



Happiness at Work

Prof. dr. Arnold Bakker

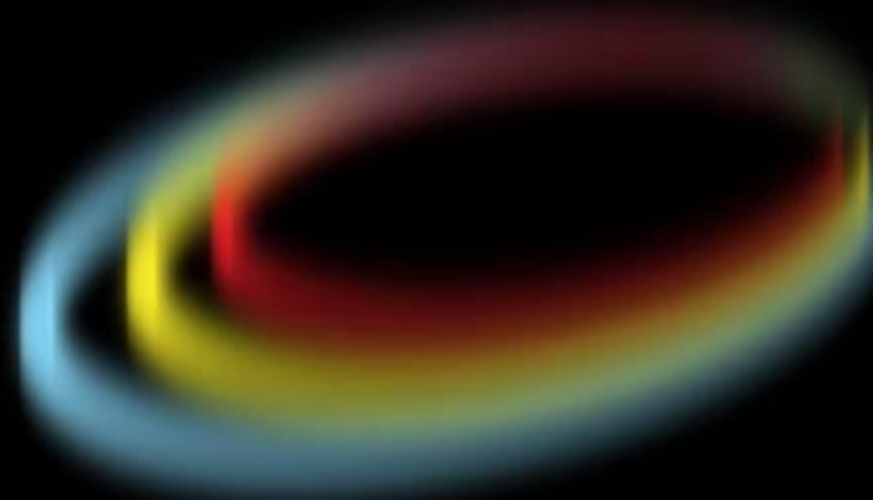
Erasmus University Rotterdam, The Netherlands
Lingnan University, Hong Kong

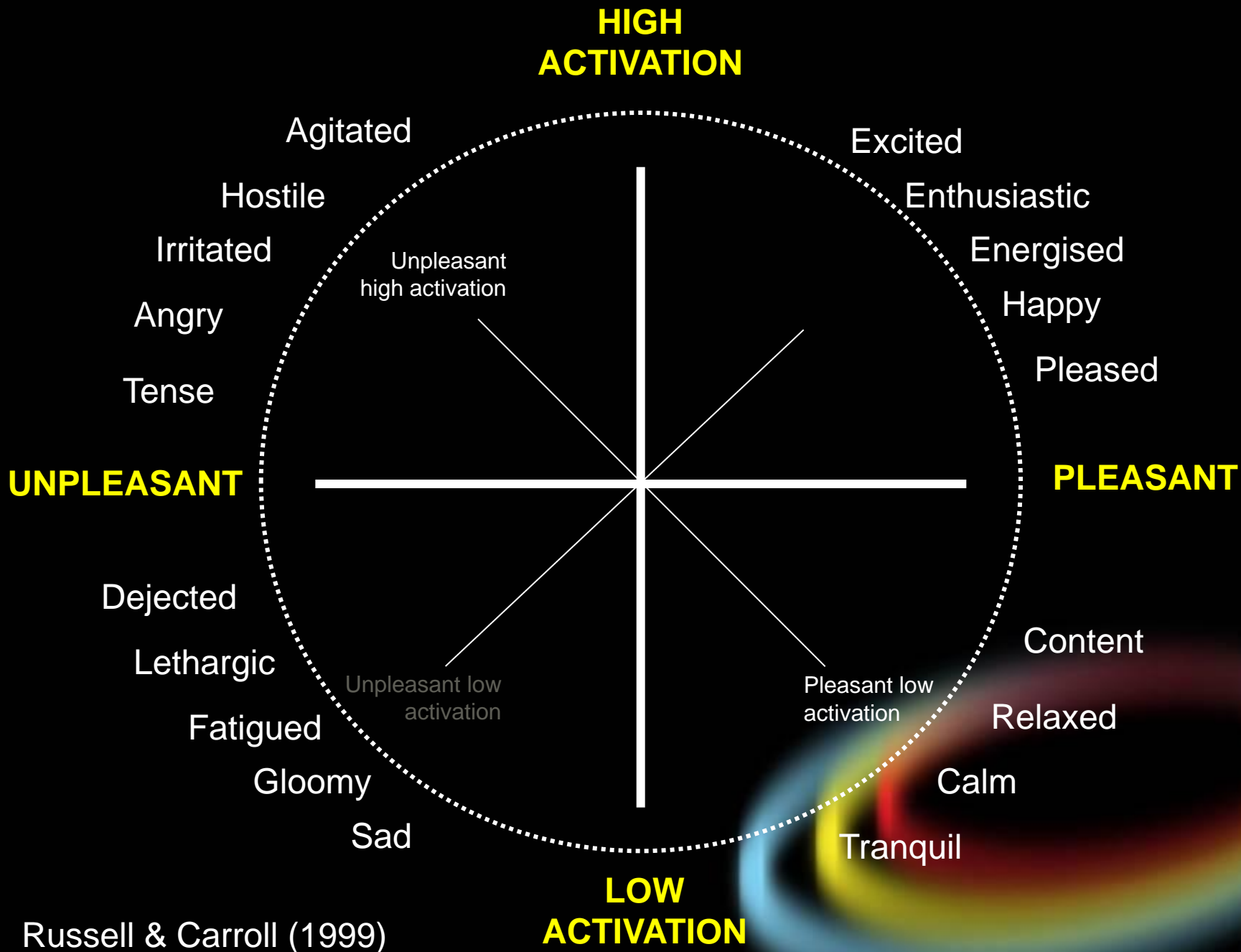
Masterclass EHERO, April 9, 2013



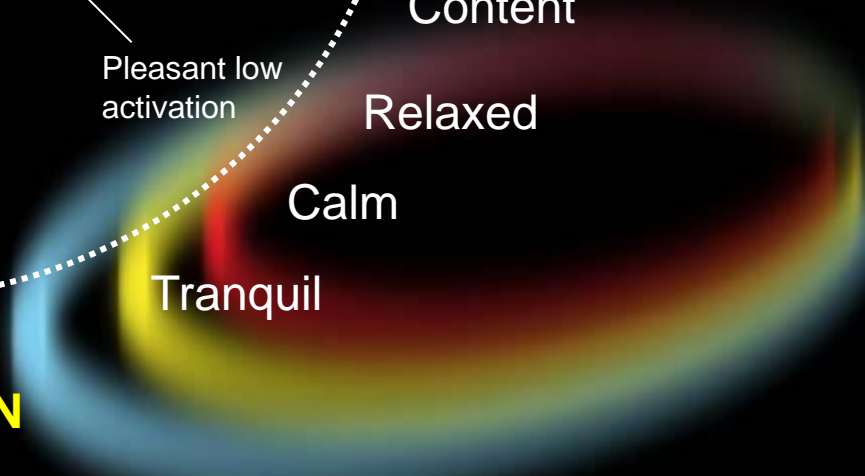
PART 1

What is Happiness?





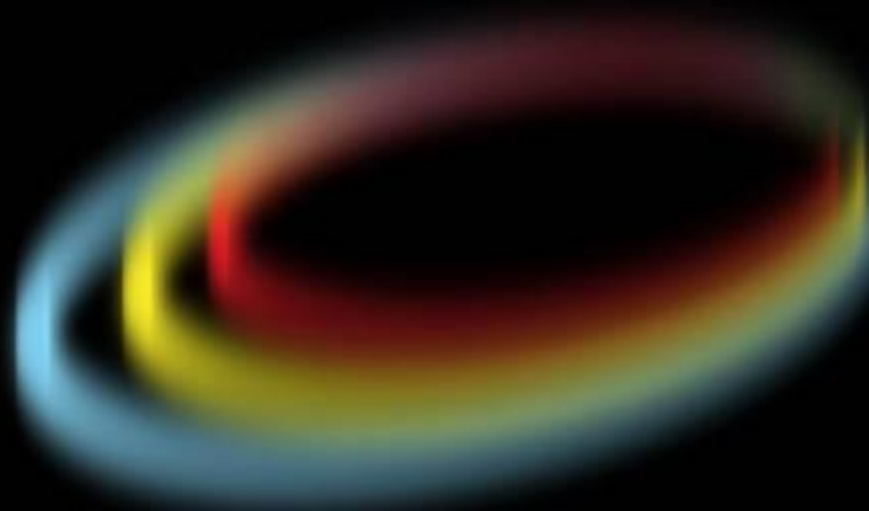
Russell & Carroll (1999)



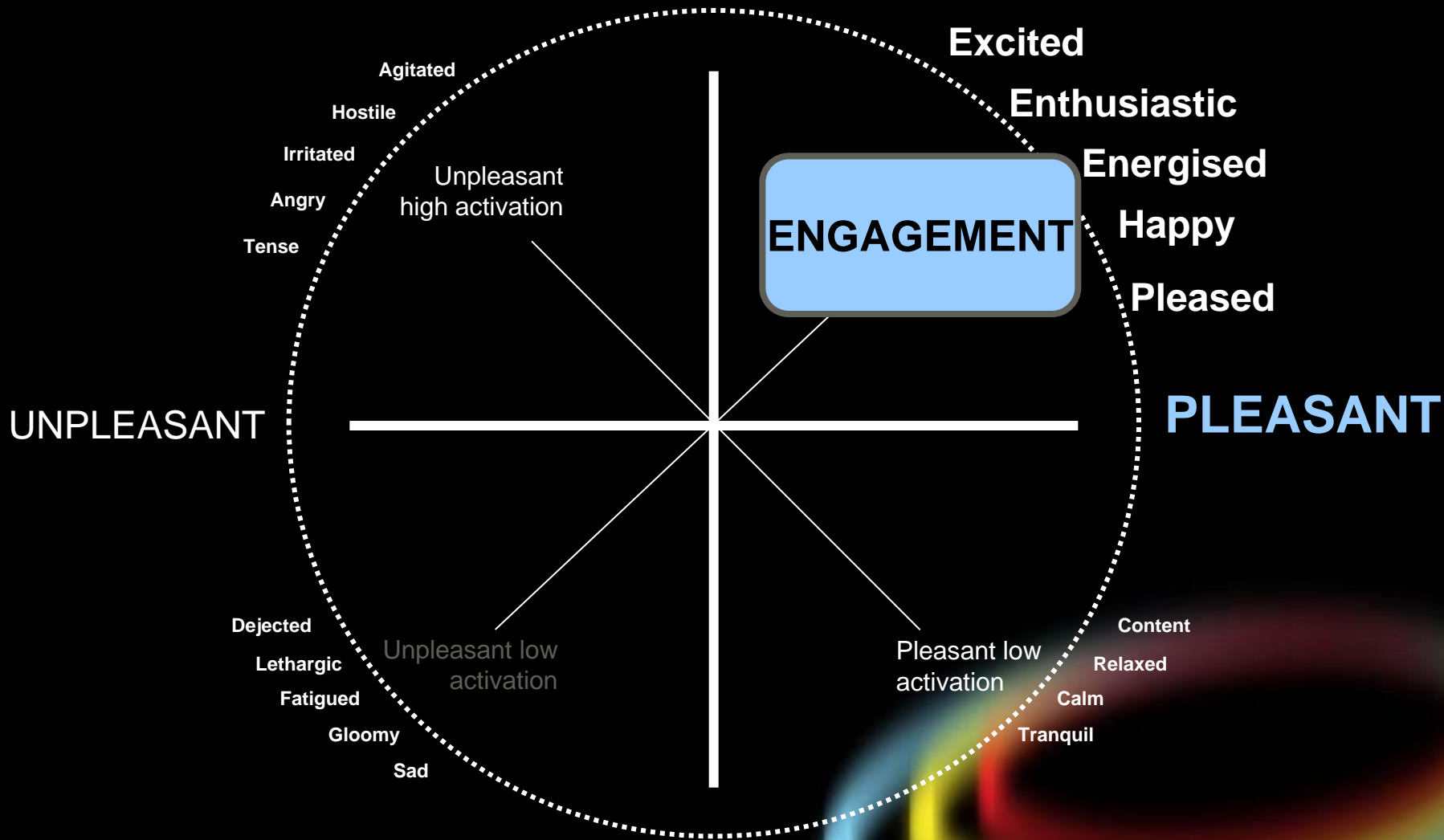
Work Engagement

“A positive, affective-motivational state of fulfillment that is characterized by vigor, dedication, and absorption.”

Schaufeli & Bakker (2003, 2004, 2010)



HIGH ACTIVATION



Russell & Carroll (1999)

LOW ACTIVATION

**HIGH
ACTIVATION**

Excited

Enthusiastic

Energised

Happy

Pleased

PLEASANT

ENGAGEMENT

BURNOUT

Pleasant low
activation

Content

Relaxed

Calm

Tranquil

**LOW
ACTIVATION**

Unpleasant
high activation

Agitated

Hostile

Irritated

Angry

Tense

UNPLEASANT

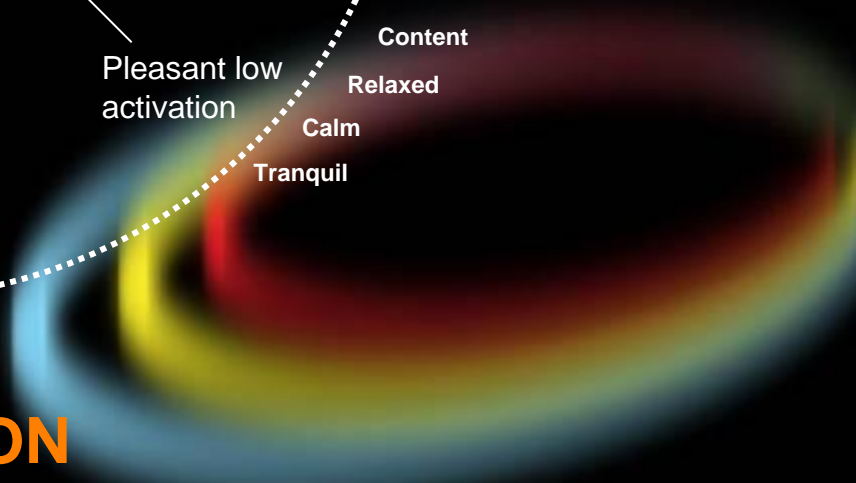
Dejected

Lethargic

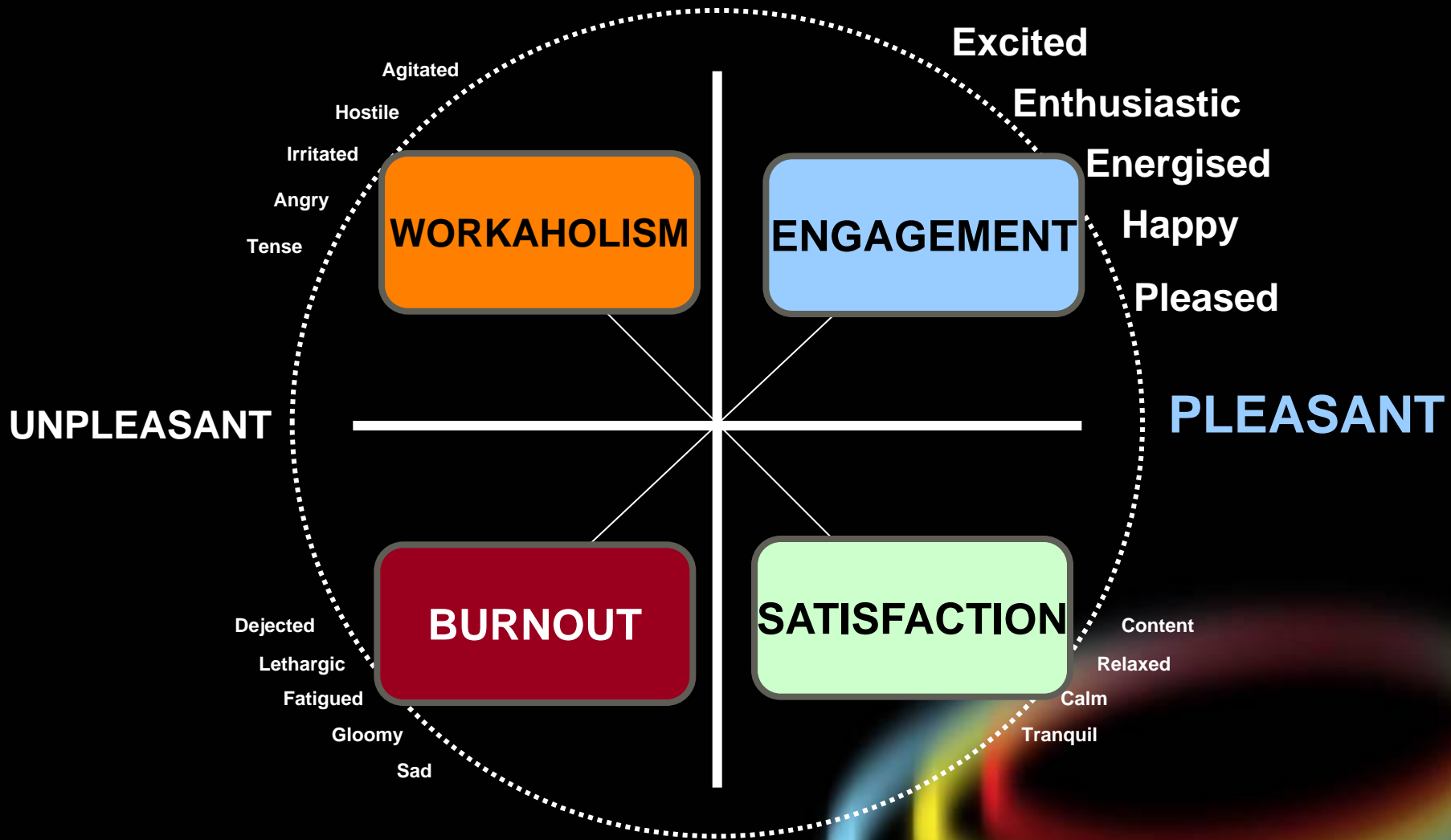
Fatigued

Gloomy

Sad



**HIGH
ACTIVATION**



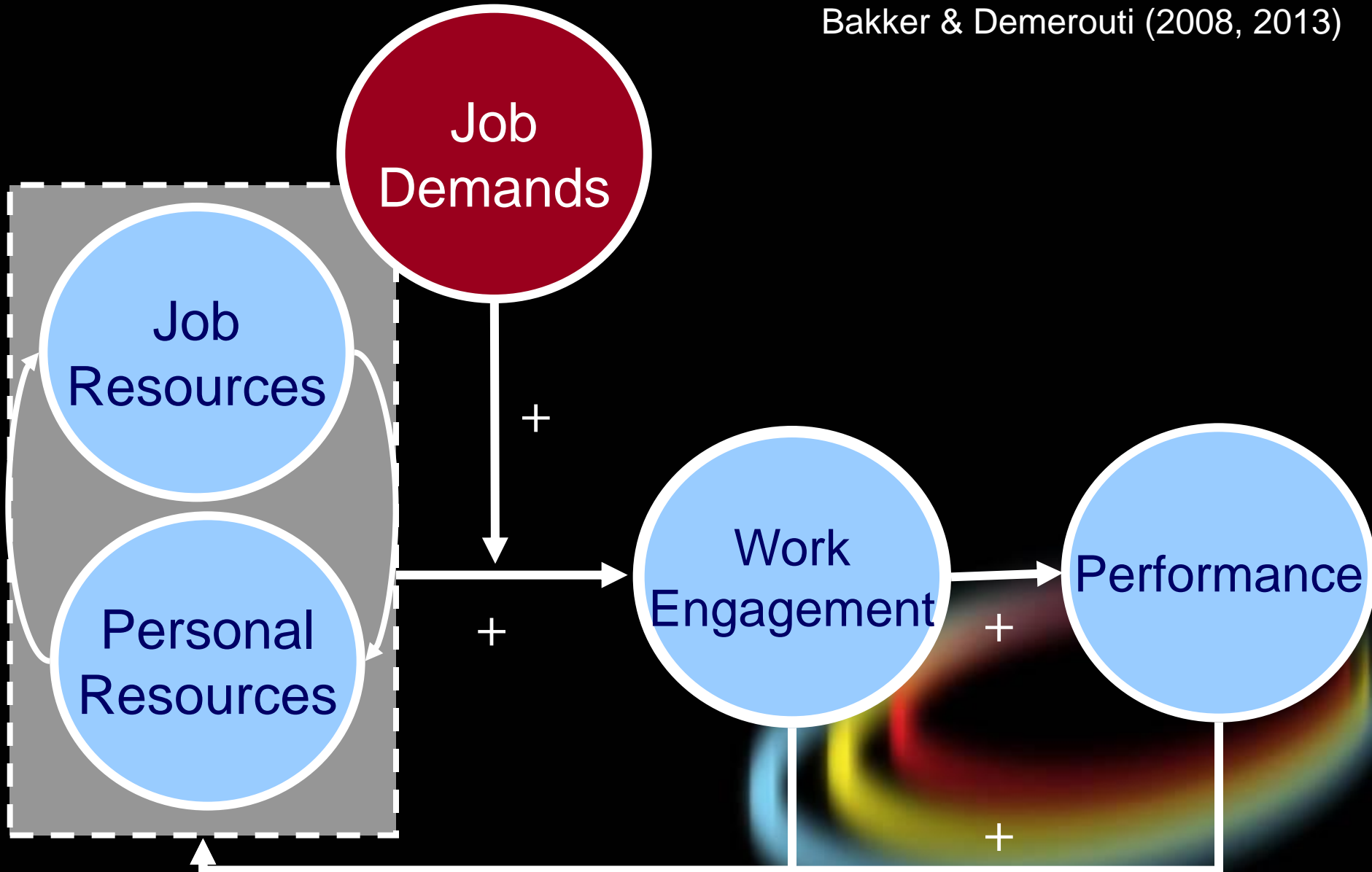
UNPLEASANT

PLEASANT

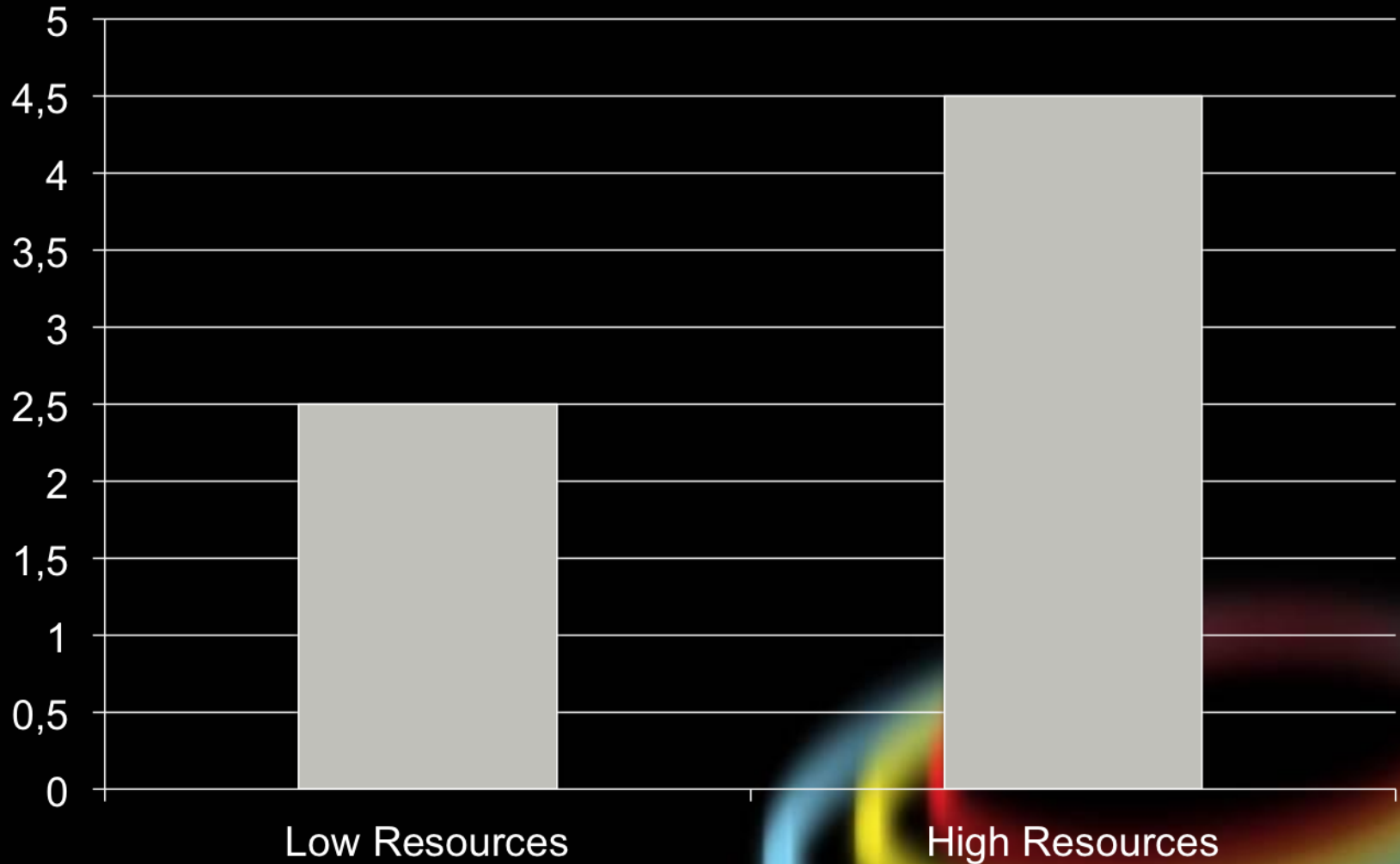
**LOW
ACTIVATION**

JD-R model

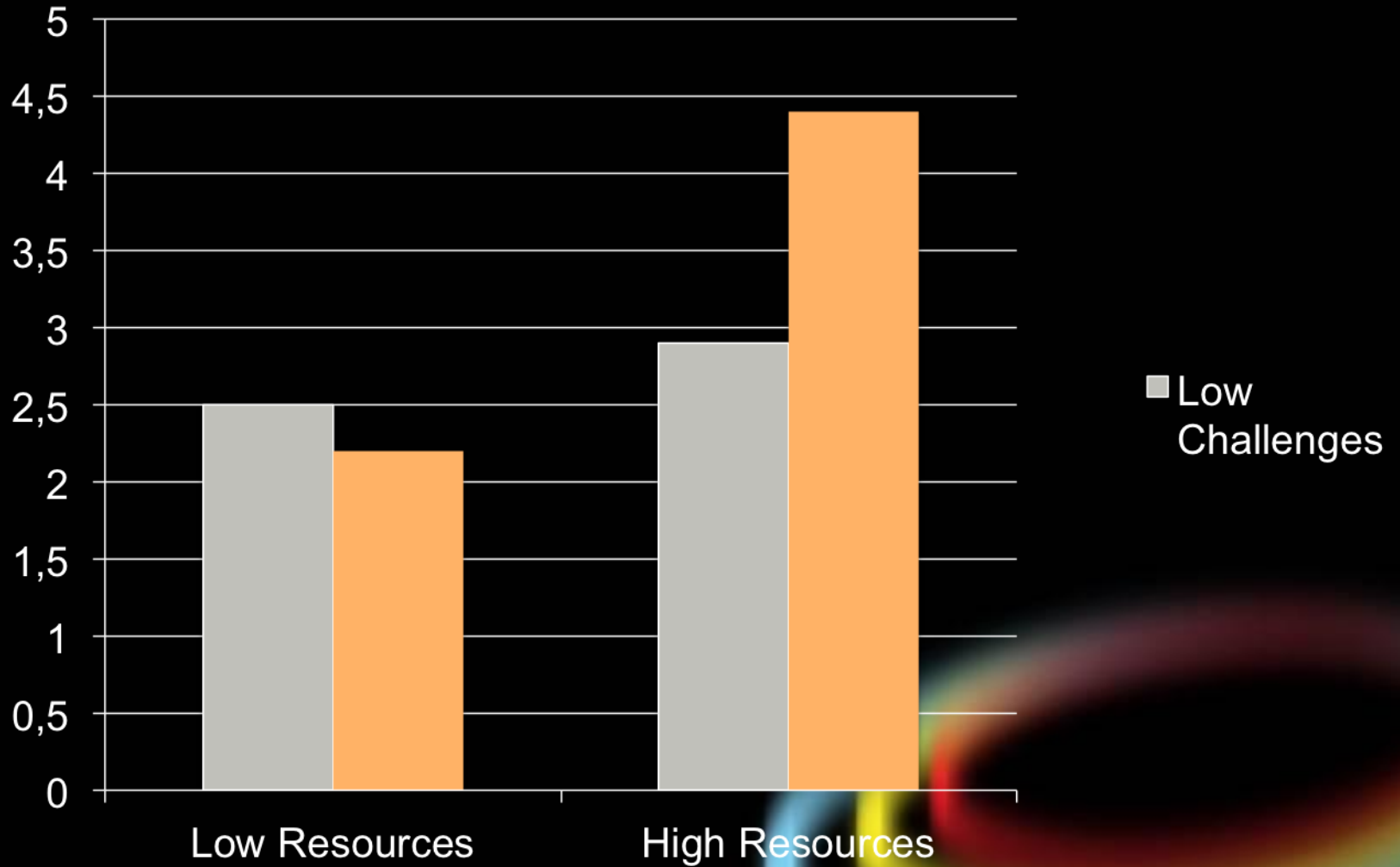
Bakker & Demerouti (2008, 2013)



Work Engagement



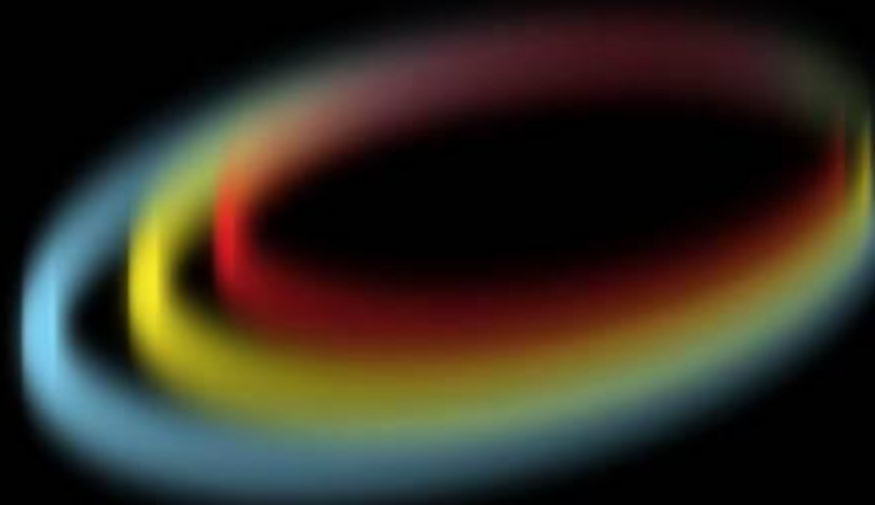
Work Engagement



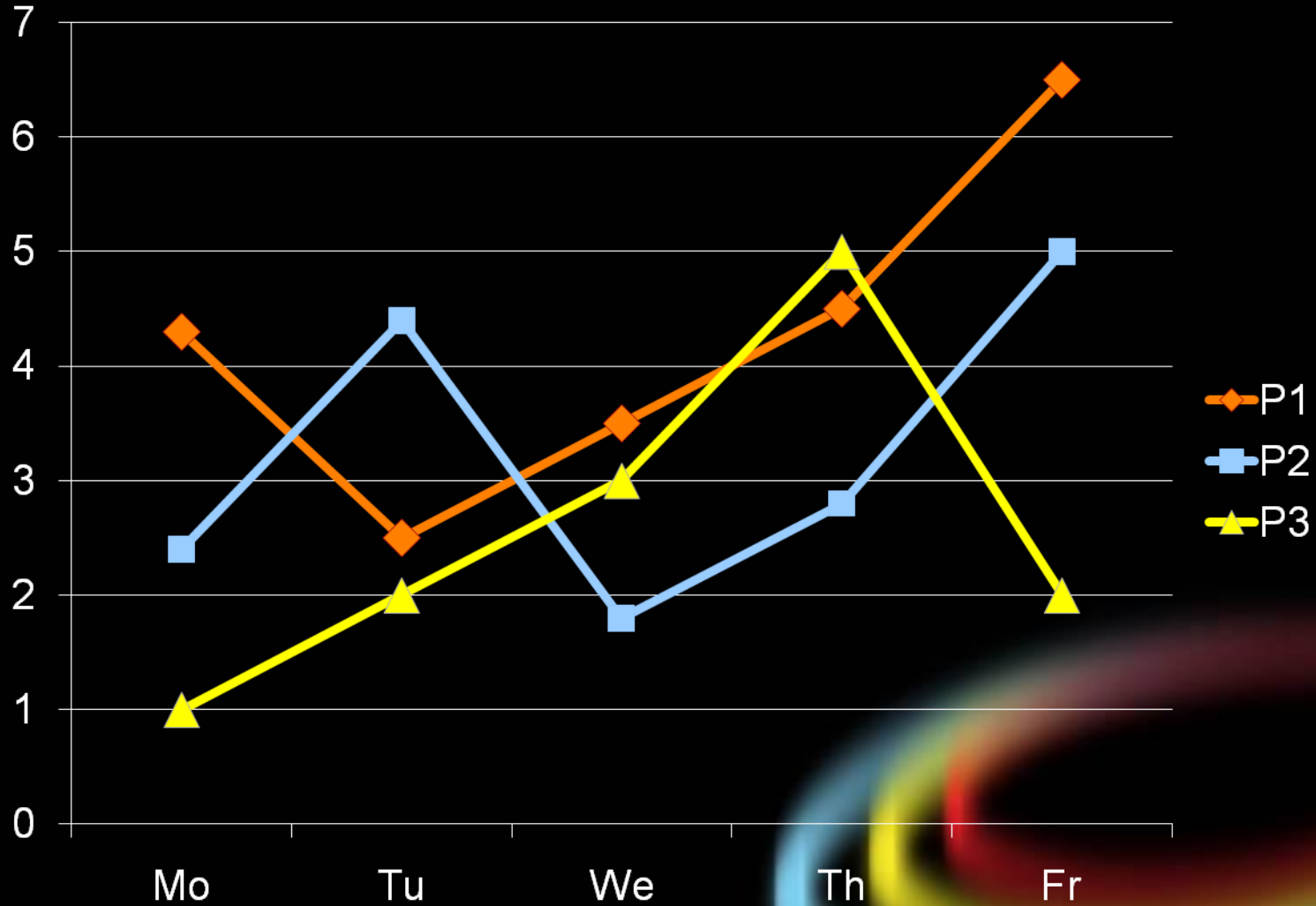


PART 2

Daily engagement



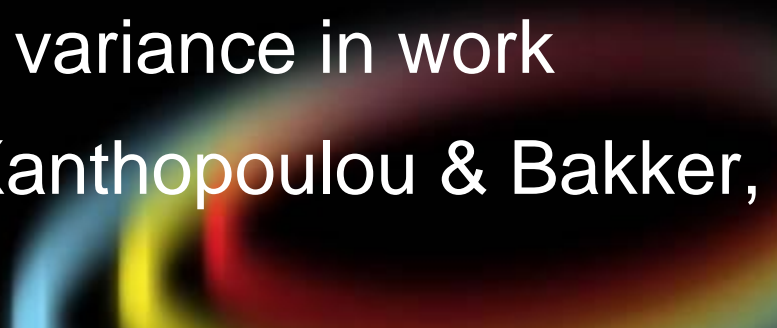
Daily Engagement



General approach

- Most research in psychology uses person as unit of analysis
- Statistical analyses are based on the differences between persons
- Assumption: investigated constructs have some stability over time

Diary research

- Substantial fluctuations in SWB
 - Within-person variance:
 - 59% in happiness, 66% in vigor, and 88% in recovery (Bakker et al., 2013)
 - Average within-person variance in work engagement is 42% (Xanthopoulou & Bakker, 2013)
- 

Diary research

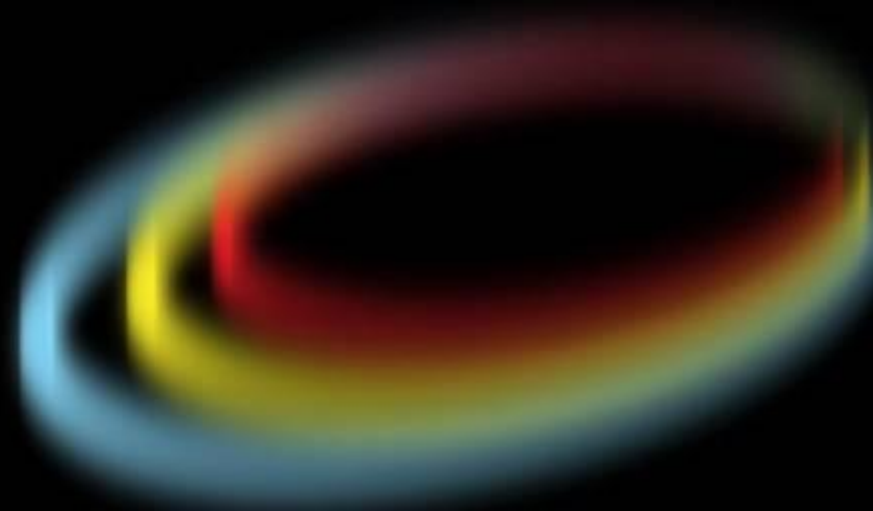
- Diary method: implementing a process perspective in WOP
- Investigates fluctuations from day to day
 - experience-sampling
 - event-sampling
 - daily diary studies

Advantages

- Reduction of retrospective bias
- Natural context
 - Situational context can be taken into account when studying feelings, cognitions, and behaviors

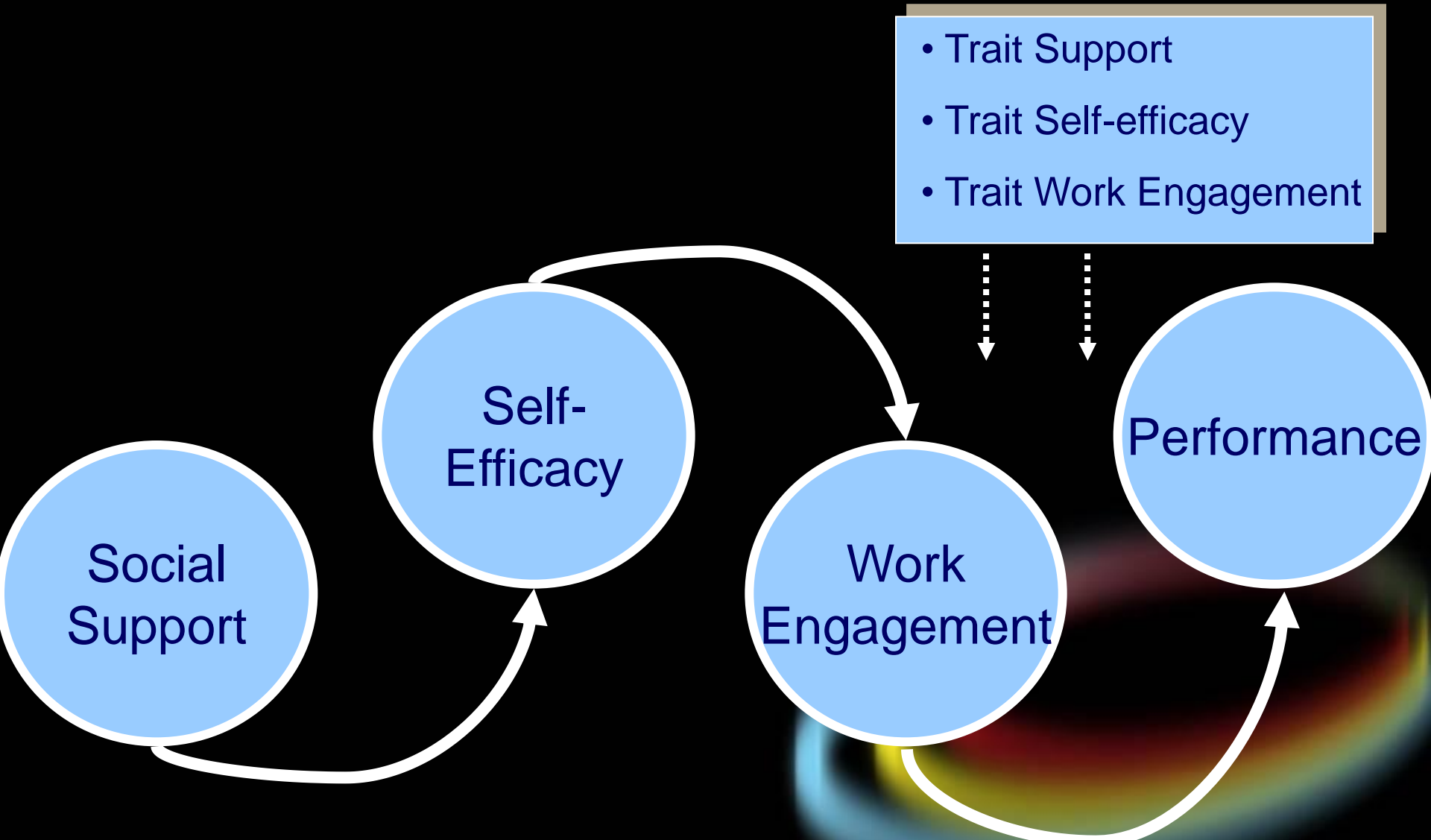


Engagement – Performance link



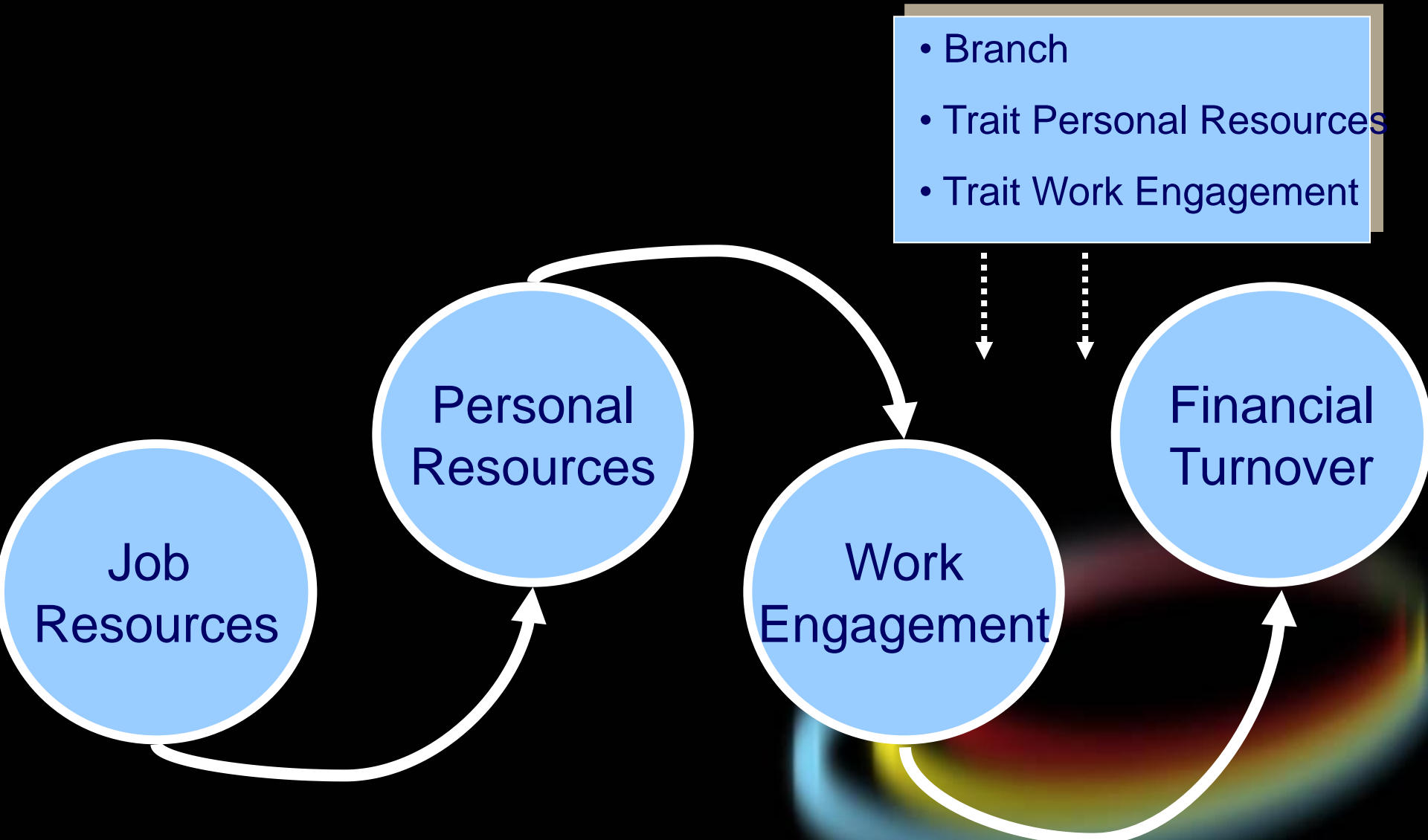


Daily engagement flight attendants

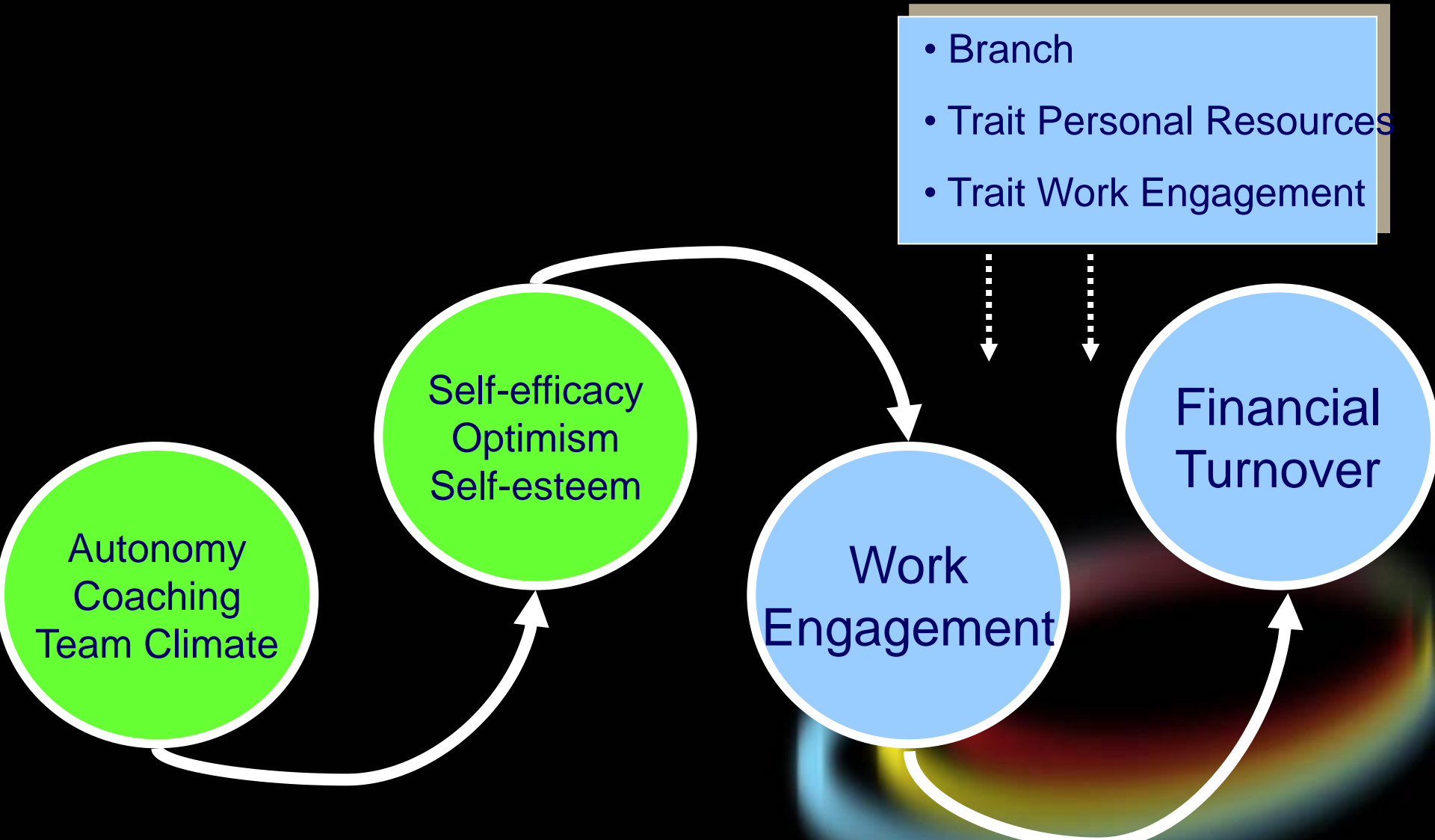


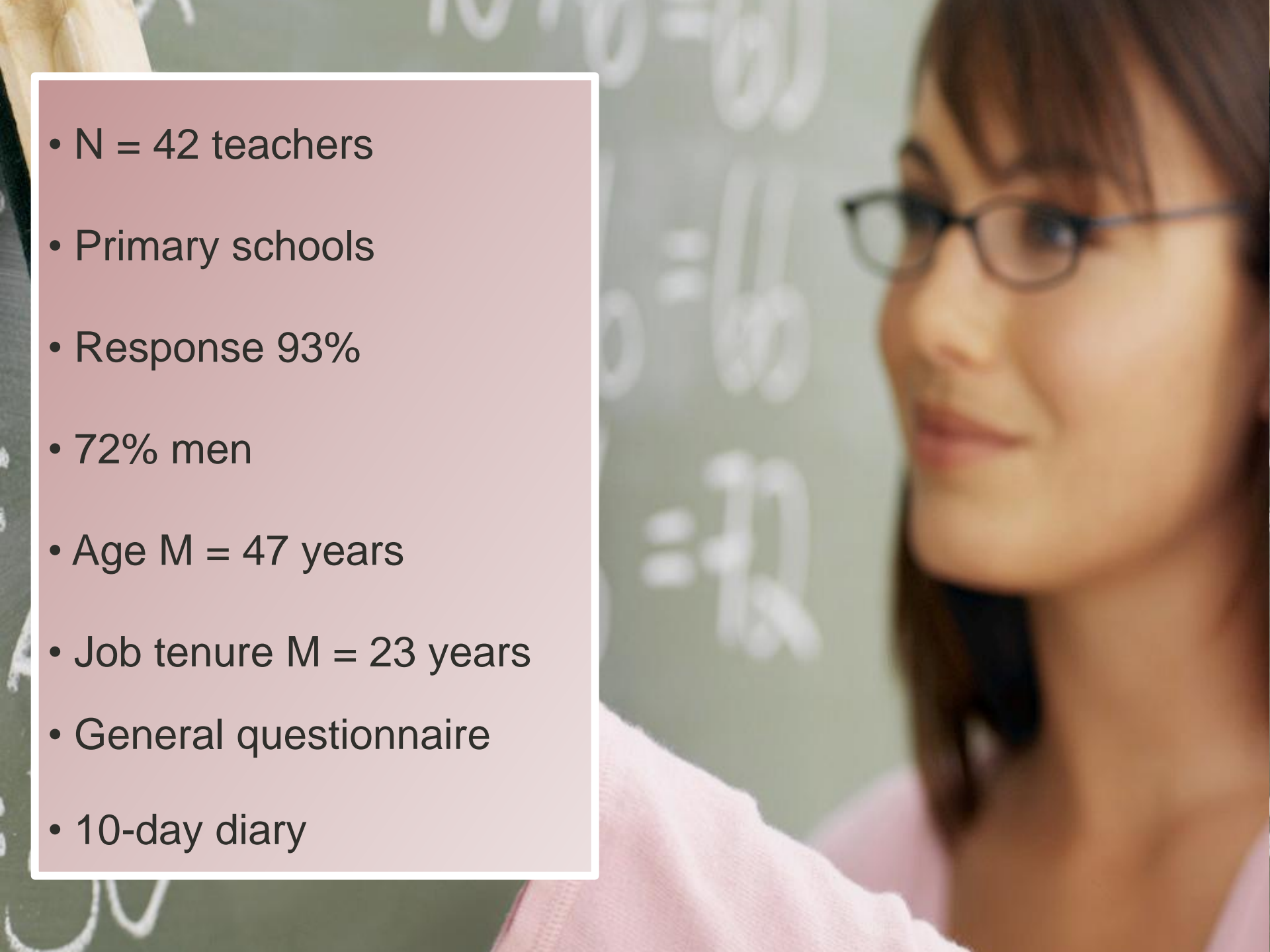


Greek restaurants

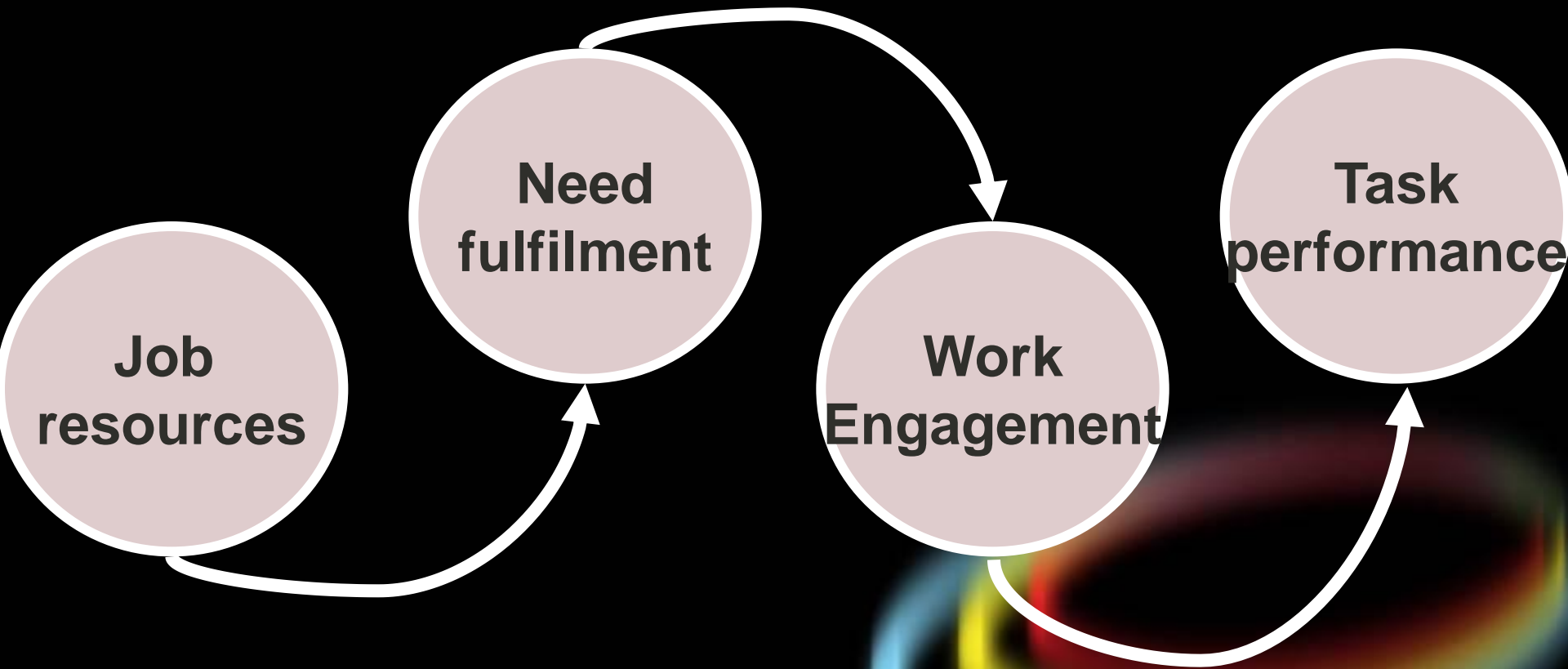


Greek restaurants

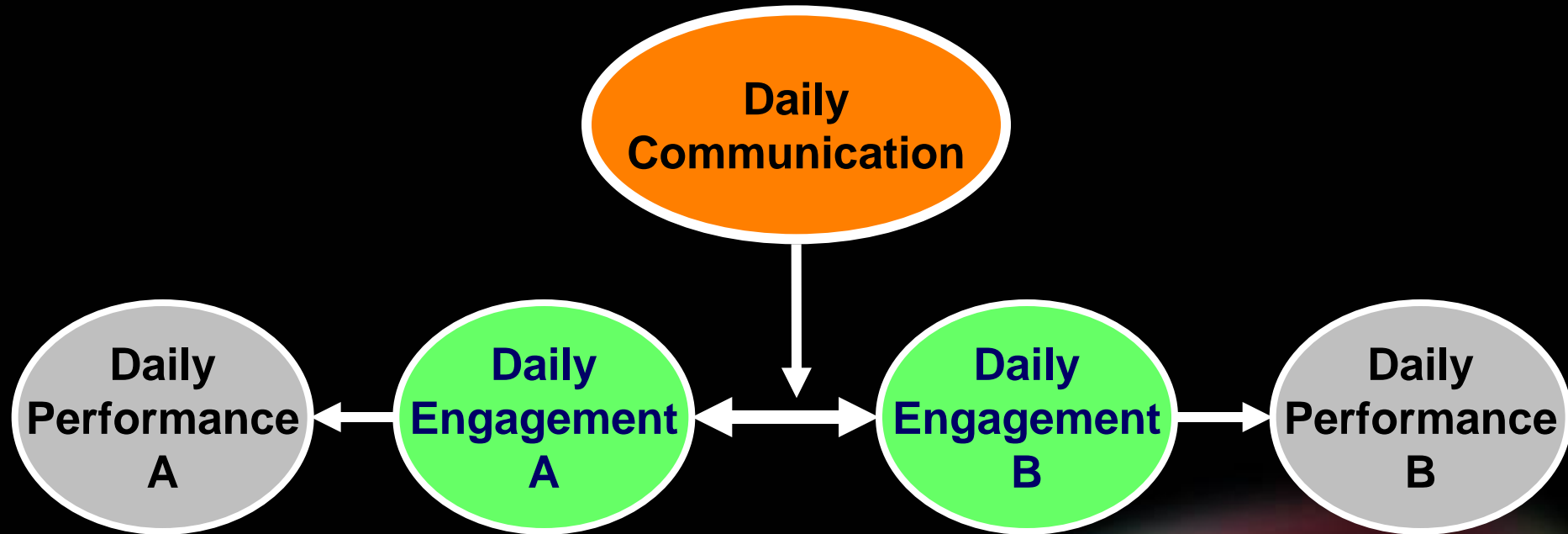


- 
- A woman with dark hair and glasses is looking towards the left. In the background, a chalkboard is visible with several mathematical equations written in white chalk. The equations include
- $10 \times 10 = 100$
- ,
- $10 \times 10 = 100$
- ,
- $10 \times 10 = 100$
- , and
- $10 \times 10 = 100$
- .
- N = 42 teachers
 - Primary schools
 - Response 93%
 - 72% men
 - Age M = 47 years
 - Job tenure M = 23 years
 - General questionnaire
 - 10-day diary

Daily Diary Study, Teachers, $N = 42$

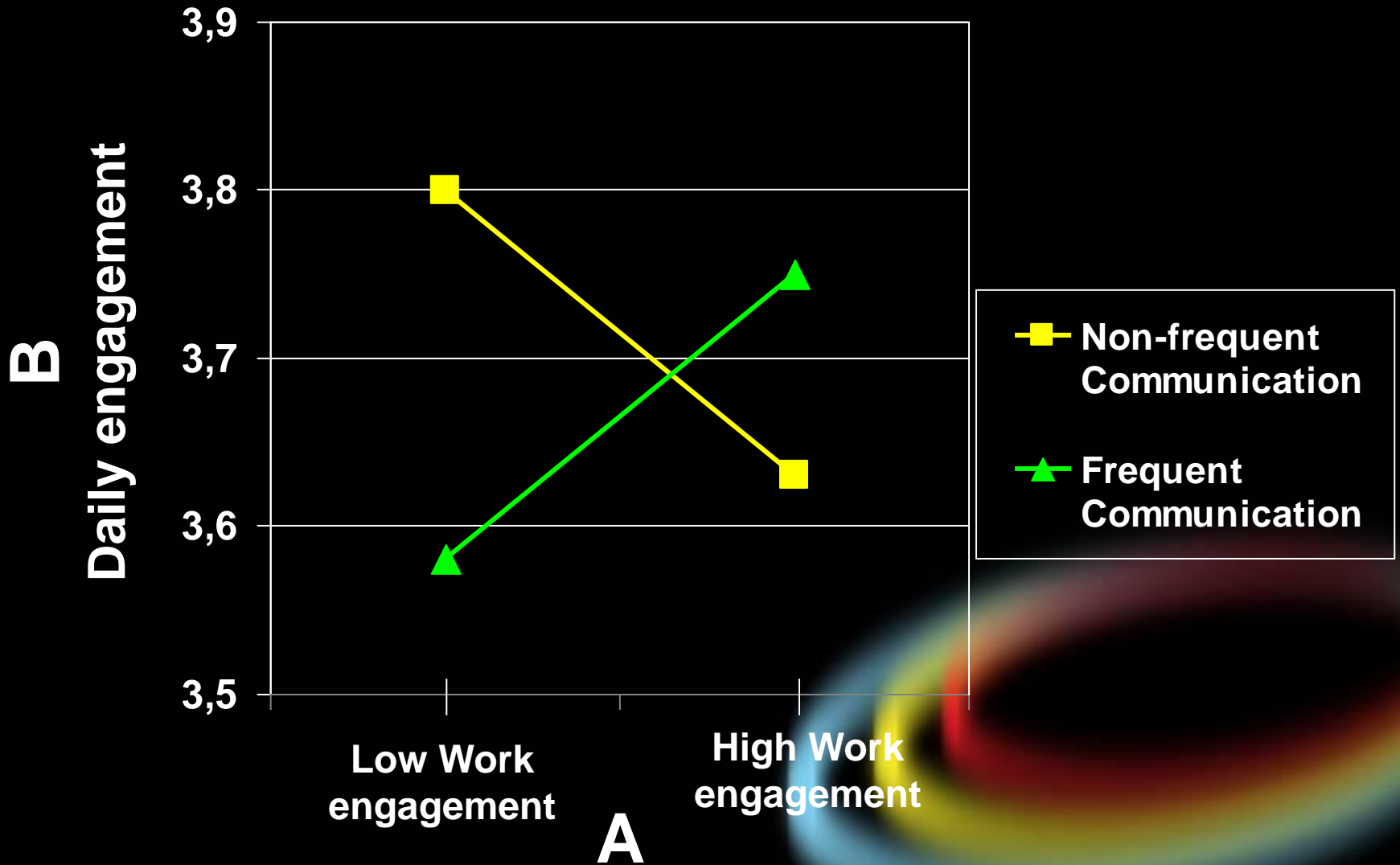


Daily Communication among Colleagues



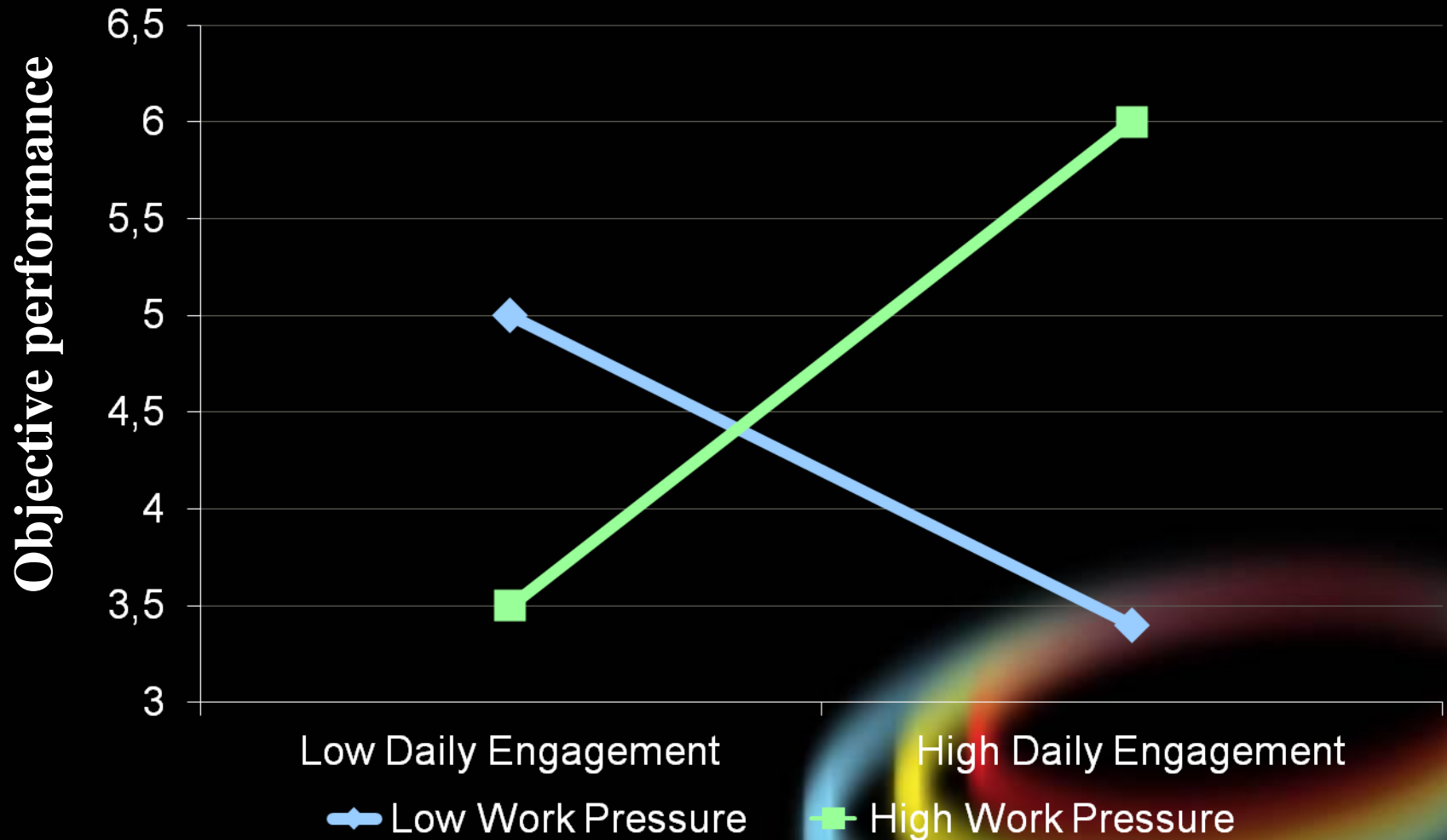
Bakker, A.B., & Xanthopoulou, D. (2009). The crossover of daily work engagement: Test of an actor-partner interdependence model. *Journal of Applied Psychology*, 94, 1562–1571.

Daily Crossover, $N=62$ dyads





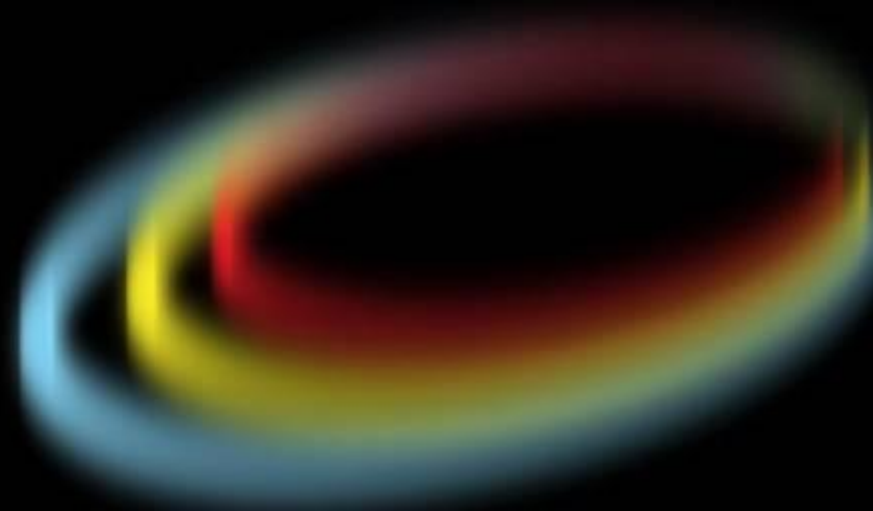
N=54 Sailors, N=33 days



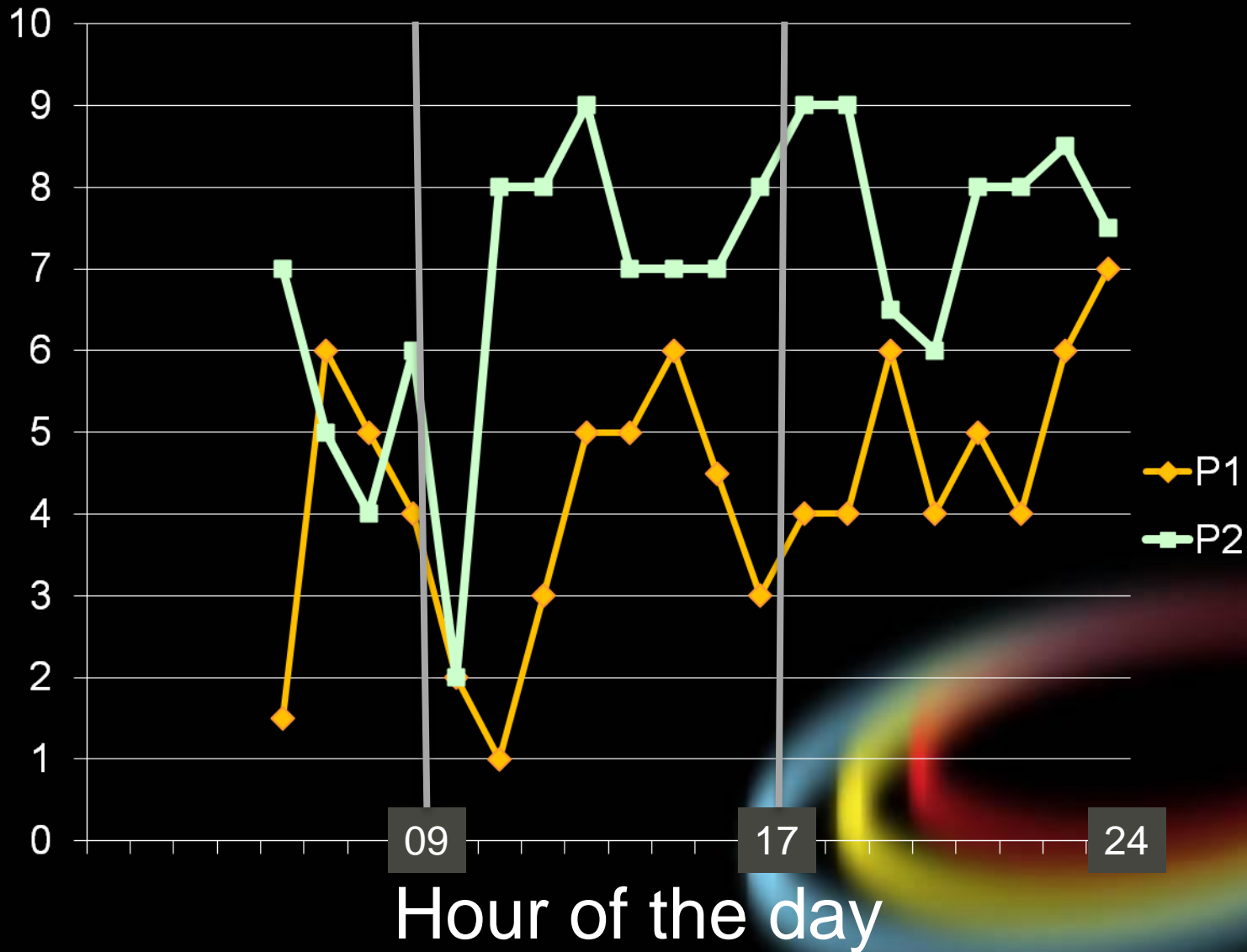
Bakker, A.B., Hetland, J., & Kjellevold Olsen, O. (2013). Qualifying the link between work engagement and performance: A diary study among naval cadets. *In preparation*.



PART 3



Momentary Happiness



Day Reconstruction Method

- Assess how people spend their time and how they feel
- Reconstruction of activities and experiences of the preceding day
- Reduces recall bias, DRM produces similar results as Experience Sampling
- Erasmus University → easy to use internet application for participants:
www.gelukswijzer.nl

Kahneman et al. (2004). Science, 306, p.1776-1780.

Oerlemans, Bakker & Veenhoven (2011); Oerlemans & Bakker (2013)

Hoe gelukkig ben je?

Inzicht in geluk



Ben je gelukkiger dan andere mensen? Daarop geeft de Geluksvergelijker antwoord. En ook: of je gelukkiger zou kunnen worden dan je nu bent.



Geluk ontlene we aan dagelijkse dingen. Door het invullen van het Geluksdagboek krijg je daar zicht op. Dat is nodig om de levensstijl te vinden die het beste bij je past.

Nieuws

Geluk in de detailhandel

Werkt u in de detailhandel? Wilt u weten hoe gelukkig u bent of aan welke activiteiten u het meeste geluk ontleent?

[lees verder](#)

Welkom op de vernieuwde Gelukswijzer

Zoals de deelnemers aan de Gelukswijzer al konden zien, is de Gelukswijzer in een nieuw jasje gestoken. Graag maken we het je nog gemakkelijker om mee te doen aan het onderzoek.

[lees verder](#)

Voor meer berichten, kijk bij [nieuws](#).

Inloggen of aanmelden

Klik op "aanmelden" voor de eerste deelname. Heb je al eerder meegedaan, vul dan uw gegevens in en klik dan op "inloggen".

[Aanmelden](#)

E-mail:

Wachtwoord:

[Je wachtwoord vergeten?](#)

[Inloggen](#)

Yesterdays' Happiness diary

Geluksdagboek van gisteren

Hoe laat werd je gisteren wakker?

- 8:00 +

Hoe laat ging je naar bed?

- 24:00 +

Vorige

Volgende

Yesterdays' Happiness diary

Geluksdagboek van gisteren

Opstaan Eten Onderweg Werken Bewegen Studeren Uitgaan Ontspanning Huishouden Rusten Vereniging Verzorgen Anders Naar bed



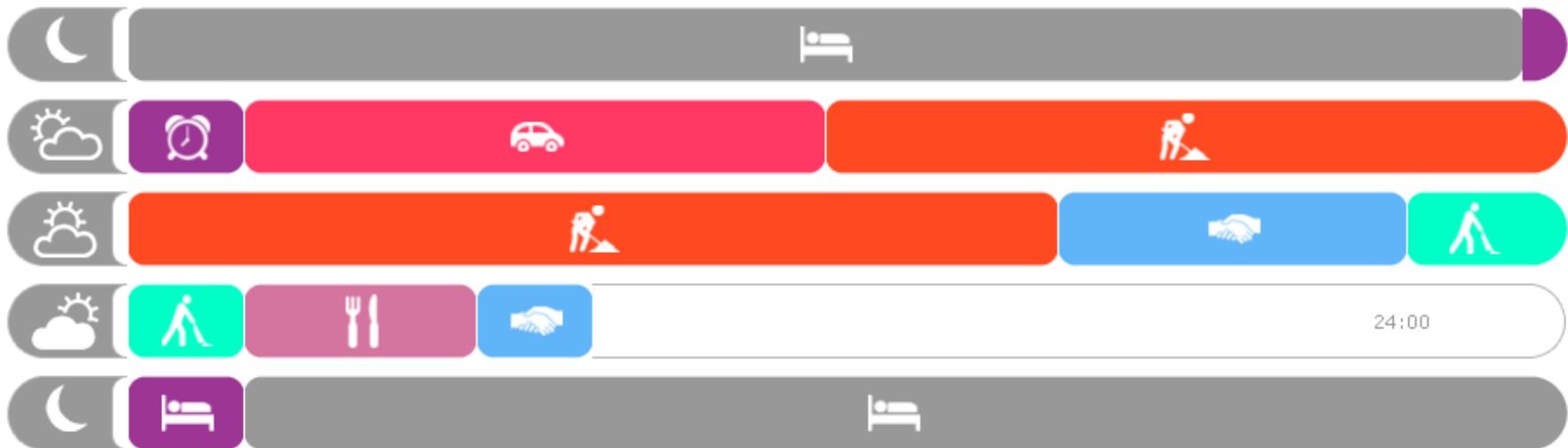
Vorige

Volgende

Yesterdays' Happiness diary

Yesterday's Happiness Diary

Getting up Eating Commuting Working Exercising Studying Going out Resting Housekeeping Religious activity Socializing Care activity Other Going to bed



Previous

Next

Yesterdays' Happiness diary

Geluksdagboek van gisteren

Hoe **gelukkig** voelde je jezelf bij elk van de activiteiten? Selecteer elke activiteit en geef met een rapportcijfer aan hoe gelukkig (10).

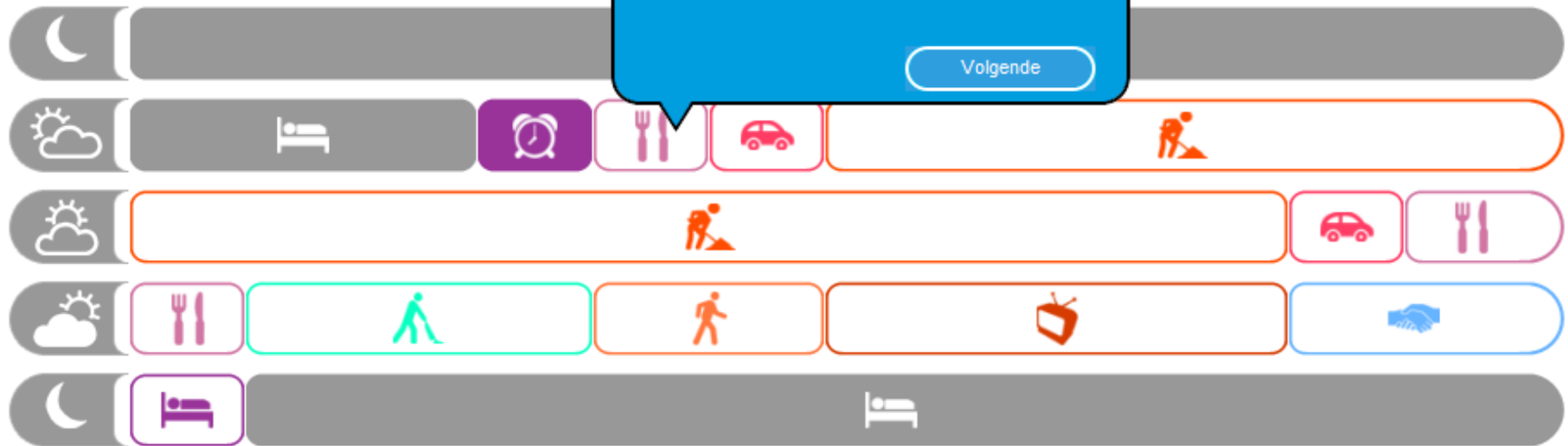
Eten



0 1 2 3 4 5 6 7 8 9 10

Volgende

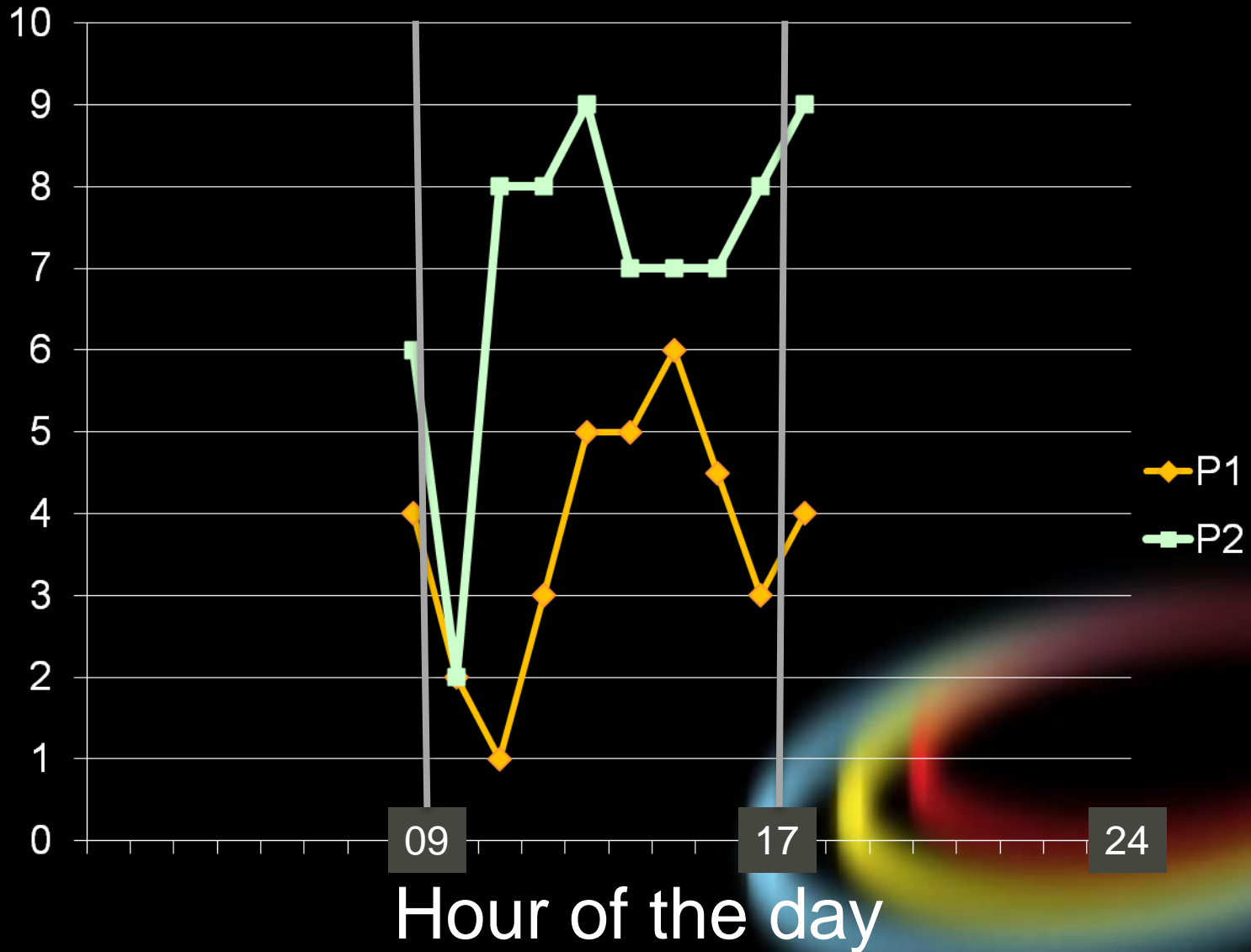
van zeer ongelukkig (0) tot zeer gelukkig (10).



Vorige

Volgende

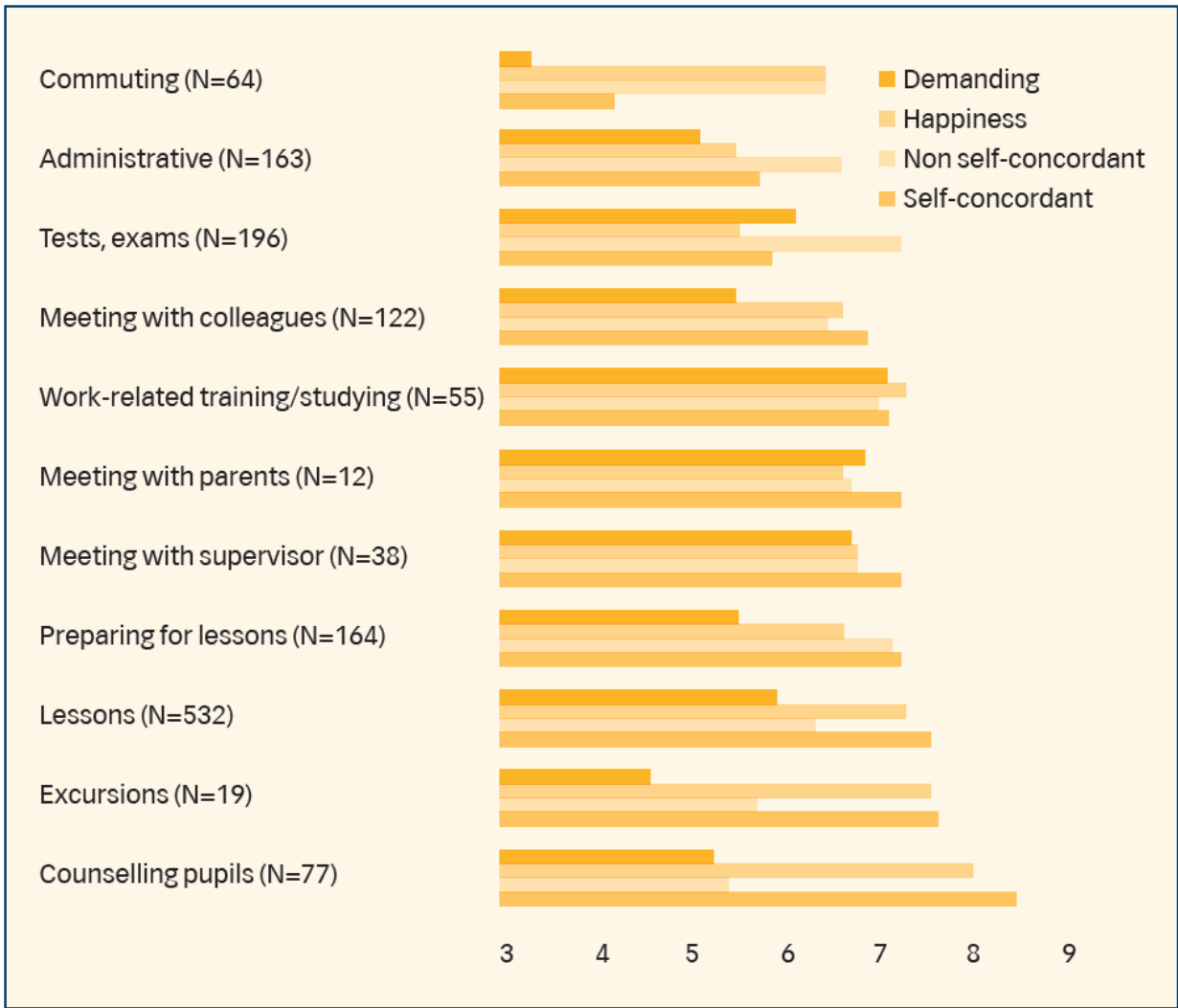
Work activities



- $N = 132$ teachers
- Response 32%
- 64% women
- Age $M = 45$ years
- Job tenure $M = 17$ years
- # hours p/wk $M = 32$
- General questionnaire
- 3-7 days, modified DRM

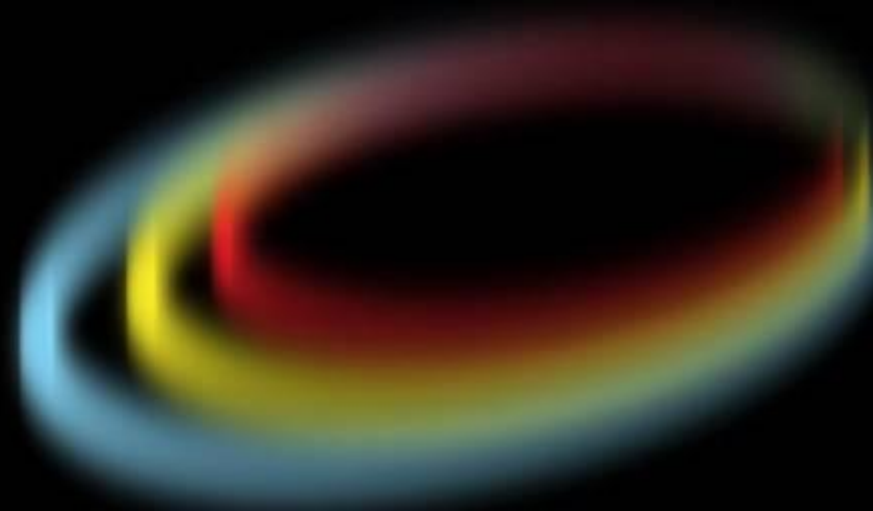


Work activities



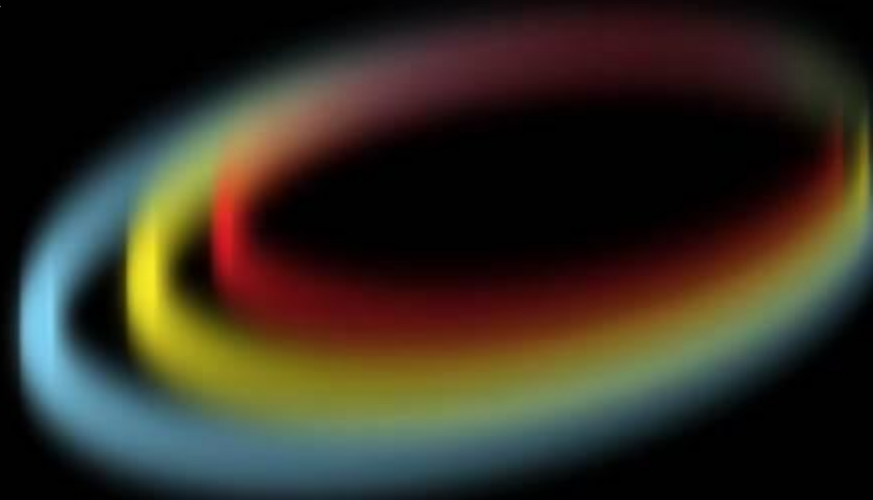
Self-concordant motivation

- an involvement in work activities with a sense that those activities represent one's personal goals, interests, and/or values (cf. Gagné & Deci, 2005).

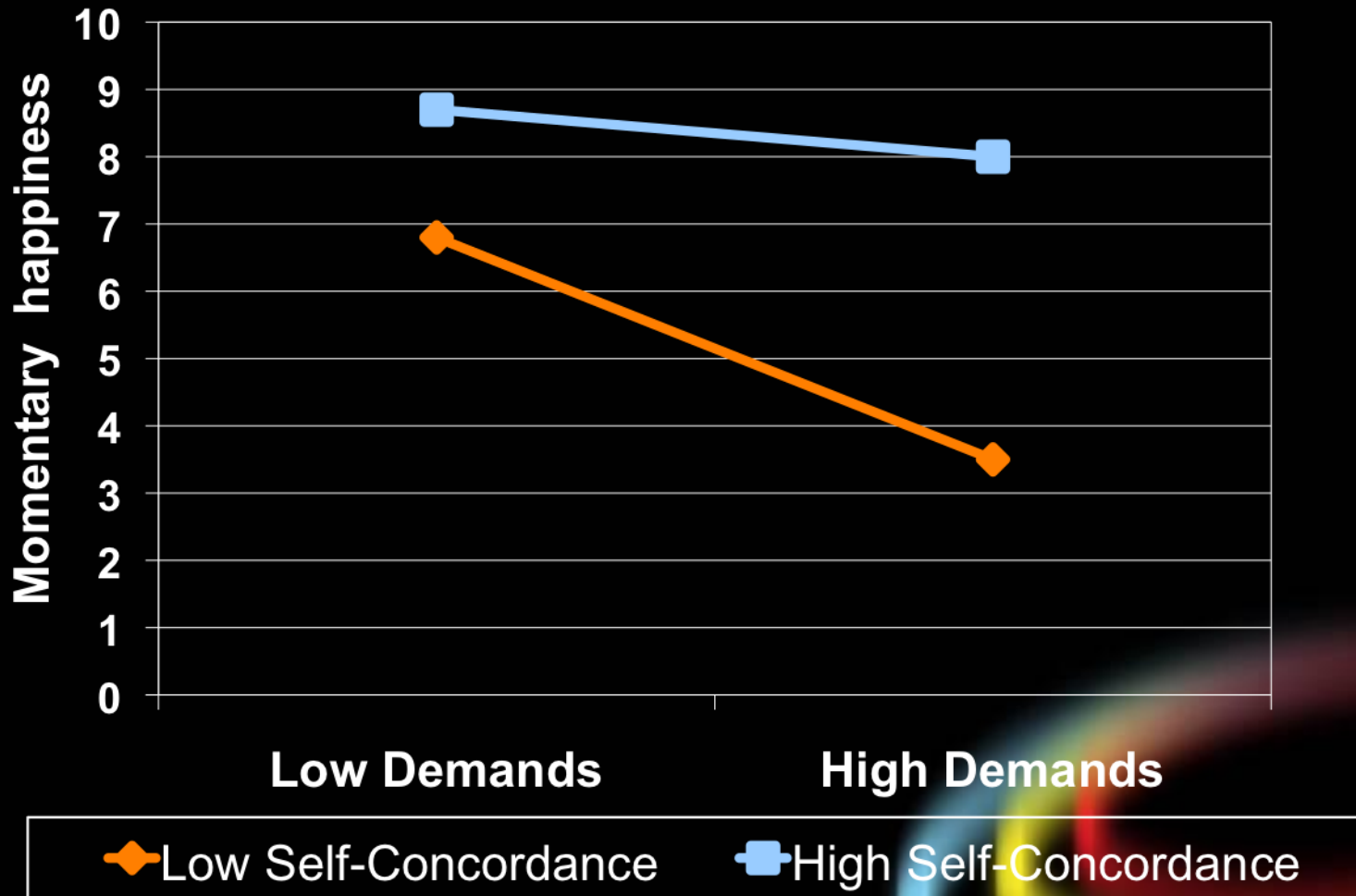


Self-concordant motivation

- identified motivation: *“I did it because I thought it was an important and valuable thing to do”*
- integrated motivation: *“I did it because I really wanted to do it”*

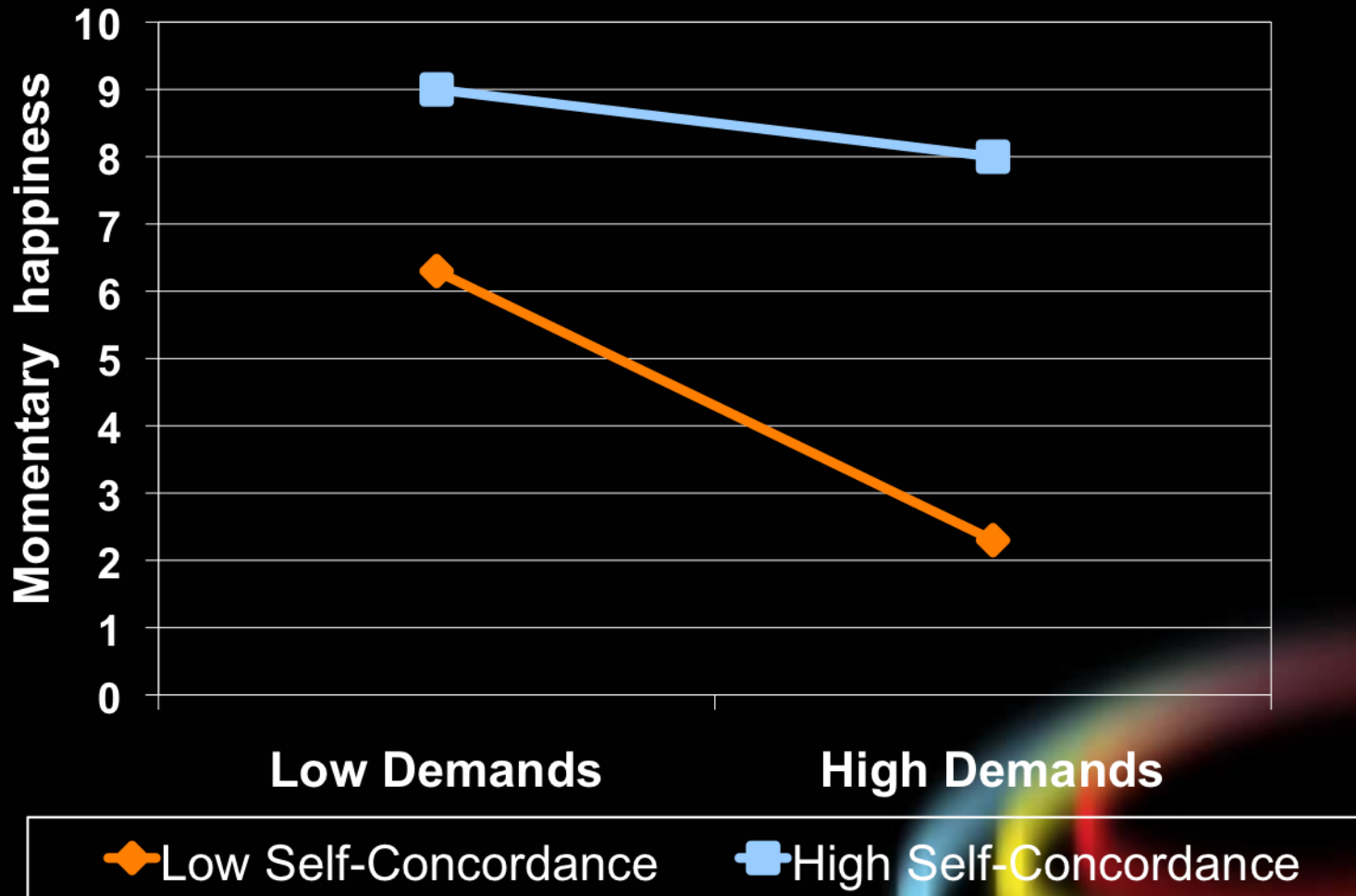


Teaching Demands



Tadic, M., Bakker, A.B., & Oerlemans, W.G.M. (2013). Work happiness among teachers: A day reconstruction study on the role of self-concordance. *Revised and resubmitted.*

Meeting Demands



**HIGH
ACTIVATION**

Excited

Enthusiastic

Energised

Happy

Pleased

PLEASANT

ENGAGEMENT

BURNOUT

Pleasant low
activation

Content

Relaxed

Calm

Tranquil

**LOW
ACTIVATION**

Unpleasant
high activation

Agitated

Hostile

Irritated

Angry

Tense

UNPLEASANT

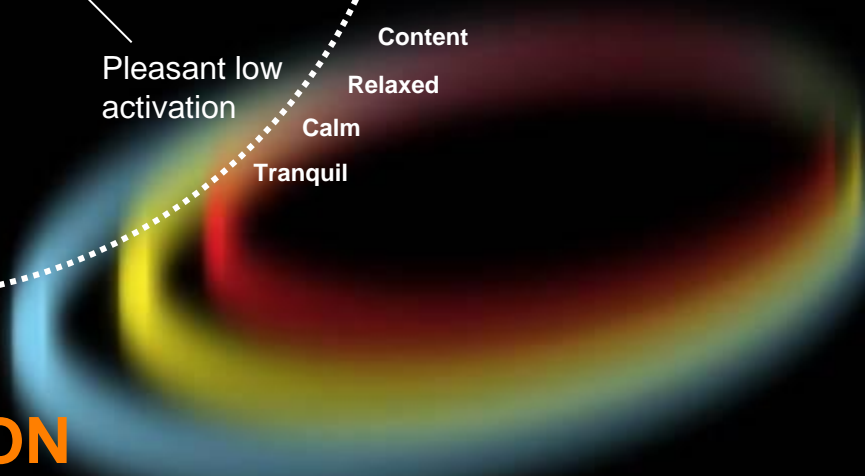
Dejected

Lethargic

Fatigued

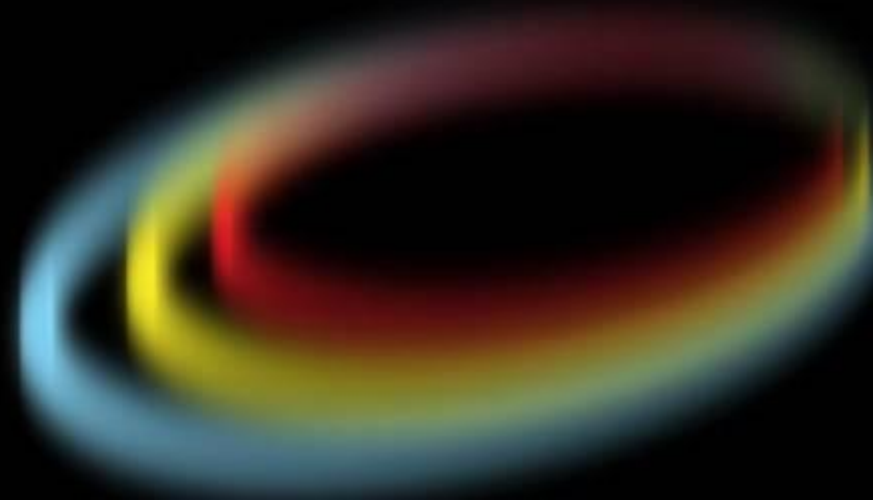
Gloomy

Sad



Work activities

- Core work tasks
- Administrative tasks
- Clients
- Colleagues
- Meetings
- (Breaks)



Hypothesis

- Time spent on (a) core work tasks, (b) administrative work tasks, (c) clients; (d) colleagues; and (e) meetings is positively related to **need satisfaction** on the task level for employees high (vs. low) in enduring work engagement.

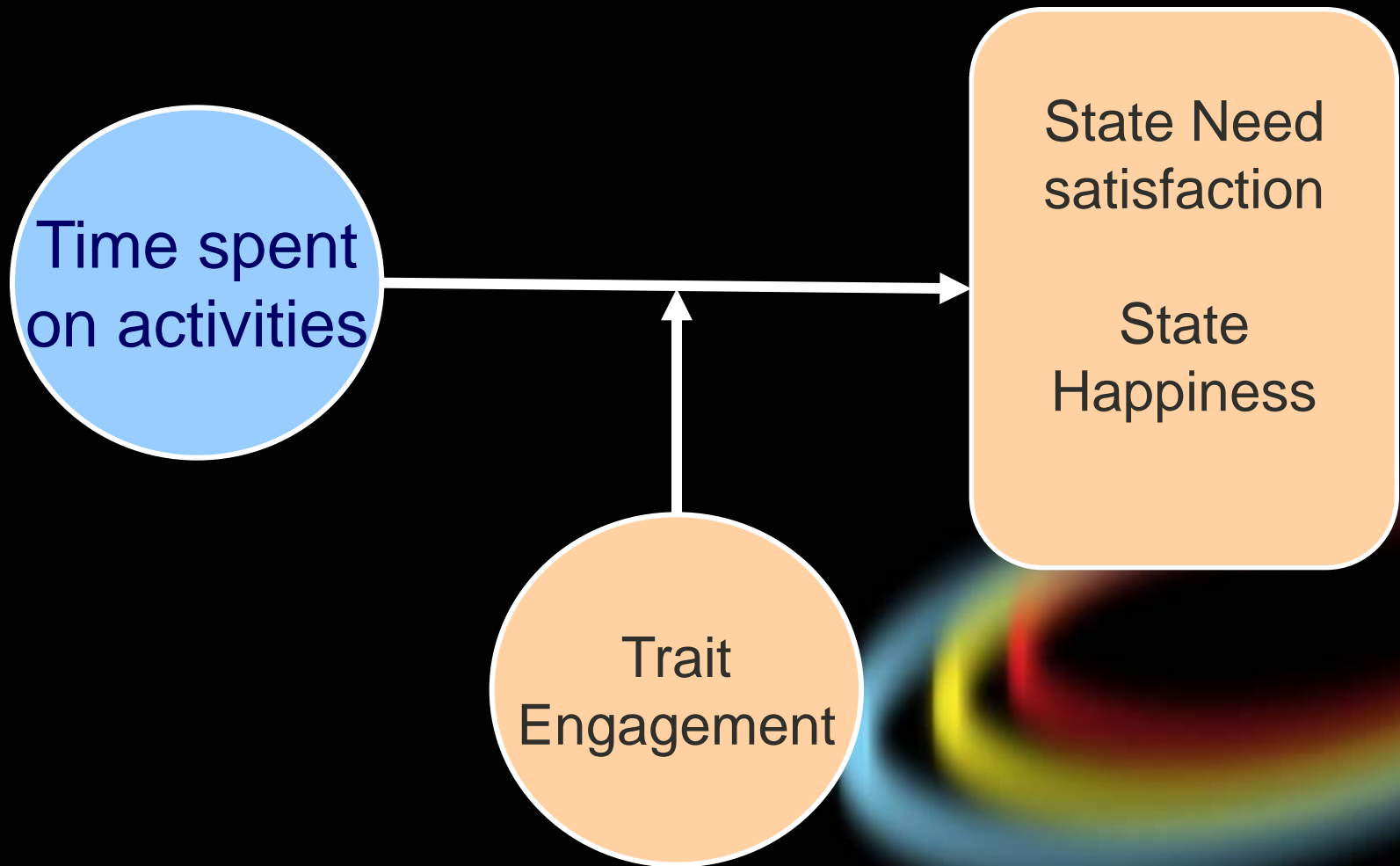


Hypothesis

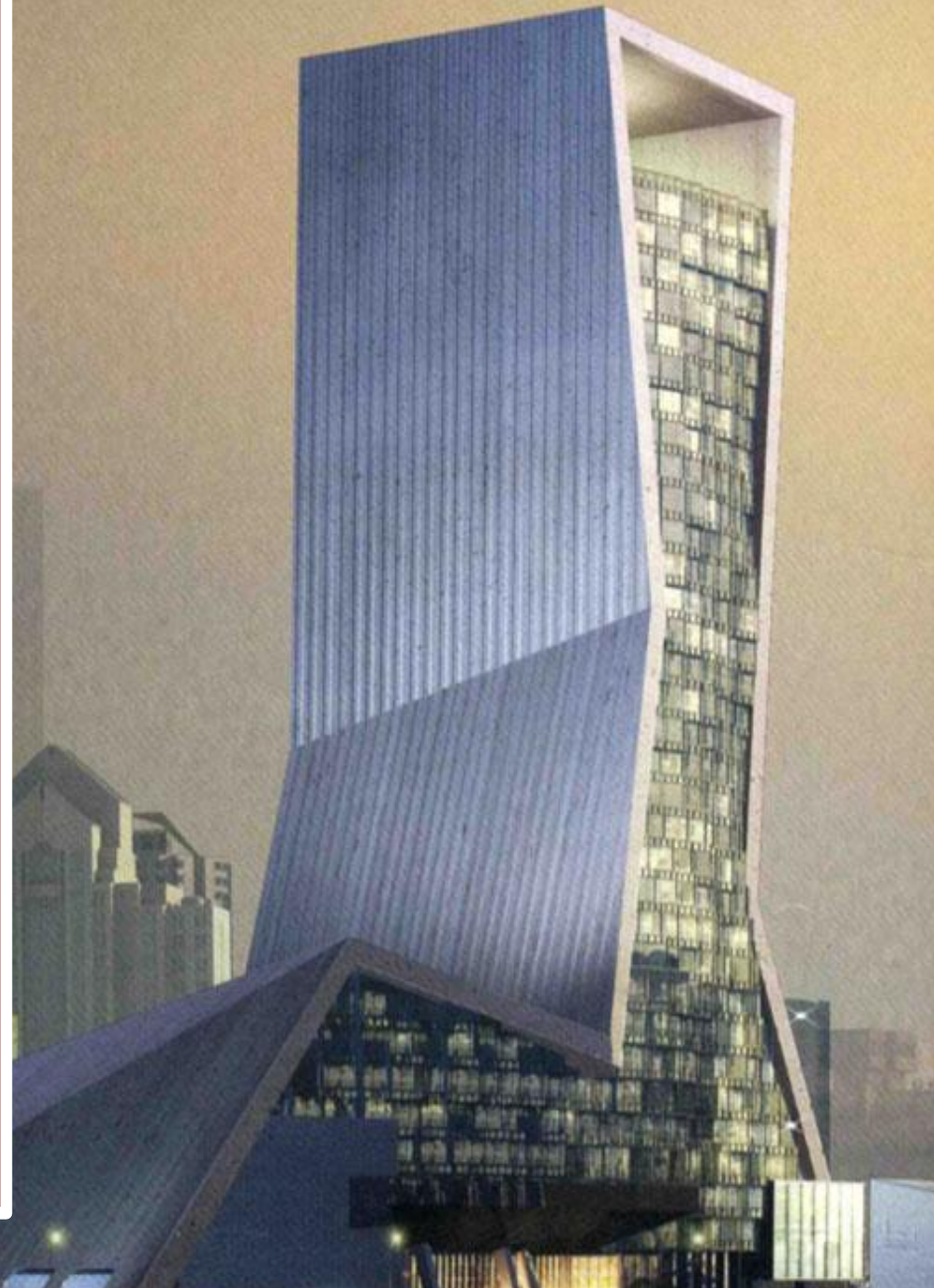
- Time spent on (a) core work tasks, (b) administrative work tasks, (c) clients; (d) colleagues; and (e) meetings is positively related to **HAPPINESS** on the task level for employees high (vs. low) in enduring work engagement.



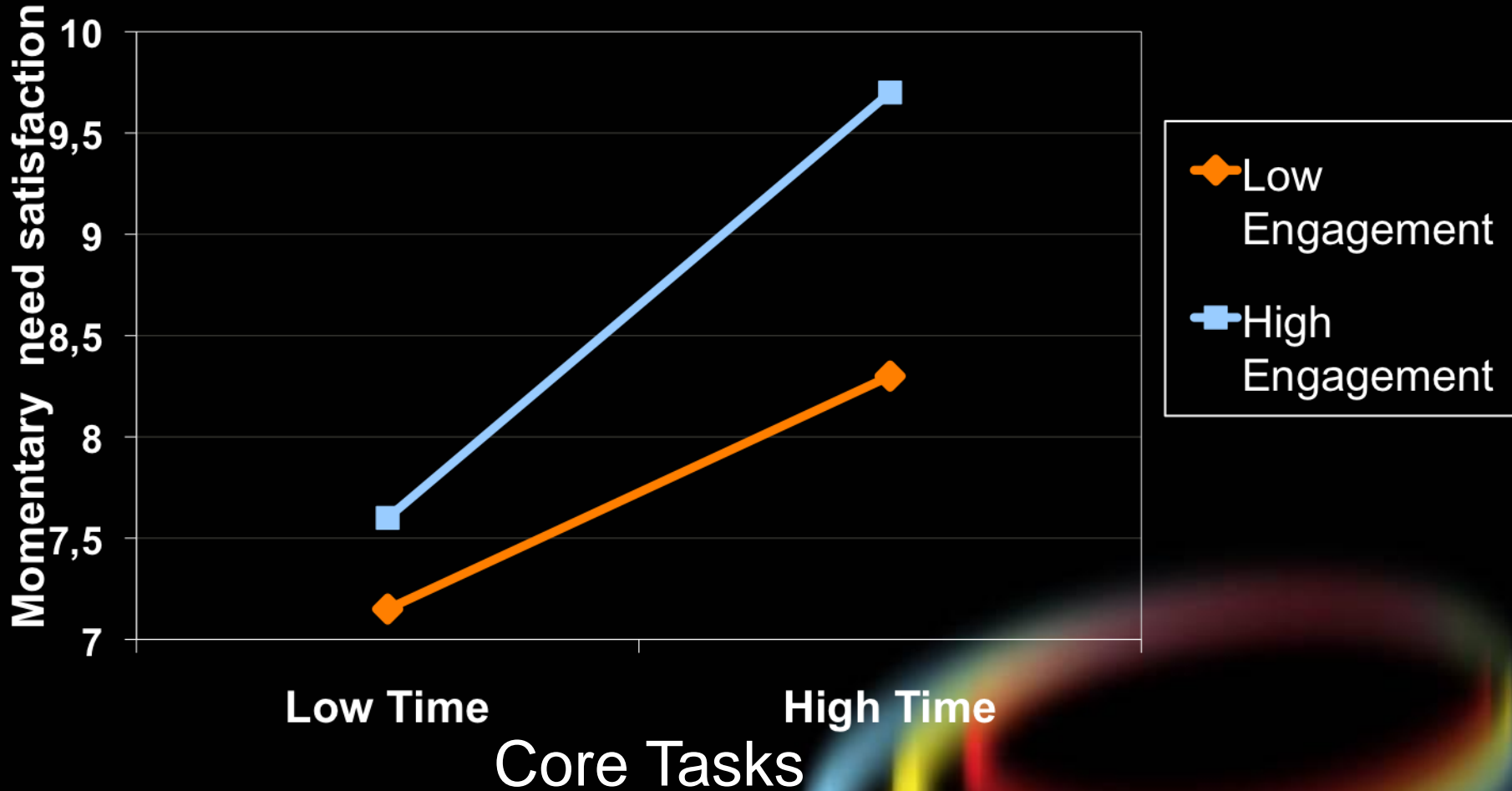
Research Model



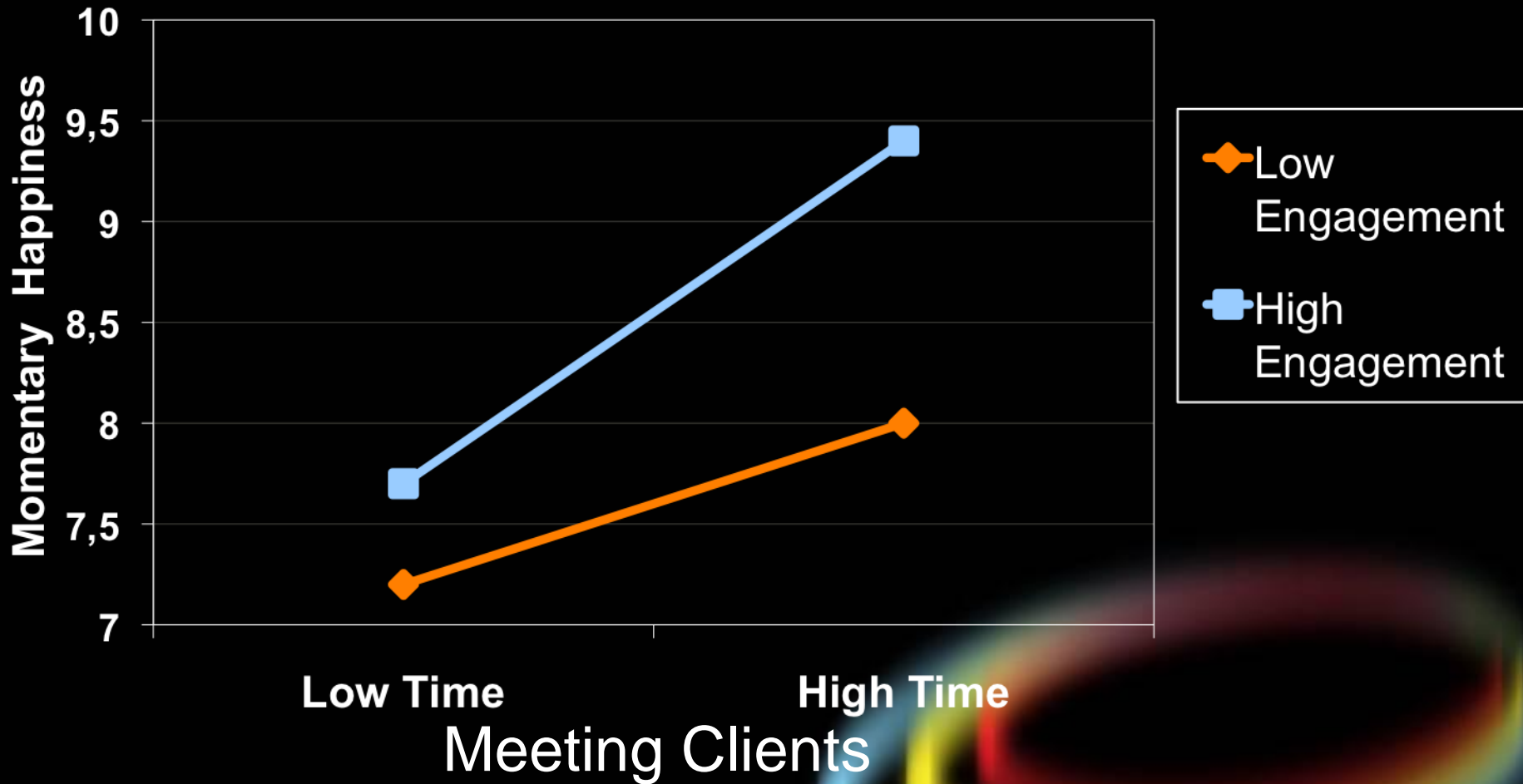
- $N = 136$ employees
- Accountants, tax advisors, financial experts, engineers
- 60% women
- Age $M = 45$ years
- # hours p/wk $M = 36$
- General questionnaire
- 3-day DRM



Core tasks



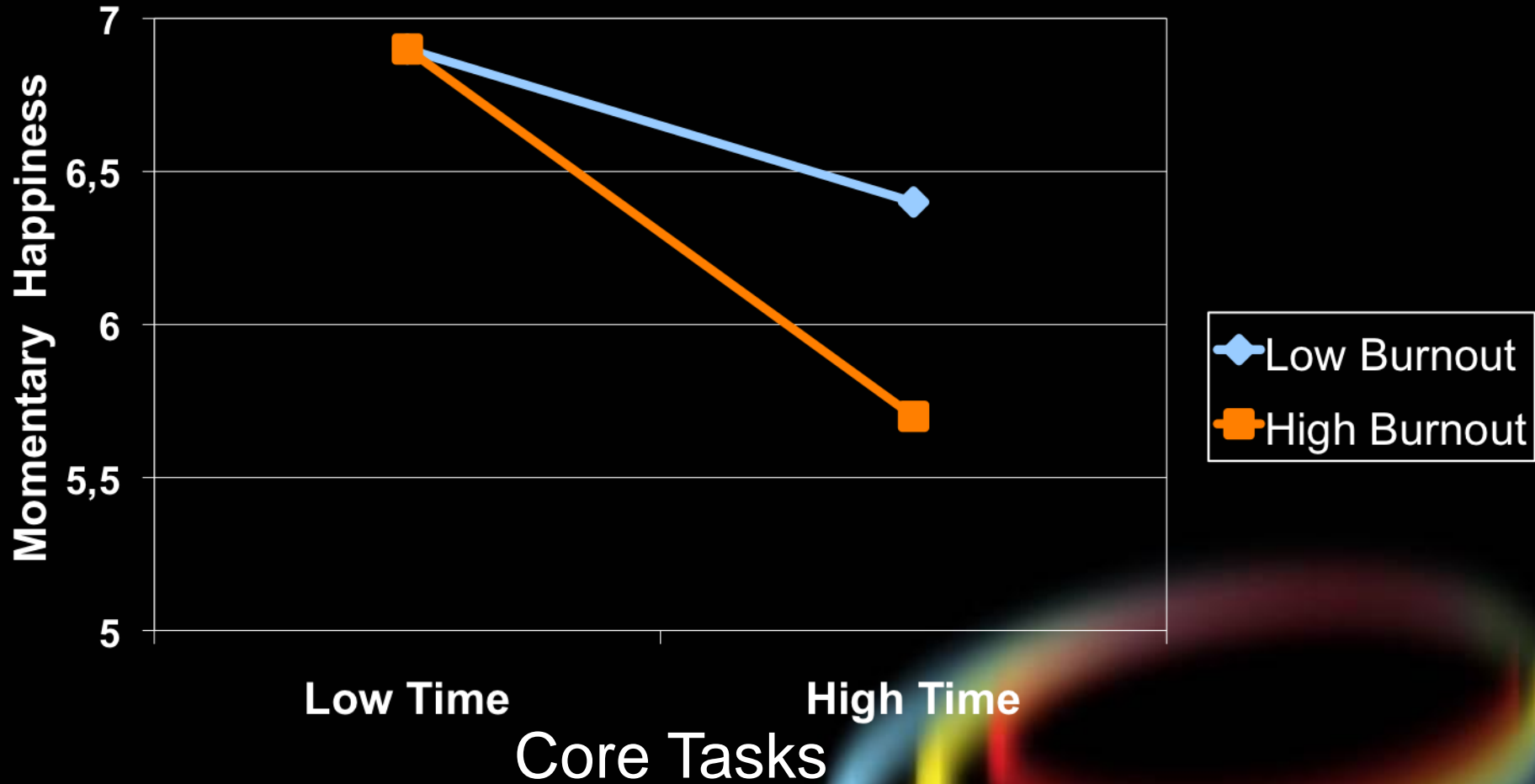
Meeting Clients



Core tasks



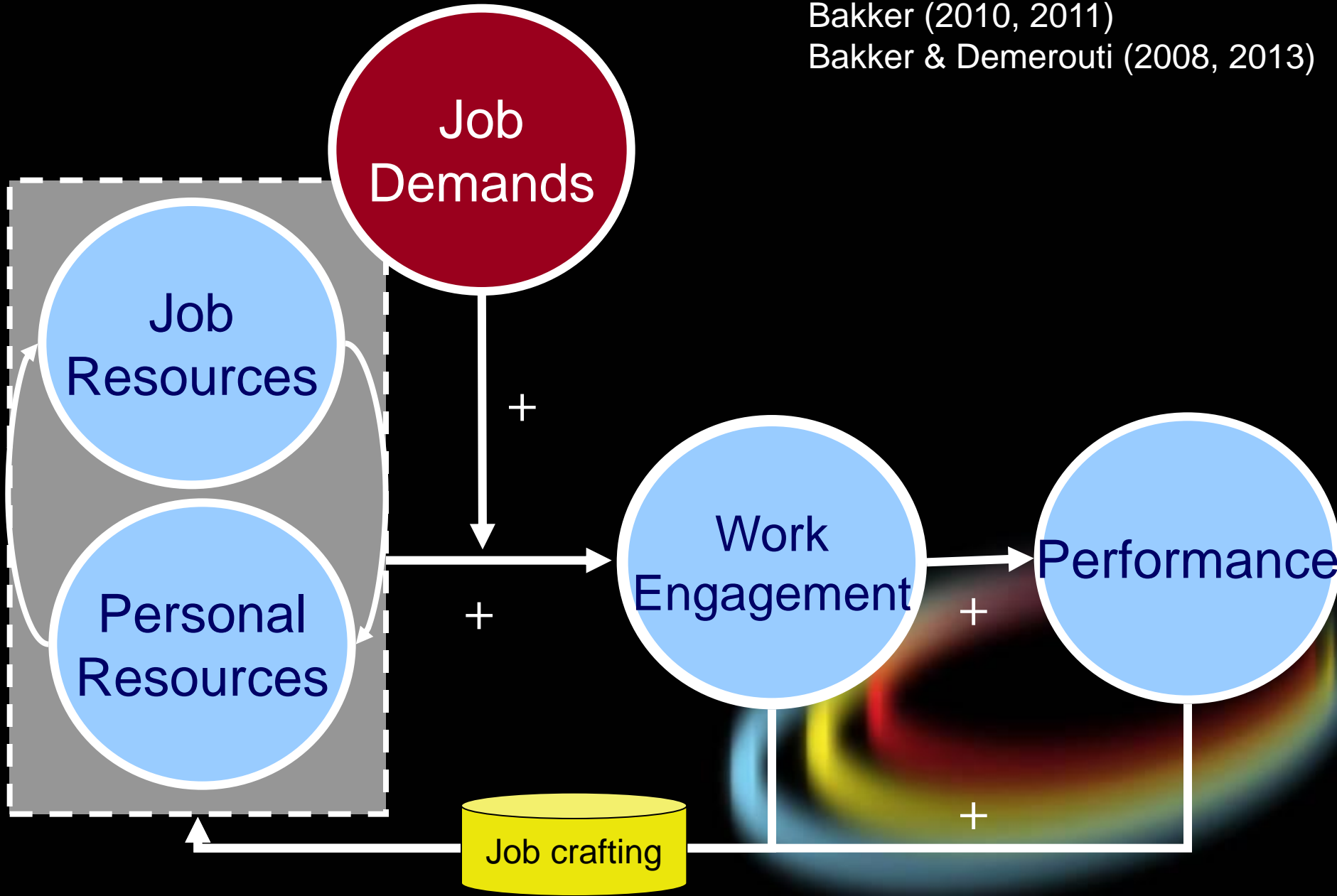
Core tasks



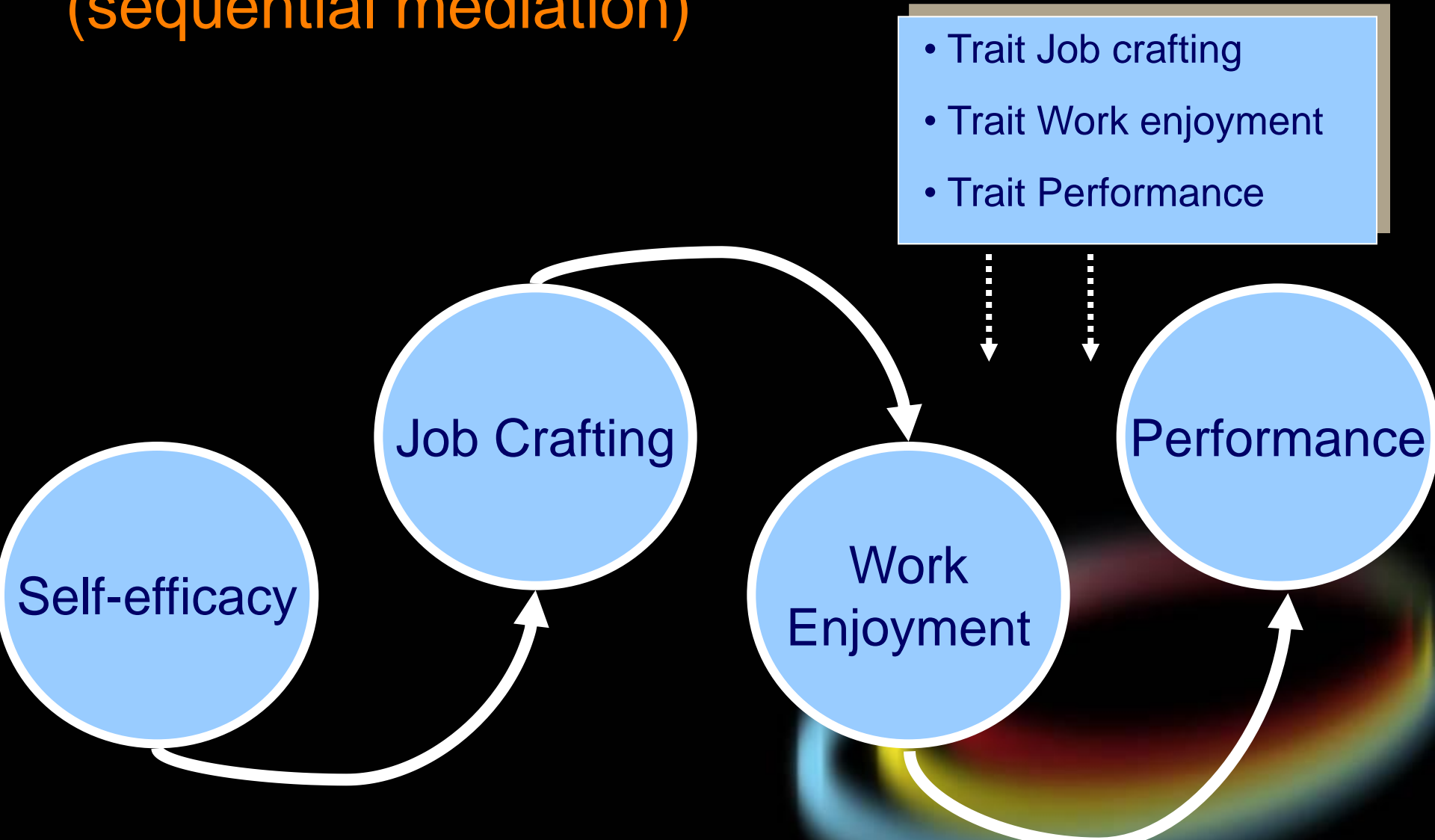
JD-R model

Bakker (2010, 2011)

Bakker & Demerouti (2008, 2013)



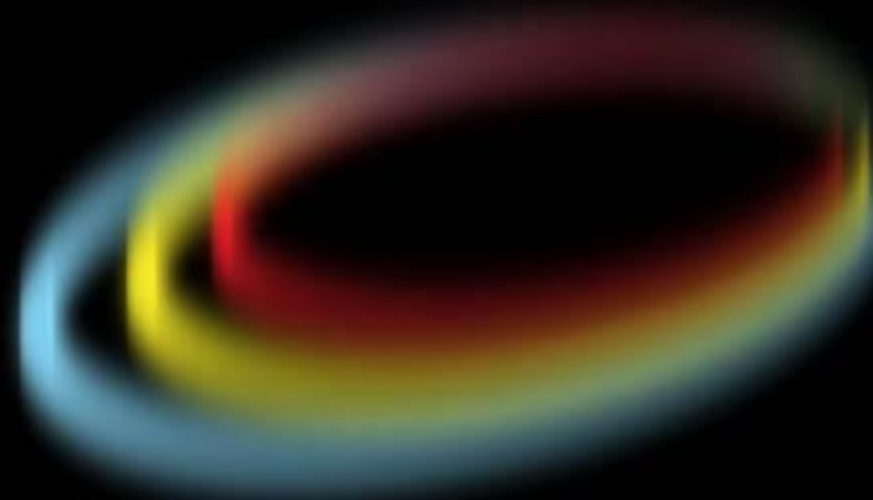
Daily Job Crafting (sequential mediation)





PART 4

Interventions



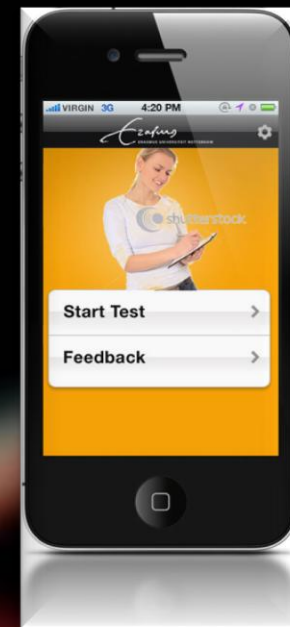
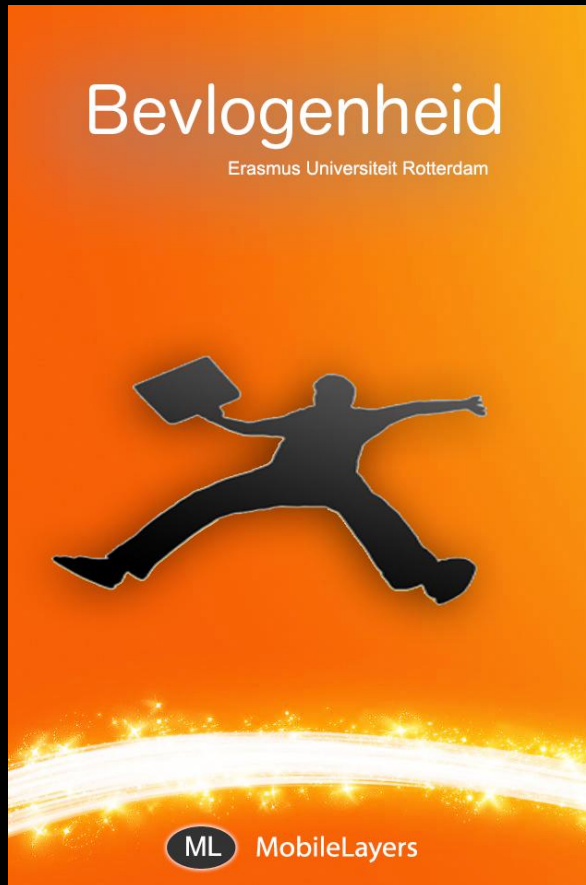
Individual strategies

- JD-R Monitor
 - Change job demands and resources
- Job Crafting
 - Encourage personal initiative
- Use strengths in a new way
 - Identify top 3 strengths, assignments with follow-up / coaching


Individual strategies

- Engagement App

Moment-to-moment fluctuations, feedback



Conclusion

- Daily happiness at work is highly relevant
 - Daily diaries, Day reconstruction, ESM
 - Job challenges and resources facilitate daily happiness and work engagement
 - Trait x State interactions
- 

THANKS !

arnoldbakker.com

current
issues
in
work
and
organizational
psychology

A Day in the Life of a Happy Worker

Edited by **ARNOLD B. BAKKER**
and **KEVIN DANIELS**



Psychology Press