

Arnold B. Bakker

Curriculum Vitae

Address: Erasmus University Rotterdam,
Center of Excellence for Positive Organizational Psychology
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Born: July 19, 1964; Genemuiden, The Netherlands
Nationality: Dutch

EXPERTISE

Job design
Work engagement
Burnout
Proactive work behavior
Leadership
Work-family interface
Emotional contagion

EDUCATION

1998 Postdoctoral researcher, Utrecht University and University of Groningen, The Netherlands

1995 Ph.D., Social Psychology, Persuasion, University of Groningen, The Netherlands (finished in 3 years)

1990 Master degree, Social, Personality & Organizational Psychology, University of Groningen

1984 VWO, Johannes Calvijn College, Kampen, The Netherlands.

Languages Dutch, English, and German (fluent)
Greek (conversational)

EMPLOYMENT

2006 to date *Professor of Work and Organizational Psychology.* Erasmus School of Social and Behavioral Sciences, Erasmus University Rotterdam, The Netherlands

2005 to 2006 *Professor of Positive Organizational Behavior.* Utrecht University, The Netherlands.

- 2000 to 2005 *Associate Professor of Work and Organizational Psychology.* Utrecht University, The Netherlands.
- 1998 to 2000 *Assistant Professor of Work and Organizational Psychology.* Utrecht University, The Netherlands.

VISITING POSITIONS

- 2014 to date *Distinguished Visiting Professor.* Department of Industrial Psychology and People Management. University of Johannesburg, South Africa.
- 2021 to date *Visiting Professor.* Department of Psychological Science, University of Bergen, Norway.
- 2017 to date *Extraordinary Professor.* WorkWell Research Unit. North-West University, Potchefstroom, South Africa.
- 2019 to date *Visiting Professor.* Faculty of Economics and Business. University of Zagreb, Croatia.
- 2012 to 2018 *Adjunct Professor.* Department of Applied Psychology. Lingnan University, Hong Kong.

TEACHING

Currently teaching

Emotions and attitudes in organizations – Master
 Minor Positive Organizational Psychology – Master
 Work engagement – Masterclass
 Inspiring leadership – Masterclass
 Happiness Economics – Masterclass

Previously taught

What is psychology? – Undergraduate
 Interviewing – Undergraduate
 Attitude change – Undergraduate
 Social Psychology of Health – Master
 Applied Social Psychology – Master
 Research Methods – Undergraduate
 Research Methods for Social & Organizational Psychology – Master
 Interpersonal Relations – Master
 Personnel Psychology and Human Resource Management – Master
 Occupational Health Psychology – Master
 Personality Psychology – Undergraduate

(Student ratings of courses have all been consistently rated as excellent)

HONORS & AWARDS

- 2021 Listed as the world's most-cited scholars in the category Business & Management, and #49 in the list of most cited scholars in the world across all scientific disciplines. See: Ioannidis, J.P.A., Boyack, K.W., & Baas, J. (2020). Updated science-wide author databases of standardized citation indicators. *PLOS Biology*, 18(10), e3000918.
- 2021 *3rd place David van Lennep Thesis Award*. Nederlandse Stichting voor Psychotechniek. Sarina Verwijmeren with her paper "Playful work and sports design: A game changer?"
- 2021 Inclusion in Thomson Reuters' list of *The World's Most Influential Scientific Minds*.
- 2021 *Runner up Best Conference Paper Award*, Yuri Scharp for his paper "Using Playful Work Design to Deal with Hindrance Job Demands." Graduate Research School at Erasmus University.
- 2020 Inclusion in Thomson Reuters' list of *The World's Most Influential Scientific Minds*.
- 2020 Listed in the world's top 1% of scientists. Top 5 in Business and Management, and #81 in the list of most cited scholars in the world across all scientific disciplines. See Ioannidis, J. P. A., Boyack, K. W., & Baas, J. (2020). Updated science-wide author databases of standardized citation indicators. *PLOS Biology*, 18(10), e3000918.
- 2020 *Best Dissertation Award* Keri Pekaar for her dissertation "Self- and other-focused emotional intelligence" (supervisors Bakker, Van der Linden, Born). Association of Dutch Work & Organizational Psychologists.
- 2020, Unilever Research Award Sarina Verwijmeren for her master thesis "Playful work and sports design: A game changer?"
- 2020 *2nd place David van Lennep Thesis Award*. Nederlandse Stichting voor Psychotechniek. Tom Junker with his paper "Agile team practices: Construct development and multilevel study."
- 2019 *2nd place David van Lennep Thesis Award*. Nederlandse Stichting voor Psychotechniek. Franklin Tof or his paper "Self-initiated nudging for physical activity: A diary study."
- 2019 *Best Dissertation Award* Keri Pekaar for her dissertation "Self- and other-focused emotional intelligence" (supervisors Bakker, Van der Linden, Born). Graduate Research School at Erasmus University.
- 2019 Inclusion in Thomson Reuters' list of *The World's Most Influential Scientific Minds*.

- 2018 Inclusion in Thomson Reuters' list of *The World's Most Influential Scientific Minds*.
- 2018 *Best Article Award* (with Danyang Du, Daantje Derks & Chang-qin Lu). Article "Does homesickness undermine the potential of job resources? A perspective from the work-home resources model." Graduate School Erasmus University.
- 2018 *Best Paper Award* Annual conference of Dutch Work & Organizational Psychologists (with Marijtje Zeijen, Paraskevas Petrou, & Benjamin van Gelderen). Article "The link between support provision and the provider's work engagement: The role of the receiver's emotional demands and goal orientation".
- 2017 Inclusion in Thomson Reuters' list of *The World's Most Influential Scientific Minds*.
- 2017 *Best Paper Award* Annual conference of Dutch Work & Organizational Psychologists (with Marijtje Zeijen, Paraskevas Petrou, & Benjamin van Gelderen). Article "The daily exchange of social support between co-workers: Implications for momentary work engagement."
- 2016 *Best Dissertation Award* Kimberley Breevaart for her dissertation "Engaging Leadership" (supervisors Bakker & Demerouti). Dutch conference for Work & Organizational Psychologists.
- 2016 Inclusion in Thomson Reuters' list of *The World's Most Influential Scientific Minds*.
- 2016 Outstanding Paper - Emerald Literati Network Awards for Excellence. Article "Employee engagement, human resource management practices and competitive advantage: an integrated approach" published in *Journal of Organizational Effectiveness: People and Performance* (2015, lead author Simon Albrecht)
- 2016 *Three Best Paper Awards* – Annual Conference of Association for Occupational Health Consultants (BA&O).
- 2016 *Best Dissertation Award* Kimberley Breevaart for her dissertation "Engaging Leadership" (supervisors Bakker & Demerouti). Erasmus Graduate school of Social Sciences and the Humanities.
- 2015 *Best Paper Award* Annual conference of Dutch Work & Organizational Psychologists (with Keri Pekaar, Dimitri van der Linden, & Marise Born. Article: "A closer look at the emotional intelligence-job performance link."
- 2015 Inclusion in Thomson Reuters' list of *The World's Most Influential Scientific Minds*.

- 2015 Establishment of the *Center of Excellence for Positive Organizational Psychology*. 1,5 million euro awarded by Erasmus University Rotterdam.
- 2014 Inclusion in Thomson Reuters' list of *The World's Most Influential Scientific Minds*.
- 2014 *Citations of Excellence Winner*, Emerald (with Wilmar Schaufeli & Willem van Rhenen). Article: "How changes in job demands and resources predict burnout, work engagement, and sickness absenteeism"
- 2014 *Andre Büssing Award*, European Academy of Occupational Health Psychology (with Anne Mäkikangas, Rantanen, Ulla Kinnunen, Pulkinen, & Kokko). Article: "The circumplex model of occupational well-being: Its relation with personality."
- 2013 *Research Excellence Award* of 2 million euro, Erasmus University Rotterdam.
- 2013 Best Paper Award, Journal of Occupational Health Psychology (APA-NIOSH conference; with Jari Hakanen & Jokisaari). Article: A 35-year follow-up study on burnout among Finnish employees."
- 2012 *Wiley-Blackwell Award* for Outstanding Contribution to the European Journal of Personality (with Benjamin de Boer & Edwin van Hooft). Article: "Stop and start control: A distinction within self-control."
- 2012 *Most Highly Cited Paper in Two Decades*, Journal of Organizational and Occupational Psychology virtual issue (85th birthday; with Despoina Xanthopoulou, Evangelia Demerouti, & Wilmar Schaufeli). Article: "Work engagement and financial returns: A diary study on the role of job and personal resources."
- 2012 *Influential Scholar*. Ranked Number 7 in "Ranking of influential scholars who received their degrees since 1991 based on impact inside and outside the Academy": Aguinis, H., Suarez-González, I., Lannelongue, G., & Joo, H. (2012). Scholarly impact revisited. *Academy of Management Perspectives*, 26, 105-132.
- 2011 *Best Paper Award* Annual conference of Dutch Work & Organizational Psychologists (with Maria Tims & Daantje Derks). Article: "The impact of job crafting on job demands, job resources, and well-being."
- 2011 Best Paper Award, Institute of Psychology, Erasmus University (with Nadia Rida & Wido Oerlemans). Article: Why extraverts are happier: A day reconstruction study."
- 2010 *Highly Commended Paper*, Emerald Awards for Excellence Emerald (with Evangelia Demerouti). Article: "The crossover of work

- engagement between working couples: A closer look at the role of empathy.”
- 2010 Best Paper Award Southern Management Association (with Lieke ten Brummelhuis, Claartje ter Hoeven, & Bram Peper). Article: “Breaking through the loss cycle of burnout: The role of motivation.”
- 2010 *Most Influential Paper* published internationally between 1990 and 2009 by Dutch researchers (with Evangelia Demerouti, Friedhelm Nachreiner, & Wilmar Schaufeli). Article: “The Job Demands - Resources model of burnout.” Source: De Dreu, C.K.W. (2010). Een kwantitatieve analyse van Nederlandse bijdragen aan internationaal arbeids- en organisatiepsychologisch onderzoek. *Gedrag & Organisatie, 1*.
- 2009 *Highly Commended Award Winner* at the Literati Network Awards for Excellence (with Evangelia Demerouti). Article: “Towards a model of work engagement.”
- 2008 *Highly Commended Award Winner* at the Literati Network Awards for Excellence (with Evangelia Demerouti). Article: “The Job Demands-Resources model: State of the art.”
- 2008 *3rd place David van Lennep Thesis Award*. Nederlandse Stichting voor Psychotechniek (with Maria Tims & Despoina Xanthopoulou). Article: “Do transformational leaders enhance their followers’ daily work engagement?”
- 1996 *Runner up Dissertation Award*. Stichting Publiek, Wetenschap & Techniek: Bakker, A.B. (1995). Wat motiveert tot condoomgebruik? Onderzoek naar effectieve aidsvoorlichting. In H. Tennekes, H.C. Cassee & E. Nijssen (Red.), RADAR 96: Stand van zaken in de wetenschap (pp. 446-449). Bloemendaal: Aramith.
- 1995 *Honorable Mention*, 1st Heymans Symposium, Groningen: Bakker, A.B., Elving, W.J.L., Siero, F.W., & Buunk, B.P. (1995). Attitudeverandering als gevolg van AIDS-voorlichting. *Nederlands Tijdschrift voor de Psychologie*, 50, 1-9.
- 1995 *Best Scientific Article* in *Gedrag & Gezondheid* 1994: Bakker, A.B., & Siero, F.W. (1995, reprint). Voorlichting over condoomgebruik: De invloed van waargenomen extremiteit op het overredingsproces. *Gedrag & Gezondheid*.

PROFESSIONAL MEMBERSHIPS

Fellow

Association for Psychological Science

European Academy of Occupational Health Psychology.

International Association of Applied Psychology

Member

European Association of Work & Organizational Psychology (*President from 2009 to 2013*)

Dutch Association for Work & Organizational Psychology Researchers (*President from 2006 to 2011*)

Dutch Society for Work & Organization Professionals (Beroepsvereniging voor A&O deskundigen - BA&O). *Honorary member*

Foundation for Research on Psychosocial Stress (in Dutch: Stichting Onderzoek Psychosociale Stress, SOPS) – *Chairman from 2014 to 2016*.

PROFESSIONAL ACTIVITIES
Current Journal Editorial Review Board Memberships

Anxiety, Stress, and Coping (since 2007)

Career Development International (since 2008)

South African Journal of Industrial Psychology (since 2009)

Journal of Business and Psychology (since 2012)

Group and Organization Management (since 2014)

Journal of Occupational Health Psychology (since 2014)

Human Resource Management Review (since 2015)

Occupational Health Science (since 2016)

Work & Stress (since 2017)

Book Series Editor

Current issues in Work and Organizational Psychology – Psychology Press (2009-2017).

Advances in Positive Organizational Psychology – Emerald (2011-2015).

Special Issues Co-editor

Journal of Occupational & Organizational Psychology. Special issue on Positive Organizational Psychology interventions (2021). Co-edited with Marianne van Woerkom and Michael Leiter.

European Journal of Work & Organizational Psychology. Special issue on Advances in burnout research (2021). Co-edited with Evangelia Demerouti, Maria Peeters and Kimberley Breevaart.

Applied Psychology: An International Review. Special issue on Value of job resources (2020). Co-edited with Marc van Veldhoven, Anja van den Broeck, Kevin Daniels, Susana Tavares, and Chidiebere Ogbonnaya.

Career Development International. Special issue on Work engagement (2018). Co-edited with Simon Albrecht.

Gedrag & Organisatie. Special issue on Job crafting (2013). Co-edited with Luc Dorenbosch, Evangelia Demerouti, and Karen van Dam.

Human Relations. Special issue on Daily employee happiness (2012). Co-edited with Despoina Xanthopoulou and Remus Ilies.

Psicothema. Special issue on Positive Organizational Psychology (2012). Co-edited with Alfredo Rodriguez.

South African Journal of Industrial Psychology. Special issue on the Job Demands–Resources model (2011). Co-edited with Evangelia Demerouti.

Journal of Occupational and Organizational Psychology. Special issue on resources theories (2011). Co-edited with Jonathon Halbesleben and Marjan Gorgievski.

Journal of Managerial Psychology. Special issue on Crossover of work-related strain and engagement (2009). Co-edited with Mina Westman and Hetty van Emmerik.

Journal of Organizational Behavior. Special issue on Positive Organizational Behavior (2008). Co-edited with Wilmar Schaufeli.

Work & Stress. Special issue on Work engagement (2008). Co-edited with Wilmar Schaufeli, Michael Leiter and Toon Taris.

Occasional Reviewer

Academy of Management Journal
 Academy of Management Review
 Human Relations
 Journal of Applied Psychology
 Journal of Management
 Journal of Management Studies
 Journal of Management and Organization
 Journal of Managerial Psychology
 Journal of Organizational Behavior
 Journal of Vocational Behavior
 Organizational Behavior and Human Decision Processes
 Journal of Occupational and Organizational Psychology
 European Journal of Work and Organizational Psychology
 Psychological Bulletin
 Journal of Personality and Social Psychology
 Human Performance
 Applied Psychology: An International Review
 Applied Psychology: Health & Well-being
 Journal of Personality
 Journal of Personnel Psychology
 Journal of Educational Psychology
 European Journal of Social Psychology
 Journal of Applied Social Psychology
 Personality and Social Psychology Bulletin
 Psychology and Health
 Social Science and Medicine
 Scandinavian Journal Work, Environment, & Health
 Stress & Health
 Journal of Advanced Nursing
 Health Psychology
 Psychology and Health
 Addiction Research & Theory
 Developmental Psychology

Personality and Individual Differences
 International Journal of Stress Management
 International Journal of Psychology
 British Journal of Management
 The Journal of Positive Psychology
 Journal of Happiness Studies
 International Journal of Human Resources Management and
 Development
 Occupational and Environmental Medicine
 British Journal of Educational Psychology
 Gedrag & Organisatie
 Gedrag & Gezondheid
 Public Administration Review
 Journal of Public Administration Research and Theory
 European Journal of Sport Science
 BMC Public Health
 Community, Work, and Family
 European Journal of Psychological Assessment
 Learning and Individual Differences
 General Review of Psychology
 Journal of Experimental Psychology: Applied
 Journal of Clinical Sport Psychology
 Journal of Sports Sciences
 International Journal of Behavioral Medicine
 Journal of Air Transport Management
 Environment and Behavior
 Human Resource Development Review

Regular conference reviewer

European Association of Work & Organizational Psychology
 Society for Industrial and Organizational Psychology
 Dutch Association for Work & Organizational Psychology Researchers

National science foundation reviewer

Israel Science Foundation
 Research Grants Council Hong Kong
 Swiss National Science Foundation
 The Netherlands Organisation for Scientific Research

Expert advisory panel

“LEAP – Leadership and Performance” to Prof. Lotte Bøgh Andersen.
 Financed by the Danish Council for Independent Research.
 Avonova – Occupational Health Services, Sweden & Norway
 Leiden Leadership Centre, The Netherlands

Tenure reviews

I have conducted dozens of tenure reviews and promotions to associate and full professor (mostly for N. America, European, and Australasian universities).

RESEARCH GRANTS

Note. Total grants awarded since 1994 is: € 7.49 million.

- Awarded in 2020 Bakker, A.B., & De Vries, J.D. (2020). Self-initiated nudging to foster employee physical activity while working from home. Fast-track COVID-19 research project. NWO. Total amount awarded Euro 50.000,=
- Awarded in 2018 Van Woerkom, M., Runhaar, P & Bakker, A.B., & Practitioner partners (2018). “Stimulating teachers’ development using a strength-based approach”. Nationaal Regieorgaan Onderwijsonderzoek. Total amount awarded Euro 506.000,=
- Awarded in 2019 Dollard, M., Winefield, A., Pignata, S., Lushington, K., & Bakker, A.B. (2019). Digital communication and work stress in universities: a multilevel study. Australian Research Council Discovery Project DP190100853. Total amount awarded 295.000,=
- Awarded in 2019 Findlay, P., Lindsay, C., Bakker, A.B., & Demerouti, E. (2019). “Strategic management choices and workplace practices that stimulate employee work engagement and innovation”. Total grant of 1 million euro awarded by the Economic & Social Research Council (UK) to the Business school of the University of Strathclyde. Bakker received Funding Euro 100.000,=
- Awarded in 2018 Rodríguez Muñoz, A., Bakker, A.B., & Sanz-Vergel, A. (2018). Research project "Inter and intra-effects of workplace bullying: A multilevel and longitudinal study among couples". Total amount awarded Euro 35.000,=
- Awarded in 2019 Van Mierlo, H., Bakker, A. B., & van Woerkom, M. (2019). Policy-oriented research in higher education: “Regulatory burden in relation to workload in Dutch higher education." Nationaal Regieorgaan Onderwijsonderzoek. NWO/NRO Total amount awarded Euro 50,000.
- Awarded in 2017 Bakker, A.B., & Liu, W. (2017-2021). Strengths use and behavioral economics. Chinese Scholarship for PhD-student from the Chinese government. Total amount awarded 60.000 euro.
- Awarded in 2017 Bakker, A.B. (2017). Resilience among entrepreneurs. Flagship initiative Grant, Erasmus University Rotterdam (with Gorgievski and Derks), 200.000 euro
- Awarded in 2015 Van Wingerden, J., Derks, D., & Bakker, A.B. (2015-2019). Grant for research on job crafting among teachers. Grant Vervangingsfonds, Total amount awarded 100.000 euro.
- Awarded in 2015 Bakker, A.B. (2015-2020). Center of Excellence for Positive Organizational Psychology, Erasmus University Rotterdam. Total amount awarded 1,3 million euro.

- Awarded in 2014 Bakker, A.B., & Du, D. (2014-2018). The quest for daily and momentary work engagement. Chinese Scholarship for PhD-student from the Chinese government. Total amount awarded 60.000 euro.
- Awarded in 2013 Bakker, A.B. (2013-2018). EUR Research excellence initiative 2013. Total amount awarded 1 million euro, plus matching of 1 million euro. Erasmus University Rotterdam.
- Awarded in 2013 Bakker, A.B., & Tims, M. (2013). Research on job crafting and performance. Energiewacht. Total amount awarded 3000,- euro.
- Awarded in 2012 Bakker, A.B. & Oerlemans, W. (2012-2014). Research project on happiness from insurance company UVIT, Arnhem, The Netherlands. Total amount awarded € 333.000,-
- Awarded in 2011 Bakker, A.B. (2011-2012). Research project on guidelines for work pressure, NVAB, Utrecht. Total amount awarded € 70.000,-
- Awarded in 2010 Bakker, A.B. & Tims, M. (2010-2011). Research project “Job crafting” from Sabic Innovative Plastics, Bergen op Zoom, The Netherlands. Total amount awarded € 9.000,-
- Awarded in 2010 Bakker, A.B. (2010-2014). Research project on “Daily leadership and employee work engagement” from Achmea Vitale, Utrecht. Total amount awarded € 200.000,-
- Awarded in 2010 Dollard, M.F., Bakker, A.B. et al. (2010-2012). ARC Linkage grant (LP100100449). State, organisational, and team interventions to build psychosocial safety climate using the Australian Workplace Barometer and the StressCafe (with Dollard, M.F. (principal investigator), Winefield, A.H., Taylor, A.W., Smith, P.M., Nafalski, A., & Dormann, C.). Total amount awarded \$340.000,-
- Awarded in 2009 Bakker, A.B. (2009-2011). Postdoc research project on the work-family interface, Erasmus University Rotterdam. Total amount awarded € 120.000,-
- Awarded in 2009 Tims, M., Bakker, A.B., & Derks, D. (2009-2010). Research project “Engagement and Job crafting” from Nederlandse Stichting voor Psychotechniek (NSvP). Total amount awarded € 20.000,-
- Awarded in 2008 M.F. Dollard, Bakker, A.B. et al. (2008-2012). ARC Discovery Grant (DP087900). Working wounded or engaged? Australian work conditions and consequences through the lens of the Job Demands-Resources Model (with M.F. Dollard (principal investigator), A.H. Winefield, A.D. LaMontagne, A. W. Taylor, & C. Mustard). Total amount awarded \$424,000,-

- Awarded in 2008 Bakker, A.B., & Veenhoven, R. (2008-2011). Research project on Happiness from insurance company UVIT, Arnhem, The Netherlands. Total amount awarded € 300.000,-
- Awarded in 2006 Bakker, A.B. (2006-2008). Postdoc research project on diary studies, Erasmus University Rotterdam. Total amount awarded € 180.000,-
- Awarded in 2006 Bakker, A.B. (2006-2007). Research project “Reintegration of young delinquents”, Work-Wise, NL. Total amount awarded € 50.000,-
- Awarded in 2005 Dollard, M.F., Bakker, A.B. et al. (2005-2008). ARC Linkage grant (LP0562310) for research project “Optimal Resourcing: A longitudinal study of work demands, resourcing, and psychological well-being in Australian frontline police officers” (with Dollard, M.F. (principal investigator), Winefield, A.H., De Jonge, J.). Total amount awarded \$158,000,-
- Awarded in 2005 Bakker, A.B. (2005-2006). Professorship (‘bijzondere leerstoel) “Positive Organizational Behavior”, Utrecht University. Sponsored by Right Management Consultants. Total amount awarded € 85.000,-
- Awarded in 2004 Bakker, A.B. (2004-2005). Research project on the Job Demands – Resources model. Siemens, The Hague. Total amount awarded € 10.000,-
- Awarded in 2003 Dollard, M.F, Bakker, A.B. et al. (2003-2006). ARC Grant (LX0348225) ARC Linkage International. The Australian-Netherlands Project on Work & Stress Research (with Dollard, Winefield, Metzger, Ranzijn, DeJonge, Schaufeli, Peeters, & LeBlanc). Total amount awarded \$55,700
- Awarded in 2002 Xanthopoulou, D., & Bakker, A.B. (2002-2006). Grant from Hellenic State Scholarships Foundation (IKY), for Despoina Xanthopoulou, Aristotle university of Thessalonica, Department of Psychology, Thessalonica, Greece. Ms. Xanthopoulou worked on her dissertation under my supervision. Total amount awarded € 115.000,-
- Awarded in 2002 Schaufeli, W.B., Bakker, A.B., & Van Doornen, L. (2002–2006). Grant from Psychology & Health Research school. “Are engagement and burnout each other’s opposites? On the psychological and psycho physiological aspects of work-related well-being.” Total amount awarded € 150.000,-
- Awarded in 2002 Bakker, A.B. (2002–2003). Fulbright International Fellowship for Joy Oliver, Graduate student University of Scranton, Pennsylvania, USA. Oliver conducted research on job analysis and false consensus. Total amount awarded € 25.000,-
- Awarded in 2000 Schaufeli, W.B., & Bakker, A.B. (2000-2003). European research project “Social convoy and sustainable employability: Innovative

- strategies of outplacement/replacement counselling (SOCOSE)". Total amount awarded € 152.000,-
- Awarded in 1997 Bakker, A.B. (1997–1998) NWO post-doc grant: “Multiple roles for source attractiveness during persuasive communication.” Total amount awarded € 91.000,-
- Awarded in 1994 Bakker, A.B. (1994–1996). Research project on attitude and behavioral change as a consequence of AIDS education, AIDS Foundation. Total amount awarded € 300.000,-

PHD PROJECTS

Completed

- Rolf van Hulten (1998). Social psychological predictors of benzodiazepine use (with Bakker, Leufkens, and Teeuw)
- Marjan Gorgievski-Duijvesteijn (2002). The treadmill of declining farm-business: On the relationship between farmers’ finances and their well-being (with Schaufeli)
- Elpine de Boer (2003). Organizational fairness, well-being and sickness absenteeism (with Schaufeli)
- Susana Llorens (2004). Burnout and engagement among information and communication technology users: A test of the Job Demands – Resources Model (with Salanova and Schaufeli)
- Saar Langelaan (2006). Burnout and work engagement: Exploring individual and psychophysiological differences (with Schaufeli and Van Doornen)
- Despoina Xanthopoulou (2007). A work psychological model that works: Expanding the Job Demands – Resources model (with Demerouti & Schaufeli)
- Benjamin de Boer (2012). Stop and start control. A distinction within self-control (with Van Hooft).
- Maria Tims (2013). Job crafting: A new perspective on job redesign (with Derks).
- *Cum Laude.*
- Benjamin van Gelderen (2013). At the heart of policing: Emotional labour among police officers (with Konijn).
- Machteld van den Heuvel (2013). Personal resources and adaptation to change (with Demerouti)
- Garry Hall (2013). Test of the Job Demands – Resources model (with Dollard)
- Patricia Costa (2014). Team work engagement and team effectiveness (with Pasos).
- *Cum Laude.*
- Maja Tadic (2014). Daily happiness at work (with Oerlemans).
- Kimberley Breevaart (2015). Engaging leadership (with Demerouti).
- *Cum Laude.*
- Coby de Boer (2015). Medical ethical decision-making in neonatal care (with Reiss).
- Jessica van Wingerden (2016). Job Demands - Resources interventions.

- Jesper Hopstaken (2016). Conquering fatigue: The battle for engagement (with Van der Linden).
- Danyang Du (2018). How family life influences work life: Insights from the work-home resources model (with Derks).
- *Cum Laude.*
- Keri-Anne Pekaar (2019). Self- and other-focused emotional intelligence (with Van der Linden and Born).
- *Cum Laude.*
- Jason Gawke (2019). Intrapreneurship: A psychological perspective (with Gorgievski).
- Andrea Reina (2020). Work engagement: An episodic perspective (with Derks).
- Judith Plomp (2020). Job crafting across employment arrangements (with Khapova & Jansen and Tims)

Ongoing PhD projects:

- Marijntje Zeijen (expected 2022). The daily exchange of resources at work.
- Yuri Scharp (expected 2022). Playful work design.
- Hannah Moore (expected 2022). Strengths use and engagement.
- Emma op den Kamp (expected 2022). Proactive vitality management.
- Gloria Ma (expected 2022). Dark personality at work.
- Wei Liu (expected 2022). Episodic proactive behavior and performance.
- Henrik O. Sørli (expected 2022). Person-organization fit.
- Anniek Postema (expected 2022). Work-sports enrichment.
- Denise Fortuin (expected 2023). Team booster behaviors and team work engagement.
- Henrico van Roekel (expected 2023). Leadership in health care.
- Valesca Tobias (expected 2023). Strengths use in schools.
- Anne van Rossum (expected 2025). Leadership in JD-R theory.
- Hairong Lu (expected 2024). Neuroscientific basis of flow.
- Jixin Wang (expected 2024). Strengths-based leadership.
- Sarina Verwijmeren (expected 2025). Leadership and playful work design.

HOST & COACH FOR YOUNG SCHOLARS

- Dr. Omer Erdem Kocak, Turkey
- Dr. Manuela Morf, Switzerland
- Dr. Michelle Tuckey, Australia
- Dr. Despoina Xanthopoulou, Greece
- Dr. Lieke ten Brummelhuis
- Dr. Wido Oerlemans
- Dr. Manuela Morf, Switzerland
- Dr. Anne Mäkikangas, Finland
- Prof. Jari Hakanen, Finland
- Dr. Jørn Hetland, Norway
- Dr. Susana Llorens, Spain

Dr. Patrícia Costa, Portugal
 Dr. Monica Molino, Italy
 Dr. Bob Ono, USA
 Dr. Sara Schwarz, USA
 Dr. Akihito Shimazu, Japan
 Prof. Ana Sanz-Vergel, UK
 Dr. Joy Oliver, USA
 Dr. Gary Hall, Australia
 Dr. Peter Winwood, Australia
 Dr. Maja Tadić, Croatia

INTERNATIONAL ACTIVITIES

Selection

	<u>Activities & Roles</u>
1994 to date	I have made many study visits all over the world, to Japan, Hawaii, USA, South Africa, Singapore, Hong Kong, China, Chile, Australia, Germany, Finland, Spain, Greece. Also, I have been active as president of the European Association of Work and Organizational Psychology, and have organized workshops, seminars, and symposia across the globe.
2017 to date	European Science Foundation College of Expert Reviewers
2016 to 2020	Advisory board IO Division of the International Positive Psychology Association (IPPA)
September 2017	Small Group Meeting “New Directions in Burnout research” (with Demerouti et al.). Sponsored by the European Association of Work and Organizational Psychology.
2009 to 2013	President of the European Association of Work and Organizational Psychologists (EAWOP).
2010 to 2014	Secretary–General of the Alliance of Organizational Psychology, founding member (international collaboration between IAAP, SIOP and EAWOP).
2014 to 2017	Member of the SIOP International Affairs Committee
2012 to 2013	Member of the Organizing committee EAWOP 2013 conference, Munster, Germany.
2010 to 2011	Member of the Organizing committee EAWOP 2011 conference, Maastricht, The Netherlands.

2008	Dissertation ceremony opponent; University of Jyväskylä Johanna Rantanen (December); Business school Oslo, Christina Nerstad (October 2009 and January 2012)
2016	Dissertation ceremony opponent; Police University Munster, Phillipp Lichtenthaler
2014	International evaluation committee Swedish Research on Work Organization. FORTE, Stockholm, Sweden.
2011 to date	Regular Evaluation - Visitation committee, University of Johannesburg.

PUBLICATIONS

Most-cited scholar in the world in the category Business & Management. Source: Ioannidis, J.P.A., Boyack, K.W., & Baas, J. (2020). Updated science-wide author databases of standardized citation indicators. *PLOS Biology* 18(10), e3000918.

H-index = 121 (Web of Science), H = 186 (Google Scholar).

In total 61.012 citations (Web of Science) / 204.951 citations (Google Scholar) on November 20, 2021.

International Journal Publications

1. Bakker, A.B., & De Vries. J.D. (2021). Job Demands–Resources theory and self-regulation: New explanations and remedies for job burnout. *Anxiety, Stress & Coping*, 34, 1-21.
2. Van Roekel, H., Van der Fels, I.M.J., Bakker, A.B., & Tummers, L.G. (2021). Healthcare workers who work with COVID-19 patients are more physically exhausted and have more sleep problems. *Frontiers in Psychology*, 11, 625626.
3. Geldenhuys, M., Bakker, A.B., & Demerouti, E. (2021). How task, relational and cognitive crafting relate to job performance: A weekly diary study on the role of meaningfulness. *European Journal of Work and Organizational Psychology*, 30, 83-94.
4. Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., Bamberger, P., Bapuji, H., Bhave, D. P., Choi, V. K., Creary, S. J., Demerouti, E., Flynn, F. J., Gelfand, M. J., Greer, L. L., Johns, G., Kesebir, S., Klein, P. G., Lee, S. Y., . . . Van Vugt, M. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action. *American Psychologist*, 76, 63–77.
5. Aw, S.S.Y., Ilies, R., Li, X., Bakker, A.B., & Liu, X-Y. (2021). Work-related helping and family functioning: A work-home resources perspective. *Journal of Occupational and Organizational Psychology*, 94, 55-79.

6. Bakker, A.B., & Van Wingerden, J. (2021). Do personal resources and strengths use increase work engagement? The effects of a training intervention. *Journal of Occupational Health Psychology, 26*, 20-30.
7. Van Woerkom, M., Bakker, A.B., & Leiter, M.P. (2021). Positive psychology interventions in organizations. *Journal of Occupational and Organizational Psychology, 94*, 221-229.
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9. Van der Linden, D., Tops, M., & Bakker, A.B. (2021). The neuroscience of the flow state: Involvement of the locus coeruleus norepinephrine system. *Frontiers in Psychology, 12*, 645498.
10. Postema, A., Bakker, A.B., & Van Mierlo, H. (2021). Work-sports enrichment in amateur runners: A diary study. *The Journal of Psychology: Interdisciplinary and Applied, 155*, 406-425.
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12. Van der Linden, D., Tops, M., & Bakker, A.B. (2021). Go with the flow: A neuroscientific view on being fully engaged. *European Journal of Neuroscience, 53*, 947-963.
13. Bakker, A.B., & Van Wingerden, J. (2021). Rumination about COVID-19 and employee well-being: The role of playful work design. *Canadian Psychology, 62*, 73-79.
14. Derks, D., Bakker, A.B., & Gorgievski, M. (2021). Private smartphone use during worktime: A diary study on the unexplored costs of integrating the work and family domains. *Computers in Human Behavior, 114*, 106530.
15. Scharp, Y.S., Breevaart, K., & Bakker, A.B. (2021). Using playful work design to deal with hindrance job demands: A quantitative diary study. *Journal of Occupational Health Psychology, 26*, 175-188.
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Internet products

- Happiness Indicator (in Dutch: Gelukswijzer)
- Engagement App for iPhone
- LPMO Monitor, instrument voor levensfasebewust personeelsbeleid. Belastingdienst, Utrecht
- JD-R Monitor, Mental Health Check, etc. for C4OB, Zaltbommel: www.c4ob.nl
- Career monitor for doctors, career counseling instrument for doctors, for KNMG, Utrecht: www.knmgcarrieremonitor.nl
- Stoplicht: Burnout-diagnose instrument, for Interapy, Amsterdam: www.interapy.nl
- Verzuimscan: Instrument used during reintegration counselling, for Manpower, Diemen: www.manpower.nl
- QueRIE: Risk assessment ('risico inventarisatie') instrument, for FNV, Kenniscentrum Werkbeleving, Groningen.

UNIVERSITY SERVICE

2006 to date *Chair* of the section Work and Organizational Psychology, Erasmus University

2006 to date	<i>Board of Directors</i> , Department of Psychology, Education and Child Studies, Erasmus School of Social and Behavioral Sciences
2006 to date	<i>Coordinator</i> of the Master Positive Organizational Psychology
2006 to date	<i>Department Representative</i> . Informational sessions for prospective students Work and Organizational Psychology.
2006 to date	<i>Member of Appointment Recommendation Committee</i> for Full Professors.
2008 to date	<i>Member</i> of Erasmus Happiness Economics Research Organization. Development of courses for alumni, masterclasses, and workshops.
2015 to date	<i>Chair</i> of the Center of Excellence for Positive Organizational Psychology.
2017 to 2019	<i>Committee Chair</i> Development of new Master Track Organizational Dynamics in the Digital Society. Collaboration with Public Administration and Sociology.
2017 to 2019	<i>Member of Committee</i> for Development of Panel Study for Erasmus School of Social and Behavioral Sciences
2016 to 2018	<i>Member of Expert panel</i> Work Pressure Initiative, Erasmus University
2000 to 2004	<i>Colloquium Coordinator</i> . Monthly Seminar, Social and Organizational Psychology, Utrecht University, The Netherlands.
1999 to 2004	<i>Replacement</i> of the Research School Director's (Wilmar Schaufeli) educational activities. Social and Organizational Psychology, Utrecht University, The Netherlands.
1999 to 2003	<i>Elected Faculty Representative</i> to the Faculty Council. Faculty of Social Sciences, Utrecht University, The Netherlands

PRESENTATIONS

Every year, I present my latest research during national and international conferences and during study visits to colleagues and practitioners. In addition, I regularly give workshops and master classes for practitioners including managers, consultants, doctors, occupational health professionals, physiotherapists, call center employees, etc. Since 2020, I also give webinars and online presentations.

Bakker, A.B. (2021). *Inspirerend leidinggeven in het onderwijs*. Workshop for Dyade. February 2, 2021.

- Bakker, A.B. (2021). *Job crafting*. ID Plein, Rietveld theater Delft. February 4, 2021.
- Bakker, A.B. (2021). *Playful work design*. ID Plein, Rietveld theater Delft. February 4, 2021.
- Bakker, A.B. (2021). *Proactive work behavior*. Presentation for train-the-trainer education. Vivic. February 11, 2021.
- Bakker, A.B. (2021). Invited Keynote “From chronic stress to vitality and work engagement” for European Congress of Radiology. 3 March 2021.
- Bakker, A.B. (2021). Invited Masterclass / webinar “New developments in Job Demands–Resources research” for the University of Johannesburg. 21 May June 2021.
- Bakker, A.B. (2021). Invited Masterclass / webinar “Flow at work” for the University of Johannesburg. 28 May 2021.
- Bakker, A.B. (2021). Invited Masterclass / webinar “Job crafting and playful work design” for the University of Johannesburg. 11 June 2021.
- Bakker, A.B. (2021). Keynote “Well-being at work” Erasmus University Rotterdam, 15 September 2021.
- Bakker, A.B. (2021). Workshop presentation “Job crafting”. Training intervention at Erasmus University Rotterdam, 15 September 2021.
- Bakker, A.B. (2021). *Werkgeluk*. Presentatie in de leergang Het Rendement van Geluk. EHERO, Rotterdam, 24 September 2021.
- Bakker, A.B. (2021). Invited keynote “De positieve psychologie van werkplezier”. Congres Positief werken. Ede, 14 oktober 2021
- Bakker, A.B. (2021). Invited keynote “Critical strategies to improve work engagement.” 2021 China EAP & Occupational Health Psychology Forum. Webinar, 23 October 2021.
- Bakker, A.B. (2021). Invited keynote “From burnout to work engagement.” Webinar, Proleven, Casalecchio di Reno. 28 October 2021.
- Bakker, A.B. (2021). Invited keynote “Bevlogenheid door Baanboetseren: Innovatie via positieve organisatiepsychologie” tijdens Nationaal Congres Vitaliteit. Webinar, 4 November 2021.
- Bakker, A.B. (2021). Invited keynote “Nieuwe ontwikkelingen in de JD-R theorie” in “HR Talk” serie van Avans+, Utrecht, 11 November 2021.
- Bakker, A.B. (2021). Invited keynote “Engaging leadership: Using JD-R theory” for webinar/conference organized by Seminarium, Santiago de Chile, 18 November 2021.
- Bakker, A.B. (2020). *De context van playful work design*. Presentation as part of playful work design training for practitioners, organized by Vivic, Utrecht. January 10, 2020.

- Bakker, A.B. (2020). *De context van playful work design*. Presentation as part of playful work design training for practitioners, organized by Vivic, Utrecht, January 22, 2020.
- Bakker, A.B. (2020). *Inspirerend leiderschap in het onderwijs*. Workshop for Dyade, Rotterdam. January 28, 2020.
- Bakker, A.B. (2020). *Promoting engagement, preventing burnout: Who takes the lead?* Invited keynote presentation for national HR association. Reykjavik, Iceland. February 6, 2020.
- Bakker, A.B. (2020). *Bevlogenheid*. Two invited presentations for Rabobank group. Scheveningen. March 10, 2020.
- Bakker, A.B. (2020). *JD-R theorie*. Workshop for Occupational health consultants. Nederlandse Academie voor Arbeidswetenschappen, Nijmegen. March 12, 2020.
- Bakker, A.B. (2020). *De context van playful work design*. Presentation as part of train-the-trainer workshop playful work design, organized by Vivic, Nieuwegein, March 13, 2020.
- Bakker, A.B. (2020). *Playful work design*. Webinar as part of workshop playful work design, organized by Vivic. April 15, 2020.
- Bakker, A.B. (2020). *JD-R workshop*. Workshop for Occupational health consultants. Nederlandse Academie voor Arbeidswetenschappen, Nijmegen. June 17, 2020.
- Bakker, A.B. (2020). *Work engagement: An international view in the context of the COVID-19 crisis*. Invited webinar for Circular HR, Santiago de Chile. June 25, 2020.
- Bakker, A.B. (2020). *Proactive work behavior*. Presentation as part of training playful work design, organized by Vivic. August 26, 2020.
- Bakker, A.B. (2020). *Proactive work behavior*. Presentation as part of training playful work design, organized by Vivic. September 9, 2020
- Bakker, A.B. (2020). *Public Leadership*. Panel discussion (live streaming) at the PUPOL conference on public and political leadership, organized by the Leiden Leadership center. Den Haag. October 15, 2020
- Bakker, A.B. (2020). *JD-R theory: Drivers of work engagement and employee behaviors*. Webinar for Gravity consortium on Human-Robot interaction, Delft. October 29, 2020.
- Bakker, A.B. (2020). *Dag van de bevlogenheid*. Expert side-kick, online event, Den Bosch, 4 November 2020.
- Bakker, A.B. (2020). *Job Demands-Resources theorie en praktijk*. Online workshop voor Inspecteurs van de Arbeidsinspectie, SZW. November 19, 2020.

- Bakker, A.B. (2020). *College tour*. Webinar as part of workshop playful work design, organized by Vivic. November 27, 2020.
- Bakker, A.B. (2019). *Engaging aging*. Invited presentation for the board of NPDI. Utrecht, January 21, 2019.
- Bakker, A.B. (2019). *Inspiring leadership in education*. Masterclass, Dyade, Rotterdam, January 29, 2019.
- Bakker, A.B. (2019). *Emotionele belastbaarheid: Emoties op het werk*. Keynote Nederlands Kenniscentrum voor Duurzame Inzetbaarheid. HAN Hogeschool, Arnhem. February 1, 2019.
- Bakker, A.B. (2019). *Motivation: The push and pull of work*. Keynote for annual business meeting of engineers. Witteveen & Bos. Deventer, February 14, 2019.
- Bakker, A.B. (2019). *Oprecht Inspireren*. Keynote for Dutch Judges at Annual conference. SSR Opleidingsinstituut. Utrecht, March 7, 2019.
- Bakker, A.B. (2019). *Duurzame inzetbaarheid: Blending van A&O-praktijk en wetenschap*. Keynote voor Netwerkbijeenkomst van het Nederlands Platform voor Duurzame Inzetbaarheid (NPDI). Utrecht, March 19, 2019.
- Bakker, A.B. (2019). *Engagement: Een zoektocht naar werkgeluk*. Masterclass voor ambtenaren van de Gemeente Barendrecht. April 8, 2019.
- Bakker, A.B. (2019). *Werkgeluk*. Presentatie in de leergang Het Rendement van Geluk. EHERO, Rotterdam, April 10, 2019.
- Bakker, A.B. (2019). *Stress en bevlogenheid: De Job Demands-Resources benadering*. Invited presentation at the Center for Mindfulness. Amsterdam, 15 April, 2019.
- Bakker, A.B. (2019). *Organisation and Workshops* at European Masterclass The secrets of employee engagement and happy workplaces. Garderen, April 16-17.
- Bakker, A.B. (2019). *Bevlogen aan het werk*. Presentatie tijdens European Masterclass The secrets of employee engagement and happy workplaces. Garderen, April 16-17.
- Bakker, A.B. (2019). *Flow in je werk*. Invited presentation at book launch “Flow in je werk. Utrecht, April 25, 2019.
- Bakker, A.B. (2019). *Geluk in het werk*. Invited presentation for employees Gemeente Westland. Naaldwijk, May 8, 2019.
- Bakker, A.B. (2019). *Fast and slow leadership: An international perspective*. Invited keynote at the Matchpoints seminar. Aarhus, Denmark. May 23-25, 2019.
- Bakker, A.B. (2019). *The importance of work engagement for leadership*. Invited presentation and panel debate at the Matchpoints seminar. Aarhus, Denmark. May 24, 2019.

- Bakker, A.B. (2019). *Work engagement: What's next?* Invited symposium at the 19th EAWOP conference. Turin, May 31, 2019.
- Bakker, A.B. (2019). *Transformational leadership and work engagement: Exploring the daily process*. Oral presentation at the 19th EAWOP conference. Turin, May 31, 2019.
- Bakker, A.B. (2019). *Creating flow at work through job crafting and playful work design*. Invited keynote at the Flow symposium 2019 of the Max Planck Institute. Frankfurt, June 4, 2019.
- Bakker, A.B. (2019). *Decoding employee work engagement*. Invited keynote at the National HR conference of the Dominican Republic. Santo Domingo, June 6-8, 2019.
- Bakker, A.B. (2019). *Laudatio for the winners of the David van Lennep award 2019*. Utrecht, June 18, 2019.
- Bakker, A.B. (2019). *JD-R theory and experience sampling*. Invited lecture at the University of Bielefeld, Germany. 24 June 2019.
- Bakker, A.B. (2019). *Bevlogenheid*. Presentatie voor managers in kader van Erasmus Happiness Economics Research Organization (EHERO). Geldrop, 25 June 2019.
- Bakker, A.B. (2019). *JD-R theory and interventions*. One-day workshop for occupational health consultants at the Nederlandse Academie voor Arbeids Wetenschappen. Soeterbeeck, Ravenstein, 26 June 2019.
- Bakker, A.B. (2019). *Decoding employee work engagement*. Invited breakfast event for HR managers, organized by BennyButton. Melbourne, 4 July, 2019.
- Bakker, A.B. (2019). *Fast and slow leadership*. Invited colloquium presentation at the University of South Australia. Adelaide, 10 July, 2019.
- Bakker, A.B. (2019). *Keep moving: A dynamic approach of organizational life*. Invited keynote at the bi-annual IOP-APS conference. Adelaide, 13 July, 2019.
- Bakker, A.B. (2019). *Leadership evaluation*. Invited presentation at Danish Ministry of Finance, Agency of Modernization. Copenhagen, 26 August 2019.
- Bakker, A.B. (2019). *Diary research: Capturing working life as it is lived*. Invited presentation at The Institute of Public Administration. The Hague, 9 September 2019.
- Bakker, A.B. (2019). *Werkgeluk*. Presentatie in de leergang Het Rendement van Geluk. EHERO, Rotterdam, October 9, 2019.
- Bakker, A.B. (2019). *JD-R interventions*. One-day workshop for occupational health consultants at the Nederlandse Academie voor Arbeidswetenschappen. Soeterbeeck, Ravenstein, October 10, 2019.
- Bakker, A.B. (2019). *Team job crafting*. Workshop for Alliance of happiness researchers "Codekrakers werkgeluk". Den Haag, October 11 2019.

- Bakker, A.B. (2019). *Decoding employee work engagement*. Presentation for management of Pacamayo Cement. Lima, Peru, 5 November.
- Bakker, A.B. (2019). *The impact of work engagement*. Presentation for managers of BCP bank. Lima, Peru, 5 November.
- Bakker, A.B. (2019). *Promoting work engagement and resilience*. Invited Keynote Presentation at the CIGEH 2019 conference. Lima, Peru, 7 November.
- Bakker, A.B. (2018). *Bevlogen werken*. Masterclass, Prevermo groep, Utrecht, January 24, 2018.
- Bakker, A.B. (2018). *Werkplezier: Een goed voornemen*. Wetenschapscafe Rotterdam. January 29, 2018.
- Bakker, A.B. (2018). *Inspiring leadership in education*. Masterclass, Dyade, Rotterdam, February 1, 2018.
- Bakker, A. B. (2018). *Happy workers*. Erasmus Happiness Economics Research Organisation. Rotterdam, 11 april 2018.
- Bakker, A. B. (2018). *Job crafting als strategie om goed te functioneren op het werk* (3 presentations). Vereniging Arbeidsrecht Advocaten Nederland. Utrecht, 10 april 2018.
- Bakker, A. B. (2018). *The work-home resources model: State of the art*. Invited keynote at Conference on The Future of Work and Organizational Psychology. Complutense University Madrid. 23 April 2018.
- Bakker, A. B. (2018). *Job crafting als strategie om goed te functioneren op het werk* (3 presentations). Vereniging Arbeidsrecht Advocaten Nederland. Utrecht, 31 May 2018.
- Bakker, A.B. (2018). Job crafting and playful work design. Oral presentation at the biannual conference of the European Academy of Occupational Health Psychology. 6 September 2018.
- Bakker, A.B. (2018). Motivatie en bevlogenheid. Invited masterclass for aging consultants of AWWN, Driebergen. 14 September 2018.
- Bakker, A.B. (2018). *Job Demands – Resources theory and experience sampling*. Invited keynote at Summerschool of the Friedrich-Alexander University, Nuremberg. 11 October 2018.
- Bakker, A.B. (2018). *Vitaal leiderschap*. Invited keynote at Gemeente Den Haag, 16 October 2018.
- Bakker, A. B. (2018). *Job crafting als strategie om goed te functioneren op het werk* (3 presentations). Vereniging Arbeidsrecht Advocaten Nederland. Utrecht, 30 October 2018.

- Bakker, A.B. (2018). *Bevlogenheid*. Invited presentation for l' Esprit, Driebergen. November 1, 2018.
- Bakker, A. B. (2018). *Work engagement theory*. WorkLab - Workshop for practitioner members of the European Association of Work & Organizational Psychology. Budapest, 9 November 2018.
- Bakker, A. B. (2018). *Interventions*. WorkLab - Workshop for practitioner members of the European Association of Work & Organizational Psychology. Budapest, 9 November 2018.
- Bakker, A. B. (2018). Stress at the university: What professors can do. Invited presentation for EUR in the week of the work stress. Rotterdam, 12 November 2018.
- Bakker, A.B. (2018). Positive organizational psychology. Presentation during launch of the DPECS Research Program. Rotterdam. 13 November 2018.
- Bakker, A.B. (2018). Team work engagement. Invited presentation for Circular HR, Chile. Stellenbosch, South Africa. 20 November 2018.
- Bakker, A.B. (2018). Organizational interventions. Invited presentation for Circular HR, Chile. Stellenbosch, South Africa. 21 November 2018.
- Bakker, A.B. (2018). *Engaging aging*. Invited keynote for Algemene Werkgevers Vereniging Nederland (AWVN). Driebergen, November 30, 2018.
- Bakker, A.B. (2018). *Employee experience. Burnout preventie*. Invited keynote at Congress HR Trending Topics 2019. 11 December 2018.
- Bakker, A.B. (2018). *Leidinggeven*. Presentatie voor Feyenoord coaches. Rotterdam, 20 December 2018.
- Bakker, A.B. (2017). *Alleen sukkels hebben het druk*. NRC Maatschappelijk debat, Pakhuis de Zwijger Amsterdam. 25 januari 2017. <https://dezwijger.nl/programma/alleen-sukkels-hebben-het-druk>
- Bakker, A.B. (2017). *Bevlogenheid*. Invited workshop voor Centrum voor Mindfulness. Amsterdam, 26 januari 2017.
- Bakker, A.B. (2017). *PEP Talk: Passion, Energy, and Performance*. Invited workshop for Philips managers. Brussels, 1 February 2017.
- Bakker, A.B. (2017). *PEP Talk: Passion, Energy, and Performance*. Two invited workshops for Philips managers. Eindhoven, 2 and 10 February 2017.
- Bakker, A.B. (2017). *The Job Demands – Resources Theory*. Invited workshop for Centrum voor Mindfulness. Amsterdam, 19 April 2017.

- Bakker, A.B. (2017). *Improving work engagement and performance – Part 1*. Symposium at the 18th congress of the European Association of Work and Organizational Psychology. Dublin, 18 May 2017.
- Bakker, A.B. (2017). *Improving work engagement and performance – Part 2*. Symposium at the 18th congress of the European Association of Work and Organizational Psychology. Dublin, 18 May 2017.
- Bakker, A.B. (2017). *Daily strengths use and employee well-being: The cross-level effect of personality*. Oral presentation at the 18th congress of the European Association of Work and Organizational Psychology. Dublin, 18 May 2017.
- Bakker, A.B. (2017). *Job Demands–Resources theory: A dynamic approach to job design*. Invited keynote Roundtable “Designing innovative jobs in the public sector and beyond.” University of Zagreb, Faculty of Business and Economics. Croatia, June 6, 2017.
- Bakker, A.B. (2017). *Increasing work engagement*. Invited lecture for post-doctoral students. University of Zagreb, Faculty of Business and Economics. Croatia, June 7, 2017.
- Bakker, A.B. (2017). *Waardig en trots verplegen: Een organisatie-psychologische analyse*. Presentatie tijdens bijeenkomst Kennisprogramma “Waardigheid en Trots”. Vilans, Utrecht, 12 juni 2017.
- Bakker, A.B. (2017). *Burnout and self-undermining*. Presentation during the EAWOP Small Group Meeting on *New Directions in Burnout Research*. Utrecht, 28-29 September, 2017.
- Bakker, A.B. (2017). *Interventions to improve work engagement*. Invited workshop for clients Altena & De Jong Consultants, Haarlem. October 5, 2017,
- Bakker, A.B. (2017). *The Work-Home Resources model: State of the art*. Invited State of the art presentation at international conference on the Work-Family Interface. Lingnan University, Hong Kong. October 19, 2017.
- Bakker, A.B. (2017). *Job Demands–Resources theory: A dynamic approach to job design*. Invited keynote at HR Symposium. Centrum voor Mindfulness, Amsterdam. 27 November 2017.
- Bakker, A.B. (2017). *Het nieuwe werken: Inspanning versus ontspanning*. Jaarlijks congress van PW De Gids, Utrecht, 14 December 2017.
- Bakker, A.B. (2016). *Daily transformational leadership*. Invited presentation at the Leadership and Performance (LEAP) expert meeting, Rungsted Kyst, Denmark, 12-14 January 2016.
- Bakker, A.B. (2016). *Creative approaches to increasing employee work engagement*. Invited workshop, University of Seville, Spain, 22 February 2016.

- Bakker, A.B. (2016). *The role of leaders in fostering employee work engagement*. Invited presentation for Erasmus University College Leadership Program. Rotterdam, March 2, 2016.
- Bakker, A.B. (2016). *Creative approaches to avoid burnout and stay engaged*. Invited presentation at Lingnan University, Hong Kong. March 15, 2016.
- Bakker, A.B. (2016). *Towards a multilevel approach of employee well-being*. Invited seminar at Lingnan University, Hong Kong. March 24, 2016.
- Bakker, A.B. (2016). *Happy workers*. Invited master class Erasmus Happiness Economics Research Organization. Rotterdam, April 6, 2016.
- Bakker, A.B. (2016). *Job crafting in JD-R theory*. Oral presentation at the biannual conference of the European Academy of Occupational Health Psychology. Athens, April 12, 2016.
- Bakker, A.B. (2016). *Leidinggeven aan de ander*. Masterclass in Leergang Inspirerend Leiderschap Dyade. Rotterdam, 19 April 2016.
- Bakker, A.B. (2016). *Using JD-R theory to foster work engagement, creativity, and job performance*. Invited keynote at the symposium on progressive and creative workplace practices. Scottish Universities Insight Institute, Glasgow, Scotland, June 13, 2016.
- Bakker, A. B. (2016). *Alle wegen leiden naar bevlogenheid*. Business meets Science seminar. Organized by Dyade Academy en Schouten & Nelissen, Ridderkerk, 16 June 2016.
- Bakker, A. B. (2016). *Creative approaches to employee work engagement*. Invited presentation for Vivic Word design, Tallinn, Estonia. June 30, 2016.
- Bakker, A.B. (2016). *Creative approaches to employee work engagement*. Invited Keynote at the Occupational Health Psychology Summer Institute: OHP Innovation and creative strategies leading to total worker health. Portland, July 12, 2016.
- Bakker, A.B. (2016). *Team work engagement*. Invited keynote at the 20th International workshop on team working. Utrecht, September 8, 2016.
- Bakker, A.B. (2016). *A positive organizational approach*. Invited presentation at European seminar for university support professionals. Erasmus University Rotterdam, 30 September 2016.
- Bakker, A.B. (2016). *Leiderschap in ontwikkeling*. Invited keynote at the Leadership Connected 2016 conference, Schouten & Nelissen. Groenekan, October 5, 2016.
- Bakker, A. B. (2016). *Creative approaches to work engagement*. Presentation at workshop for staff from the Faculty of Management from the University of Johannesburg at Stellenbosch, South Africa. October 17, 2016.

- Bakker, A. B. & Demerouti, E. (2016). *Designing high-quality studies in Organizational Psychology*. Workshop for staff from the Faculty of Management from the University of Johannesburg at Stellenbosch, South Africa. October 17-20, 2016.
- Bakker, A.B. (2016). Happy workers. Master class in Erasmus Executive program series “Happiness Economics”. Rotterdam, October 26, 2016.
- Bakker, A.B. (2016). *Top-down and bottom-up approaches to work engagement*. Invited keynote presentation, Conference on “Leadership: The X-factor of engagement?” organized by Stamina Group, Oslo 1 November 2016.
- Bakker, A.B. (2016). *Hoe motiveer ik mijn medewerkers om zichzelf te motiveren?* Invited keynote for Entrepreneurs Organization Netherlands. Baarn, 17 November 2016.
- Bakker, A.B. (2016). *JD-R and job crafting*. Invited workshop for 90 teachers at Emiliusschool, Son & Breugel, 23 November 2016.
- Bakker, A.B. (2016). Chair of the 2016 conference of Dutch Organization for Work & Organizational Psychology researchers (WAOP), Rotterdam, 25 November 2016.
- Bakker, A.B. (2016). *Strengths use and job crafting*. Invited presentation at Research Colloquium, University of Zurich, Department of Personality and Assessment. Zurich, 12 December 2016.
- Bakker, A.B. (2015). *Bevlogen leiderschap*. Masterclass Dyade. Breukelen, Nyenrode University, 13 January 2015.
- Bakker, A.B. (2015). *The Job Demands-Resources Approach*. Keynote presentation at conference Fundacion Chile, Santiago de Chile, 10 March 2015.
- Demerouti, E., & Bakker, A.B. (2015). Invited workshop on job crafting. Fundacion Chile, Santiago de Chile, 11 March 2015.
- Bakker, A.B. (2015). *Employee work engagement*. Invited presentation at Banco Santander, Santiago de Chile, 12 March 2015.
- Bakker, A.B. (2015). *Bevlogen leiderschap in het onderwijs*. Workshop for Koninklijke Auris Groep, Dordrecht. 24 March 2015.
- Bakker, A.B. (2015). *Bevlogen leiderschap in het Onderwijs*. Masterclass Dyade. Breukelen, Nyenrode University, 7 april 2015.
- Bakker, A.B. (2015). Employee work engagement and strategic human resources management. Invited keynote at the yearly conference of the Estonian HRM Association. Pardu, Estonia, 16 April 2015.
- Van der Heijden, B., & Bakker, A.B. (2015). Leadership, employee work engagement, and employability. Invited workshop at the yearly conference of the Estonian HRM Association. Pardu, Estonia, 17 April 2015.

- Bakker, A.B. (2015). *Multiple levels and cycles in organizational behavior*. Invited Brown Bag lecture, Business School, National University of Singapore, 5 May 2015.
- Bakker, A.B. (2015). *New trends in burnout and work engagement research*. Symposium at the 17th EAWOP conference in Oslo, 20-23 May 2015.
- Tims, M., & Bakker, A.B. (2015). *New perspectives on job crafting*. Symposium at the 17th EAWOP conference in Oslo, 20-23 May 2015.
- Bakker, A.B. (2015). *Weekly job demands foster burnout and self-undermining: The role of self-efficacy and optimism*. Oral presentation at the 17th EAWOP conference in Oslo, 20-23 May 2015.
- Bakker, A.B. (2015). *Work engagement and proactive behaviors*. Keynote for top managers Fiat-Chrysler Automobiles, Turin, Italy. July 3, 2015.
- Bakker, A.B. (2015). *Work engagement case studies*. Workshop for Management Fiat-Chrysler Automobiles, Turin, Italy. July 3, 2015.
- Bakker, A.B. (2015). *The Job Demands – Resources Monitor*. Workshop for Management Fiat-Chrysler Automobiles, Turin, Italy. July 3, 2015.
- Bakker, A.B. (2015). *Employee work engagement*. Invited keynote at the Opening of the Academic year of the Hospitality Business School, The Hague, September 1, 2015.
- Bakker, A.B. (2015). *Multiple levels and cycles in organizational behavior*. Oral presentation at EAWOP small group meeting on “Job resources”. Norwich, September 14, 2015.
- Bakker, A.B. (2015). *Inspiring leadership in education*. Masterclass, Dyade, Rotterdam, September 22, 2015.
- Bakker, A.B. (2015). *Cross-level interaction models of organizational behavior*. Colloquium presentation, Erasmus University Rotterdam, September 29, 2015.
- Bakker, A.B. (2015). *Leiderschap vanuit passie en energie*. Keynote presentation at conference “Verbindend Leiderschap” for school principals and managers, Rotterdam, September 30, 2015.
- Bakker, A.B. (2015). *Happy workers*. Masterclass in Erasmus Executive program serie on “Rendement van Geluk”. Rotterdam, October 7, 2015.
- Bakker, A.B. (2015). *Werken aan bevlogenheid in het onderwijs*. Masterclass for Hoornbeek college, Amersfoort. October 14, 2015.
- Bakker, A.B. (2015). *New developments in Work and Organizational Psychology*. Invited presentation, University of Johannesburg, South-Africa, October 19, 2015.
- Bakker, A.B. (2015). *Bevlogen in het onderwijs*. Masterclass, Dyade, Hoorn, Atlas College, October 29, 2015.

- Bakker, A.B. (2014). Masterclass Bevlogenheid. Dyade, Rotterdam. January 14, 2014.
- Bakker, A.B. (2014). Evaluation committee Swedish Research on Work Organization, FORTE Stockholm, 3-4 February 2014
- Bakker, A.B. (2014). Presentatie Onderzoeksresultaten 'Bevlogenheid: Hart van de zorg'. Schouten & Nelissen, Zaltbommel, 6 February 2014.
- Bakker, A.B. (2014). Toekomstige ontwikkelingen in werk. Presentatie tijdens Uitreiking David van Lennep Scriptieprijs NSVP, Utrecht, 13 februari 2014.
- Bakker, A.B. (2014). Masterclass Bevlogenheid. Dyade, Rotterdam. March 18, 2014.
- Bakker, A.B. & Leiter, M.P. (2014). From burnout to work engagement: Primary and secondary interventions. Invited seminar, Lingnan University, Hong Kong, 27 March 2014.
- Bakker, A.B. (2014). Building employee work engagement. Invited lecture at Peking University, Beijing. 31 March 2014.
- Bakker, A.B. (2014). How can we build employee engagement and make organizations flourish? Invited Keynote at EAP Forum annual conference, Beijing, 1 April 2014.
- Bakker, A.B. (2014). How to build a flourishing enterprise. Invited workshop for the EAP Forum, Beijing, 2 April 2014.
- Bakker, A.B. (2014). Emotion management. Invited lecture at Lingnan University, Hong Kong, 8 April 2014.
- Bakker, A.B. (2014). Improving work engagement in health care. Invited presentation. Colloquium for health care researchers. Trondheim, 5 May, 2014.
- Bakker, A.B. (2014). Improving work engagement in health care. Invited workshop for health care professionals, Trondheim, 6 May, 2014.
- Bakker, A.B. (2014). How your organization may facilitate work engagement. Invited keynote, Annual conference on Health promotion, Oslo, 7 May 2014.
- Bakker, A.B. (2014). Health promoting processes in hospitals and health institutions. Invited workshop at Annual conference on Health promotion, Oslo, 8 May 2014.
- Bakker, A.B. & Demerouti, E. (2014). Work engagement and performance. Symposium at the SIOP conference, Honolulu, May 16, 2014
- Bakker, A.B. & Romanka, I. (2014). Crafting job demands to improve performance: The role of work engagement. Oral presentation at the SIOP conference, Honolulu, May 16, 2014
- Van Mierlo, H., & Bakker, A.B. (2014). Social contagion: Catching emotions and attitudes. Symposium at the SIOP conference, Honolulu, May 17, 2014

- Van Mierlo, H., & Bakker, A.B. (2014). Crossover of engagement in groups. Oral presentation at the SIOP conference, Honolulu, May 17, 2014.
- Bakker, A.B. (2014). Zonder bevlogenheid vaart niemand wel. Invited presentation. Reeks directiecolleges, Avicenna, Leerhotel Amersfoort. 2 June 2014.
- Bakker, A.B. (2014). Bevlogen leiderschap. Masterclass Dyade. Breukelen, Nyenrode University, 3 June 2014.
- Bakker, A.B. (2014). A Job Demands–Resources approach of leadership. Invited presentation at the LEAP expert group seminar, Sandbjerg, Denmark, 16 June 2014.
- Bakker, A.B. & Romanko, I. (2014). The impact of work engagement on the link between job crafting and performance. Oral presentation at the 28th ICAP conference, Paris. 12 July 2014.
- Bakker, A.B. (2014). *Facilitating employee work engagement*. International Psychology Conference Dubai. Dubai, United Emirates. October 17-18, 2014.
- Bakker, A.B. (2013, January). Work engagement through job crafting. Invited keynote at the Ceremony meeting 15th Anniversary of the Japanese Association for Job Stress Research. Tokyo, Japan.
- Bakker, A.B. (2013, January). The Spillover-Crossover model. Invited keynote at the Annual conference of the Japanese Association for Job Stress Research. Tokyo, Japan.
- Bakker, A.B. (2013, February). A day in the life of a happy worker. Invited lecture. ISCTE, Lisbon, Portugal.
- Bakker, A.B. (2013, March 25). A day in the life of a happy worker. Invited Public Lecture, Lingnan University, Hong Kong.
- Bakker, A.B. (2013, 9 April). The happy worker. 2nd Annual Conference on Happiness Economics. Erasmus Happiness Economics Research Organization, Rotterdam.
- Bakker, A.B. (2013, 12 April). De toekomst. Invited keynote. Presentatie voor de BA&O, jaarlijks congres, Driebergen.
- Bakker, A.B. (2013, 30 May). Werken aan bevlogenheid. Invited keynote. Reed Business Events, Kamerik.
- Bakker, A.B. (2013, 20 June). Employee engagement. Invited keynote for HR professionals of multinational firms. Hay Group, Zeist, Netherlands.
- Bakker, A.B. (2013, 12 July). The Job Demands-Resources model: Relevance for work life and beyond. State of the art lecture at the 13th European Congress of Psychology, Stockholm.
- Bakker, A.B. (2013). Masterclass Bevlogenheid. Dyade, Rotterdam. September 12, 2013.

Bakker, A.B. (2013). Bevlogen vermogen. Congres NKDI, Kenniscentrum Duurzame Inzetbaarheid. Arnhem, 11 oktober 2013.

Bakker, A.B. (2013). Weekly work engagement: The role of hindrance and challenge demands. Oral presentation at the Annual Southern Management Association conference. New Orleans, 7 November 2013.

Demerouti, E., & Bakker, A.B. (2013). Symposium New directions in work engagement research. Annual Southern Management Association conference. New Orleans, 7 November 2013.

Bakker, A.B. (2013). Employee Work engagement. Keynote presentation, Expo Capital Humano. Santiago de Chile, 12 November 2013.

Bakker, A.B. (2013). Work engagement: Job design and job crafting approaches. Invited presentation, Catholic University of Chile, Santiago de Chile. 13 November 2013.

Bakker, A.B. (2013). Work engagement: The workshop. Invited workshop, Fundacion Chile, Santiago de Chile. 14 November 2013.

Bakker, A.B. (2013). Geluk als economische groeikracht. Keynote op de Energiedag / Organisatie Slimste bedrijf van Nederland, Syntens, Oss. 19 November 2013.

Bakker, A.B. (2013). New insights in Work engagement. Invited keynote at the 1st French Positive Psychology conference. Metz, 21 November 2013.

Bakker, A.B. (2013). Bevlogen leidinggeven [Engaged leadership]. Invited workshop for Koninklijke Auris Groep. Rotterdam, 12 November 2013.

Invited Keynotes before 2013

Conference on work-family balance, keynote on “the Spillover-Crossover model”, Lingnan University, Hong Kong, November 8, 2011

Conference on Attachment and Addiction. Invited presentation on “Workaholism and relationship quality” in Munich, Germany. October 15-16, 2011

Keynote on “work engagement” during the “Plechtige Proclamatie” in Ghent, Belgium, 22 September 2011

Conference of the German Society of Work and Organizational Psychologists, September 2011, Rostock

Conference organized by the Environment Committee, European Parliament, Brussels. Towards Europe 2020 - the role of mental capital and well-being, June 2010

IWP Conference, June 2010. Institute of Work Psychology, Sheffield, UK. Work engagement.

Conference of the Society for Industrial and Organizational Psychologists (SIOP), April 2010, Atlanta. Engaged employees create their own great place to work.

Conference of the European Academy of Occupational Health Psychology (EA-OHP), November 2008, Valencia, Spain. Work Engagement: A Good Example of Positive Occupational Health Psychology

Three conferences in China: Shanghai, Guangzhou, Beijing – March, 2008. Work engagement: A positive approach of organizational behavior.

Conference of the Australian Psychological Society (APS), June 2007, Adelaide, Australia. The Job Demands – Resources model: A new approach to organisational behaviour.

International Conference on Burnout and Job Engagement, October 5-7, 2006, Vienna. Work engagement: A positive approach of organizational behavior.

South African Positive Psychology Conference, April 2006, Potchefstroom, South Africa. A positive approach of organizational behavior.

VALORIZATION

1998 to date	Job Demands–Resources theory and model has been and is used in hundreds (probably thousands) of organizations worldwide. Organizations use the model to assess the quality of the work environment (job design). Examples: Shell, Rabobank, ABN-AMRO, Politie Haaglanden, Artis, KLM, Tax Office, several ministries, schools, hospitals, and more.
2000 to 2021	Development and validation of various instruments. These instruments are used in academic research but also frequently applied in various organizational settings – to assess burnout, work engagement, strengths use, etc. or during personnel selection (Emotional Intelligence). The following tests have been developed: Utrecht Work Engagement Scale (UWES), Work-related Flow Scale (WOLF), Oldenburg Burnout Inventory (OLBI), Rotterdam Emotional Intelligence Scale (REIS), Start and Stop Control (SSC), Job Crafting Scale (JCS), Playful Work Design instrument (PWD), Proactive Vitality Management scale (PVM), Strengths Use scale, Job Demands – Resources Monitor (JDR), Self-undermining scale, Behavioral Index of Occupational Strengths (BIOS), and the Agile Work Practices instrument.
2000 to date	The Utrecht Work Engagement Scale is a special case. The instrument has been translated in more than 40 languages, including Spanish, Portuguese, English, Mandarin, Japanese, French and Indonesian. The instrument has also been adapted to measure work engagement at the day-level and to assess student engagement. The UWES is the most-often used instrument to assess employee engagement, worldwide.

2010 to date	Yearly assessment of daily leadership and work engagement among Norwegian naval cadets who sail a large vessel from Bergen in Norway to New York. On board of the ship, we conduct daily assessments using a quantitative diary design. The data are analyzed after arrival in New York, and fed back to participants on their way back to Norway as part of leadership training. Collaboration with University of Bergen (Jørn Hetland, Olav Kjellevoid Olsen and Roar Espevik).
2021 to date	UNESCO Research project on job demands and resources of academics in 40 countries. In collaboration with Fundacion Chile, Circular HR, Santiago de Chile.
2020 to date	During the COVID-19 pandemic, we have developed a self-nudging intervention that intends to motivate individuals to be physically active when working from home. Our team was also involved in the writing of a white paper about how leaders may handle the crisis (collaboration with Nederlands Instituut voor Psychologen).
2019 to date	Development and Application of Playful work design interventions among the Dutch Railways (NS) and Erasmus University employees.
2019 to date	Train the Trainer sessions for Work designers. Education and training in the form of live workshops and webinars. With Vivic.
2017 to date	Development of Study Demands–Resources model and instrument. Collaboration with the WorkWell Research Unit for North-West University, Potchefstroom, South Africa. The project aims to improve student well-being.
2015 to 2019	Development of Job crafting training interventions. Applications among personnel of Royal Auris Group and Diakonesse Hospital Utrecht.
2015 to date	Board of Advisors Avonova (Sweden), Leiden Leadership Center (The Hague), Marnix College (Utrecht), Black Box Open (Germany), Impatto Consultants (Switzerland), Psychosocial Safety Climate Global Observatory (Australia)
2013 to date	Job Demands–Resources Monitor used in South-America by Fundacion Chile, Circular HR, Santiago de Chile. Yearly measurement among approximately 50–60 organizations. The monitor is used to assess working conditions and work engagement in South American organizations, including Chile, Panama, Dominican Republic, Brazil, Columbia, Mexico, and Peru.