



JDR theorie

Arnold Bakker

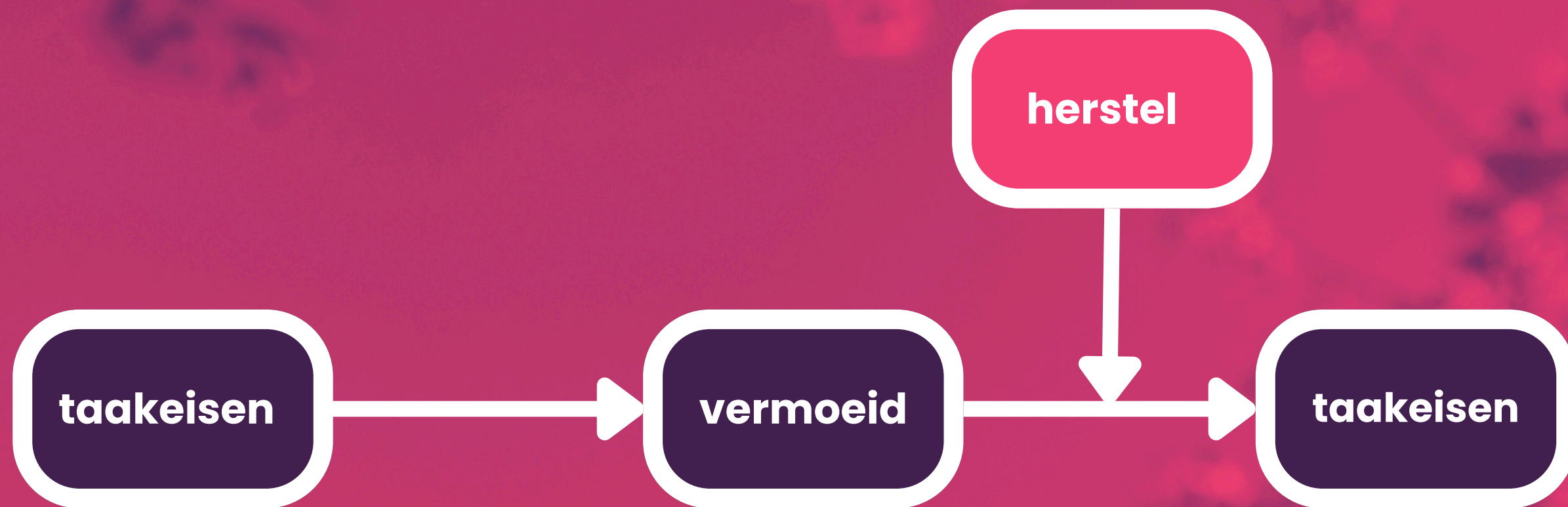
The background of the entire image is a soft-focus photograph of pink cherry blossoms on dark branches. The blossoms are in various stages of bloom, with some showing distinct stamens. The overall color palette is a range of pinks, from light blush to deep magenta.

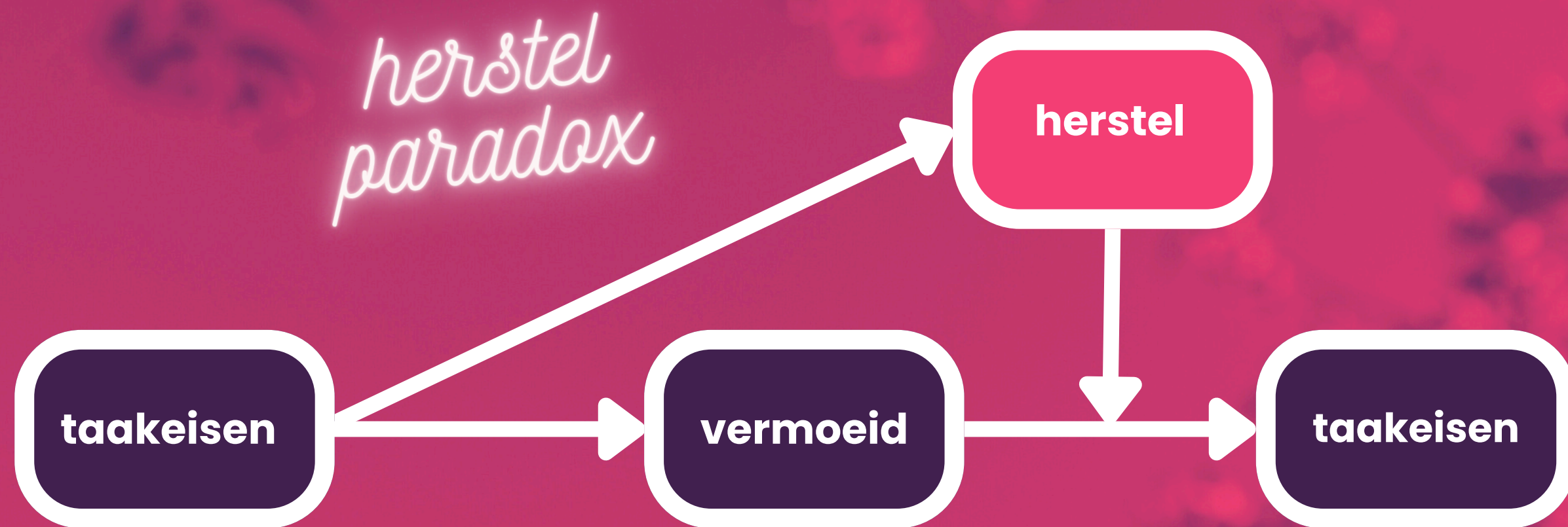
taakeisen



vermoeid

na het werk





herstel.



loskoppeling

ontspanning

meesterschap

herstel.

*hobbies
familie
film
sociale media*

loskoppeling

*meditatie
mindfulness
muziek
sauna*

ontspanning

*Duolingo
gitaar
spelen
toneel*

meesterschap

**chronische
burnout**

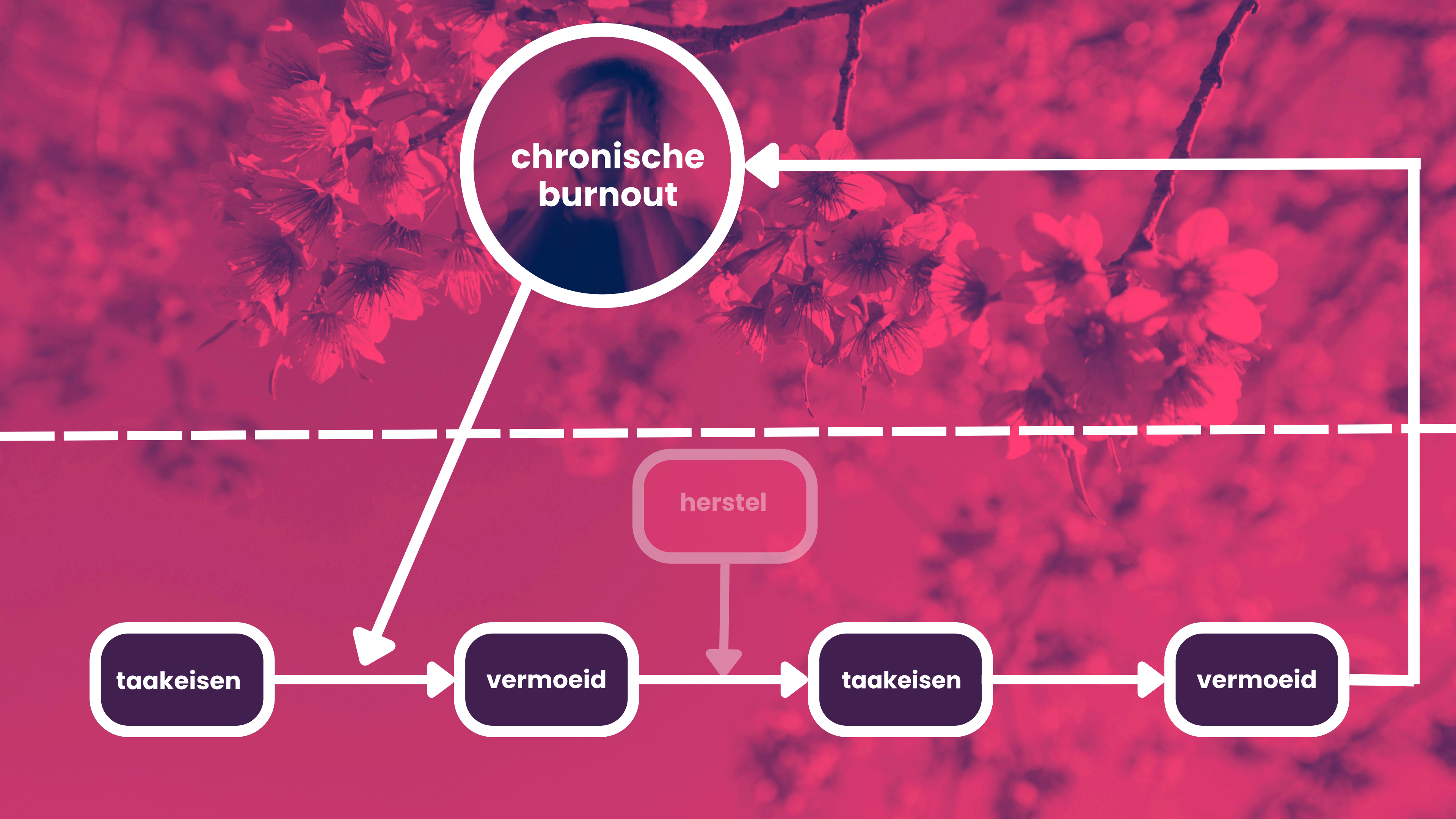
herstel

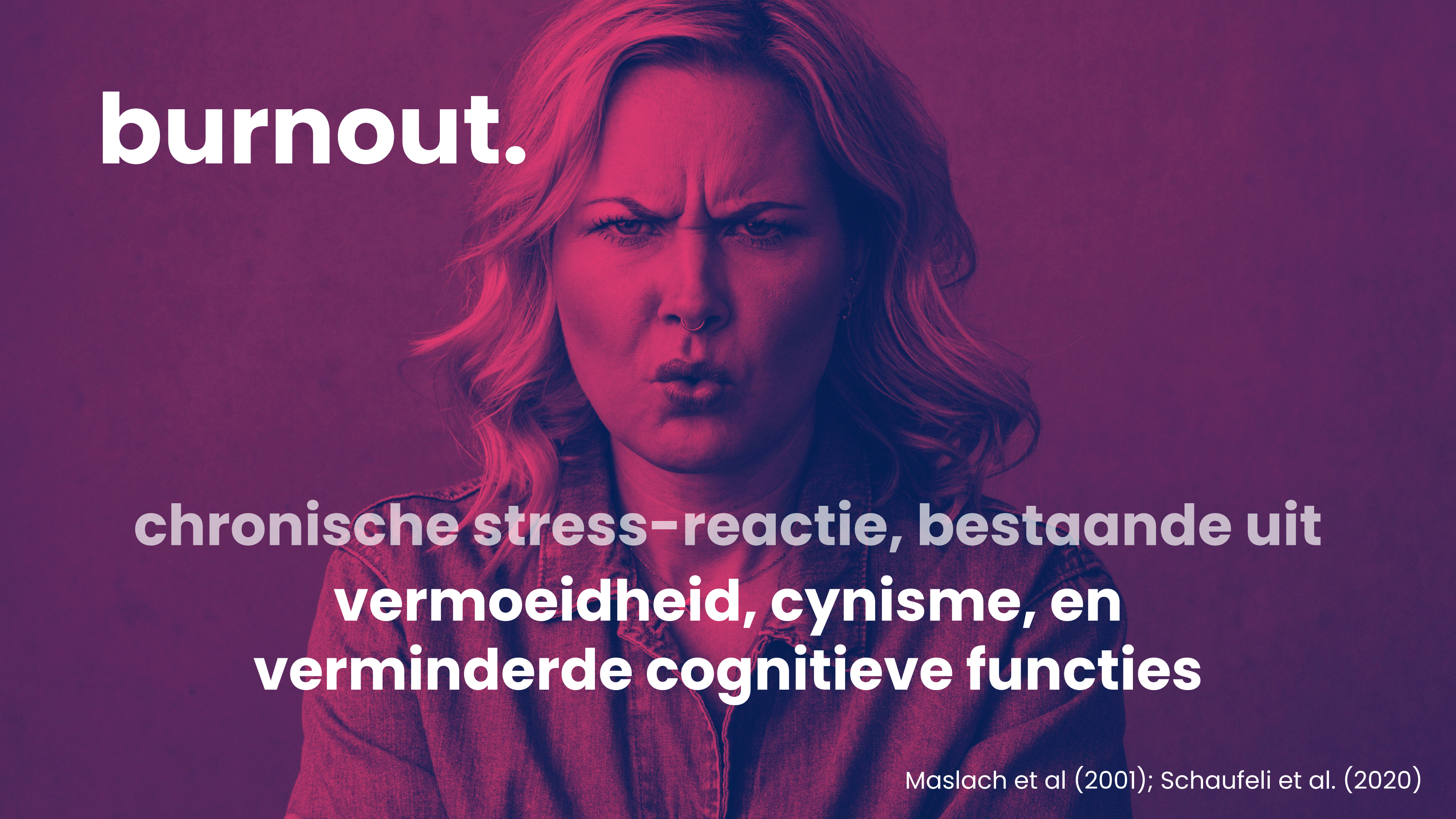
taakeisen

vermoeid

taakeisen

vermoeid



A woman with long, wavy blonde hair and a nose ring is shown from the chest up. She has a serious, almost angry expression, with furrowed brows and a slightly downturned mouth. The entire image is overlaid with a semi-transparent red filter. The background is a solid dark purple.

burnout.

**chronische stress-reactie, bestaande uit
vermoeidheid, cynisme, en
verminderde cognitieve functies**

Maslach et al (2001); Schaufeli et al. (2020)

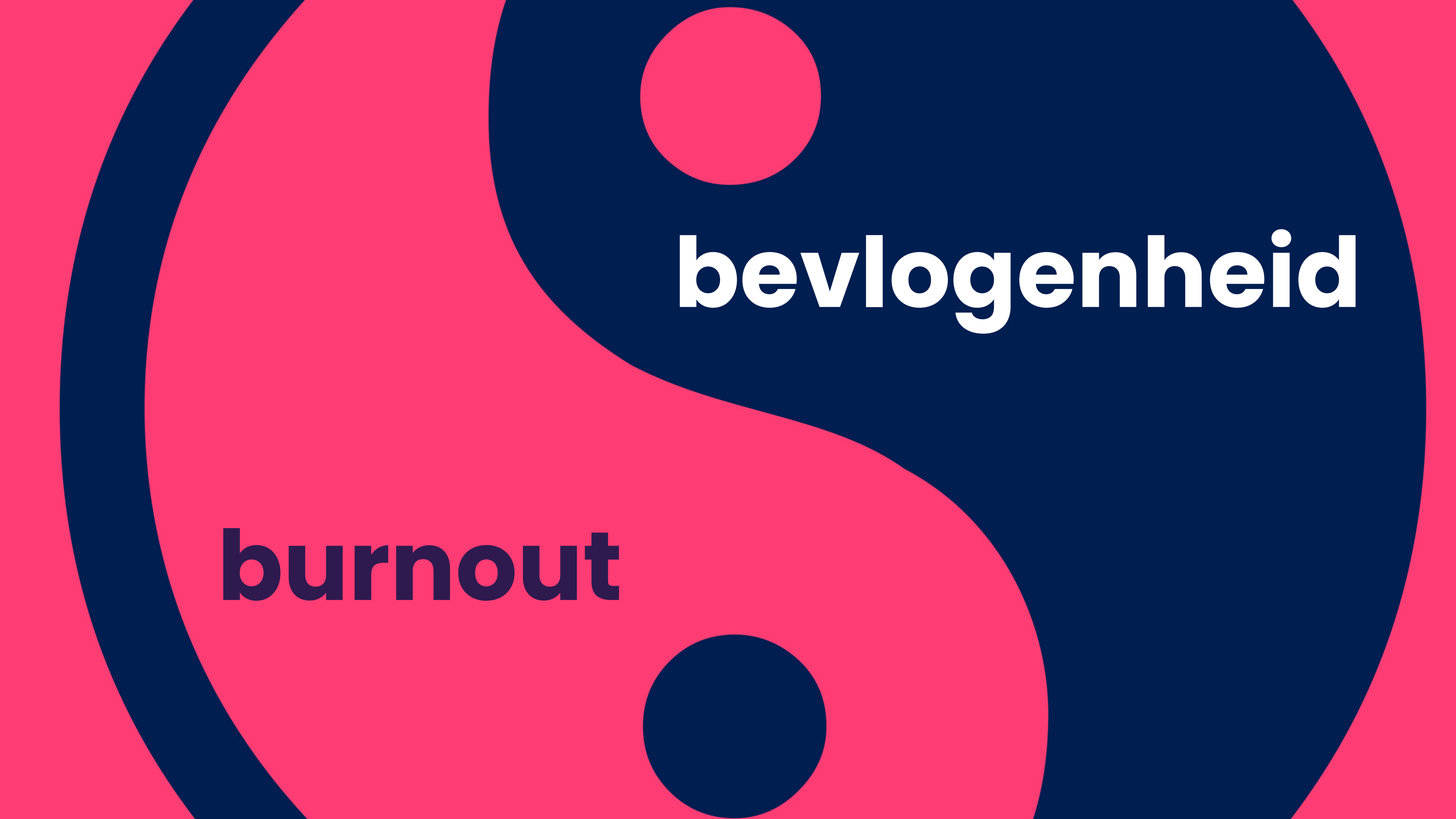
gevolgen.

**angst
depressie**

**type 2 diabetes
hart- en vaatziekten
vervroegd overlijden**



Ahola et al. (2007)



bevlogenheid

burnout

A smiling man with a beard, wearing a striped shirt, is sitting at a desk. In front of him is a laptop and an open book. The background is slightly blurred, showing a plant and some office equipment. The entire image has a pink overlay.

bevlogenheid.

**positieve, motivationele toestand
die bestaat uit
vitaliteit, toewijding, en focus**

Schaufeli & Bakker (2010, 2023)

gevolgen.

creativiteit

hulpgedrag

inspanning

verzuim

verkoop/omzet

klanttevredenheid



Borst et al. (2020)

Demerouti & Cropanzano (2010)

oorzaken.



werkdruk

emails

conflict

**baan
onzekerheid**

**rol
onduidelijk**

**complexe
taken**



job demands.

Demerouti et al. (2001); Demerouti & Bakker (2023)

A person wearing glasses and a dark sweater is working with a robotic arm in a laboratory setting. The robotic arm is blue and white, with the word 'KUKUKUKU' visible on its side. The person is holding a small object in their hand, and the background is a light blue wall. The image has a blue tint.

**taakeisen kosten fysieke en
mentale inspanning**

**belemmeringen vs.
uitdagingen**

**sociale
steun**

**taak
belang**

**auto
nomie**

**af
wisseling**

feedback

**groei
kansen**



job resources.

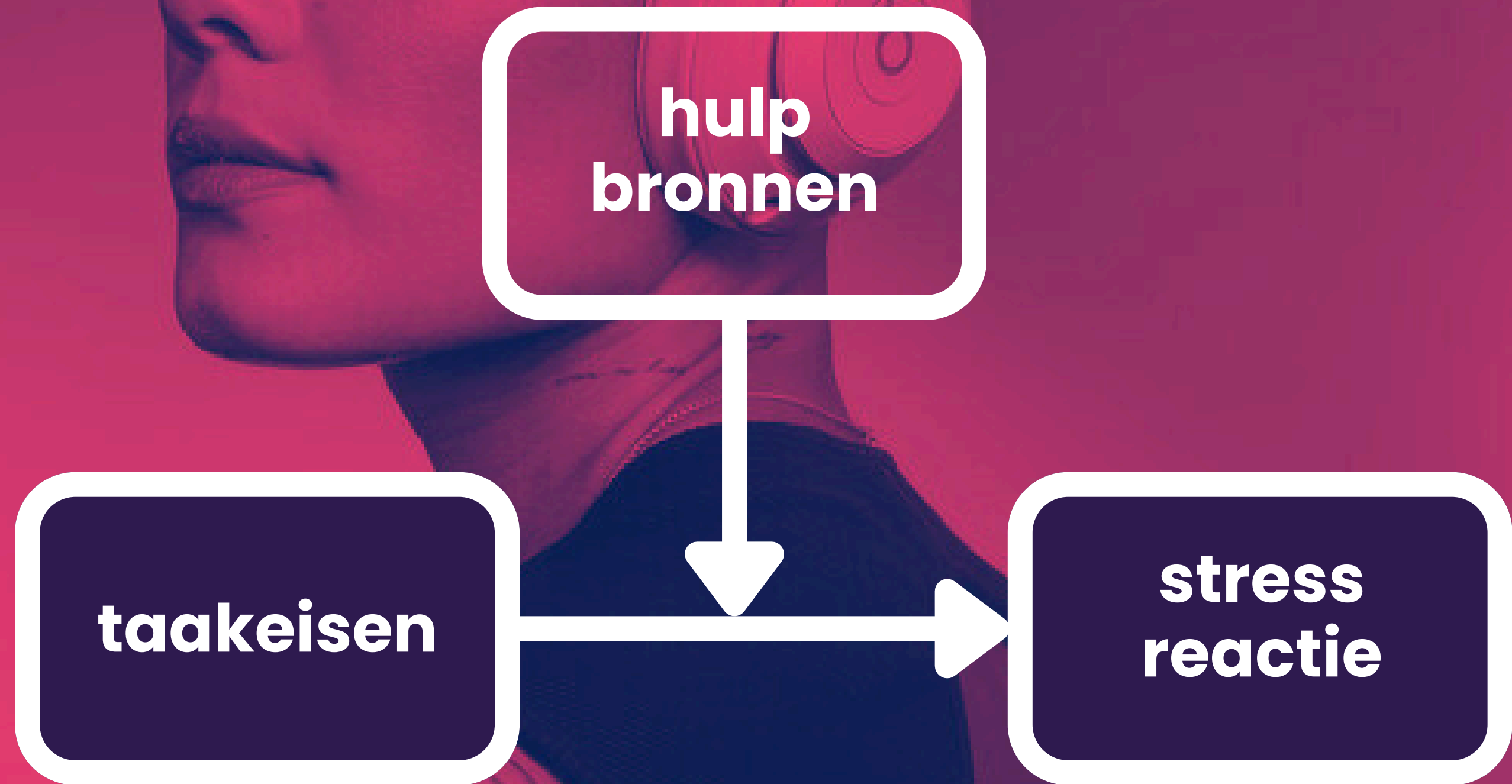
Demerouti et al. (2001); Demerouti & Bakker (2023)

A photograph of two women in conversation, overlaid with a semi-transparent red filter. The woman on the left is seen in profile, looking towards the right. The woman on the right is also in profile, looking towards the left. They appear to be in a casual setting, possibly a cafe or office. A semi-transparent white rectangular box is centered over the image, containing text.

hulpbronnen zijn motiverend

leren, betekenis, impact

buffer effect.

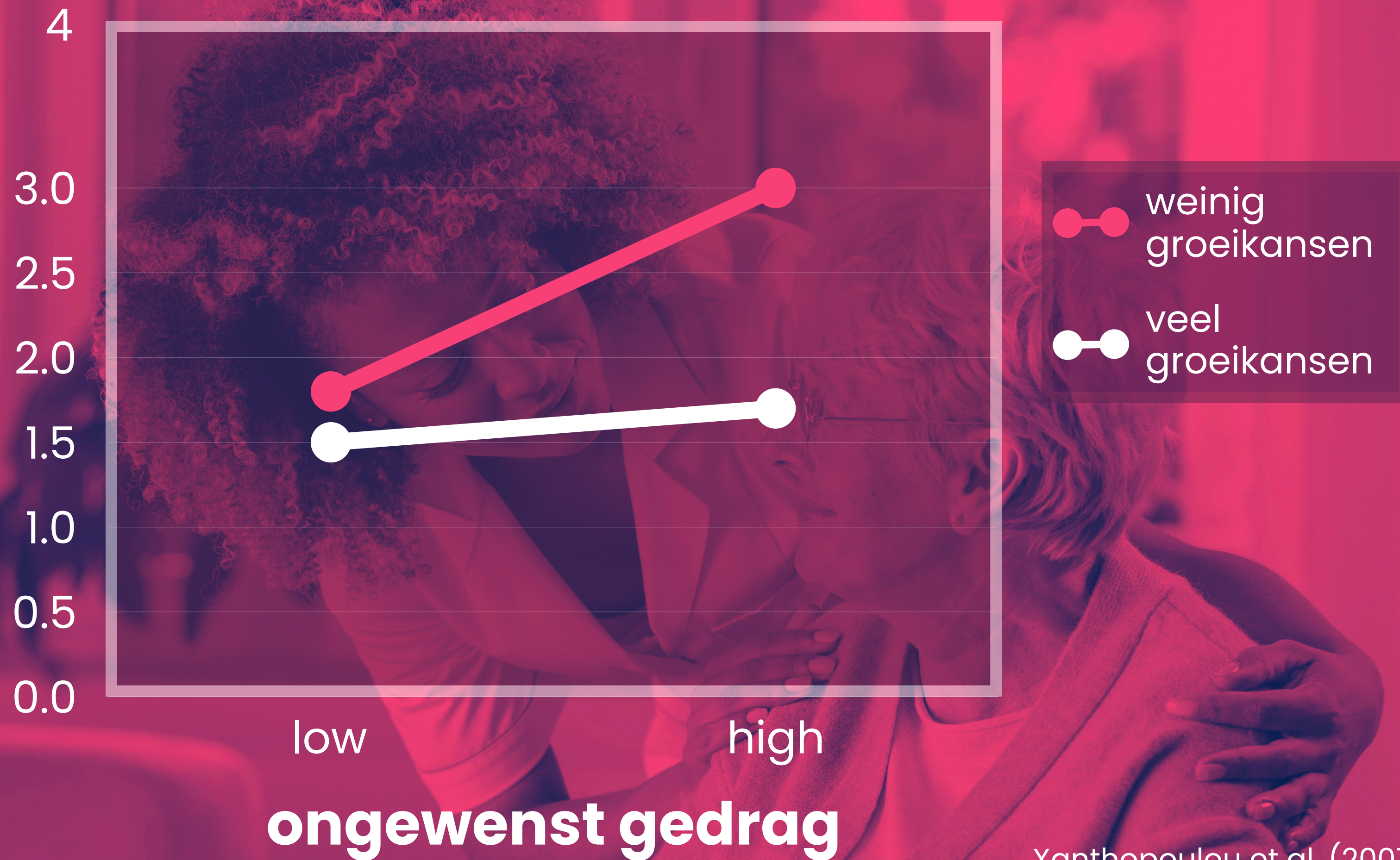


thuiszorg.

**vragenlijst studie
replicatie
sample N = 747
Nederlands**

**JDs: ongewenst
gedrag, werkdruk
JRs: autonomie, groei
afhankelijk: burnout**

burnout



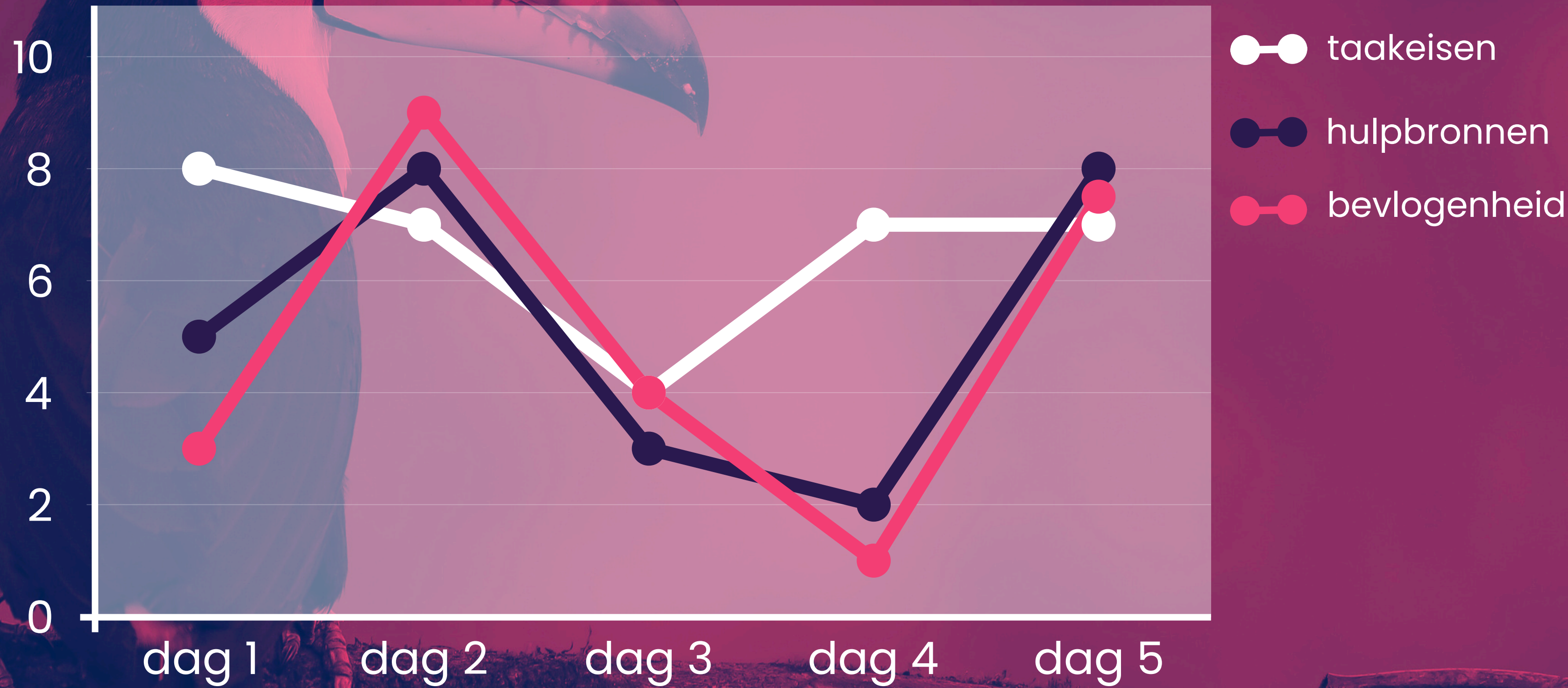
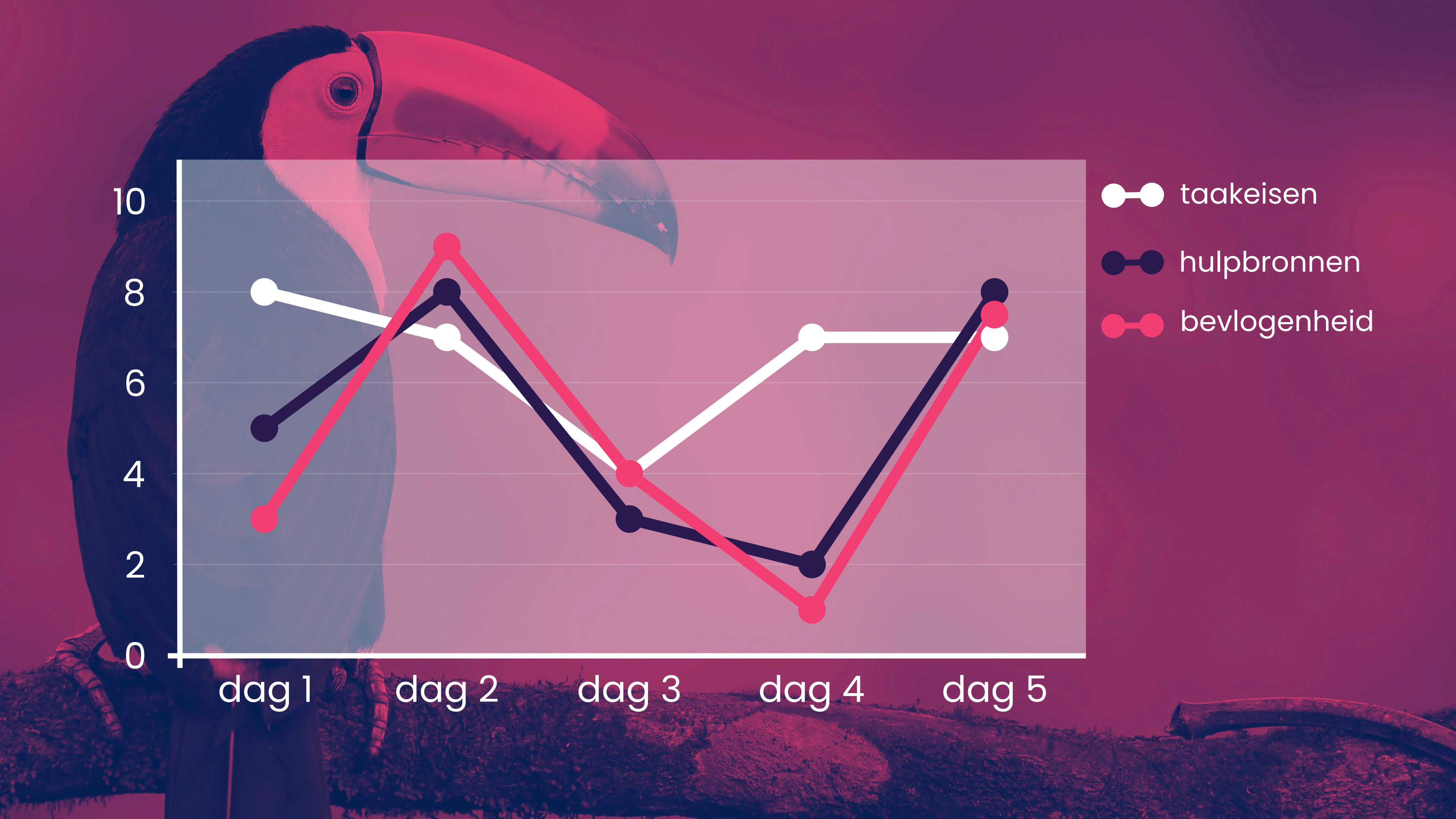
Xanthopoulou et al. (2007)

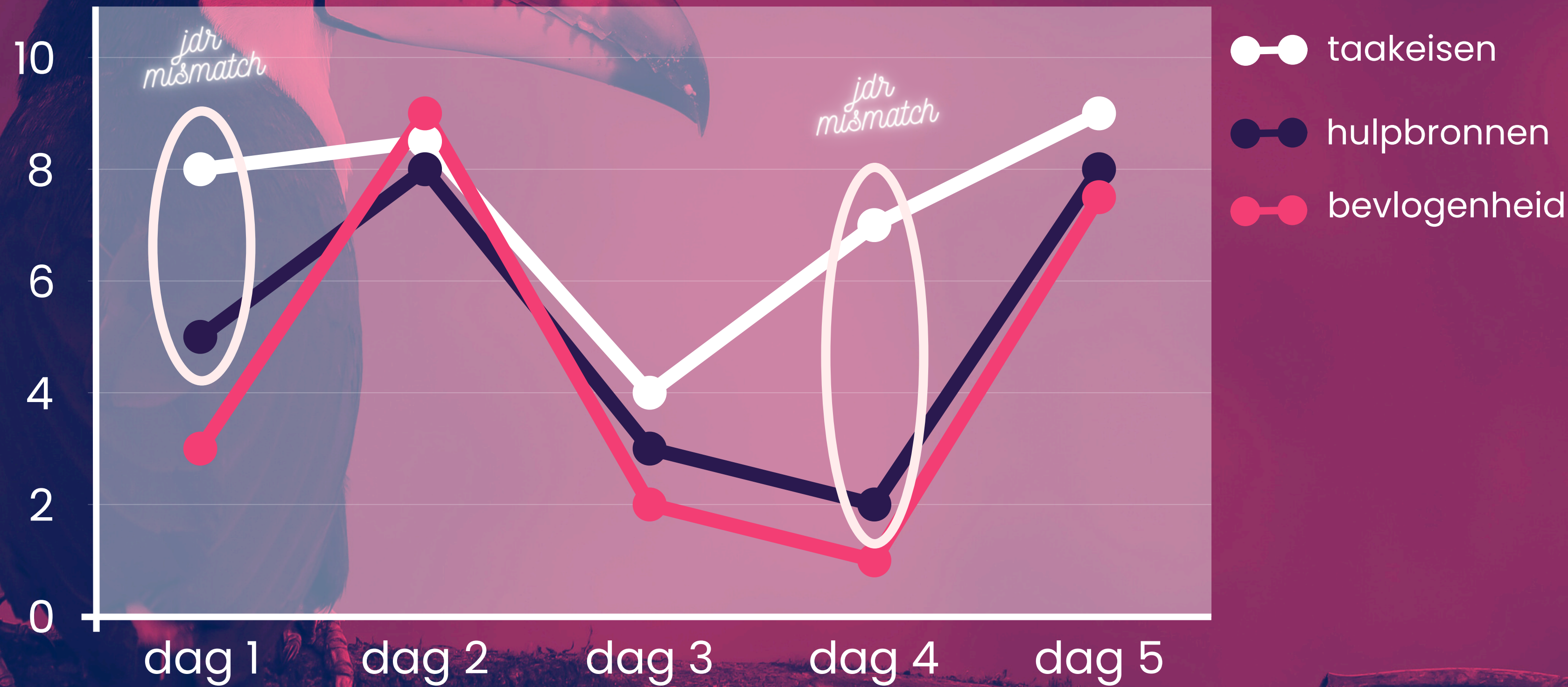
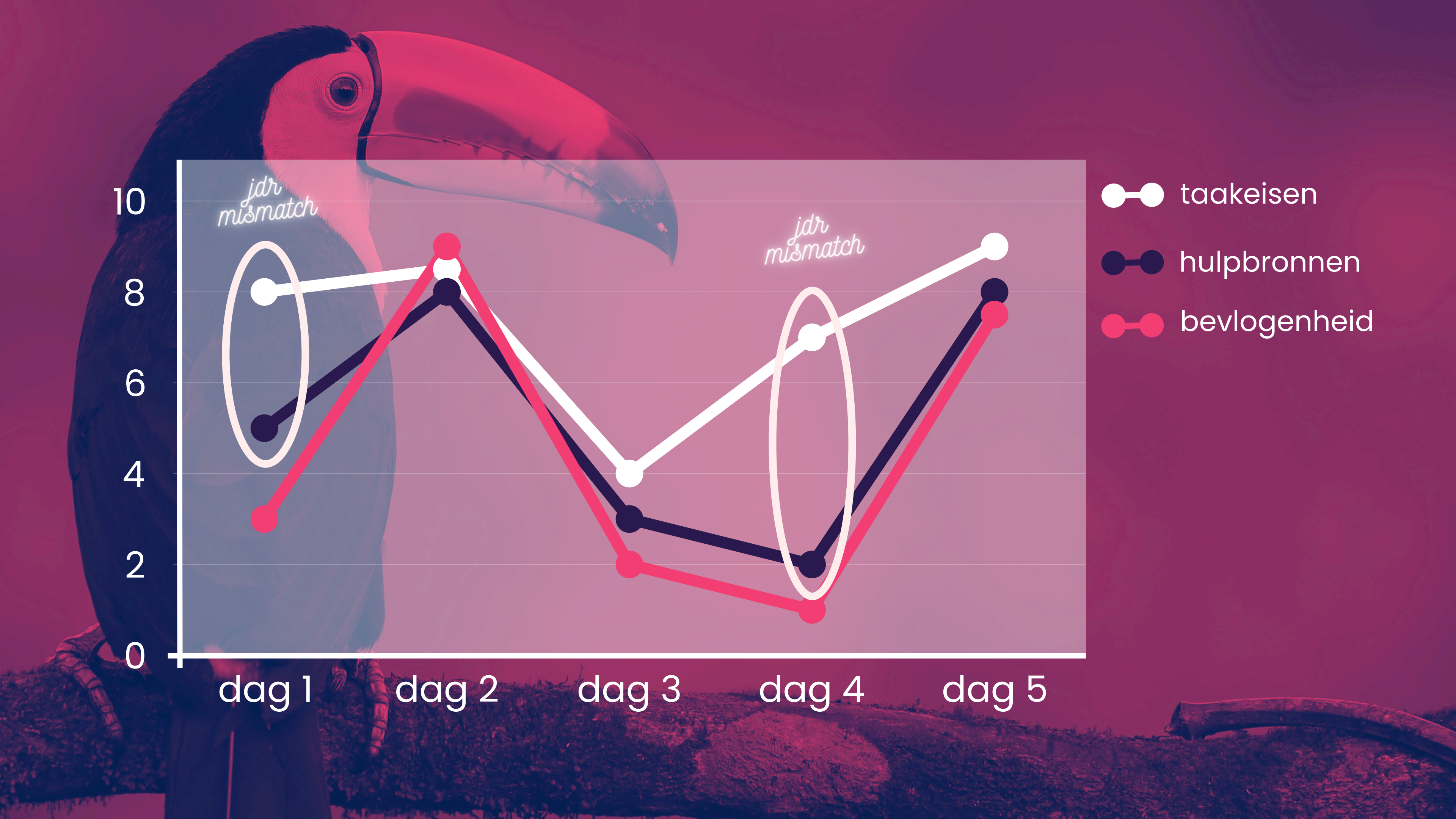
JDR synchronisatie.

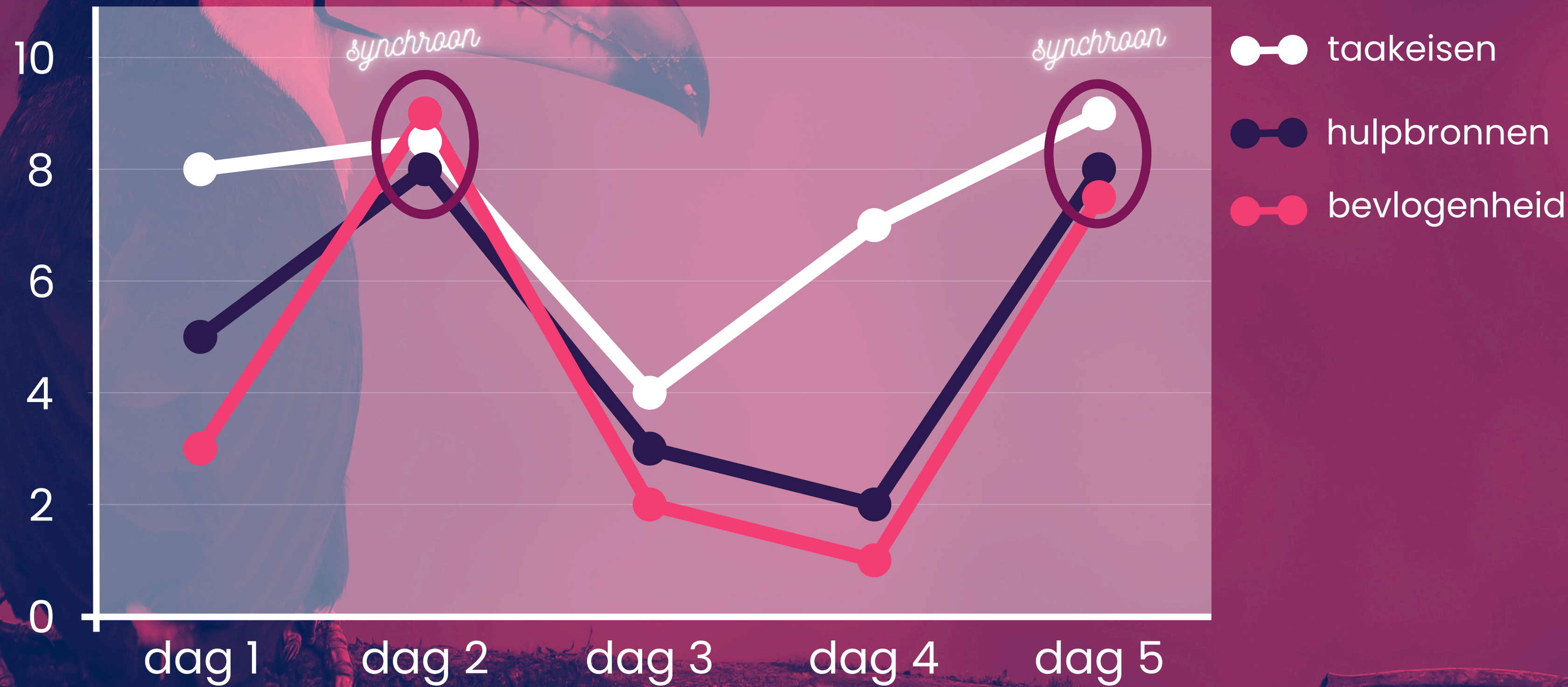
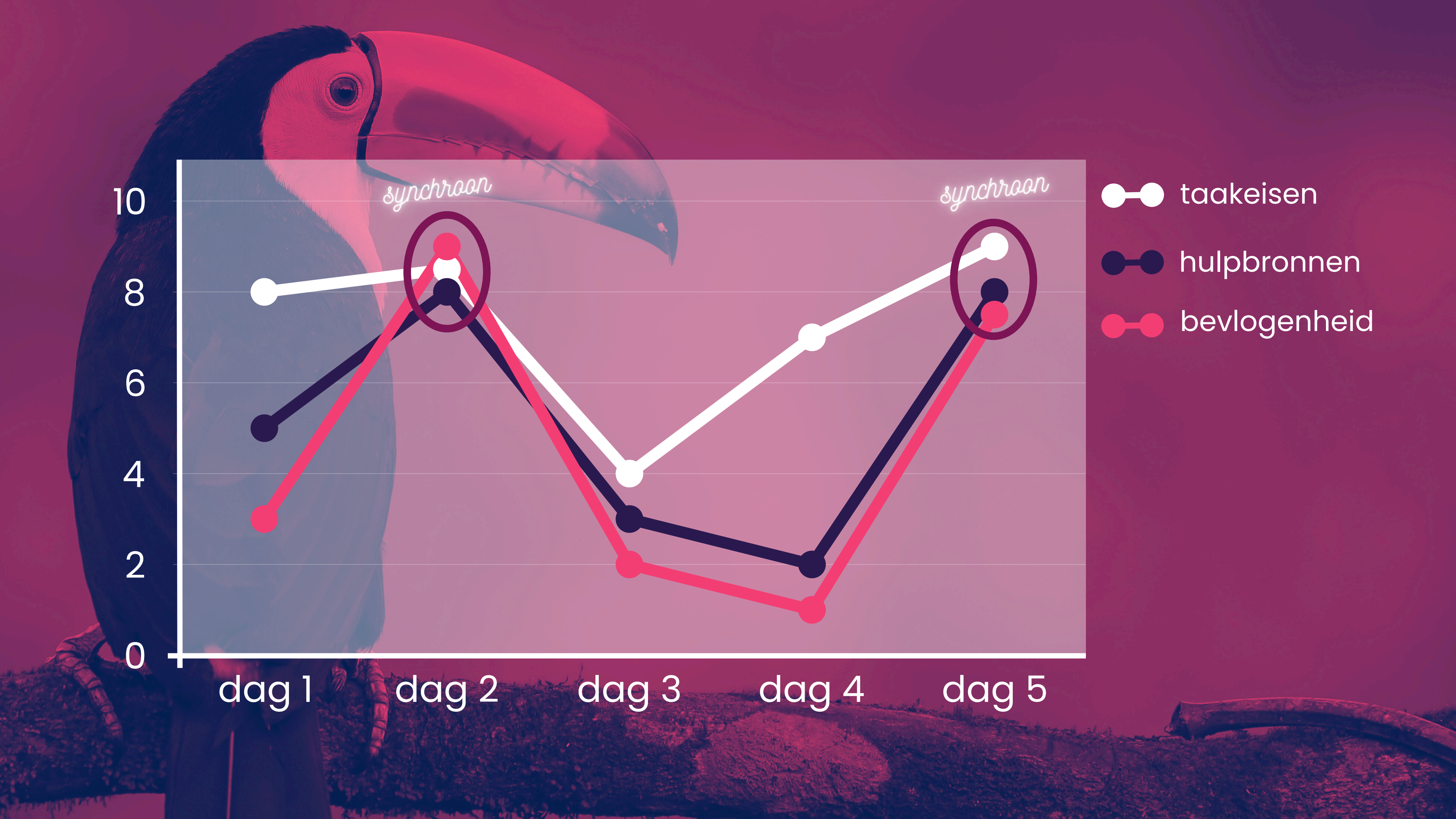
leidinggevende die vooral steun
geeft als de medewerker een
hoge werkdruk heeft

medewerker die actief op zoek
gaat naar hulpbronnen wanneer
de taakeisen hoog zijn









DAGELIJKSE



buffer & boost effecten

JDR dagboek.

**14-dagen survey
sample N = 272
vredesmissie
Noorse soldaten**

**werkdruk,
complexiteit, sterke
kanten leiderschap,
stress, bevoegenheid**

Hetland et al. (2025)

A person in a boxing stance, wearing red gloves, with a red glow effect over the image.

sterke kanten leiderschap

**leiders identificeren, ontwikkelen en
gebruiken de unieke sterke kanten
van medewerkers**

Wang et al. (2023)

synchronie effect.

psychologische
stress

2.5
2.0
1.5
1.0
0.5
0.0

laag

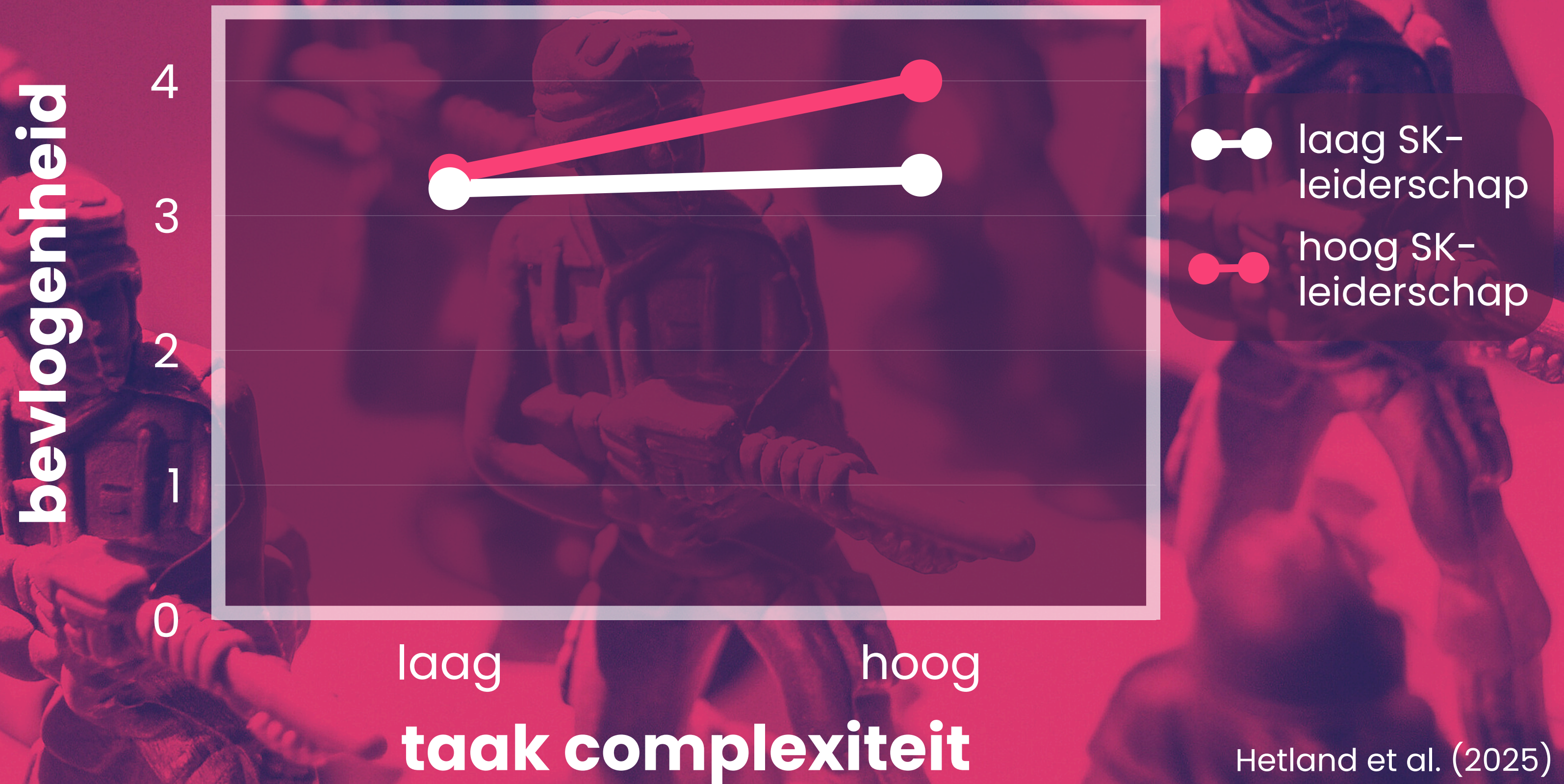
hoog

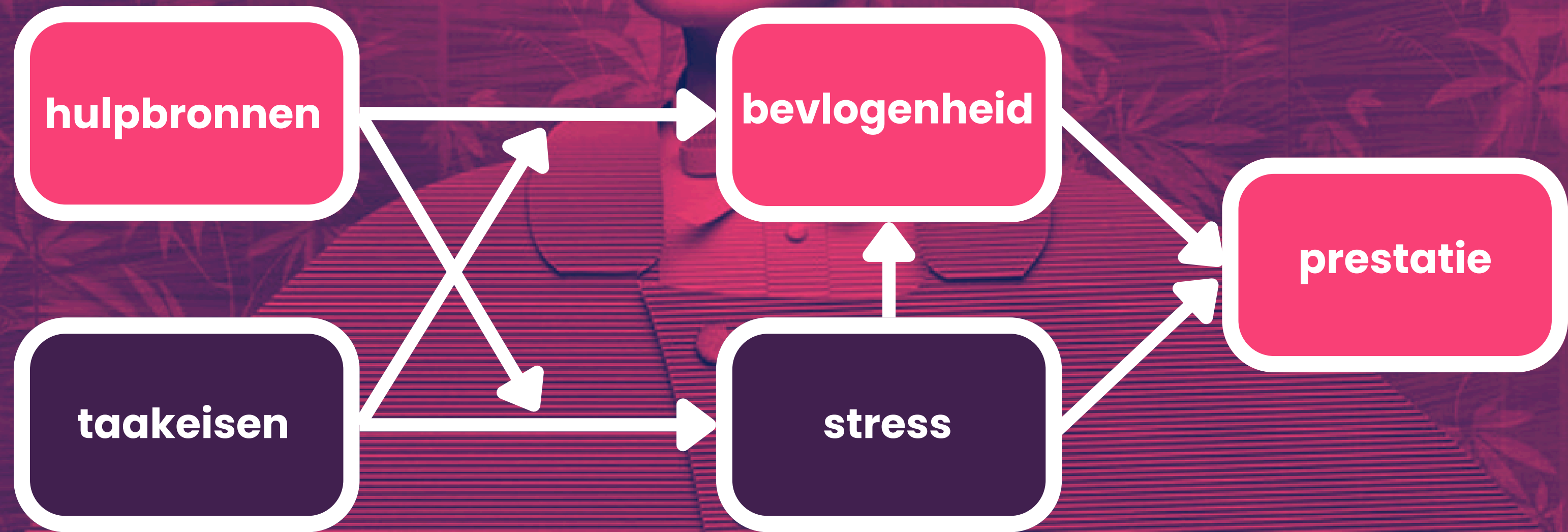
werkdruk

- laag SK-leiderschap
- hoog SK-leiderschap

Hetland et al. (2025)

synchronie effect.





jd-r model.

Bakker & Demerouti (2007)

demands

hoog

burnout

**bevlogen
heid**

laag

apathie

verveling

laag

hoog

resources

Bakker, Demerouti & Sanz-Vergel (2023)

demands

hoog

burnout

**bevlogen
heid**

laag

apathie

verveling

laag

hoog

resources

Bakker, Demerouti & Sanz-Vergel (2023)



top-down



Pavlov's hond



proactiviteit.

**zelf-startend, op
toekomst gericht
gedrag met als
doel iets te
veranderen in
jezelf of de situatie**

Grant & Ashford (2008)
Frese & Fay (2001)

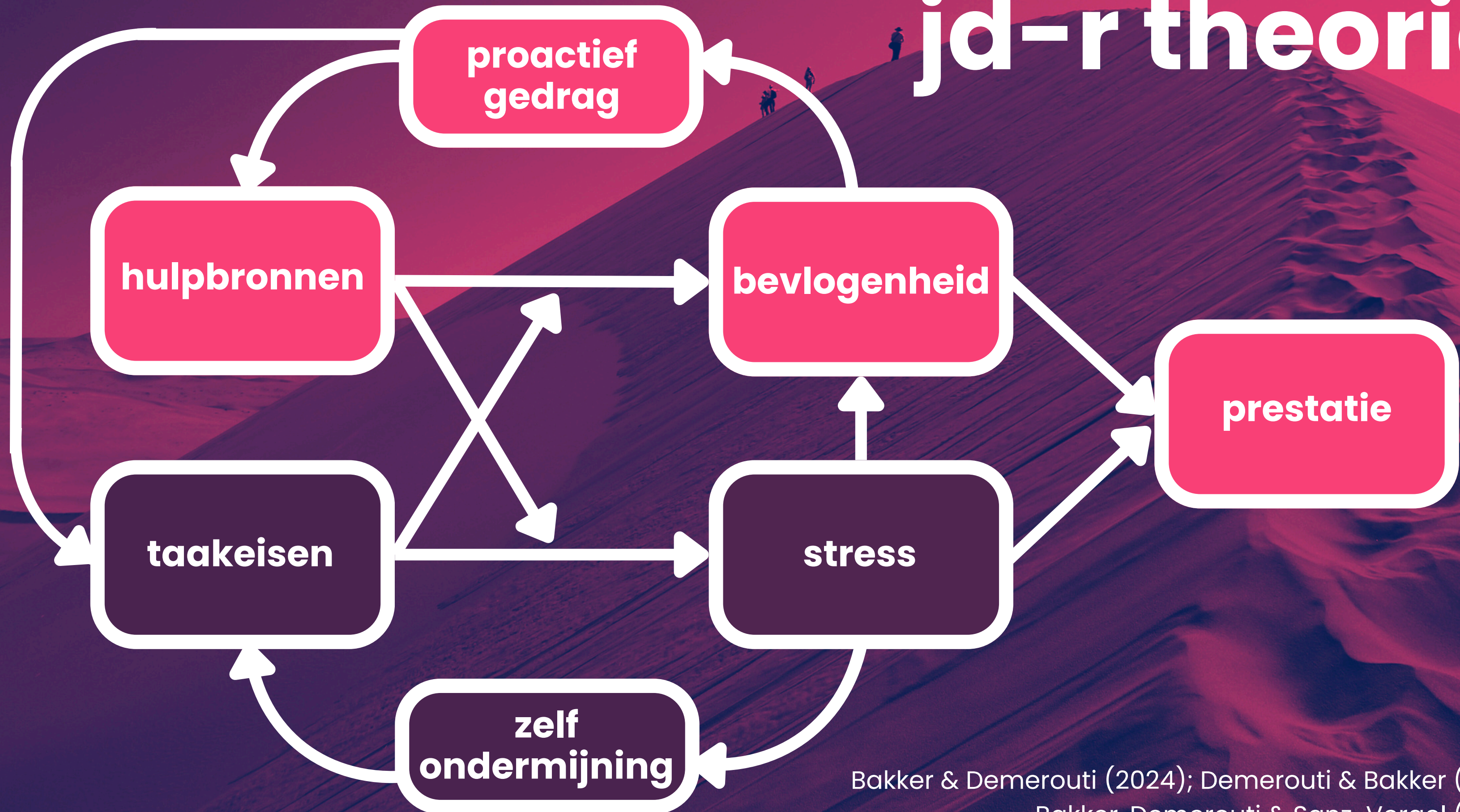
winst spiraal.



Bakker (2015)

Bakker & Demerouti (2017)

jd-r theorie.



Bakker & Demerouti (2024); Demerouti & Bakker (2023)
Bakker, Demerouti & Sanz-Vergel (2023)



job crafting.

job crafting.

**proactieve
veranderingen die
mensen aanbrengen
in hun eigen taakeisen
en hulpbronnen**

Tims & Bakker (2010)

persoon-baan fit





**wetenschapper
die
internationaal
project start**



**operationeel
medewerker
die
nieuwkomers
weg wijst**

job crafting.



**vergroten
uitdagingen**



**vergroten
hulpbronnen**



**verminderen
belemmering**

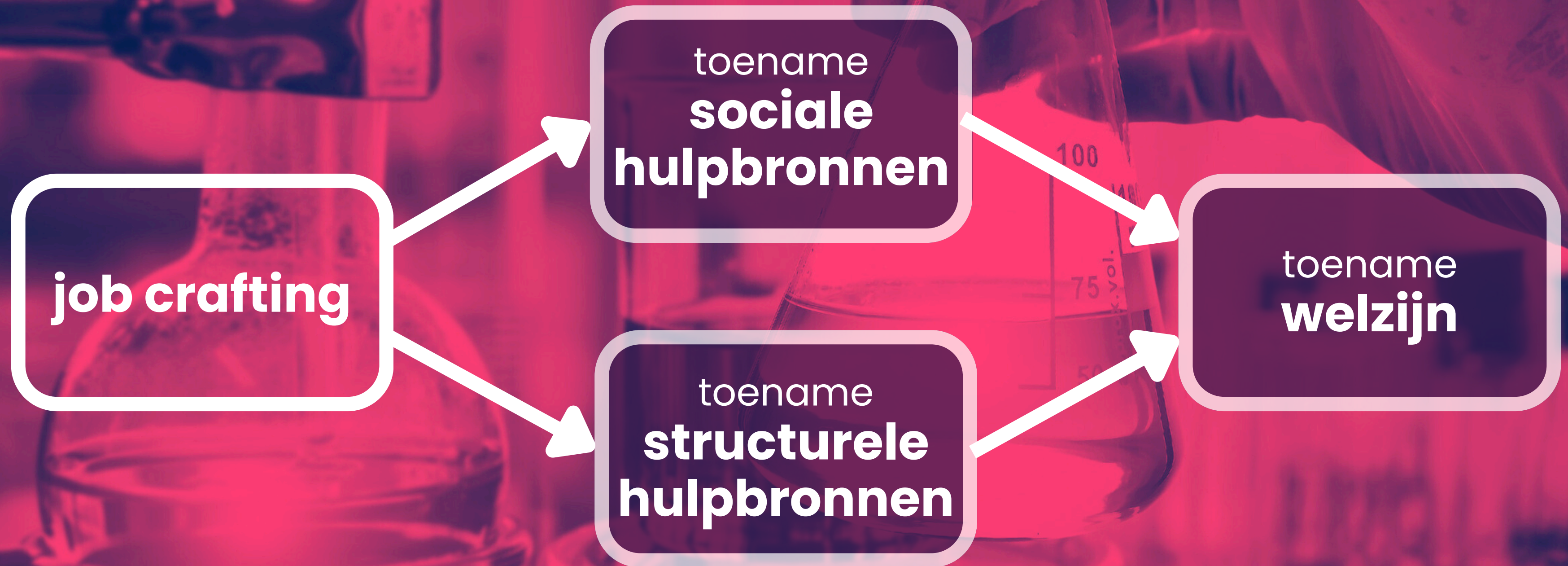


**optimaliseren
taakeisen**



Tims, Bakker & Derks (2012); Demerouti & Peeters (2018)

chemical plant.



context van job crafting.

autonomie

taak complexiteit

eigen-effectiviteit

proactiviteitsnormen

leaderschap



Demerouti (2014)

Junker et al. (2021); Thun & Bakker (2018)



**senior
consultant
als mentor
van jongere
collega**

**ondernemer
die netwerkt
tijdens
beurs**



job crafting.

interventie design.

interventie

control

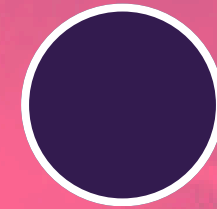
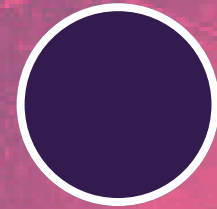
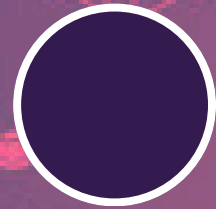
pretest

training

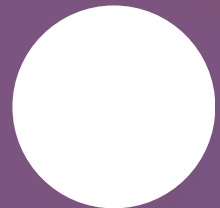
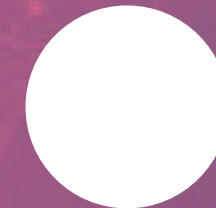
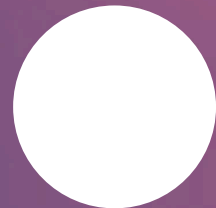
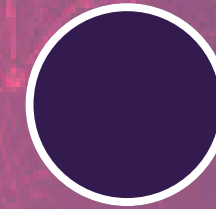
implement

posttest

posttest



coaching



A woman with dark hair, wearing a black tank top, is lifting two black dumbbells. The image is overlaid with a semi-transparent pink shape on the left side. The background is a solid dark purple. The text 'interventie.' is in large white letters at the top right. Below it, 'achtergrond' and 'JDR' are in smaller white letters. 'job crafting' is in a larger white font. 'persoonlijk crafting plan' is in the largest white font at the bottom right. On the woman's tank top, the words 'weekly goals' and 'exercises' are written in a white, handwritten-style font.

interventie.

achtergrond

JDR

job crafting

persoonlijk crafting plan

*weekly
goals*

exercises

interventie.



gevolgen.

werk
verbeterde omgeving

betekenis

bevlogenheid

creativiteit

prestatie



Rudolph et al. (2017)
Demerouti & Bakker (2024)

VAN
THEORIE
NAAR
PRAKTIJK

inzicht in stress

mechanismen

taakeisen vs.
hulpbronnen
analyseren

maatwerk interventies

ontwikkelen

eisen verlagen,
hulpbronnen
versterken

coachings gesprekken

gestructureerd
gesprek over
energie en
belasting

casemanagers

verzuim voorkomen

en begeleiden

gericht op
herstel én
motivatie

duurzame inzetbaarheid

stimuleren

job crafting
inzetten en
monitoren



vragen?

www.arnoldbakker.com