

<b>School/Department:</b>	<p>Faculty of Social Sciences,          Department of Psychology, Education and Child Studies (<i>DPECS</i>),          Center of Excellence for Positive Organizational Psychology</p> <p>Woudestein campus, Burg. Oudlaan 50, P.O. Box 1738, 3000 DR          Rotterdam, The Netherlands</p>
<b>Project Title:</b>	How and when does strengths-based leadership facilitate employee engagement and performance?
<b>Abstract:</b>	<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.</p> <p>In the proposed project, the PhD candidate will join us in our fascinating research journey that aims at discovering how leaders can bring out the best in their subordinates by displaying strengths-based leadership. Based on positive psychology theories, previous studies have indicated that strengths use is associated with higher levels of employee work engagement and job performance and lower levels of sickness absenteeism. But knowledge about how employee strengths use can be promoted is still lacking. In this project, we investigate the role of leaders as crucial agents in the enactment of several strengths-based HR practices. For example, leaders may identify and appreciate workers' strengths by strengths-based performance appraisals as an alternative to appraisal approaches with a strong focus on deficiencies—and by giving positive feedback when one is successful or one's talents have been effectively used. They can stimulate the development of workers' strengths by offering coaching and development practices that are aimed at expanding employee talents instead of repairing their weaknesses. Furthermore, they can encourage the optimal use of their employees' by stimulating bottom-up processes of job (re)design such as job crafting and idiosyncratic (i-deals) that will allow for more opportunities to customize job content to individual strengths.</p> <p>Strengths-based leadership is hypothesized to facilitate team and</p>

	<p>individual level strengths use, and in turn the engagement, thriving and performance of employees.</p> <p>We propose a dynamic approach by investigating short-term changes in leadership behaviors, employee strengths use, work engagement, and performance (from week to week). Specifically, we propose a set of studies with high ecological validity and focus on quantitative weekly diary studies, as well as intervention studies. Thus, we use state-of-the-art research designs to assess, predict, and influence fluctuations in leadership behaviors and subordinate strengths use, work engagement, and task performance over the course of weeks. In the first 2 studies, we use a quantitative weekly diary design to investigate whether and under which conditions weekly strengths-based leadership encourages employee strengths use and outcomes. In the next 2 studies, we use a quasi-experimental design and an online intervention (and App) to stimulate strengths-based leadership. Through this program, we help leaders to be bring out the best in their employees by applying positive psychology principles. The project will result in new insights in leadership and positive organizational behaviors, and will generate instruments (leadership coaching interventions) that can be used to facilitate well-being and performance at the workplace.</p>
<b>Requirements of candidate:</b>	<p>Background: Work and Organizational Psychology, Social Psychology, Organizational Behavior, or related field</p> <p>Master degree: Yes</p> <p><b>EUR requirement:</b>          IELTS: 7.5          (min. 6.0 for all subs.)</p> <p>Or, TOEFL: 100          (min. 20 for all subs.)</p>
<b>Supervisor information:</b>	<p>Prof. dr. Marianne van Woerkom          Recent publications (h-index=27 in Google Scholar)  <a href="mailto:vanwoerkom@essb.eur.nl">vanwoerkom@essb.eur.nl</a>; <a href="mailto:m.vanwoerkom@uvt.nl">m.vanwoerkom@uvt.nl</a></p> <p>Recent publications:          Meyers, M.C., van Woerkom, M., Dries, N., &amp; Paauwe, J. (2018). HR Managers' Talent Philosophies: Prevalence and Relationships with Perceived Talent Management Practices. <i>The International Journal of Human Resource</i></p>

	<p><i>Management.</i></p> <p>Van Woerkom, M., &amp; Meyers, M.C. (2018). Strengthening personal growth initiative; The effects of a strengths intervention on personal growth initiative with general self-efficacy as moderator and Mediator. <i>Journal of Occupational and Organizational Psychology</i>, 92, 98-121.</p> <p>Meyers, M.C., Adams, B.G., Sekaja, L. Buzea, C., Cazan, A.M. Gotea, M., Stefenel, D., &amp; van Woerkom, M. (2018). Perceived organizational support for strengths use: Measurement invariance and relationships with employee well-being across countries. <i>Journal of Happiness Studies</i>.</p> <p>Meyers, M., Kooij, D., Kroon, B. de Reuver, R., &amp; van Woerkom, M. (in press) Organizational support for strengths use, work engagement, and contextual performance: The moderating role of age. <i>Applied Research in Quality of Life</i>.</p> <p>Els, C., Mostert, K. &amp; van Woerkom, M. (2018). Investigating the impact of a combined approach of perceived organisational support for strengths use and deficit correction on employee outcomes press. <i>South African Journal of Human Resource Management</i>, 16 1-11.</p> <p>Buljac-Samardzic, M. &amp; van Woerkom, M. (2018). Improving quality and safety of care in nursing homes by team support for strengths use: A survey study. <i>PLoS ONE</i>, 13(7): e0200065.</p> <p>Kunst, E., van Woerkom, M., Van Kollenburg, G.H. &amp; Poell, R.F. (2018). Stability and change in teachers' goal orientation profiles over time: Managerial coaching behavior as a predictor of profile change. <i>Journal of Vocational Behavior</i>, 104, 115-127.</p> <p>Ghielen, S.T.S., van Woerkom, M. &amp; Meyers, M.C. (2018). Promoting positive outcomes through strengths interventions: A literature review. <i>The Journal of Positive Psychology</i>. 13(6), 573-585.</p> <p>Bakker, A.B. &amp; M. van Woerkom (2018). Strengths use in organizations: A positive approach of occupational health. <i>Canadian Psychology</i>, 59 (1), 38-46.</p> <p>Bakker, A.B. &amp; M. van Woerkom (2017). Flow at work: A self-determination perspective, <i>Occupational Health Science</i>, 1 (1-2), 47-65.</p> <p>Kunst, E., van Woerkom, M. &amp; Poell, R.F. (2017). Teachers' goal orientation profiles and participation in professional development activities. <i>Vocations and Learning</i>, 11 (1), 91-111.</p> <p>Kroon, B., van Woerkom, M. &amp; Menting, C. (2017). Mindfulness as substitute for transformational leadership. <i>Journal of Managerial Psychology</i>, 32 (4), 284-297.</p> <p>Kooij, D., van Woerkom, M. Wilkenloh, J., Dorenbosch, L., &amp; Denissen, J. (2017). Job crafting towards strengths and interests: The effects of a job crafting intervention on person-job fit and the role of age. <i>Journal of Applied Psychology</i>, 102 (6), 971-981.</p> <p>Meyers, M.C. &amp; van Woerkom, M. (2017). Effects of a strengths intervention on general and work-related well-being. <i>Journal of Happiness Studies</i>, 18 (3), 671– 689.</p> <p>van Woerkom, M., Els, C., Mostert, K., Rothman, I. &amp; Bakker, A.B. (2016). The development and validation of a strengths use and deficit improvement questionnaire. <i>European Journal of Work and Organizational Psychology</i>, 25 (6), 960-975.</p> <p>van Woerkom, M. &amp; De Bruijn, M. (2016). Why performance appraisal does not lead to performance improvement: Excellent performance as a function of uniqueness instead of uniformity. <i>Industrial and Organizational Psychology</i>:</p>
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	<p>20. Roczniewska, M., &amp; Bakker, A.B. (2016). Who seeks job resources, and who avoids job demands? The link between dark personality traits and job crafting. <i>The Journal of Psychology: Interdisciplinary and Applied</i>, 150, 1026-1045.</p> <p>21. Bakker, A.B. (2015). A Job Demands–Resources approach to public service motivation. <i>Public Administration Review</i>, 75, 723-732.</p> <p>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.</p> <p>23. Albrecht, S., Bakker, A.B., Gruman, J., Macey, W., &amp; 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.</p> <p>24. Breevaart, K., Bakker, A.B., Demerouti, E., &amp; Van den Heuvel, M. (2015). Leader-member exchange, work engagement, and job performance. <i>Journal of Managerial Psychology</i>, 30, 754-770.</p> <p>25. Tims, M., Bakker, A.B., &amp; 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.</p> <p>26. Tims, M., Bakker, A.B., &amp; Derks, D. (2015). Job crafting and job performance: A longitudinal study. <i>European Journal of Work and Organizational Psychology</i>, 24, 914-928.</p> <p>27. Demerouti, E., Bakker, A.B., &amp; 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.</p> <p>28. Demerouti, E., Bakker, A.B., &amp; Halbesleben, J.R.B. (2015). Productive and counterproductive job crafting: A daily diary study. <i>Journal of Occupational Health Psychology</i>, 20, 457-469.</p>
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