



JDR theorie

Arnold Bakker

**werkdruk en herstel
burnout
bevlogenheid
job crafting
playful work design**



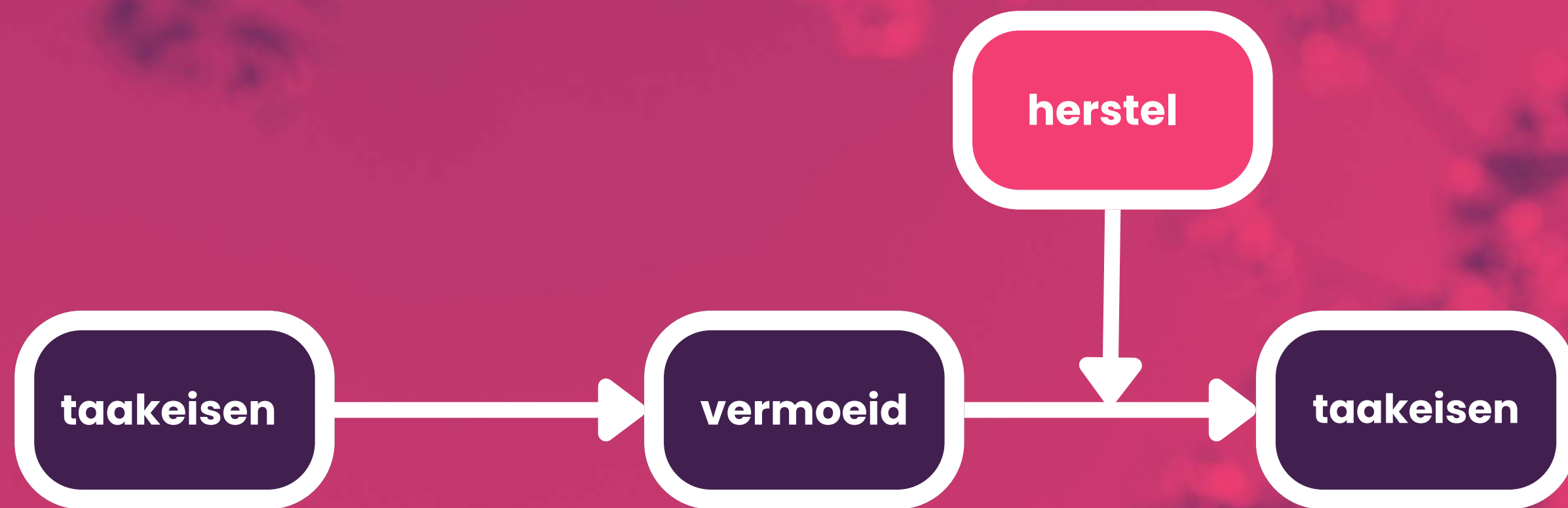
The background of the entire image is a close-up photograph of pink cherry blossoms on dark branches. The flowers are in various stages of bloom, with some showing prominent stamens. The lighting is soft, creating a gentle pink hue across the scene.

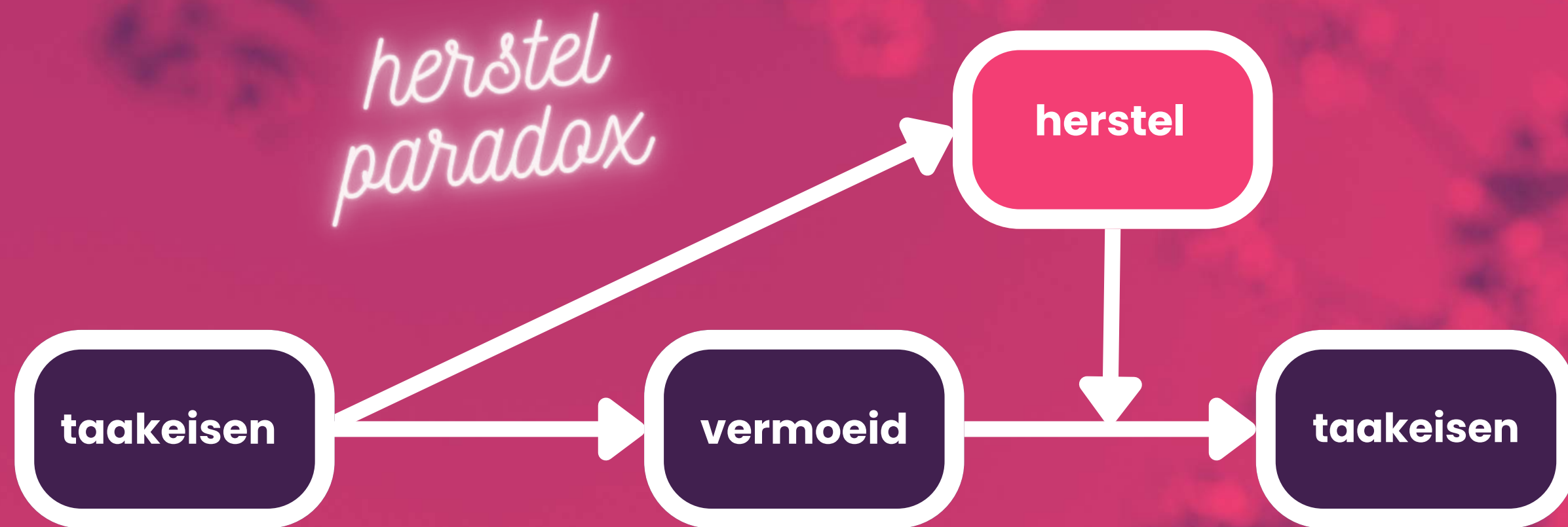
taakeisen



vermoeid

na het werk





herstel.



loskoppeling

ontspanning

meesterschap

herstel.

*hobbies
familie
film
sociale media*

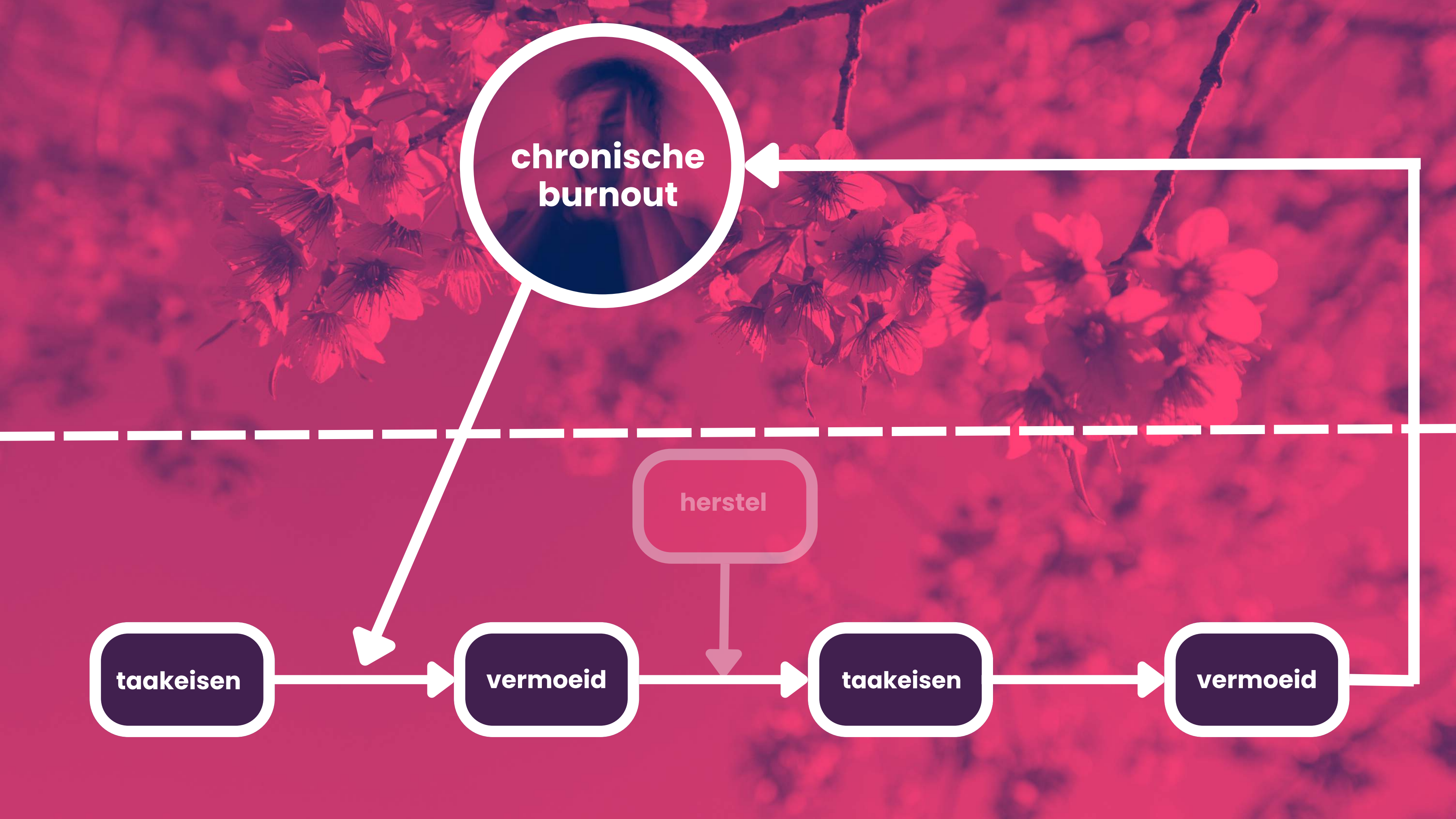
loskoppeling

*meditatie
mindfulness
muziek
sauna*

ontspanning

*duolingo
gitaar
spelen
toneel*

meesterschap



The diagram illustrates the cycle of chronic burnout. At the top, a circular inset shows a person covering their face in distress, with the text "chronische burnout" overlaid. Below this, a horizontal dashed line separates the burnout state from the cyclical process. The process is shown as a sequence of four rounded rectangular boxes: "taakeisen" (task requirements), "vermoeid" (fatigue), "taakeisen", and "vermoeid", connected by arrows pointing from left to right. A box labeled "herstel" (recovery) is positioned above the second arrow, with an arrow pointing down to it. A long arrow originates from the final "vermoeid" box and points back to the "chronische burnout" circle, completing the cycle.

**chronische
burnout**

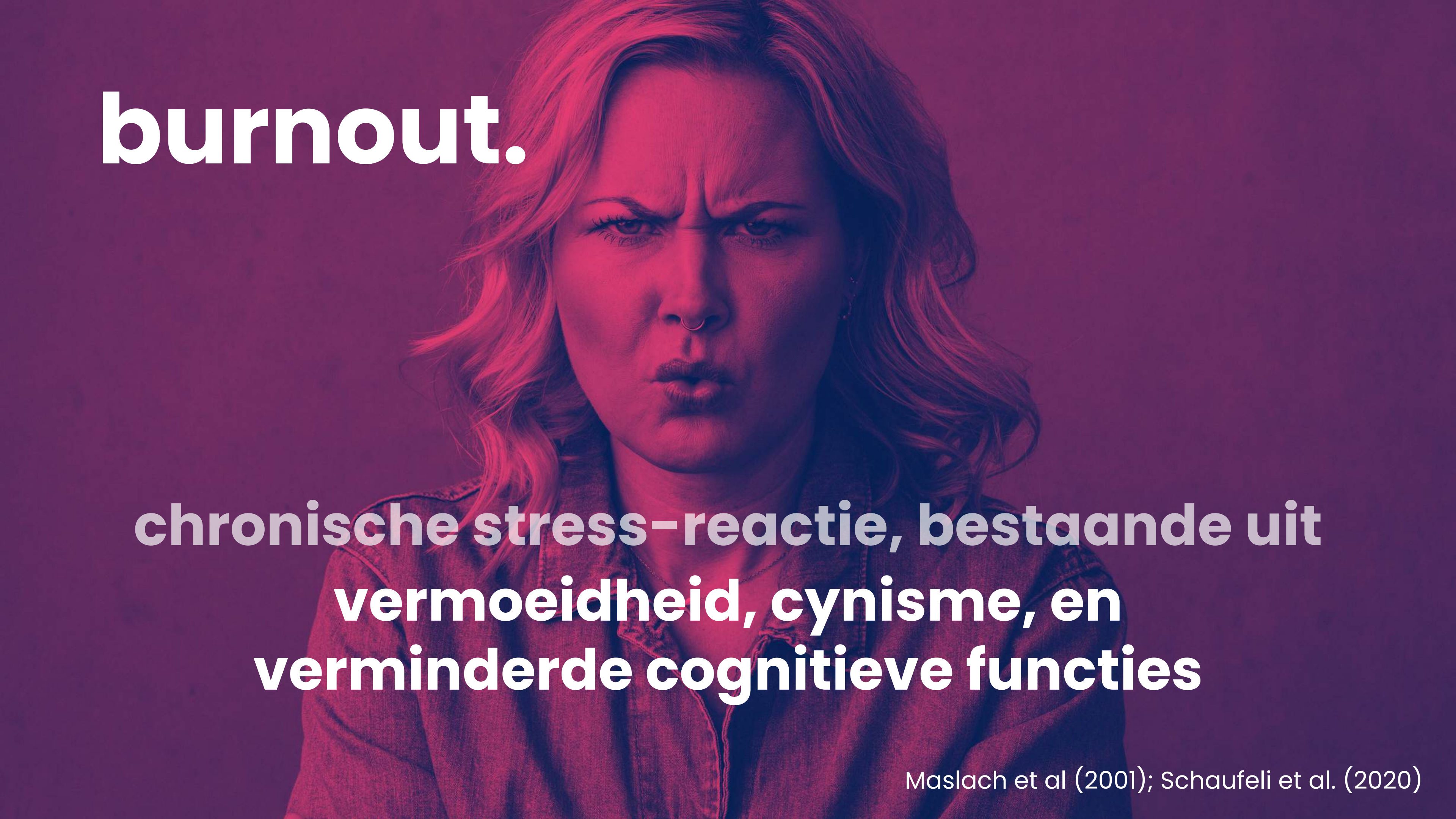
taakeisen

vermoeid

taakeisen

vermoeid

herstel

A woman with long, wavy 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)

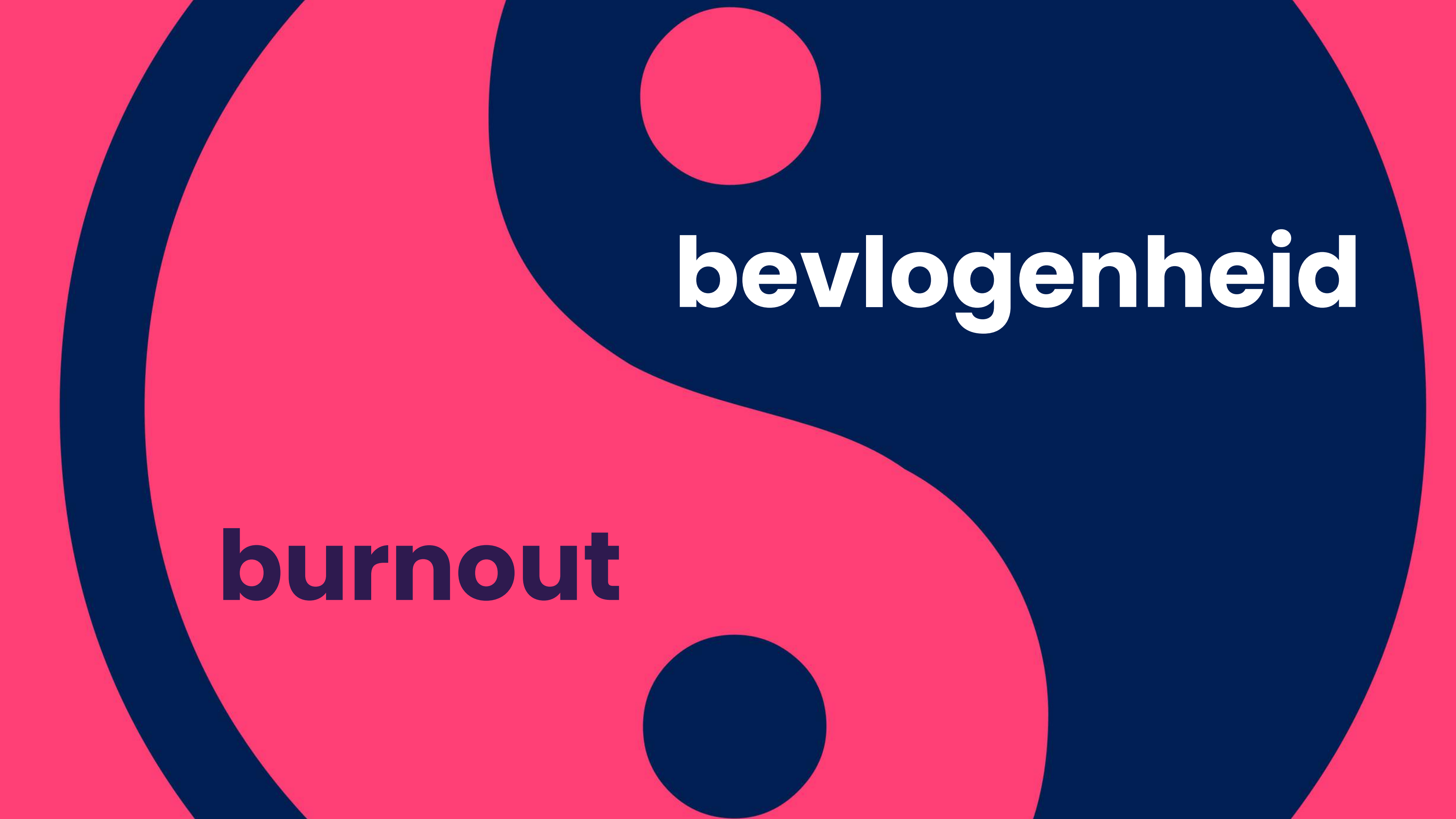
gevolgen.

**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

prestatie

medische fouten

verkoop

klanttevredenheid



Borst et al. (2020)
Demerouti & Cropanzano (2010)



oorzaken.

werkdruk

emails

conflict

**baan
onzekerheid**

**emotionele
belasting**

**complexe
taken**



job demands.

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



**taakeisen kosten fysieke en
mentale inspanning**

**belemmeringen vs.
uitdagingen**

**sociale
steun**

**taak
belang**

**auto
nomie**

**af
wisseling**

feedback

**groei
kansen**



job resources.

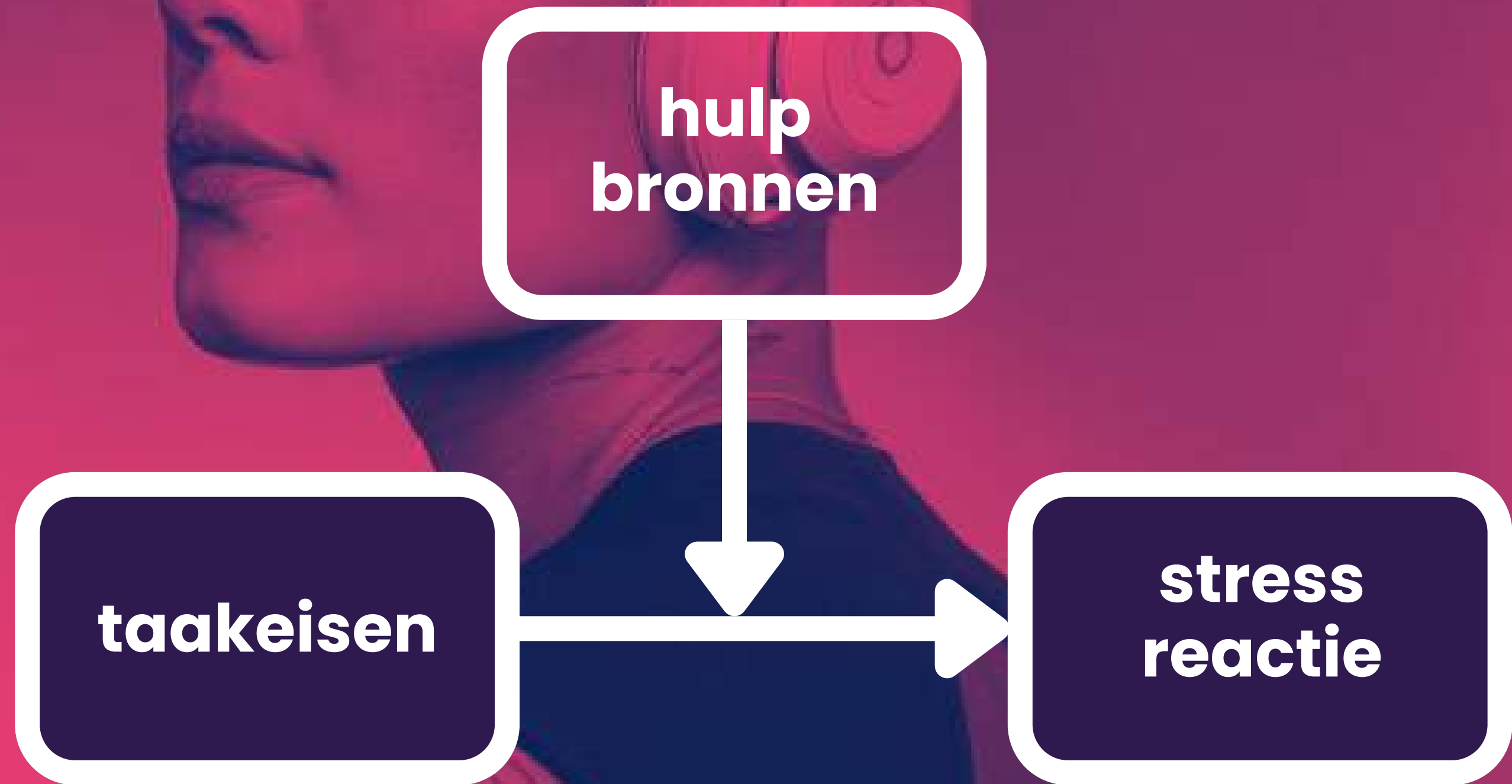
Demerouti et al. (2001); Demerouti & Bakker (2023)

A background image of two women in conversation, overlaid with a semi-transparent pink rectangle. The woman on the left is seen in profile, gesturing with her hand, while the woman on the right is facing her. The overall color scheme is dominated by shades of pink and magenta.

hulpbronnen zijn motiverend

leren, betekenis, impact

buffer effect.

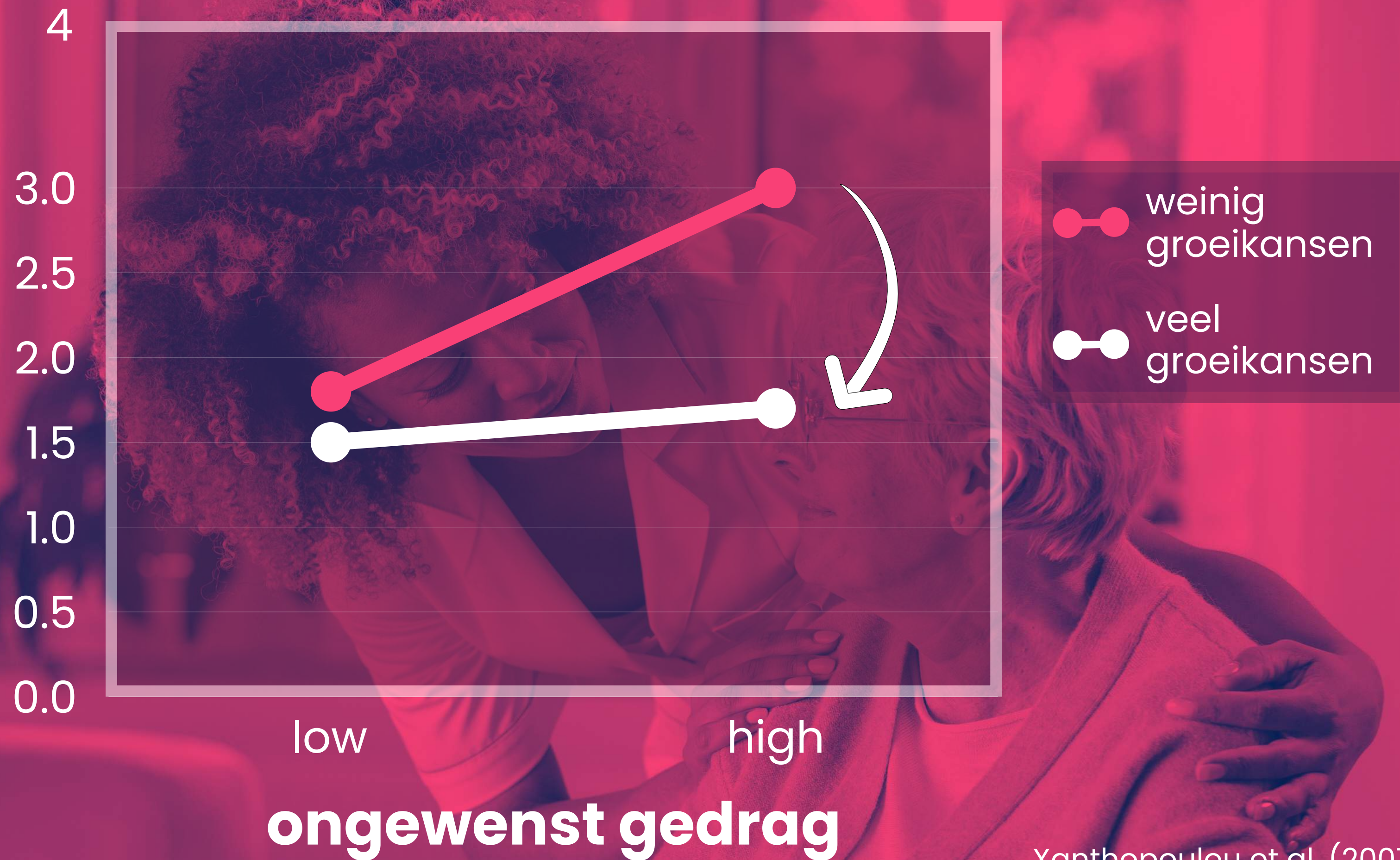


thuiszorg.

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

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

burnout



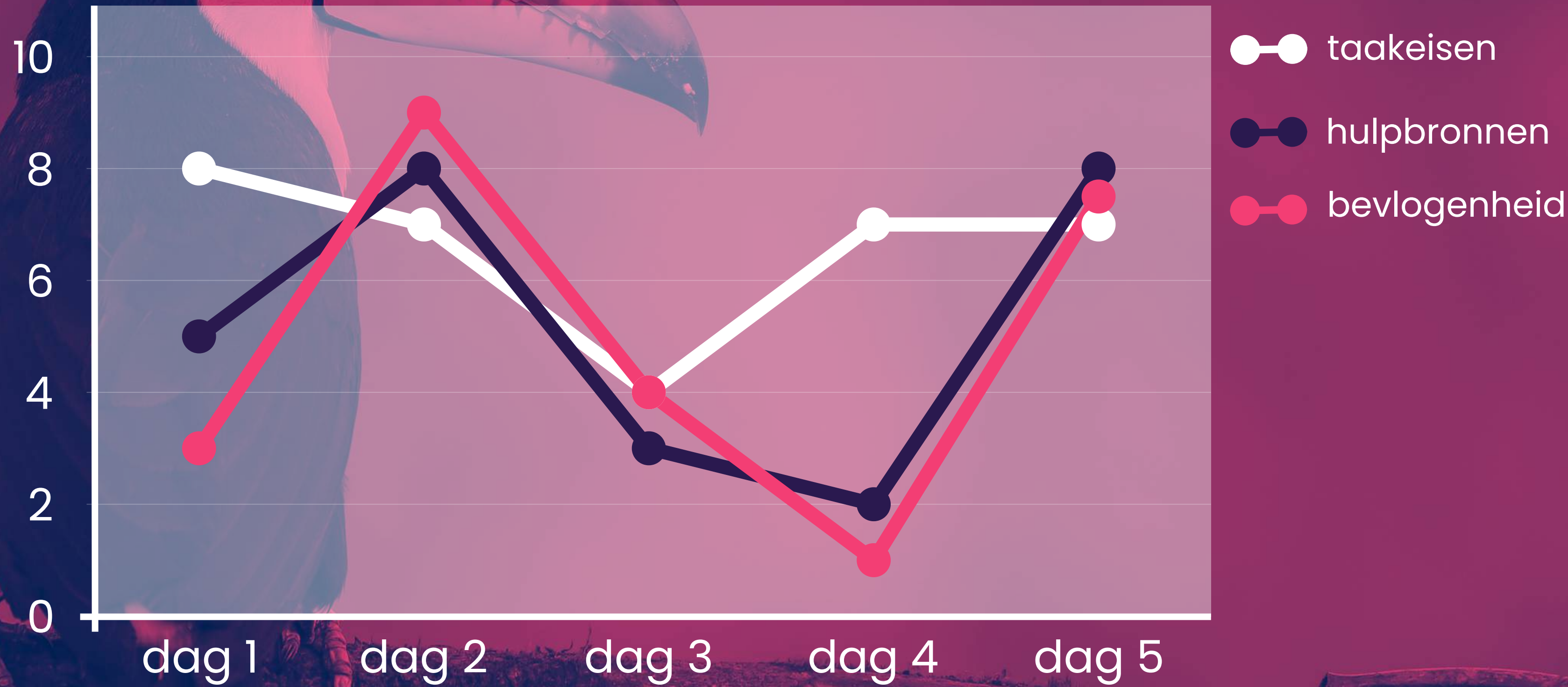
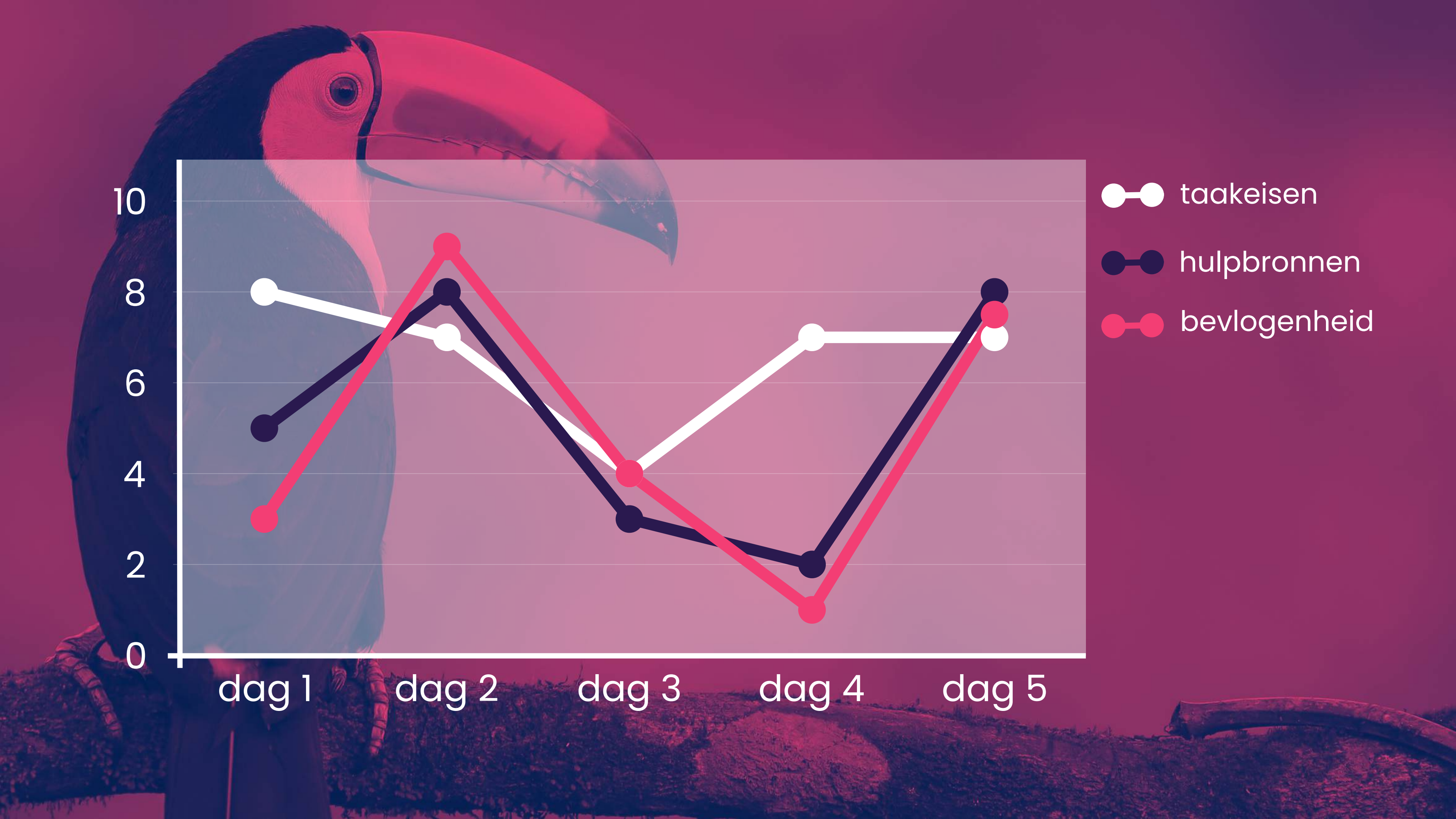
Xanthopoulou et al. (2007)

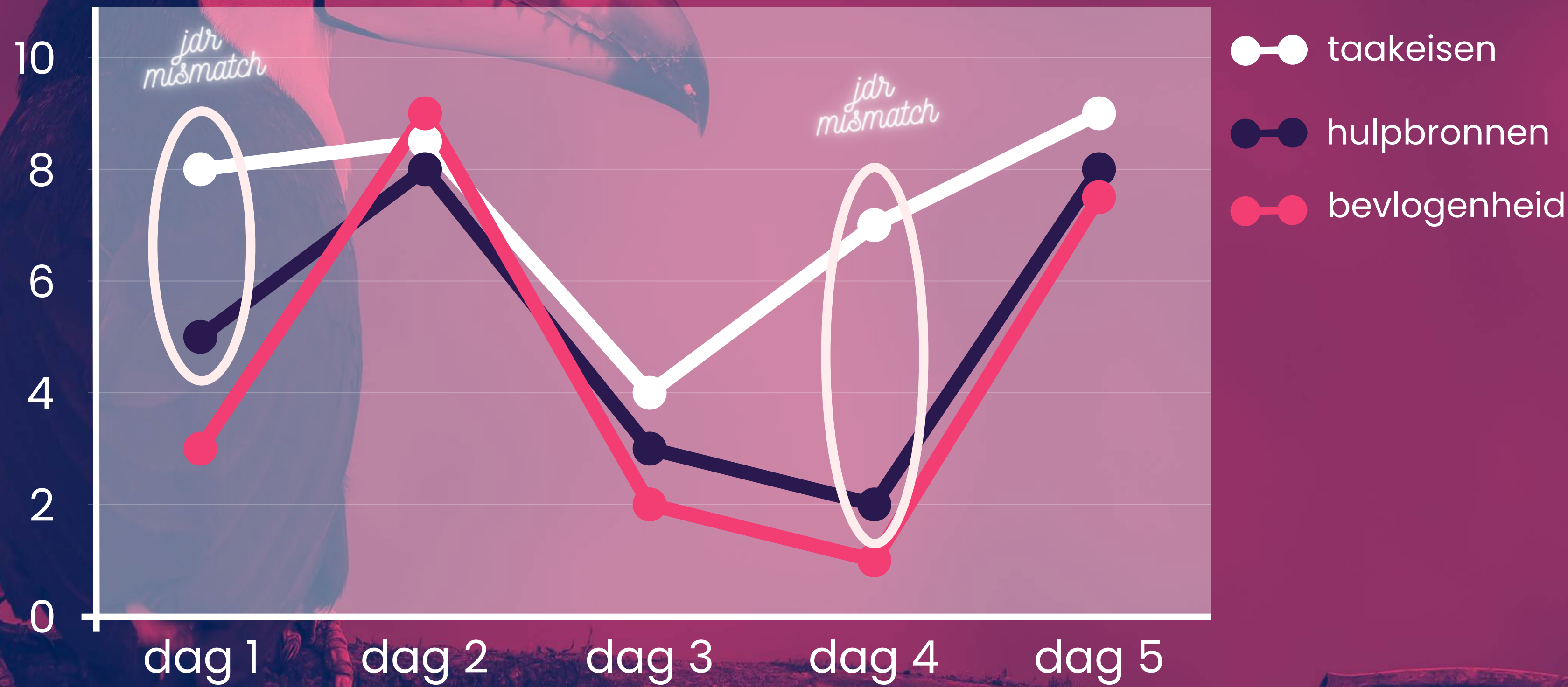
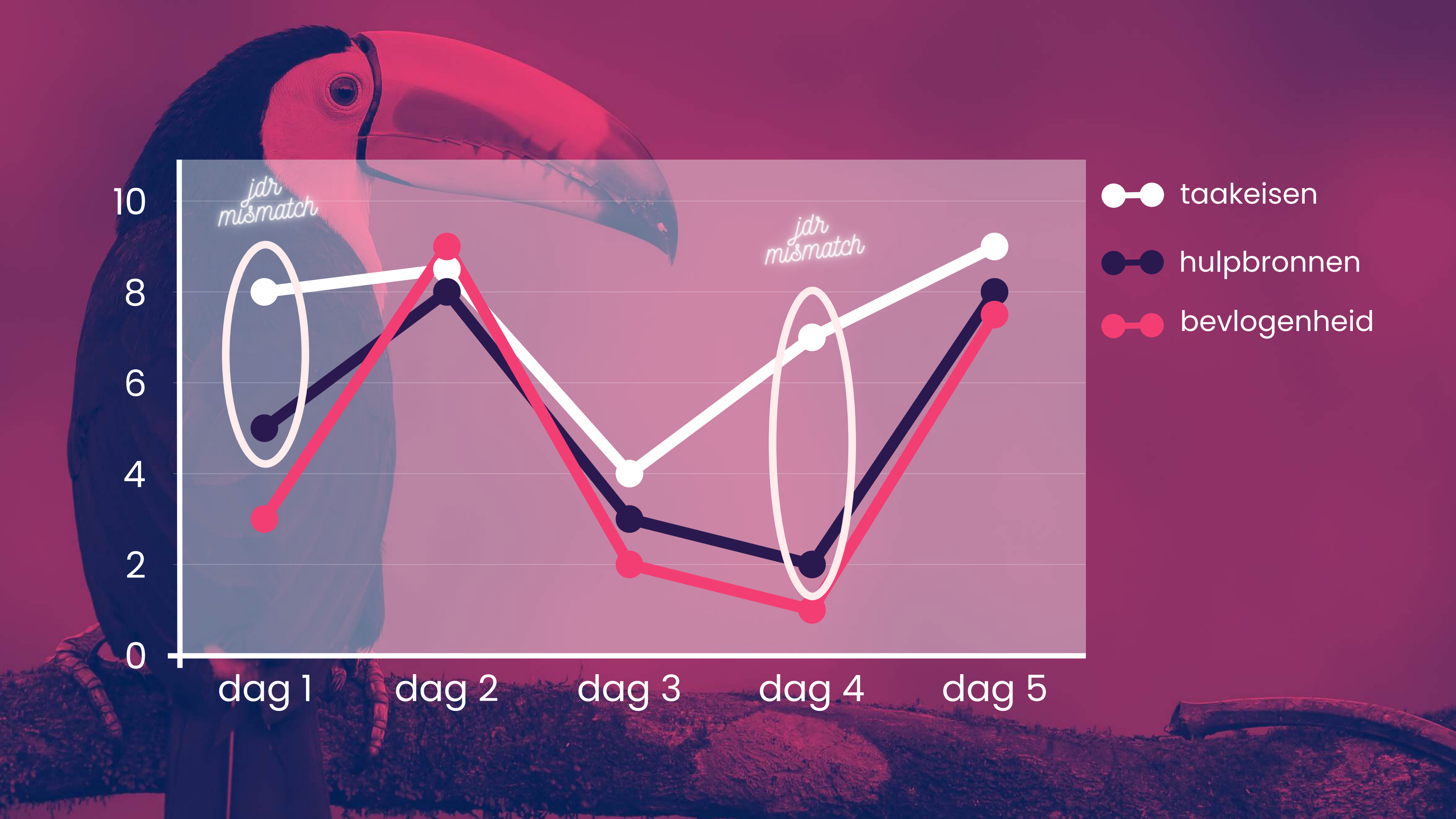
JDR synchronisatie.

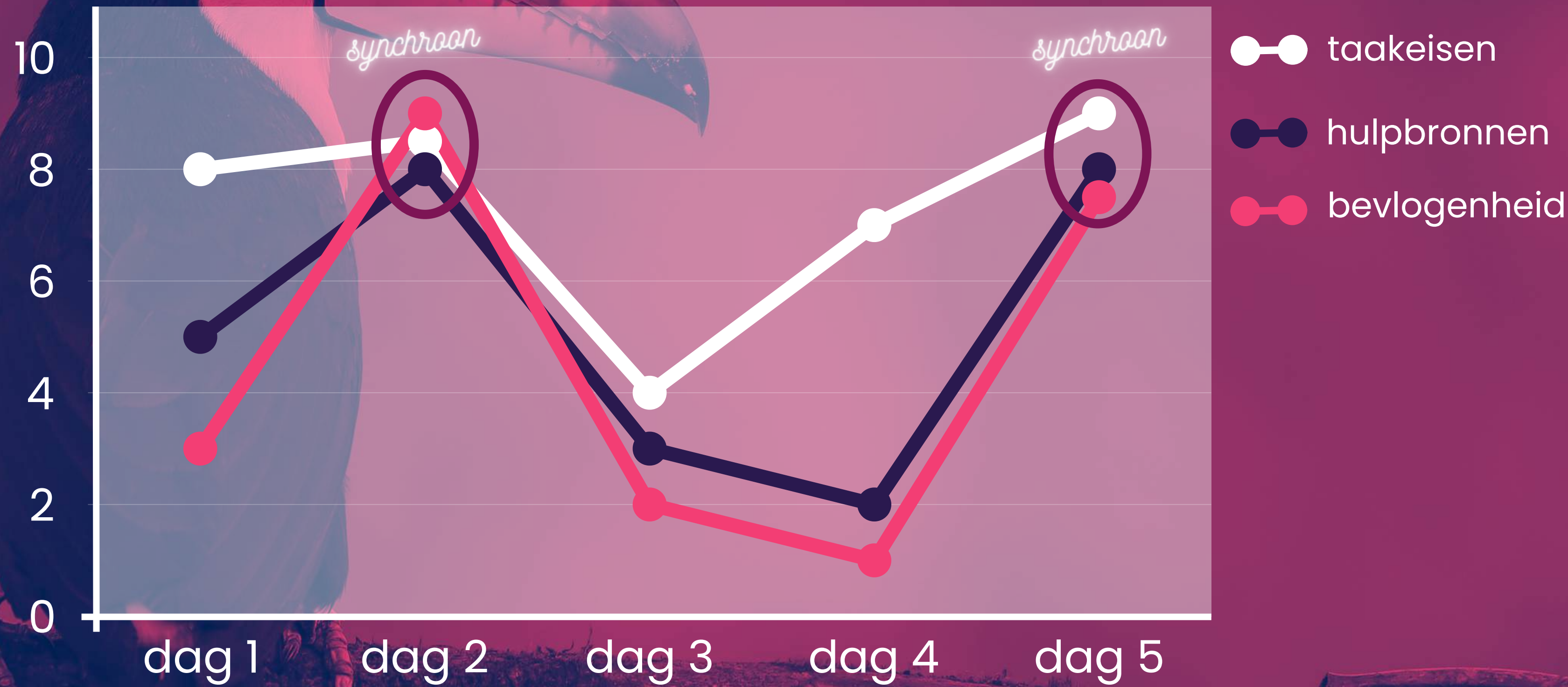
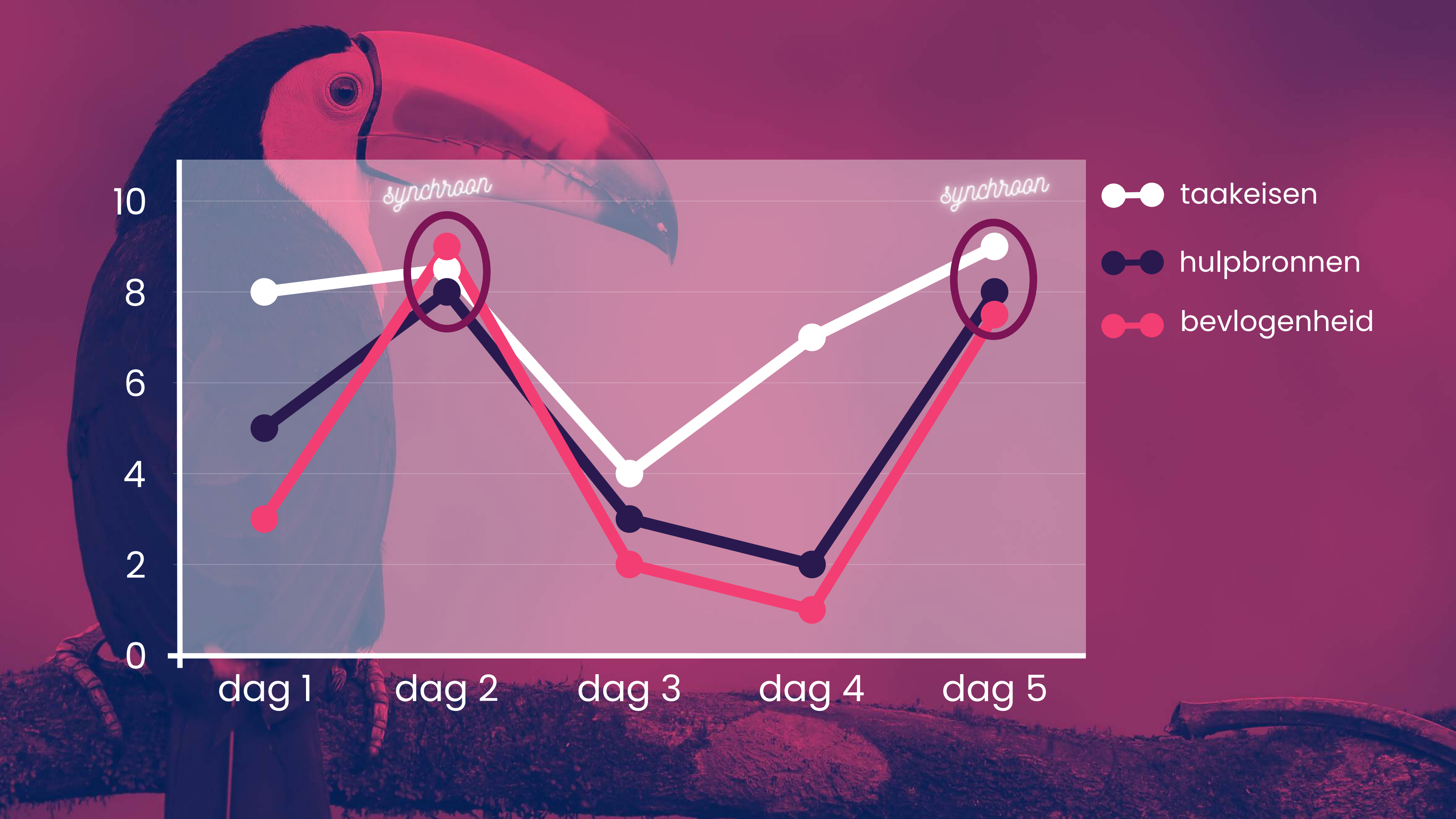
leidinggevende die vooral steun
geeft als de medewerker een
hoge werkdruk heeft

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









DAGELIJKSE

A full-page background image with a solid pink color. Overlaid on this background is a photograph of four people in circus-style costumes performing a tightrope act. They are all balancing on a single horizontal wire. From left to right: a woman in a dark, patterned outfit with a headpiece; a second woman in a similar outfit; a man in a dark suit with white star patterns on the sleeves and pants; and another woman in a similar outfit. They are all holding vertical poles for balance. The text 'DAGELIJKSE' is at the top and 'buffer & boost effecten' is at the bottom, both in white.

buffer & boost effecten

JDR dagboek.

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

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

A person is shown in a boxing stance, wearing boxing gloves, with their arms raised. The scene is illuminated with a strong red light, creating a dramatic and intense atmosphere. The person's face is partially obscured by the lighting and the text.

sterke kanten leiderschap

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

Wang et al. (2023)

synchronisatie.

psychologische
stress

2.5
2.0
1.5
1.0
0.5
0.0

laag

hoog

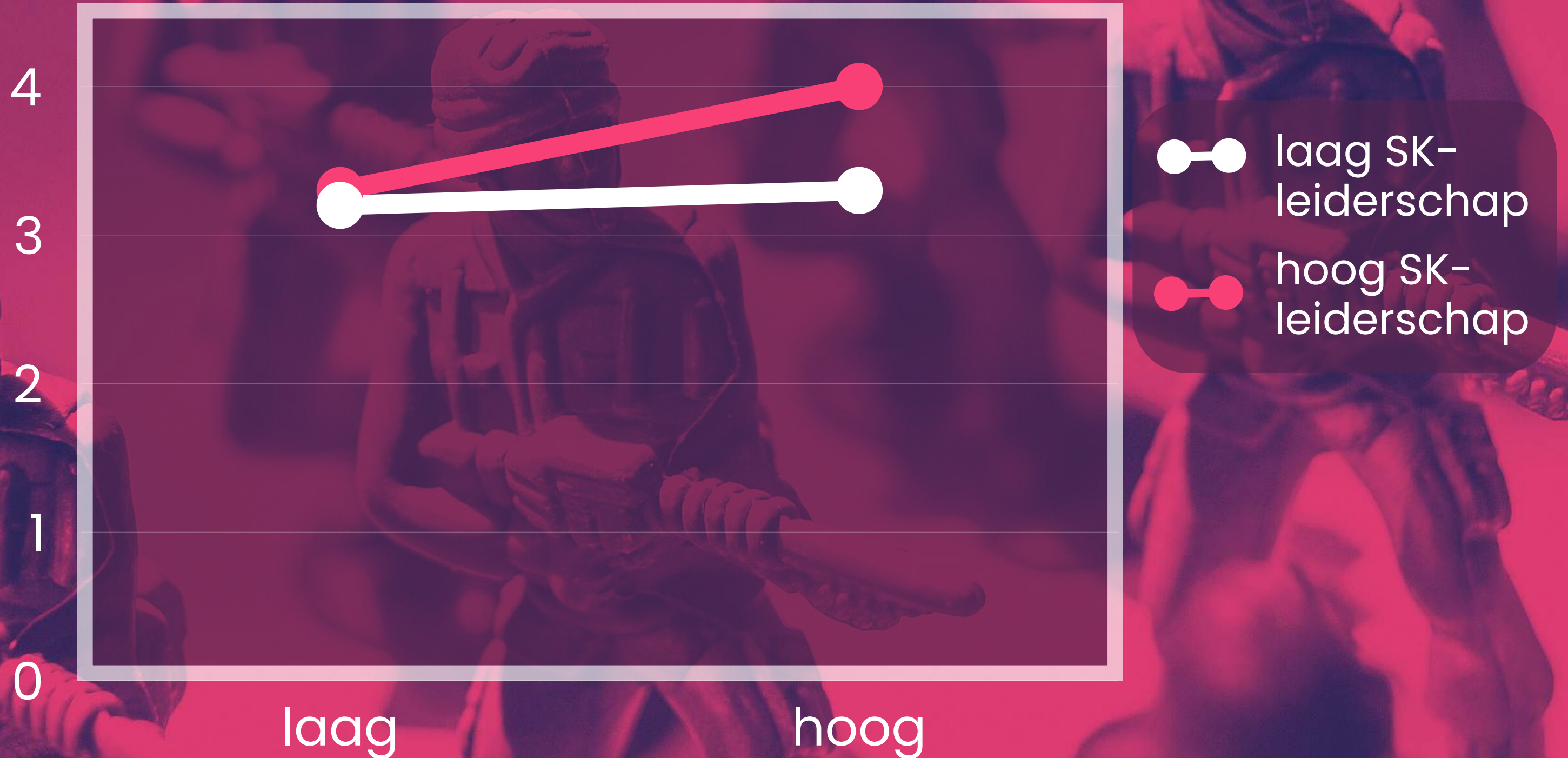
werkdruk



- laag SK-leiderschap
- hoog SK-leiderschap

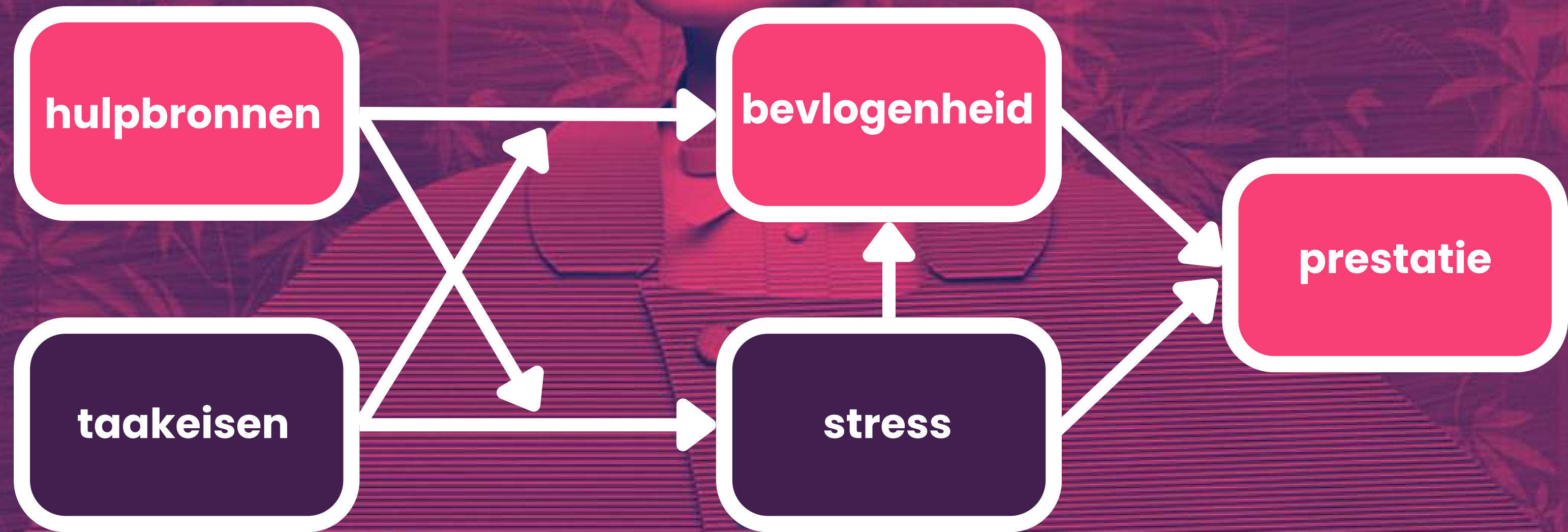
synchronisatie.

bevlogenheid



taak complexiteit

Hetland et al. (2025)



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)

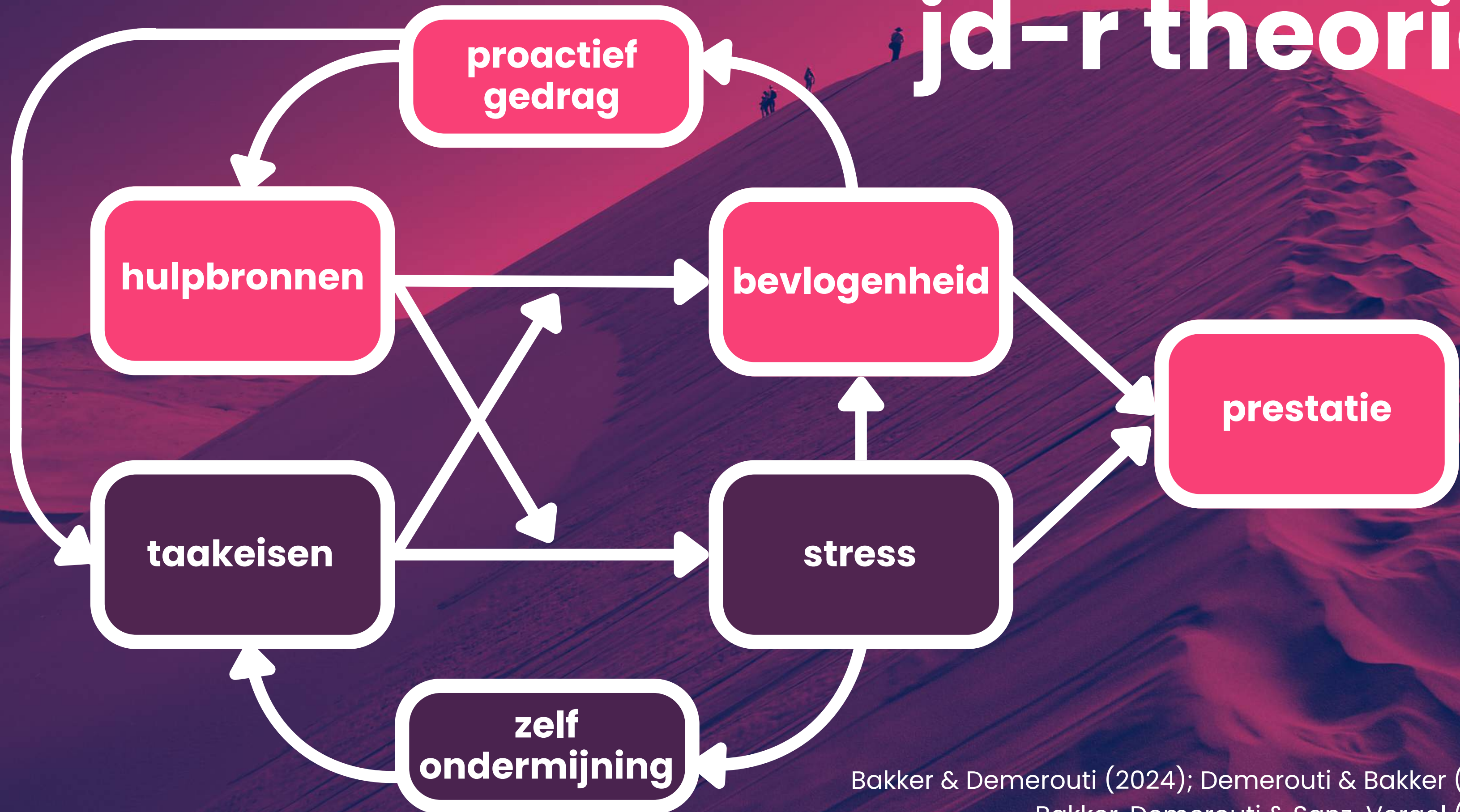
winst spiraal.



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





**verpleegkundige
die stille tijd
regelt voor
rapportage**



**operationeel
medewerker
die
nieuwkomers
weg wijst**

job crafting.



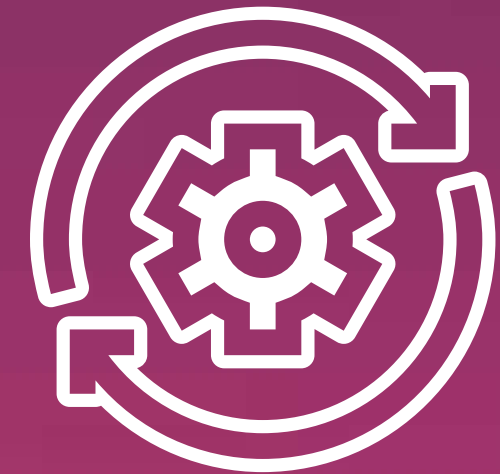
**vergroten
uitdagingen**



**vergroten
hulpbronnen**



**verminderen
belemmering**

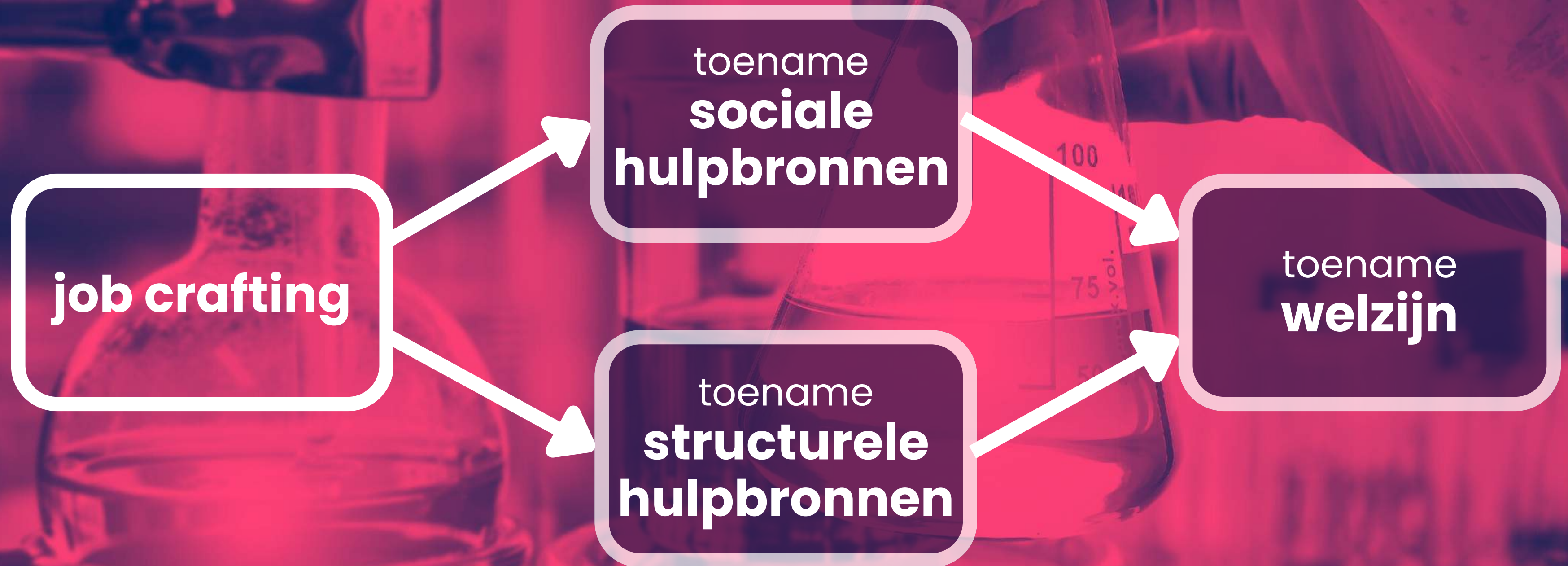


**optimaliseren
taakeisen**



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

chemical plant.





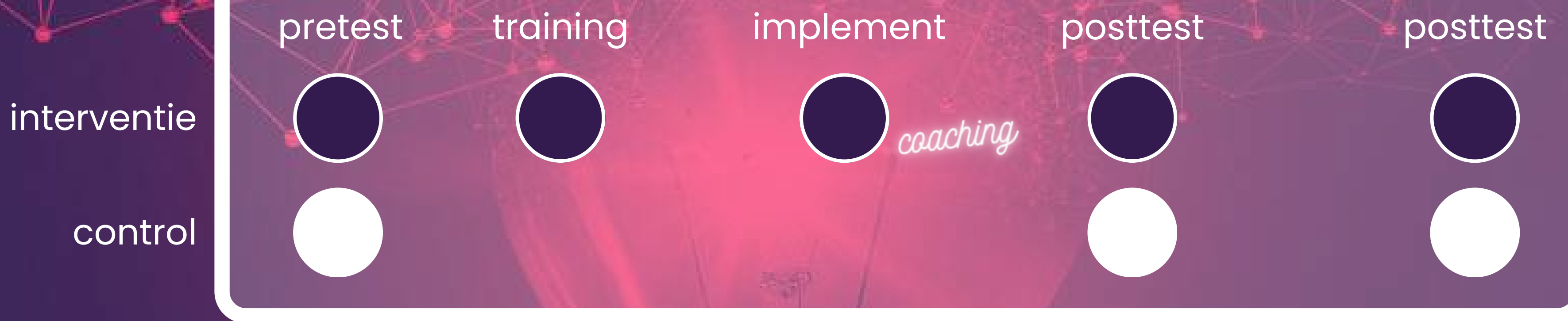
**senior
consultant
als mentor
van jongere
collega**

**jeugdzorg
medewerker
die netwerkt
tijdens
congres**



job crafting.

interventie design.



A woman with dark hair, wearing a black tank top, is lifting two black dumbbells. She has a focused expression with her eyes closed. The image is overlaid with a semi-transparent pink and purple wavy shape on the right side, which contains white text. The background is a soft, out-of-focus indoor setting.

interventie.

achtergrond

JDR

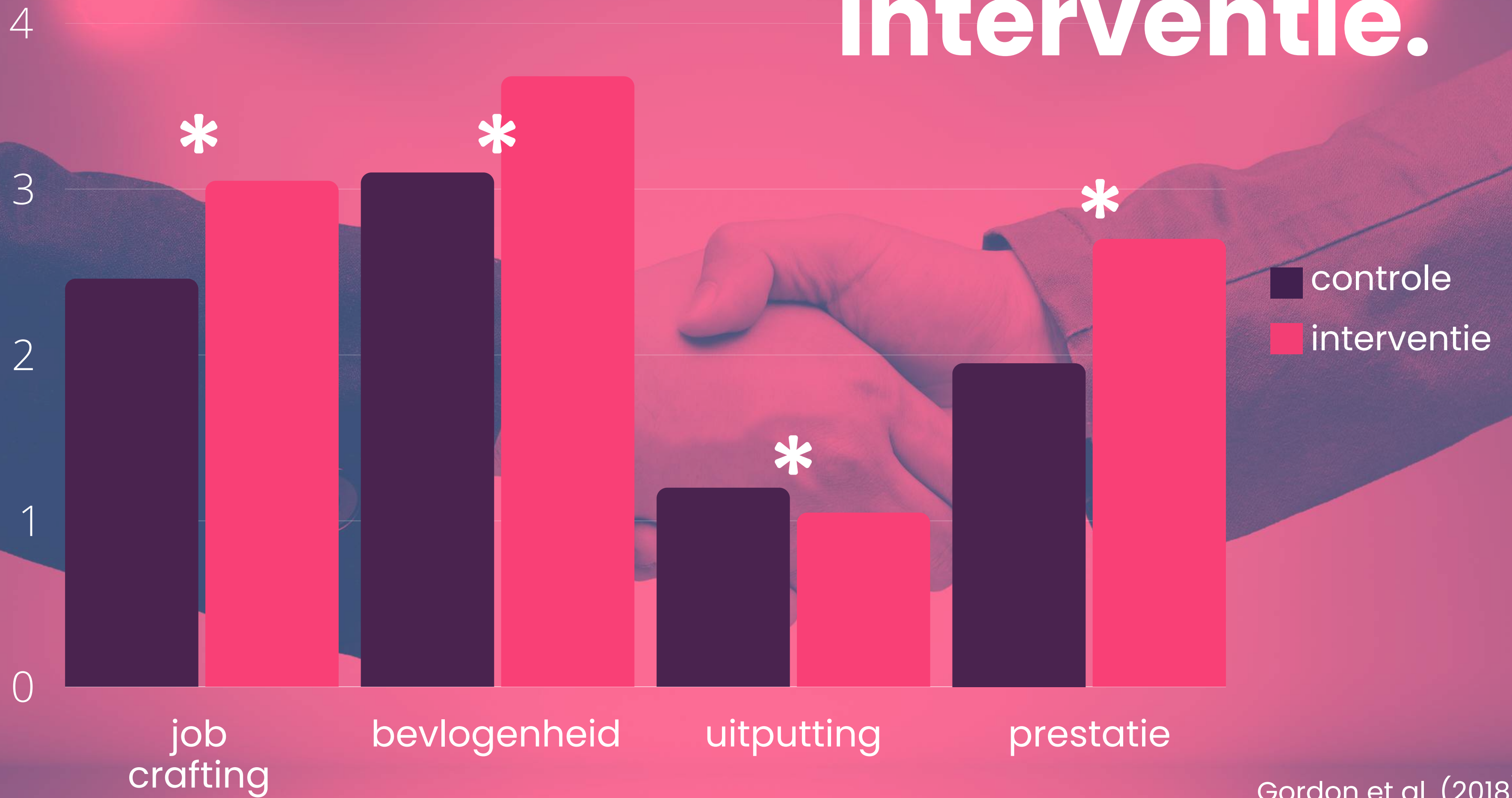
job crafting

persoonlijk crafting plan

*wekelijkse
doelen*

oefeningen

interventie.



gevolgen.

werk
verbeterde omgeving

betekenis

bevlogenheid

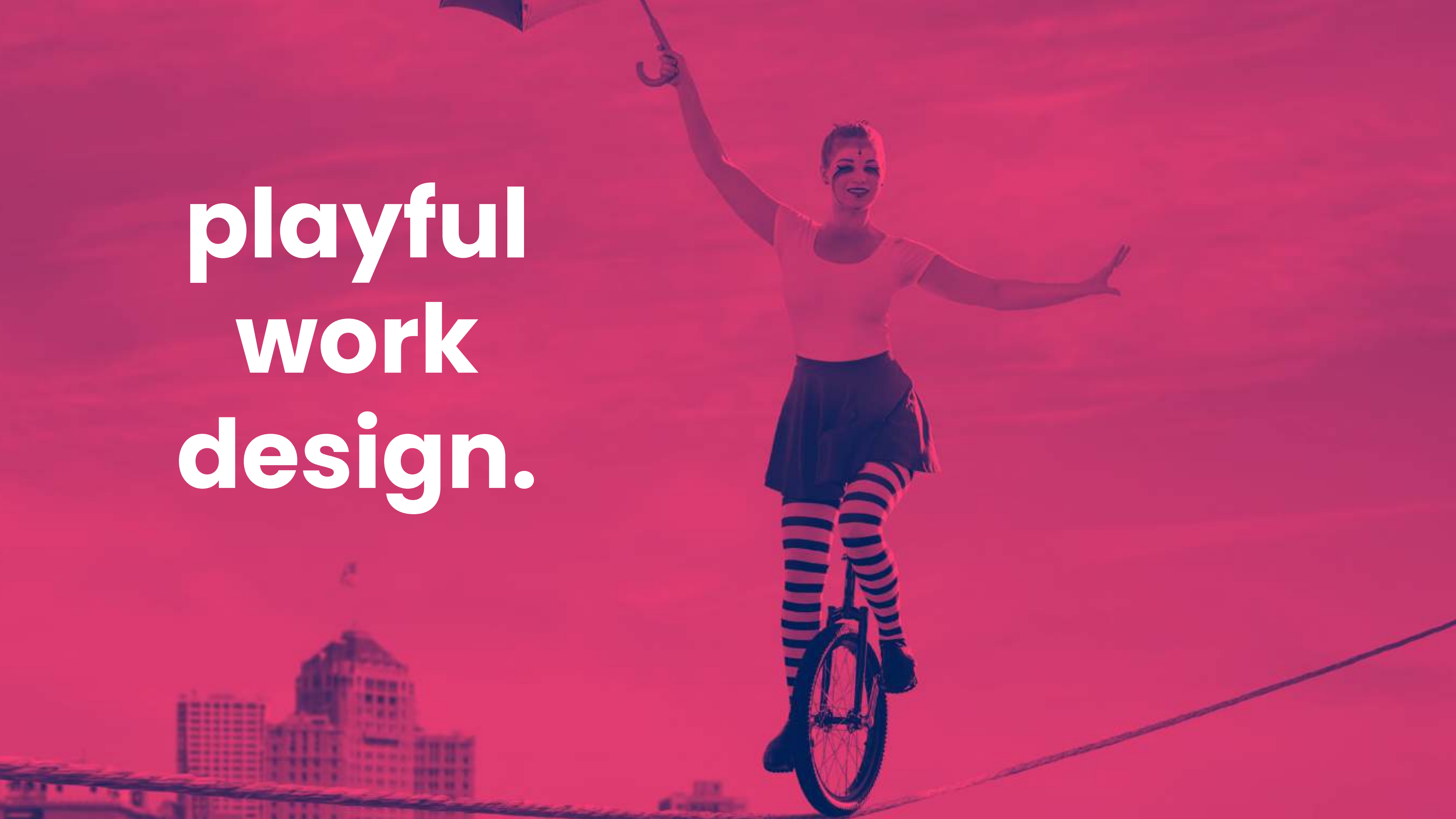
creativiteit

prestatie



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

**playful
work
design.**



playful work design.

proactieve
benadering
gericht op het
stimuleren van
plezier en
uitdaging
tijdens werk-
activiteiten



Bakker et al. (2020); Scharp et al. (2023)

taak niveau.



episodes



**winkel
beveiliger
die
klantgedrag
voorspelt**

playful work design.

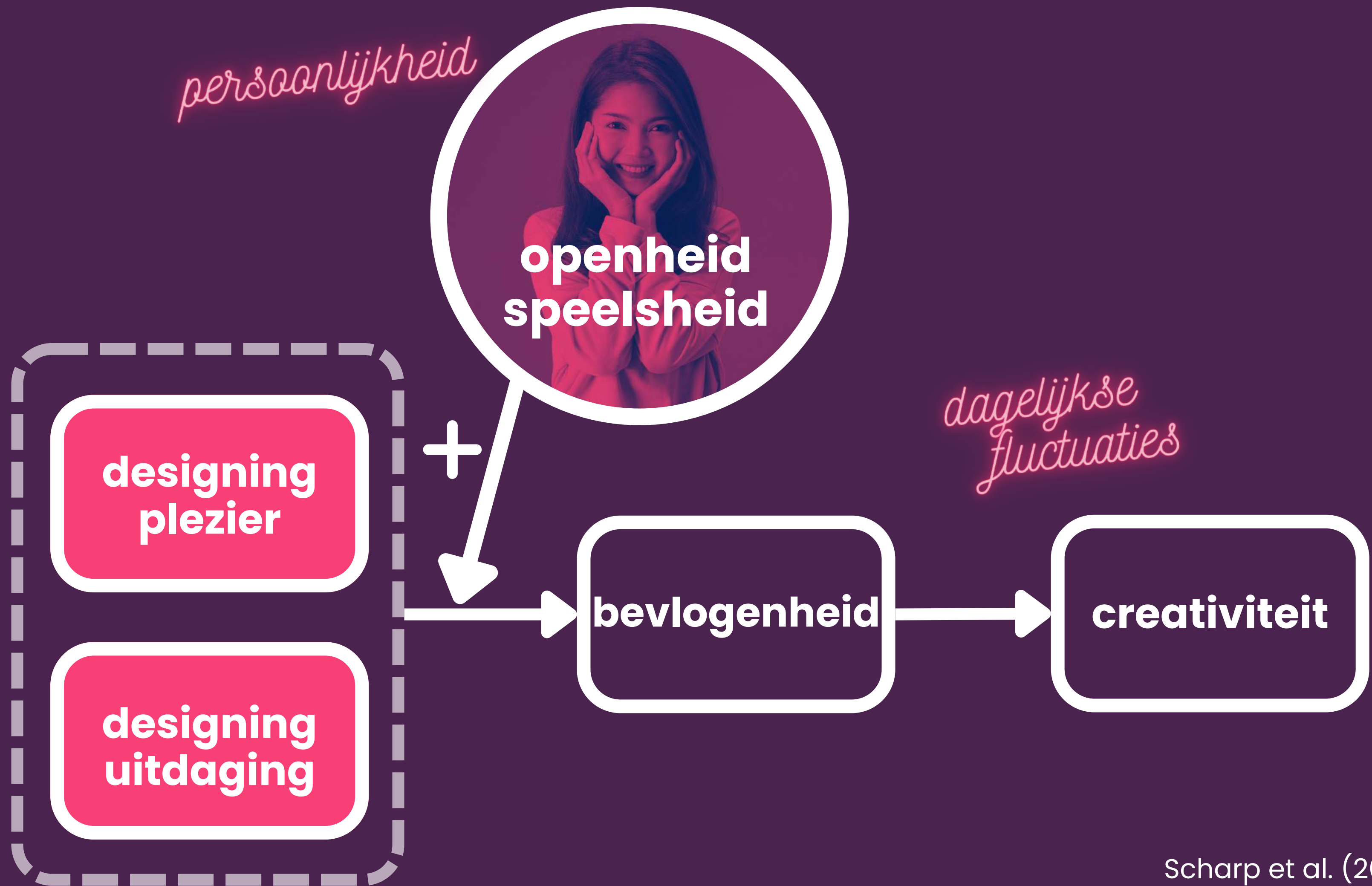
playful work design.

verminderen
van
administratieve
rompslomp

ongebruikelijk
woord
in een
saai
vergadering

dagboekonderzoek.





dagboek.

bevlogenheid



playful work design

Scharp et al. (2019)



arts verkleedt
kinderen als
superhelden,
zodat ze
ontspannen naar
de operatiekamer
gaan

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

verzuim voorkomen

en begeleiden

gericht op
herstel én
motivatie

duurzame inzetbaarheid

stimuleren

job crafting
inzetten en
monitoren



vragen?

www.arnoldbakker.com