



Erasmus University Rotterdam, the Netherlands
CSC PhD 2015 Project Description

School/Department:	Faculty of Social Sciences, Institute of Psychology, Department of Work & Organizational Psychology
Project Title:	Strengths Use at Work
Abstract:	<p>The Department of Work & Organizational Psychology is an Erasmus University Research Excellence Center that was awarded in 2013 with a 2M-euro research fund to further strengthen the research group. In 2014, the program chair, Prof. Arnold Bakker was included in Thomson Reuters' list of "The World's Most Influential Scientific Minds". The department has been able to attract excellent researchers, and talented PhD-students. In the proposed project, the PhD candidate will join us in our exciting research journey that aims to discover the positive organizational behaviors employees can engage in, in order to perform at the highest level. More specifically, in the proposed PhD project, we will use positive psychology theories and focus on strengths use at work. Strengths are usually defined as 'positive traits reflected in thoughts, feelings, and behaviors'. Having certain character strengths, such as curiosity, gratitude, zest, vitality and love, has been shown to lead to life satisfaction, well-being, and a meaningful and engaging life. The central question in the present project is whether employees can be encouraged to use their strengths in the workplace on a weekly basis. The main hypothesis is that using one's strengths instead of working on one's deficits helps to be successful because one can be truly authentic. We propose a dynamic approach that can model short-term changes in strength use, work engagement, and performance (from week to week, and from day to day). Specifically, we propose a set of studies with high ecological validity and a focus on quantitative weekly diary data, as well as quasi experiments. We use innovative research designs to assess, predict, and influence fluctuations in strength use and work engagement over the course of days and weeks. In the first 2 studies, we use a quantitative weekly diary design to investigate predictors and outcomes of weekly strength use. We integrate strength use in the JD-R model and investigate its link with objective performance. Is performance highest during the weeks that employees use their strengths? In the next 2 studies, we use a quasi-experimental design and an online e-coaching program that has been developed at the Erasmus University. Through this program, we help employees use their strengths – using goal-setting principles. The project will result in new insights in organizational behavior, and will generate instruments (e-coaching platform in several languages) that can be used to facilitate organizational performance.</p>
Requirements of	Master degree: Yes

candidate:	<p>Background: Work and Occupational Psychology or related field</p> <p>IELTS Grade: 7.0 (<i>minimal 6.0 per component</i>) or TOEFL: 100 (<i>minimal 20 per component</i>)</p>
Supervisor information:	<p>Prof. Dr. Arnold B. Bakker bakker@fsw.eur.nl, www.arnoldbakker.com</p> <p>Recent publications (selection; h-index=55 in Scopus; h-index=86 in Google Scholar)</p> <p>Bakker, A.B. (Ed.) (2013). <i>Advances in Positive Organizational Psychology</i> (Volume 1). Emerald.</p> <p>Bakker, A.B. (2011). An evidence-based model of work engagement. <i>Current Directions in Psychological Science</i>, 20, 265–269.</p> <p>Bakker, A.B., & Daniels, K. (2012). <i>A day in the life of a happy worker</i>. Hove Sussex: Psychology Press.</p> <p>Bakker, A. B., & Demerouti, E. (2014). Job demands- resources theory. In P. Y. Chen & C. L. Cooper (Eds.), <i>Work and Wellbeing: Wellbeing: A complete reference guide</i> (Volume III: pp. 37-64). Chichester, UK: Wiley.</p> <p>Bakker, A.B., Demerouti, E., Oerlemans, W., & Sonnentag, S. (2013). Workaholism and daily recovery: A day reconstruction study of leisure activities. <i>Journal of Organizational Behavior</i>, 34, 87–107.</p> <p>Bakker, A.B., Demerouti, E., & Sanz-Vergel, A.I. (2014). Burnout and work engagement: The JD-R approach. <i>Annual Review of Organizational Psychology and Organizational Behavior</i>, 1, 389–411.</p> <p>Bakker, A.B., Demerouti, E., & Ten Brummelhuis, L.L. (2012). Work engagement, performance, and active learning: The role of conscientiousness. <i>Journal of Vocational Behavior</i>, 80, 555-564.</p> <p>Bakker, A.B., Demerouti, E., & Xanthopoulou, D. (2012). How do engaged employees stay engaged? <i>Ciencia & Trabajo</i>, 14, 15-21.</p> <p>Bakker, A.B., Shimazu, A., Demerouti, E., Shimada, K., & Kawakami, N. (2011). Crossover of work engagement among Japanese couples: Perspective taking by both partners. <i>Journal of Occupational Health Psychology</i>, 16, 112-125.</p> <p>Bakker, A.B., Shimazu, A., Demerouti, E., Shimada, K., & Kawakami, N. (2014). Work engagement versus workaholism: A test of the Spillover-Crossover model. <i>Journal of Managerial Psychology</i>, 29, 63-80.</p> <p>Bakker, A.B., Tims, M., & Derks, D. (2012). Proactive personality and job performance: The role of job crafting and work engagement. <i>Human Relations</i>, 65, 1359-1378.</p> <p>Bakker, A.B., & Xanthopoulou, D. (2013). Creativity and charisma among female leaders: The role of resources and work engagement. <i>The International Journal of Human Resource Management</i>, 24, 2760-2779.</p> <p>Bal, P.M., De Jong, S.B., Jansen, P.G.W., & Bakker, A.B. (2012). Motivating employees to work beyond retirement: A multilevel</p>

	<p>study on the role of i-deals and unit climate. <i>Journal of Management Studies</i>, 49, 306-331.</p> <p>Breevaart, K., Bakker, A.B., & Demerouti, E. (2014). Daily self-management and employee work engagement. <i>Journal of Vocational Behavior</i>, 84, 31–38.</p> <p>Breevaart, K., Bakker, A.B., Hetland, J., Demerouti, E., Olsen, O.K., & Espevik, R. (2014). Daily transactional and transformational leadership and daily employee engagement. <i>Journal of Occupational and Organizational Psychology</i>, 87, 138-157.</p> <p>Demerouti, E., Bakker, A.B., & Fried, Y. (2012). Work orientations in the Job Demands – Resources model. <i>Journal of Managerial Psychology</i>, 27, 557-575.</p> <p>Demerouti, E., Bakker, A.B., Sonnentag, S., & Fullagar, C. (2012). Work-related flow and energy at work and at home: A study on the role of daily recovery. <i>Journal of Organizational Behavior</i>, 33,276-295.</p> <p>Derks, D., & Bakker, A.B. (2012). <i>The psychology of digital media at work</i>. Hove Sussex: Psychology Press.</p> <p>Hakanen, J.J., Bakker, A.B., & Jokisaari, M. (2011). A 35-year follow-up study on burnout among Finnish employees. <i>Journal of Occupational Health Psychology</i>, 16, 345-360. [Best paper award Journal of Occupational Health Psychology 2011-2012]</p> <p>Oerlemans, W.G.M., Bakker, A.B., & Demerouti, E. (2014). How feeling happy during off-job activities helps successful recovery from work: A day reconstruction study. <i>Work and Stress</i>, 28, 198-216.</p> <p>Sanz-Vergel, A.I., Rodriguez-Muñoz, A., Bakker, A.B., & Demerouti, E. (2012). The daily spillover and crossover of emotional labor: Faking emotions at work and at home. <i>Journal of Vocational Behavior</i>, 81, 209-217.</p> <p>Sonnentag, S., Mojza, E.J., Demerouti, E., & Bakker, A.B. (2012). Reciprocal relations between recovery and work engagement: The moderating role of job stressors. <i>Journal of Applied Psychology</i>, 97, 842–853.</p> <p>Ten Brummelhuis, L.L., & Bakker, A.B. (2012). A resource perspective on the work-home interface: The work-home resources model. <i>American Psychologist</i>, 67, 545-556.</p> <p>Ten Brummelhuis, L.L., & Bakker, A.B. (2012). Staying engaged during the week: The effect of off-job activities on next day work engagement. <i>Journal of Occupational Health Psychology</i>, 17, 445-455.</p> <p>Ten Brummelhuis, L.L., Ter Hoeven, C.L., Bakker, A.B., & Peper, B. (2011). Breaking through the loss cycle of burnout; The role of motivation. <i>Journal of Occupational and Organizational Psychology</i>, 84, 268–287 [Best paper award Southern Management Association 2010]</p> <p>Tims, M., Bakker, A.B., & Derks, D. (2012). Development and validation of the job crafting scale. <i>Journal of Vocational Behavior</i>, 80, 173-186.</p> <p>Tims, M., Bakker, A.B., & Derks, D. (2013). The impact of job crafting on job demands, job resources, and well-being. <i>Journal of Occupational Health Psychology</i>, 18, 230-240. [Best paper award 2011 Dutch Association of Work and Organizational Psychology researchers]</p>
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	<p>Tims, M., Bakker, A.B., & Xanthopoulou, D. (2011). Do transformational leaders enhance their followers' daily work engagement? <i>The Leadership Quarterly</i>, 22, 121-131. [David van Lennep award NSVP]</p> <p>Tuckey, M.R., Bakker, A.B., & Dollard, M.F. (2012). Empowering leaders optimize working conditions for engagement: A multilevel study. <i>Journal of Occupational Health Psychology</i>, 17, 15-27.</p> <p>Van den Heuvel, M., Demerouti, E., Bakker, A.B., & Schaufeli, W.B. (2013). Adapting to change: The value of change information and meaning-making. <i>Journal of Vocational Behavior</i>, 83, 11-21.</p> <p>Xanthopoulou, D., Bakker, A.B., Demerouti, E., & Schaufeli, W.B. (2012). A diary study on the happy worker: How job resources relate to positive emotions and personal resources. <i>European Journal of Work & Organizational Psychology</i>, 21, 489-517.</p> <p>Xanthopoulou, D., Bakker, A.B., & Fischbach, A. (2013). Work engagement among employees facing emotional demands: The role of personal resources. <i>Journal of Personnel Psychology</i>, 12, 74-84.</p> <p>Xanthopoulou, D., Bakker, A.B., & Ilies, R. (2012). Everyday working life: Explaining within-person fluctuations in employee well-being. <i>Human Relations</i>, 65, 1051-1069.</p>
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