Open Innovation Support Modes & Well-Being at Work: A Preliminary Study

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Abstract

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1. State of art
Open Innovation paradigm is defined by Chesbrough (2003) as the “the management of internal and external knowledge flows to accelerate innovation and expend the market for it” (Hitchen et al., 2017, p.21). Open Innovation implies diverse type of actors and diverse forms of collaboration (Huizingh, 2011). These actors can be external actors and/or internal actors as employees.

2. Research gap
Open Innovation is a "trendy" subject, which has been leading many companies to adopt an Open Innovation strategy. The implementation of this Open Innovation strategy is often a top-down decision that requires organizational and managerial changes for employees (H?yrup, 2010). These changes can affect the employees' well-being at work and therefore their productivity (Auer Antoncic & Antoncic, 2011). Thus, our research question is: in large companies, how do open innovation implementations impact well-being at work?

3. Theoretical arguments
Nowadays, well-being at work has become a problem inherent to business life. Taking this problem at heart may have many benefits for both companies and for employees. It reduces absenteeism (Trousselard, Steiler, Claverie, & Canini, 2012), increases employee performance (Trousselard et al., 2012) and improves the image of the company. Well-being at work is a critical factor of productivity and efficiency for organizations.

4. Method
Following seventeen interviews conducted with Open Innovation managers in nine companies, we built an Open Innovation taxondevices of support according to two axes: direction and process: external process, which is associated to Open Innovation process, and internal process, which is associated to Employee Driven Innovation process. Secondly, we interviewed eleven employees who had integrated these Open Innovation devices on the previously defined well-being Factors.

5. Results
The first results of this preliminary study show that the different modes of support for Open Innovation have a different impact on well-being at work by impacting well-being factors at work differently. For example, in internal process, we identified extrinsic factors, which have a negative impact on well-being at work, as a lack of recognition of the part of middle management, however managerial support is a key factor in the implementation of an Employee Driven Innovation strategy and the dissemination of a culture of innovation (Smith, Ulh?i, & Kesting, 2012; Sims, Faraj, & Yun, 2009). For example, in external process, we identified intrinsic factors, which have a negatively impact on well-being at work, like the autonomy perception. We explained that by the organizational ambidexterity defined by March (1991). By its ambiguous nature, this ambidextric organization can lead to ill-being factors.
Please contact the author for further information.