



Erasmus University Rotterdam, the Netherlands

CSC PhD 2019 Project Description

Applying for CSC Scholarship: <https://www.eur.nl/en/prospective-csc-phd-candidates>

School/Department:	Erasmus School of Social and Behavioural Sciences (ESSB), Department of Psychology, Education and Child Studies (<i>DPECS</i>), Center of Excellence for Positive Organizational Psychology, Woudestein campus, Burg. Oudlaan 50, P.O. Box 1738, 3000 DR Rotterdam, The Netherlands
Project Title:	How and when does transformational leadership facilitate employee job crafting and intrapreneurship?
Abstract:	<p>The Center of Excellence for Positive Organizational Psychology is an Erasmus University Research Excellence Center that was awarded in 2013 and 2015 with a 3M-euro research fund to strengthen the research group. In each of the years between 2014 and 2018, the program chair, Prof. Arnold Bakker has been included as highly cited researcher 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 at discovering 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 transformational leadership and proactivity theories to build an innovative and integrative model. Transformational leadership includes behaviors such as individual consideration, intellectual stimulation, and inspirational motivation. These leader behaviors are hypothesized to facilitate employee proactive behaviors. More specifically, we argue that transformational leaders encourage their followers to optimize their job demands and resources, and craft their jobs such that the jobs are better aligned with employee personal needs, abilities, and preferences. Moreover, we propose that transformational leadership will also lead to employee intrapreneurship (new venture creation and strategic renewal). We propose a dynamic approach investigating short-term changes in leadership behaviors, employee proactivity, 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 studies, as well as quasi-experiments. Thus, we use state-of-the-art research designs to assess, predict, and</p>

	<p>influence fluctuations in job crafting, intrapreneurship, work engagement and task performance over the course of days and weeks. In the first 2 studies, we use a quantitative weekly diary design to investigate whether and under which conditions weekly transformational leadership encourages employee proactive behaviors and outcomes. In the next 2 studies, we use a quasi-experimental design and an online intervention (and App) to stimulate transformational leadership from day to day. Through this program, we help leaders to be transformational using goal-setting principles. The project will result in new insights in leadership and positive organizational behaviors, and will generate instruments (leadership platform, smartphone application) that can be used to facilitate employee proactive behaviors (job crafting and intrapreneurship).</p>
<p>Requirements of candidate:</p>	<p>Background: Work and Organizational Psychology, Social Psychology, Organizational Behavior, or related field</p> <p>Master's degree: Yes</p> <p>ESSB English requirements: IELTS: 7.5 (min. 6.0 for all subs.); or TOEFL: 100 (min. 20 for all subs.)</p>
<p>Supervisor information:</p>	<p>Prof. Dr. Arnold B. Bakker bakker@fsw.eur.nl, www.arnoldbakker.com</p> <p>Recent publications (selection from last 3 years; h-index=133 in Google Scholar; h-index=89 in Scopus)</p> <ol style="list-style-type: none"> 1. Bakker, A. B., & Van Woerkom, M. (2018). Strengths use in organizations: A positive approach of occupational health. <i>Canadian Psychology</i>, 59, 38-46. 2. Bakker, A. B., & Demerouti, E. (2018). Multiple levels in job demands-resources theory: Implications for employee well-being and performance. In E. Diener, S. Oishi, & L. Tay (Eds.), <i>Handbook of well-being</i>. Salt Lake City, UT: DEF Publishers. DOI:nobascholar.com 3. Bakker, A.B., & Albrecht, S. (2018). Work engagement: Current trends. <i>Career Development International</i>, 23, 4-11. 4. Bakker, A.B. (2018). Job crafting among health care professionals: The role of work engagement. <i>Journal of Nursing Management</i>, 26, 321-331. 5. Gordon, H.J., Demerouti, E., LeBlanc, P.M., Bakker, A.B., Bipp, T., &

	<p>Verhagen, M.A. (2018). Individual job redesign: Job crafting interventions in health care. <i>Journal of Vocational Behavior</i>, <i>104</i>, 98-114.</p> <p>6. Du, D., Derks, D., Bakker, A.B., & Lu, C. (2018). Does homesickness undermine the potential of job resources? A perspective from the work-home resources model. <i>Journal of Organizational Behavior</i>, <i>39</i>, 96-112. [Graduate School Award for PhD Excellence – Best article 2018, Erasmus Graduate School of Social Sciences and the Humanities]</p> <p>7. Bennett, A., Bakker, A. B., & Field, J. G. (2018). Daily recovery from work-related effort: A meta-analysis. <i>Journal of Organizational Behavior</i>, <i>39</i>, 262-275.</p> <p>8. Breevaart, K., & Bakker, A.B. (2018). Daily job demands and employee work engagement: The role of daily transformational leadership behavior. <i>Journal of Occupational Health Psychology</i>, <i>23</i>, 338-349.</p> <p>9. Op den Kamp, E., Tims, M., Bakker, A.B., & Demerouti, E. (2018). Proactive vitality management in the work context: Development and validation of a new instrument. <i>European Journal of Work and Organizational Psychology</i>, <i>27</i>, 493-505.</p> <p>10. Van Wingerden, J., Bakker, A.B., & Derks, D. (2017). The longitudinal impact of a job crafting intervention. <i>European Journal of Work and Organizational Psychology</i>, <i>26</i>, 107-119.</p> <p>11. Van Wingerden, J., Derks, D., & Bakker, A.B. (2017). The impact of personal resources and job crafting interventions on work engagement and performance. <i>Human Resources Management</i>, <i>56</i>, 51-67.</p> <p>12. Van Wingerden, J., Bakker, A.B., & Derks, D. (2017). Fostering employee well-being via a job crafting intervention. <i>Journal of Vocational Behavior</i>, <i>100</i>, 164-174.</p> <p>13. Bakker, A.B., & Demerouti, E. (2017). Job Demands–Resources theory: Taking stock and looking forward. <i>Journal of Occupational Health Psychology</i>, <i>22</i>, 273-285.</p> <p>14. Bakker, A. B. (2017). Strategic and proactive approaches to work engagement. <i>Organizational Dynamics</i>, <i>46</i>, 67-75.</p> <p>15. Gawke, J.C.L., Gorgievski, M.J., & Bakker, A.B. (2017). Employee intrapreneurship and work engagement: A latent change score approach. <i>Journal of Vocational Behavior</i>, <i>100</i>, 88-100.</p> <p>16. Reina-Tamayo, A.M., Bakker, A.B., & Derks, D. (2017). Episodic demands, resources, and engagement: An experience sampling study. <i>Journal of Personnel Psychology</i>, <i>16</i>, 125-136.</p> <p>17. Tims, M., Derks, D., & Bakker, A.B. (2016). Job crafting and its relationships with person-job fit and meaningfulness: A three-wave study. <i>Journal of Vocational Behavior</i>, <i>92</i>, 44–53.</p> <p>18. Van Woerkom, M., Oerlemans, W., & Bakker, A.B. (2016). Strengths use and work engagement: A weekly diary study. <i>European Journal of Work and Organizational Psychology</i>, <i>25</i>, 384-397.</p> <p>19. Breevaart, K., Bakker, A.B., Demerouti, E., & Derks, D. (2016). Who takes the lead? A multi-source diary study on leadership, work engagement, and job performance. <i>Journal of Organizational Behavior</i>, <i>37</i>, 309-325.</p> <p>20. Roczniowska, M., & Bakker, A.B. (2016). Who seeks job resources, and who avoids job demands? The link between dark personality traits and job</p>
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	<p>crafting. <i>The Journal of Psychology: Interdisciplinary and Applied</i>, 150, 1026-1045.</p> <ol style="list-style-type: none">21. Bakker, A.B. (2015). A Job Demands–Resources approach to public service motivation. <i>Public Administration Review</i>, 75, 723-732.22. Bakker, A.B. (2015). Towards a multilevel approach of employee well-being. <i>European Journal of Work and Organizational Psychology</i>, 24, 839-843.23. Albrecht, S., Bakker, A.B., Gruman, J., Macey, W., & Saks, A. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. <i>Journal of Organizational Effectiveness: People and Performance</i>, 2, 7-35.24. Breevaart, K., Bakker, A.B., Demerouti, E., & Van den Heuvel, M. (2015). Leader-member exchange, work engagement, and job performance. <i>Journal of Managerial Psychology</i>, 30, 754-770.25. Tims, M., Bakker, A.B., & Derks, D. (2015). Examining job crafting from an interpersonal perspective: Is employee job crafting related to the well-being of colleagues? <i>Applied Psychology: An International Review</i>, 64, 727-753.26. Tims, M., Bakker, A.B., & Derks, D. (2015). Job crafting and job performance: A longitudinal study. <i>European Journal of Work and Organizational Psychology</i>, 24, 914–928.27. Demerouti, E., Bakker, A.B., & Gevers, J. (2015). Job crafting and extra-role behavior: The role of work engagement and flourishing. <i>Journal of Vocational Behavior</i>, 91, 87-96.28. Demerouti, E., Bakker, A.B., & Halbesleben, J.R.B. (2015). Productive and counterproductive job crafting: A daily diary study. <i>Journal of Occupational Health Psychology</i>, 20, 457– 469.
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