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Berkers, H.A.

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What do you do and who do you think you are?

Activities speak louder than words

In focusing on what employees do, this dissertation provides opportunities to assess whether particular activities are congruent with who employees are, and whether, and to what extent, those activities constrain or enhance employee well-being and performance. Changes in work activities over time may sometimes imply that at a certain moment what employees do no longer sufficiently reflects who employees are professionally or what they can deal with in terms of workload. A first step in furthering understanding in this area is to study what employees (are asked to) do and how employees perceive such tasks.

After the introduction, Chapter 2 shows that it is possible to automatically extract information about what employees (are expected to) do from online vacancies with the use of text mining, and that the results are to in part comparable with and in part complementary to more mainstream job analysis methods. Text mining of vacancies provides a relatively efficient way of collecting and analyzing tasks and as such could aid in filling the lack of detailed studies about what employees do. In linking these tasks to well-being, I found that tasks differ in terms of being burdensome or enjoyable and that studying individual tasks can help in furthering our understanding of employee well-being. Chapter 3 shows that employees with a calling (i.e., employees who work for intrinsic enjoyment of the work itself rather than financial benefits or career advancement) expand their job through enhancing job crafting. This behavior can explain why employees with a calling may unintentionally do more than they can handle in terms of well-being, even though others in the organizations may benefit from their growing contribution and helping behavior. Although many employees may need to adjust who they are at work more often nowadays, the studies in Chapter 4 show that not all employees are equally equipped to deal such changes. I developed a scale for work identity rigidity, which measures the extent to which employees have an unfavorable attitude toward identity-related change and are unwilling to change who they are at work. Chapter 5 shows that (in)congruences between what employees do and who they are at work explain well-being and performance through the experienced meaningfulness at the level of work activities. The work of professionals can be divided in eight activity

types that differ in the extent to which they are congruent with professional identity (i.e., 'doing what you are') and the extent to which they are significant for the organization (i.e., 'doing what matters'). The chapter also discusses how balance in the total set of work activities can be disrupted and regained by both professionals and organizational agents.

Together these studies suggest the importance of considering what employees (are asked to) do, which is guided by who they are and how they see their work, and vice versa. Each individual activity can be related to employee well-being, which means that when activities change so may the balance between meaningful and meaningless work. Incongruence between what employees do and what the employee and/or the organization need in terms of well-being or performance may also unintentionally occur based on employees being true to themselves or their calling rather than rational decisions. It is thus important for researchers and practitioners alike to continuously assess what employees do at the level of activities and use that specific information to understand and optimize employees' well-being and performance through changing what employees do, who they are, or their subjective experiences of the two. Although more research is needed to understand how to address incongruences when they occur, I showed that a greater understanding of what employees do, how they perceive these activities, and how this impacts well-being and performance is an important first step in this process. With this dissertation I hope to inspire further investigations of what employees do, because those activities may (unintentionally) become disconnected from who employees are, what makes them happy, what they can deal with in terms of workload, and what the organization needs and expects in light of the changing nature of work.

Wat doe je en wie ben je?
Activiteiten zeggen meer dan woorden

Dit proefschrift laat zien dat reflectie over wat werknemers doen mogelijkheden biedt om te beoordelen of deze taken voldoende in overeenstemming zijn met wie werknemers zijn en of deze activiteiten werknemers niet beperken in hun welzijn en prestaties. Taken zullen namelijk naar alle waarschijnlijkheid vaker veranderen, gelet op hoe werk in de afgelopen decennia in het algemeen is veranderd. Hierdoor is er een kans dat wat werknemers doen op een gegeven moment onvoldoende reflecteert wie ze zijn als professionals of waar ze mee om kunnen gaan in termen van werkdruk. De eerste stap in dit proces is beter begrijpen wat werknemers (gevraagd wordt te) doen en hoe werknemers deze taken ervaren.

Hoofdstuk 2 laat zien dat het mogelijk is om (semi-)automatisch informatie te vergaren uit online vacatures over wat werknemers doen met behulp van text mining en dat de resultaten tot op zekere hoogte vergelijkbaar zijn aan, en aanvullend op het gebruik van huidige functie-analysemethoden. Text mining biedt een relatief goedkope manier om taken te vergaren uit vacature teksten, en zou daarmee kunnen helpen het gebrek aan gedetailleerde studies over wat werknemers doen aan te vullen. Bovendien heb ik gevonden dat de taken niet gelijkmatig belastend of aangenaam zijn en dat het dus interessant is om naar de individuele taken te kijken om het welzijn van werknemers in kaart te brengen. Hoofdstuk 3 laat zien dat werknemers met een roeping (dat wil zeggen mensen die voornamelijk werken vanuit een intrinsiek plezier in het werk in mindere mate vanwege de financiële middelen en/of carrièrekansen) hun werk uitbreiden door job crafting. Dit gedrag kan verklaren waarom werknemers met een roeping onbedoeld meer gaan doen dan ze eigenlijk aankunnen daar waar het aankomt op hun werkdruk, ondanks dat deze toenemende bijdrage en dit hulpvaardig gedrag collega's binnen de organisatie vooruit helpen. Hoewel veel werknemers tegenwoordig regelmatig zullen moeten aanpassen wie ze zijn op het werk, laat hoofdstuk 4 laat zien dat niet alle werknemers even goed toegerust zijn voor het omgaan met zulke veranderingen. Ik heb een schaal ontwikkeld om de rigiditeit van iemands werkidentiteit te meten via de mate waarin iemand veranderingen betreffende identiteit als ongunstig beoordeelt en

niet bereid is om te veranderen wie hij/zij is op het werk. Hoofdstuk 5 laat zien dat (in)congruentie tussen wat werknemers doen op het werk en wie ze zijn de betekenisvolheid op het niveau van specifieke taken kan verklaren. Het werk van professionals kan opgedeeld worden in acht soorten taken die verschillen in de mate waarin ze overeenkomen met iemands professionele identiteit, 'doen wat je bent', en de mate waarop ze bijdragen aan de organisatie, 'doen wat er toe doet'. Ik laat zien hoe de balans in het gehele taakpakket uiteindelijk verstoord kan raken en hoe deze weer herpakt kan worden.

Gezamenlijk suggeren deze studies dat het belangrijk is om te kijken naar wat werknemers (gevraagd wordt om te) doen. Elke afzonderlijke taak kan gerelateerd worden aan het welzijn van werknemers en omdat taken vaker zullen veranderen kan daarmee de balans tussen het uitvoeren van betekenisvol en betekenisloos werk verschuiven. Incongruentie tussen wat werknemers doen en waar de werknemer en/of de organisatie behoefte aan heeft daar waar het aankomt op het welzijn of de prestaties kan ook onbedoeld ontstaan wanneer werknemers trouw willen blijven aan wie ze zijn of aan hun roeping en hiedoor geen rationele besluiten nemen. Het is dus relevant voor onderzoekers en mensen in de praktijk om continue te blijven beoordelen wat werknemers doen qua taken om die specifieke informatie te gebruiken om het welzijn en de prestaties van werknemers te optimaliseren door te sleutelen aan wat werknemers doen, wie ze zijn, of de subjectieve ervaringen van deze twee factoren. Hoewel er meer onderzoek naar de aanpak van deze incongruenties, heb ik aangetoond dat het meer inzicht over wat werknemers doen een goede eerste stap is in dit proces. Met dit proefschrift hoop ik verder onderzoek naar wat werknemers doen te inspireren, aangezien taken (onbedoeld) los kunnen komen te staan van wie werknemers zijn, wat ze blij maakt, wat ze aankunnen qua werkdruk en wat de organisatie tegenwoordig verwacht te midden van de veranderende aard van het werk.

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"My mission, should I choose to accept it, is to find peace with exactly who and what I am. To take pride in my thoughts, my appearance, my talents, my flaws and to stop this incessant worrying that I can't be loved as I am."

- Anaïs Nin