

Association for Information Systems

## AIS Electronic Library (AISeL)

---

AMCIS 2023 TREOs

TREO Papers

---

8-10-2023

### Impact of Value Congruence and Incongruence on Online Contributors' Contribution. Moderating Role of Belongingness in Enhancing Participation

Maliha Alam

*University of Texas Rio Grande Valley, maliha.alam01@utrgv.edu*

Qinyu Liao

*University of Texas Rio Grande Valley, qinyu.liao@utrgv.edu*

Follow this and additional works at: [https://aisel.aisnet.org/treos\\_amcis2023](https://aisel.aisnet.org/treos_amcis2023)

---

#### Recommended Citation

Alam, Maliha and Liao, Qinyu, "Impact of Value Congruence and Incongruence on Online Contributors' Contribution. Moderating Role of Belongingness in Enhancing Participation" (2023). *AMCIS 2023 TREOs*. 86.

[https://aisel.aisnet.org/treos\\_amcis2023/86](https://aisel.aisnet.org/treos_amcis2023/86)

This material is brought to you by the TREO Papers at AIS Electronic Library (AISeL). It has been accepted for inclusion in AMCIS 2023 TREOs by an authorized administrator of AIS Electronic Library (AISeL). For more information, please contact [elibrary@aisnet.org](mailto:elibrary@aisnet.org).

# **Impact of Value Congruence and Incongruence on Online Contributors' Contribution. Moderating Role of Belongingness in Enhancing Participation.**

*TREO Talk Paper*

**Maliha Alam**

University of Texas Rio Grande Valley  
maliha.alam01@utrgv.edu

**Qinyu Liao**

University of Texas Rio Grande Valley  
qinyu.liao@utrgv.edu

## **Abstract**

The rapid development of technology has significantly impacted the way individuals share knowledge and communicate within online communities (e.g., Yelp reviews, Google Maps reviews, and Facebook page reviews) (Bhattacharyya et al., 2020). However, attracting and retaining contributors has become a challenge due to the voluntary nature of the contributions. To address this issue, online communities frequently offer incentives, including monetary rewards or public recognition. However, research has indicated that such rewards may only have a short-term effect on motivating individuals to participate actively within these online communities. (Bhattacharyya et al., 2020). Previous studies have found that value congruence (the degree of similarity or alignment between an individual's values and the values upheld by a particular environment) increases employees' commitment to the organization (Erkutlu & Chafra, 2016). On the other hand, Value incongruence reduces employees' commitment and decreases job performance (Deng et al., 2016). Nonetheless, belongingness (a fundamental human need to form and maintain close, meaningful relationships with others within a group) may help to diminish the effect of value incongruence and enhance contributors' participation in online communities. Raza et al. (2020) found that a feeling of belongingness increases employees' commitment to the organization. Drawing from the person-environment fit theory and belongingness theory, this study proposes that value congruence between an individual and an online community increases commitment to the community, while value incongruence decreases commitment. Additionally, the study hypothesizes that belongingness can moderate the relationship between value incongruence and commitment, mitigating the negative impact of incongruence on community commitment. Commitment to the community will lead to enhanced participation and contribution of community members. Data for this study will be collected from Google Maps contributors through a survey. We will use structural equation modeling (SEM) for analyzing the data. This study has implications for both theoretical and practical aspects. It extends the person-environment fit theory and belongingness theory to the context of online community contributions. For practical implication, platform administrators can strategically arrange events and activities designed to foster a sense of belonging among community members, thus enhancing their engagement and participation within the community.

## **References**

- Bhattacharyya, S., Banerjee, S., Bose, I., & Kankanhalli, A. (2020). Temporal effects of repeated recognition and lack of recognition on online community contributions. *Journal of Management Information Systems*, 37(2), 536-562.
- Deng, H., Wu, C. H., Leung, K., & Guan, Y. (2016). Depletion from self-regulation: A resource-based account of the effect of value incongruence. *Personnel Psychology*, 69(2), 431-465.
- Erkutlu, H., & Chafra, J. (2016). Value congruence and commitment to change in healthcare organizations. *Journal of Advances in Management Research*.
- Raza, M., Wisetsri, W., Chansongpol, T., Somtawinpongsai, C., & Ramírez-Asís, E. H. (2020). Fostering workplace belongingness among employees. *Polish Journal of Management Studies*, 22(2), 428.