Dagelijks Zelfleiderschap en Bevlogenheid

Prof. dr. Arnold Bakker

Erasmus University Rotterdam
Lingnan University Hong Kong
University of Johannesburg

NKDI - BA&O Congres
Arnhem, 20 mei 2016
“A positive, affective-motivational state of fulfillment that is characterized by vigor, dedication, and absorption.”

Schaufeli & Bakker (2010)
HIGH ACTIVATION

Unpleasant low activation

Unpleasant high activation

ENGLAGEMENT

Excited

Enthusiastic

Energised

Happy

Pleased

PLEASANT

LOW ACTIVATION

Unpleasant low activation

Pleasant low activation

Russell & Carroll (1999)
PART 1

JD-R model
Performance process

Job Demands + Performance
Performance process

- Strain

- Job Demands

- Performance

+ + -
Job Demands and Resources

- Physical Demands
- Cognitive Demands
- Emotional Demands
- Workload
- Role conflict
- Feedback
- Coaching
- Social Support
- Autonomy
- Skill variety

Etc.
Etc.
Job/Personal Resources \rightarrow Engagement \rightarrow outcomes

Job Demands \rightarrow Exhaustion \rightarrow Engagement

JD-R model

Demerouti, Bakker et al. (2001; 2011); Bakker & Demerouti (2008, 2014)
Outcomes of Engagement

- Better in-role performance
- Reduced Absence
- Helping behavior
- Client satisfaction
- Financial results
- Engaged Colleagues

Demerouti & Cropanzano (2010)
JD-R model

Demerouti, Bakker et al. (2001; 2011); Bakker & Demerouti (2008, 2014)
Interventions?
PART 2

Leadership
Leadership

Job/Personal Resources

Crafting

Engagement

Performance

Job Demands

Exhaustion

Self-Under mining.
Dutch leaders and followers, \( N=162 \)

Leadership \( \rightarrow \) Job resources \( \rightarrow \) Work engagement \( \rightarrow \) Performance

- Autonomy
- Feedback
- Opportunities for growth

Breevaart, Bakker, Demerouti, Sleebos & Maduro (2015)
Leadership
Job resources
Need satisfaction
Work engagement
Performance

Autonomy
Feedback
Opportunities for development

Breevaart, Bakker, Demerouti, Sleebos & Maduro (2015)
$N=271$ Dutch Teachers

$N=2710$ occasions

Breevaart & Bakker (2016)
$N=271$ Dutch Teachers

$N=2710$ occasions

Breevaart & Bakker (2016)
PART 3

Self-leadership
Self-leadership

Employees manage and monitor their own behavior and are responsible for the decisions they make. In the absence of any external control, employees make decisions that are less attractive, but more desirable.

Time to stand!
Stand up and move a little for one minute.
Fig. 1. Proposed self-management model showing standardized estimates. Note. *p < .05, **p < .01, ***p < .001.
Dutch leaders and followers, weekly diary study

Transform Leadership

Need for Leadership

Self-Leadership

Work engagement

Leader-rated Performance

Breevaart, Bakker, Demerouti & Derks (2016, JOB)
Dutch leaders and followers, weekly diary study

Breevaart, Bakker, Demerouti & Derks (2016, JOB)
Dutch leaders and followers, weekly diary study

Breevaart, Bakker, Demerouti & Derks (2016, JOB)
PART 4

Job crafting
Job Crafting

Job crafting is defined as the changes individuals make in their job demands and job resources.

“Self-initiated change behaviors employees engage in with the aim to align their jobs with their own preferences, motives, and passions.”

Job Crafting Dimensions

- Increasing Structural JRs
- Increasing Social JRs
- Decreasing Hindrance JDs
- Increasing Challenge JDs
Examples of crafting

• Volunteering for new project
• Decreasing work pressure
• Asking for help and feedback
• Changing the content of your work
• Approaching/avoiding people
• Looking at work in a new way
Intervention effects

- job crafting
- working conditions
- positive emotions
- work engagement
- personal resources
- performance

Chilean leaders and followers, $N=202$

Increasing job resources
Increasing job challenges

Bakker (2015)
PART 5

Strengths use
Strengths and Engagement

Focus on Strengths (37%)
- Disengaged: 1
- Not Engaged: 38
- Engaged: 61

Focus on Weaknesses (11%)
- Disengaged: 22
- Not Engaged: 33
- Engaged: 45

Ignored (25%)
- Disengaged: 40
- Not Engaged: 57
- Engaged: 2

Gallup (2009; 2014)
Character strengths refer to “a natural capacity for behaving, thinking, or feeling in a way that allows optimal functioning and performance in the pursuit of valued outcomes.”

Linley & Harrington (2006; p.88)
Strengths and Strengths Use

- Strengths are specific virtues that are universally valued, because when engaged, strengths are energizing and allow a person to flourish.

- When employees utilize their strengths during work-related activities, they can be authentic and are more likely to reach their goals.
Accumulated demands and Support for Strengths Use

- When energetic resources are utilized to cope with one job demand, there are fewer resource reserves to cope with another type of job demand (Wright & Cropanzano, 1998).

- Coping with one stressor requires effort that produces fatigue and depletes resources to deal effectively with additional sources of stress (Van Woerkom et al., 2016).
Expanded JD-R

- Emotional Demands
- Strengths Use Support
- Work Pressure
- Absence

+ + +
Accumulated Job demands

Van Woerkom, Bakker, & Nishii (2016)
Accumulated Job demands

Van Woerkom, Bakker, & Nishii (2016)
Accumulated Job demands

Van Woerkom, Bakker, & Nishii (2016)
Figure 4. Plot of the three-way interaction effect between strengths use support, workload, and emotional demands on absenteeism.
Personality and Strengths use

Neuroticism

Extraversion

Strengths use

Work engagement

Between-person

Within-person

Bakker, Hetland, Kjellervold-Olsen, & Espevik (2016)
JD-R model

Demerouti, Bakker et al. (2001; 2011); Bakker & Demerouti (2008, 2014)
Dagelijks
Zelfleiderschap
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Strengths use

Job/Personal Resources

Engagement

Performance

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Self-under mining
www.arnoldbakker.com

www.profarnoldbakker.com