

Katrin Uude (MA) <sup>1 2</sup>



**Supervised by**  
Prof. Dr. Carolin Plewa <sup>1</sup>  
Prof. Dr. Jodie Conduit <sup>1</sup>  
Prof. Dr. Thorsten Kliewe <sup>2</sup>

<sup>1</sup> University of Adelaide,  
Adelaide, Australia  
<sup>2</sup> Science-to-Business Marketing  
Research Centre, FH Münster University  
of Applied Sciences, Muenster, Germany

## Introduction

Research on engagement has grown significantly, and its impact in recent years indicates both its theoretical and practical importance (Brodie et al., 2019). The current literature understands engagement as an iterative process (Brodie et al., 2011) in which engagement fluctuates over time (Bakker and Albrecht, 2018). Considering engagement as a dynamic process and not as a pervasive and persistent psychological state (Chandler and Lusch, 2015; Schaufeli et al., 2002) is a new way of defining engagement that respects the complexity of the phenomenon. However, a fundamental understanding of the process of engagement and especially how and why engagement fluctuates is lacking (Li et al., 2017). Contributing to this gap, this thesis explores the dynamics of engagement. Engagement and the dynamics of engagement are key prerequisites for social innovations (Rao, 2016) because engaged participants are more willing to go the extra mile to generate something new (Bakker et al., 2011) and are better at handling difficulties even in uncertainty (Kwon et al., 2020).

## Objectives

The (1) primary aim of this thesis is to systematize and deepen the understanding of engagement dynamics and their role in the process of social innovation. Thereby, a dynamic and process-oriented perspective is applied to achieve several objectives related to the overall aim.

- (1.1) First, a theoretical foundation is established to define and conceptualize the different engagement dynamics.
- (1.2) Secondly, this research will examine actor engagement roles in relation to the engagement dynamics specific to the process of social innovation.
- (1.3) The third part of this thesis focuses on the emergence of engagement dynamics, investigating the conditions that trigger such dynamics.

## References

Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2011). Key questions regarding work engagement. *European journal of work and organizational psychology*, 20(1), 4-28.

Bakker, A. B., & Albrecht, S. (2018). Work engagement: current trends. *Career Development International*.

Brodie, R. J., Hollebeek, L. D., Jurić, B., & Ilić, A. (2011). Customer engagement: Conceptual domain, fundamental propositions, and implications for research. *Journal of service research*, 14(3), 252-271.

Brodie, R. J., Fehrer, J. A., Jaakkola, E., & Conduit, J. (2019). Actor engagement in networks: Defining the conceptual domain. *Journal of Service Research*, 22(2), 173-188.

Chandler, J. D., & Lusch, R. F. (2015). Service systems: a broadened framework and research agenda on value propositions, engagement, and service experience. *Journal of Service Research*, 18(1), 6-22.

## Research Questions and Methods

**Q1: How do engagement dynamics emerge, and what role do they play in the process of social innovation?**

- **Q1.1:** How can engagement dynamics in the process of social innovation be defined and conceptualized?  
➤ Conceptual Paper
- **Q1.2:** Which actor engagement roles are identifiable in the process of social innovation, and how do they influence the engagement dynamics?  
➤ Qualitative approach, multiple case study approach, in-depth semi structured interviews
- **Q1.3:** How do different combinations of conditions trigger engagement dynamics in the process of social innovation?  
➤ Fuzzy-set qualitative comparative analysis (fsQCA)

## (Preliminary) Results

### Types of dynamics

- **Proposition 1.** Engagement dynamics can manifest as the variation of intensity on a continuum from disengagement to engagement.
- **Proposition 2.** Engagement dynamics can manifest as the movement between positive valenced engagement, negative valence engagement, and engagement ambivalence.
- **Proposition 3.** Engagement dynamics can manifest in the change of the composition of the cognitive, emotional, behavioural, and social engagement dimensions.
- **Proposition 4.** Engagement dynamics can manifest as the transmission of engagement from individual to collective level and from collective to individual level.

## Conclusion & Recommendation

This research focuses on fostering a better understanding of the engagement dynamics in the process of social innovation by providing insights into (1) the definition and conceptualization of engagement dynamics, (2) the identification of actor roles related to the engagement dynamics and, (3) the trigger of engagement dynamics. Hereby, the research responds to the call for a deeper understanding of the engagement process from the first contact and during the ongoing relationship of the involved actors and the interface of engagement and social innovation. Therefore, the thesis makes a significant contribution to the engagement literature on the one hand and the social innovation literature on the other hand.

Kwon, K., & Kim, T. (2020). An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model. *Human Resource Management Review*, 30(2), 100704.

Li, L. P., Juric, B., & Brodie, R. J. (2017). Dynamic multi-actor engagement in networks: the case of United Breaks Guitars. *Journal of Service Theory and Practice*.

Rao, V. (2016). Innovation through employee engagement. *Asia Pacific Journal of Advanced Business and Social Studies*, 2(2), 337-345.

Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness studies*, 3(1), 71-92.