

6 Conclusion

This part contributes understanding of the engagement of employees in organizational innovation communities for innovation development. It refers to the third crucial research gap in organizational innovation community literature. Norm finds explanations as to why some employees engage more (or less) in organizational innovation communities. Strategies to foster greater employee engagement were also provided.







		Gaps in research concern understanding why community members engage in innovation development in organizational innovation communities
		Research question: Why do community members engage in innovation development?
		Findings relate to self-efficacy, i.e. believing in one's own abilities, and positive affect, i.e. positive feelings, in the sense that both are found to positively influence the engagement of community members in innovation development
		Interpretations include that self-efficacy may reduce barriers related to working in organizational innovation communities whereas positive affect may support creativity
		Contribution refers to a better understanding of psychological functioning of community members, especially concerning engagement

Table 57: Knowledge exchange: Summary of part V

Based on two quantitative experimental studies, Norm gains understanding of why community members engage more or less and how engagement may be fostered. It shows that stimulating self-efficacy and positive affect significantly increases community members' engagement and the development of innovations. Specifically, self-efficacy stimulation increases knowledge exchange as a pre-condition for innovation to occur significantly. Additionally, stimulating positive affect also leads to increased levels of knowledge exchange. Moreover, a technical stimulus intended to increase self-efficacy and positive affect by means of messages and music was successfully tested as a design element of community platforms (in this case the Open-I platform). Consequently, this part illuminates the engagement of community members in organizational innovation communities.

In the above, the third and final crucial gap identified in the existing literature was explored. Hence, Tom's, Ina's and Norm's major struggles have all been illuminated. The final part of this dissertation summarizes the findings and contributions of this thesis, derives practical as well as research implications, and ends with a brief epilogue.