual for team members to be in full agreement with the organization rules	1	0.64
The org goals are always clearly understood by the team members	1	0.742
The team members are always convinced that the organization's goals are achievable	1	0.751
Team members always have the potential to achieve organizational goals	1	0.456

Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Barlett's Test of Sphericity were taken to determine the data's adequacy and sufficient quality. In Team Goal Setting, the value of Kaiser-Meyer-Olkin (KMO) is 0.761, and Bartlett's Test of Sphericity was significant ($p < 0.05$). Therefore, the sample was appropriate and analyzed further because the value of KMO is above 0.5. The KMO test, Bartlett's Test, was significantly high (Chi-Square=137.259 with 6 degrees of freedom, at $p < 0.05$).

Table 4: KMO and Bartlett's Test –Team Goal Setting

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.761
Bartlett's Test of Sphericity	Approx. Chi-Square	137.259
	df	6
	Sig.	0.000

The chi-square value for the model relationship between team goal setting and collaborative value was 175.992, significant with a p-value below 0.05. The Normed Fit Index (NFI) was 0.773, which shows that the index was above 0.5, which usually represents an acceptable fit. SRMR value was 0.108, which was below 0.2 for the models. rms_theta value was 0.011 and

thus below 0.4, which implies that the model was a good fit. The study used a fixed number of respondents for the analysis with a probability value of 5%. The model's statistical power value was 0.866, revealing that the model had adequate statistical power with a value above 0.8. Therefore, there is no probability of correctly rejecting a null hypothesis when that hypothesis is not true in the population. The R^2 value was obtained from the model for the overall model team goal setting and collaborative value (TGS&CV), as shown in Figure 2. The R^2 value obtained on this model was 0.086, which indicated that the team goal-setting model accounts for 8.6% of the variation in collaborative value. The variation of 91.4% is accounted for by other variables not included in this model.

The path analysis confirms that the Test Team Goal setting (TGS1-TGS4) constructs were adequate with weights between 0.678 and 0,858. Furthermore, the path analysis also confirms a positive relationship between Team Goal Setting and Collaborative Value weighted at 0.294.

Intra-organizational social capital mediates the relationship between Team Goal Setting and Collaborative value. Before mediation, the R^2 value is 0.086, and after mediation, it increases to 0.254. This reveals that IOSC is a significant mediator increasing the variation in collaborative value by 16.8%, as shown in Figure 3.
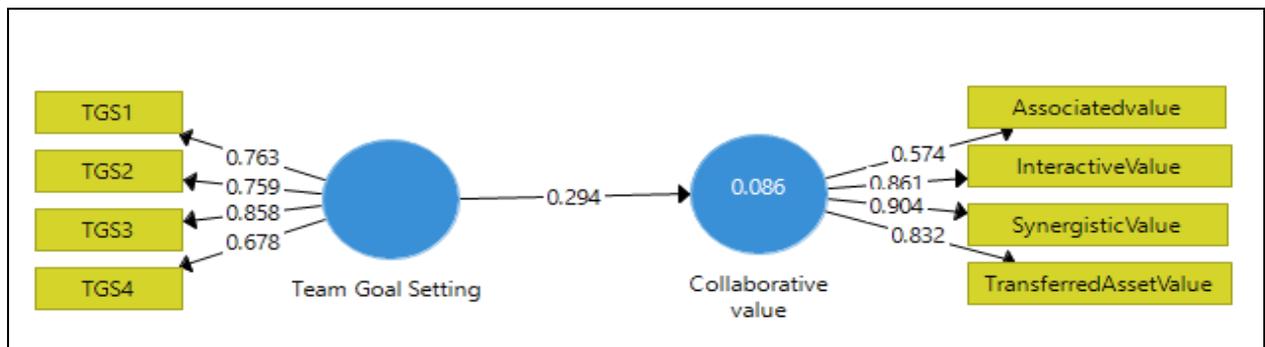

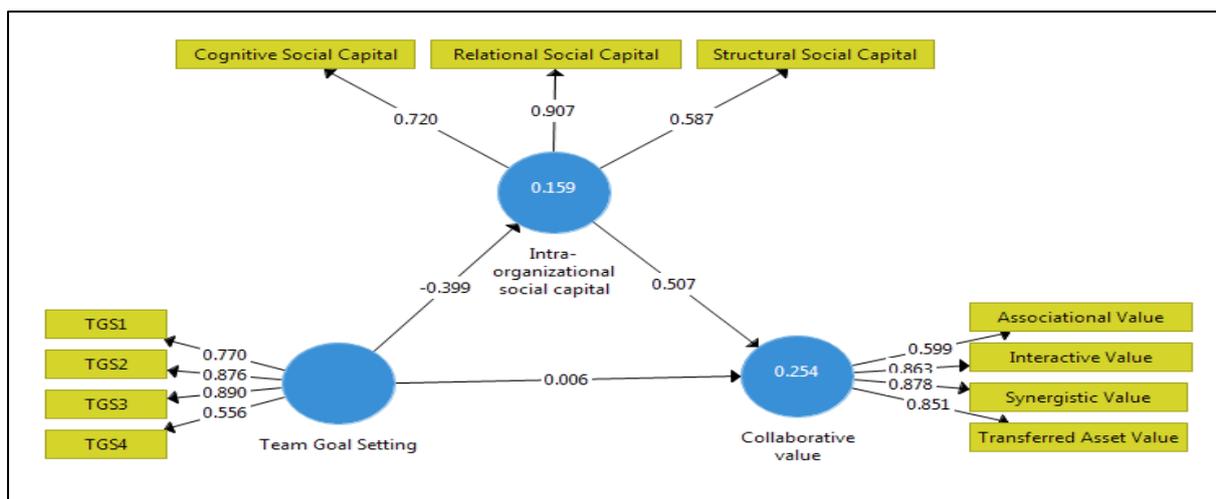**Figure2: Path Model for Team Goal Setting and Collaborative Value**

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

The hypothesis was tested using the chi-square test. The acceptance/rejection criteria were that if the p-value is greater than 0.05, the Ho_1 is not rejected, but if it is less than 0.05, the Ho_1 is rejected. The chi-square value was 175.992, The p-value was 0.011<0.05, and therefore, the null hypothesis was rejected. The study concluded that Team Goal Setting influences Collaborative Value within Ashoka Fellow organizations in Africa.

The Ashoka region leadership team interviews validated the study. One of the interviewees noted that the Collaboration between Ashoka and Boehringer Ingelheim teams has resulted in a successful program Making More Health, because of a shared vision and goals. The teams' goal setting has created collaborative value as Making More Health is a global initiative where Ashoka Fellow organizations in Africa and beyond co-create with one of the world's largest and most innovative pharmaceutical company for collaborative value through the generation of a healthier world for individuals, animals, and their communities. Collaborative goal setting is also in practice at the Sahel, where Ashoka Fellow organizations have formed a movement that addresses Western Africa's agricultural challenges through an initiative called Innovative Cooperative for Optimal Nutrition (ICON). ICON aims to produce, distribute, and consume food with respect, dignity, and a sustainable development approach while allowing each actor to realize their potential fully. ICON has brought together twenty-one Ashoka fellow teams from nine African countries. The collaborating teams aim to bring about positive economic, social, and environmental changes through innovative technical, structural, and economic models. The examples demonstrate and confirm that team goal setting influences Collaborative value within Ashoka Fellow organizations in Africa.

Discussions
The study established that Team Goal Setting significantly influences Collaborative Value within Ashoka Fellow Organizations in Africa. Therefore, this study confirms that goal clarity, commitment, and the team members' capacity to fulfill the goals affect Collaborative Value. The findings are consistent with Schottle and Tillmann's (2018) study that confirmed that team goal setting improves relationships, creates empathy, enhances the ability to talk about problems candidly, and engage in problem-solving to support continuous improvement. The goal-setting and tracking process impacted collaboration, agreeing on goals, clarifying expectations, and the team understood each other's perspectives. The team members' collaboration developed over time because they shared goals, informally interacted with each other, opened up the discussion about what was necessary for their performance, and, based on that discussion, developed rules and norms to proceed on the right path. For teams to have clarity and commitment to the goals, they need to interact and spend enough time clarifying their expectations, leading to associational and interactive value.

The Ashoka Fellow teams in Africa are legally autonomous; the majority (36%) are not-for-profit, followed by NGOs (28%), Hybrid (25%), For-Profit (9%), and SMEs (2%). They have their team goals as well as the common goal of "Everyone a Changemaker." The Ashoka teams are spread throughout the Africa region and focus on different community challenges. The study results indicate that teams' diversity is not a deterrent to achieving the planned common goal as despite their different legal status and spread in Africa, team goal setting influenced collaborative value. The finding is consistent with Saz-Carranza and Ospina (2011), who analyzed legally autonomous organizational teams that work together to achieve their own goals and a collective goal. The teams differ by size (budget and membership), scope, and geographical location but collaboratively advance their collective goals. The study confirmed

that teams' diversity is not a deterrent to achieving the planned collaborative goal even when the teams are diverse in geography, culture, and organizational characteristics.

Team goal-setting can be a challenge when teams pursue dual goal-setting. The study indicates that 25% of the Ashoka Fellow organizations are Hybrid, pursuing both financial and social goals. Battilana (2018) observes that pursuing social and financial goals is complicated in an ecosystem not set up for such hybrid organizations. Indeed, combining social and financial goals over time often proves difficult when the surrounding ecosystem is still primarily organized around the categories of for-profit and not-for-profit organizations. Battilana's (2018) study proposes that dual goal setting requires clarity in setting and pursuing social-oriented and business-oriented goals. Teams that can work at the intersection of both worlds need to understand the opportunities and challenges, speak the languages, and embrace the values from the social and business sector's vantage points. This study confirms that besides the clarity of the goals, the team's capacity and commitment are critical for collaborative value.

Conclusion
The study results revealed that Team Goal Setting influences Collaborative Value within Ashoka Fellow Organizations in Africa. Based on this finding, goal clarity, commitment, and the team members' capacity to fulfill the goals affect Collaborative Value. Organizations should aim to ensure team members' consensus agreement with the organizational goals. Team members should be convinced that the goals are achievable and, most importantly, the team members should have the potential to achieve the set goals. Team goal-setting improves relationships, creates empathy, enhances the ability to talk about problems candidly, and engages in problem-solving to support collaborative value. Teams need to adapt social capital to support the team members in their ability to interact, experiment, and achieve common goals, strengthening the team members' shared sense of purpose and understanding of who they are as a collective.

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