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**INFLUENCE OF TEAM INFORMATION SHARING ON COLLABORATIVE VALUE
WITHIN ASHOKA FELLOWS' ORGANIZATIONS IN AFRICA**

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Influence of Team Information Sharing on Collaborative Value Within Ashoka Fellows' Organizations in Africa

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Abstract

Purpose: The study sought to determine the influence of team information sharing on collaborative value within 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 the results confirm that team information sharing significantly influences collaborative value within Ashoka Fellows' Organizations in Africa. Team Information Sharing has a significant influence on collaborative value with an $R^2 = 0.300$, chi-square $X^2(10, N=100) = 63.010$, $p < .05$, SRMR=0.088, Rms-theta=0.224 and NFI=0.805. The null hypothesis was rejected.

Unique Contribution to Theory, Practice and Policy: The study recommends that Team members should ensure the team's information exchange is of good quality as the quality of information sharing that develops collaboration must go beyond necessary factual information to a point where team members can transfer their unique understanding. Also, team members should be willing to share information and engage in sequences of interpretation sharing to build on each other's interpretations and collectively make sense. Teams should embrace timely information sharing, which is critical for collaborative value and the use of technology. To ensure quality and timeliness of information shared, teams should consider both investments in information systems as sharing appropriate information allows the linkage of internal and external knowledge sources by facilitating information flow and providing effective data retrieval mechanisms

Keywords: *Team Information Sharing, Collaborative Value, Ashoka Fellows' Organizations, Africa*

INTRODUCTION

Team information sharing refers to the conscious and deliberate attempts to share and exchange work-related information, ideas, and knowledge considered vital for organizational development (Gkorezis & Bellou, 2016). Sharing of information among team members helps build on each member's ideas which provide organizations with a competitive advantage, contributing to team performance (Hoch, 2014). Collaborative team information sharing is a social exchange 'involving the introduction of members' individual held knowledge into the team's collaborative space' (Uitdewilligen & Waller, 2018). It originates through the network of relationships and the links among team members and varies among teams within organizations (Nyfoudi, Theodorakopoulos, Psychogios, & Dysvik, 2020). Teams' information sharing flows from a sense of togetherness, a feeling of belonging, and shared purpose (Lee & Markham, 2013) and helps build and sustain psychological safety and trust among the team members (Mesmer-Magnus, DeChurch, Jimenez-Rodriguez, Wildman, & Shuffler, 2011). Team members feel they are significant contributors in contexts where information is shared freely and are better positioned to select the right course of action than others who work in contexts with impaired information sharing (Nyfoudi et al., 2020). Team information sharing is linked to effective teamwork and, in particular, to work outcomes such as team performance (Mesmer-Magnus, Niler, Plummer, Larson, & DeChurch, 2017), team creativity (Hu, Erdogan, Jiang, Bauer, & Liu, 2018) and learning (Kozlowski & Bell, 2019). Also, collaborative team information sharing is essential for teams' effectiveness in highly uncertain and critical contexts ((Nyfoudi et al., 2020; Uitdewilligen & Waller, 2018).

Team information sharing comes in different forms. In an exploratory study of twelve organizational multidisciplinary crisis management teams, Uitdewilligen and Waller (2018) identified three types of information sharing: fact sharing, interpretation sharing, and projection sharing. Multidisciplinary crisis management teams consist of professionals who combine their discipline-specific proficiency to respond to critical situations characterized by high uncertainty, complications, and dynamism. Since team information sharing involves introducing members' individually held knowledge into the team's public space and exchanging privately held information, team information sharing develops a shared and accurate understanding of a situation, facilitating collaboration.

The multidisciplinary teams share information to make sense of unexpected critical events to limit the negative impact on their organizations. Team members align their actions with one another, share crucial aspects of their understanding of the situation, and collectively decide what actions to take (Uitdewilligen & Waller, 2018).

Team information fact sharing refers to sharing the basic factual information about specific essentials of the situation. When team members share information at this level, they forward simple factual information about the task situation, which reliably reveals that teams tend to concentrate on information that is already shared over unshared information, which negatively impacts team decision-making quality (Sohrab, Waller, & Kaplan, 2015). Team information- interpretation sharing refers to semantically enriched information that results from integrating information rudiments into an understanding of the current situation. Interpretation sharing can be

distinguished from fact sharing by the interpretation processes that have taken place concerning the information. Interpretation is about giving meaning to stimuli; it is the process whereby disjointed information elements are synthesized into a holistic understanding of the situation, or informational elements are linked to existing knowledge structures. Finally, team information - projection sharing pertains to the communication of projections and anticipations of future states. It extends interpretations of the situation with projections of how the situation will develop in the future, a behavior particularly characteristic of proactive teams. It also requires situation analysis that allows team members to reason through the implications of the information they have about the situation to deduce likely developments and potential complications enabling teams to develop an early warning system and proactively respond to potential opportunities or threats arising from unfolding situations (Uitdewilligen & Waller, 2018).

Uitdewilligen and Waller's (2018) study has explained three types of information sharing. The study indicates that for teams to share information effectively, they need to get to the second and third levels of information sharing, namely interpretation sharing, and projection sharing. They should look at both informational elements linked to existing knowledge structures as well as the future. The quality of information sharing that develops collaboration must go beyond basic factual information to a point where team members can transfer their unique understanding. Also, team members willing to share information should be involved in sequences of interpretation sharing to build on each other's interpretations to collectively make sense of their situation (Uitdewilligen & Waller, 2018). The study could have studied more than twelve teams and probably compared teams from different locations other than limiting themselves to Rotterdam's Port. The team leadership study targets 154 teams from 19 countries in Africa.

The impact of team information sharing is critical. The study of Huo, Haq, and Gu (2020), investigates the impact of information sharing on different types of supply chain learning; internal, supplier, customer learning, and their influences on flexibility performance. Structural equation modeling tested the conceptual model based on data collected from 213 manufacturing teams in China. Information sharing across internal functions is an essential integrative mechanism for supply chain learning (Shen, Choi, & Minner, 2019; M. Zhang, Zhao, & Lyles, 2018). As a result, more resources are increasingly invested in information sharing to manage learning processes, with the premise that doing so will lead to improved production and operations systems (Lei, Wang, Shao, & Yang, 2020). The empirical findings suggest that information sharing positively influences supply chain management practices and enhances the impact of supplier learning on flexibility performance. This result implies that supplier learning can also improve flexibility performance when information sharing among internal functions is in place. This is essential, confirming that team information sharing amplifies the relationship between supplier learning and flexibility performance (Huo et al., 2020). The study, like the team leadership study, uses structural equation modeling to analyze data.

Team information sharing supports teams' decision-making and performance. Waring, Alison, Shortland, and Humann (2020) studied the role of information sharing on decision delay during multiteam disaster response. The study confirms that for multiteam systems operating under

challenging environments, it is often not a question of how decisions are made but the challenge of information sharing delays and failures. The study findings indicate that greater familiarity with one another's roles and responsibilities among frontline emergency responders reduces conflicts in understanding the situation, promoting a quicker exchange of information. These findings suggest that disagreement and representational gaps may contribute to decision delay by hindering information sharing effectiveness and subsequent situational analysis development.

The study further indicated that on decision and communication processes in situations at the multiteam level, additional sources of uncertainty that hamper practical situational analysis and delay action include the failure to establish communications on the event ground due to challenges with mismatched radios across the different teams, and a tendency for teams to work in silos. Therefore there is a need to invest in communication devices that operate across agencies and regions. Although working in silos can improve communication within teams, this comes at a cost to communication between teams, which is difficult in multiteam systems where goals and actions require coordination (Wang, Lai, & Lu, 2019). This study confirms the importance of timely information sharing, especially since it helps assess the situation and decide how to address it. Timeliness of information sharing amounts to the quality of information and is critical for collaborative value.

Team information sharing comprises both information sharing support systems and information content. Team information sharing considers both investments in information systems and sharing appropriate information, allowing the linkage of internal and external knowledge sources by facilitating information flow and providing effective data retrieval mechanisms (Huo et al., 2020). Collaborative information systems, therefore, come about when multiple organizations use common Information Systems (IS) to organize activities, manage a business, or share knowledge in support of attaining individual and collective objectives (Lyytinen & Damsgaard, 2011). Information systems development is not purely technical; instead, functional elements are jointly designed and optimized within the social and organizational contexts in which they are used. The challenges of simultaneously developing organizational structures and technical artifacts are amplified during the creation of Interconnected Operations Services (IOS), spanning multiple organizational boundaries. This is because creating an IOS requires both individual and collective efforts to identify and align interests that define the inter-organizational arrangement (Corbett & Montgomery, 2017).

Electronic markets, as a specific type of IOS, typically lack a primary owner and attract a more significant number of participating suppliers (sellers teams) and customers (buyers teams) (Hu, Sun, Zhao, & Zhao, 2011). Without a single organization to dictate the IOS's nature and adoption, indirect methods of influence, negotiation, and collaboration are required. Internal and external factors, such as the competitive environment, IOS objectives, and potential partners' readiness, influence the extent to which an organization engages in the IOS formation process. Organizations may use their position to control IOS creation in line with their own goals and requirements; thus, the complexity of the formation processes increases with the number of participating organizations due to the need to align diverse goals, motivations, and values (Corbett & Montgomery, 2017).

On the other hand, Health Information Exchanges (HIEs) promises to integrate patient data residing across different information systems in several hospitals to improve care management, patient assignment, and the provision of real-time information to physicians. Electronic Health Information Exchange (HIE) enables doctors, nurses, pharmacists, other health care providers, and patients to aptly access and securely share a patient's vital medical information electronically (Heath, Appan, & Gudigantala, 2017). The information technology section of HIE supports the electronic transfer of patient data across healthcare teams. HIE's process component brings together healthcare stakeholders within a defined geographic area and governs the automatic sharing of health information to improve healthcare in that community (Vest, Zhao, Jaspersen, Gamm, & Ohsfeldt, 2011).

Participation in HIE requires that competitors collaborate, which is a challenge for the healthcare industry (Vest & Gamm, 2010). Heath et al. (2017) define collaboration as a team process for understanding various features of a problem, exploring their variances, and finding solutions beyond their limited vision of what is possible. Collaboration is a dominant problem in any collective undertaking (Heath et al., 2017). While noteworthy exceptions exist, unwillingness to engage in widespread information sharing is nearly universal amongst health care teams, extending from small medical practices to large hospital systems (Vest & Gamm, 2010). Therefore, it is the responsibility of Healthcare IT team leaders to create a health care community that is ready to collaborate and bring about an interoperable system that permits forward-thinking Electronic Health Records functionalities to support the HIE functions. However, collaboration is a relatively new concept for healthcare in general and HIEs in particular (Chiocchio & Richer, 2015).

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 information sharing to realize collaborative value. This has, in turn, presented both knowledge and research gaps that the present study sought to bridge or fill.

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 Information Sharing and Collaborative Value

Collaborative team information sharing is a social exchange 'involving the introduction of members' individually-held knowledge into the team's collaborative space'.

Descriptive Statistics on Team Information Sharing

The study's specific elements addressed on team information sharing were willingness to share information and the quality of information shared by the team members. The results in Table 1

revealed that the majority of the respondents agreed that the quality of information exchange in the team was good, with members informing each other about work-related issues with a mean response rate of 4.05 and a standard deviation of 0.757, with the highest agreement with the statement being from Southern Africa region (Mean = 4.29). The majority of the respondents were in agreement that team members always shared new facts, insights, and ideas with the team (Mean = 4.43, SD = 0.607), with the highest agreement being from the West Africa English Speaking region with a mean of 4.66.

It was agreed upon by most respondents that team members worked hard to keep one another up to date on their activities (Mean = 3.85, SD = 0.744), with the highest agreement being noted from Southern Africa region. On the opinion that the team quickly and accurately communicated new knowledge to key decision-makers, the majority were in agreement with an overall mean response of 3.8 and standard deviation of 0.765, with the highest agreement being noted from Southern Africa region. Most respondents agreed that the team regularly shared information with key stakeholders (Mean = 3.92, SD = 0.692), with the highest agreement noted in West Africa French region.

Table 1: Descriptive Statistics - Team Information Sharing

Region	Measure	The quality of information exchange in our team is good; members inform each other about work-related issues	I always share new facts, insights, and ideas with my team	Our team members work hard to keep one another up to date on their activities	Our team quickly and accurately communicates new knowledge to key decision-makers	Our team regularly shares information with key stakeholders
West Africa English Speaking	Mean	3.9	4.66	3.83	3.69	3.79
	N	29	29	29	29	29
	SD	0.724	0.484	0.711	0.891	0.62
West Africa French	Mean	4.24	4.32	3.84	3.92	4.08
	N	25	25	25	25	25
	SD	0.831	0.748	0.85	0.759	0.702
East Africa	Mean	3.89	4.32	3.71	3.71	3.86
	N	28	28	28	28	28
	SD	0.786	0.548	0.6	0.713	0.705
Southern Africa	Mean	4.29	4.41	4.12	4	4.06
	N	17	17	17	17	17
	SD	0.588	0.618	0.857	0.612	0.748
Pan Africa	Mean	4	4	4	3	3
	N	1	1	1	1	1
	SD
Total	Mean	4.05	4.43	3.85	3.8	3.92
	N	100	100	100	100	100
	SD	0.757	0.607	0.744	0.765	0.692

Diagnostic Tests on Team Information Sharing

The measurement model assessment involved assessing the constructs' internal consistency reliability, multicollinearity test, and normality test as presented in Table 2. Team information sharing reliability was 0.753, which is acceptable; a VIF of 1.112 confirmed that the data was devoid of multicollinearity. A normality test with a significance of below 0.5 indicated that the data was suffering from nonnormality. However, the normal Q-Q plot Figure 1 shows that the observed values did not deviate from the expected values.

Table 2: Diagnostic Test Results on Team Information Sharing

Reliability Test	Cronbach Alpha	No. of Items	Decision
	0.753	5	Acceptable
Multicollinearity Test	Tolerance	VIF	
	0.900	1.112	
Normality Test	Statistic	Df	Significance
Kolmogorov-Smirnov	.163	104	.000
Shapiro-Wilk	.929	104	.000

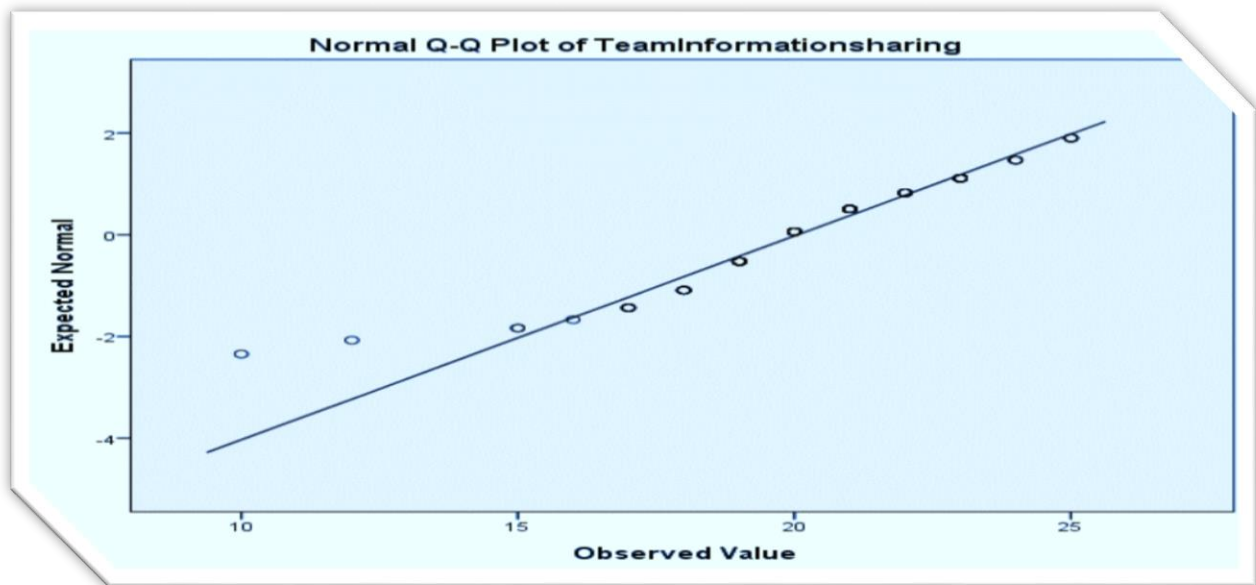


Figure 1: Normal Q-Q Plot for Team Information Sharing

Convergent Validity Analysis for Team Information Sharing

Analysis conducted to assess convergent validity on Team Information sharing statements presented in Table 3 found that two statements had values less than 0.5. However, the convergent validity for Team information sharing was above the threshold of 0.5 on average and therefore acceptable. The Team information sharing constructs explained more than 50% of their variance.

Table 3: Convergent Validity –Team Information Sharing

	Initial	Extraction
The quality of information exchange in our team is good; members inform each other about work-related issues	1.000	0.587
I always share new facts, insights, and ideas with my team	1.000	0.369
Our team members work hard to keep one another up to date on their activities	1.000	0.400
Our team quickly and accurately communicates new knowledge to key decision-makers	1.000	0.557
Our team regularly shares information with key stakeholders	1.000	0.616

Exploratory Factor Analysis for Team Information Sharing

As presented in Table 4, the KMO index was 0.765, and Bartlett's Test was significant at $X^2(10, N=100) = 109.309, p < .05$. Therefore, this output showed that the team information sharing system factors were adequate for extraction since the KMO measure was greater than 0.5, and Bartlett's test was significant ($p < .05$).

Table 4: KMO and Bartlett's Test - Team Information Sharing

KMO Value		0.765
Bartlett's Test	Approx. Chi-Square	109.309
	df	10
	Sig.	0.000

Structural Equation Modeling for Team Information Sharing and Collaborative Value

The chi-square value for the model relationship between team information sharing and collaborative value was 63.010, significant with a p-value of 0.000. The Normed Fit Index (NFI) was 0.805, which showed that the index was above 0.5, which usually represents an acceptable fit. SRMR value was 0.088, which was below 0.2 for the models. rms_theta value was 0.224 and thus below 0.4, which implied 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 0.999, 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 information-sharing and collaborative value (TIS&CV). The R^2 value obtained on this model was 0.300, which indicated that the team information-sharing model accounted for 30% of the variation in collaborative value. The variation of 70% was accounted for by other variables not included in this model.

Path Analysis for Team Information Sharing and Collaborative Value

The path analysis confirmed that the constructs used to test Team Information Sharing (TIS1-TIS5) were adequate with weights between 0.601 and 0.788. The results revealed that the Ashoka teams were willing to share information and ensure good quality information. The path analysis also demonstrated a positive relationship between team information sharing and collaborative value, weighted at 0.547, accounting for 30% of the variation in collaborative value.

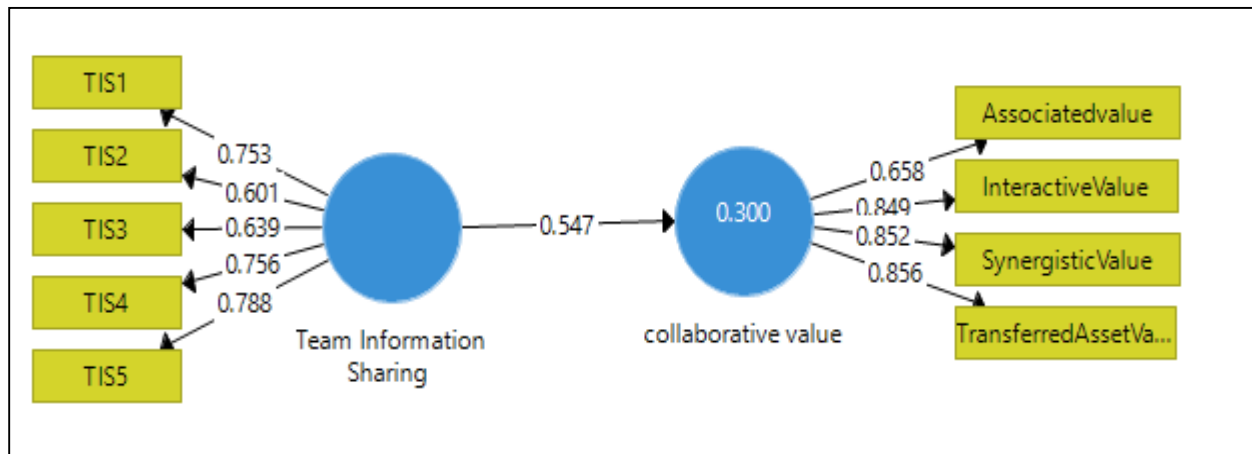


Figure 2: Path Model for Team Information Sharing and Collaborative Value

Hypothesis Testing for Team Information Sharing and Collaborative Value

H₀₆: Team information sharing does not significantly influence collaborative value within Ashoka Fellows' Organizations in Africa.

The hypothesis was tested by using the chi-square test. The acceptance or rejection criteria were that if the p-value was greater than 0.05, the H_{06} would not be rejected, but if it were less than 0.05, the H_{06} would be rejected. The p-value was $0.000 < 0.05$, and the chi-square value was 63.010, and therefore, the null hypothesis was rejected. The study concluded that team information sharing influenced collaborative value within Ashoka Fellows' Organizations in Africa.

Robustness Tests of the hypotheses

Robustness tests evaluated the assumptions. The two tests were in-depth interviews and the statistical value of the latent variables.

Interview Findings for Team Information Sharing and Collaborative Value

The Ashoka team leaders interviewed were quick to mention that they had several ways of sharing information with Ashoka Fellows' Organizations in Africa that influenced collaborative value. These included regular newsletters, information webinars, social media, and Facebook groups. The Ashoka staff also updated the website regularly and ensured that Ashoka Fellow success stories were celebrated. Each Ashoka region had a cluster WhatsApp chat group where team members shared ideas, challenges, and opportunities. At the next step of engagement, the Ashoka fellows

formed clusters they referred to as ‘communities of practice’ where Fellow teams in the same area of practice could share ideas and best practices. The idea was to create an enabling environment for Fellow teams to learn from each other and other fellow teams, the private sector organizations, and academia.

In some cases, the fellow teams invited the private sector companies to work with them at the implementation stage. For the team to succeed in forming effective communities of practice, the team members were expected to share information frequently to ensure that all members were aware of the status of the programs and the immediate next steps. Those who succeeded in co-creating with other like-minded partners reported that the collaborative environment improved their impact internally and externally. The Ashoka teams kept their spirits high and stayed optimistic because they received counsel and support from other Fellows with similar experiences.

As a result of effective information sharing, Ashoka Fellow teams examined their solutions beyond the country level to a regional or even continental level. Fellows recognized that their gaps could be filled through collaborative efforts for more impact. Ashoka Fellow teams exchanged ideas and resources without the typical drive toward competition often associated with similar teams. The emphasis was collaborative value among Fellows to help one another succeed.

The interviewee also indicated that sometimes fellow teams got too busy and couldn’t respond to requests from the communication teams who regularly post on the website or share with external partners looking to collaborate with them. As a result, Ashoka Fellow teams missed opportunities to collaborate with others and also potential funding that would help them advance their work. The Ashoka team leaders launched a campaign “stronger together” to encourage Ashoka fellow teams to share their stories, successes, and challenges more frequently. The campaign is envisaged to raise the visibility of Ashoka Fellows’ Organizations by encouraging collaboration for social impact.

Model Summary and Statistical Value of the Latent Variables of Team Information Sharing and Collaborative Value

The research assessed the model summary and statistical power of Team Information Sharing and Associational Value (TIS&AV), Team Information Sharing and Transferred Asset Value (TIS&TAV), Team Information Sharing and Interactive Value (TIS&IV), Team Information Sharing, and Synergistic Value (TIS&SV). The R^2 value was obtained from the analysis and presented in Table 4.35. With a probability value of 5%, the sub-models statistical power values were between 0.987 and 0.999, revealing that all the models had a high statistical power of values above 0.8.

The model relationship between Team Information Sharing (TIS) against Associational Value (AV), Transferred Asset Value (TCV), Interactive Value (IV), Synergistic Value (SV), and Collaborative Value (CV) are shown in Table 5. For TIS & AV, the R square value of 0.151 indicated that the model of team information sharing counted for 15.1% of the variation in associational value; for TIS & TAV, the R square value of 0.237 indicated that the model of team information sharing accounted for 23.7% of the variation in Transferred Asset Value, for TIS &

IV the R square value of 0.289 indicated that the model of team information-sharing accounted for 28.9% of the variation in Interactive Value and for TIS & SV the R square value of 0.300 indicated that the model of team conflict accounted for 30% of the variation in Synergistic Value. The results suggested that all the variations in the relationship between team information sharing and collaborative value were considered satisfactory with three models above 0.2 (Hair et al., 2019).

Table 5: Model Summary and Statistical Power of Latent Variables

	TIS&AV	TIS&TAV	TIS&IV	TIS&SV	TIS&CV
Sample size	100	100	100	100	100
Probability	0.05	0.05	0.05	0.05	0.05
R ²	0.151	0.237	0.289	0.184	0.300
Statistical power	0.987	0.999	0.999	0.998	0.999

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

The study examined Team Information Sharing's (TIS) influence on collaborative value within Ashoka Fellows' Organizations in Africa. The SEM and model fit findings showed that TIS accounts for 30% of collaborative value within Ashoka Fellows' Organizations in Africa, $R^2 = 0.300$, chi-square $X^2 (10, N=100) = 63.010$, $p < .05$, SRMR=0.088, Rms-theta=0.224 and NFI=0.805. Therefore, the study rejected the null hypothesis, H_0 - team information sharing does not significantly influence collaborative value within Ashoka Fellows' Organizations in Africa. The results indicate that team information sharing significantly influences collaborative value within Ashoka Fellows' Organizations in Africa.

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.

Recommendations

Team members should ensure the team's information exchange is of good quality as the quality of information sharing that develops collaboration must go beyond necessary factual information to a point where team members can transfer their unique understanding. Also, team members should be willing to share information and engage in sequences of interpretation sharing to build on each other's interpretations and collectively make sense. Teams should embrace timely information sharing, which is critical for collaborative value and the use of technology. To ensure quality and timeliness of information shared, teams should consider both investments in information systems as sharing appropriate information allows the linkage of internal and external knowledge sources by facilitating information flow and providing effective data retrieval mechanisms.

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