THE ART OF STAYING ENGAGED
How to support sustainable employability of young vets

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Subjects

• Results of research
• Interventions
  • Job crafting
  • Development programme for young vets
  • Course for supervisors
About burnout and work engagement among young vets
What research tells us

*Burn-out is positively related to health complaints like*
• ... anxiety and depression
• ... cardiovascular complaints
• ... sleeping disorders
• ... some infections like flu, colds
What research tells us

*Burn-out is related to a more negative attitude towards the organization...*

- ... job dissatisfaction
- ...low level of organizational commitment
- ...high turnover tendency
- ...sick leave
What research tells us

Work engagement is related to a more positive attitude towards the organization...

• ...job satisfaction
• ...higher levels of organizational commitment...
• ...lower levels of turnover tendency
• ...lower levels of sick leave
The Job Demands Resources model (Demerouti et al., 2001)

Health impairment process

Job demands → Exhaustion/Burnout → Health problems

Motivational process

Job resources + Work engagement + In- and extra role performance

- Feedback loop between Job demands and Job resources
- Feedback loop between Exhaustion/Burnout and Work engagement
- Feedback loop between Health problems and In- and extra role performance
Potential predictors of burnout in young vets

Job demands
- Work-home balance
- Role conflicts
- Workload (m)
- Job insecurity (f)

Lack of Job resources
- Lack of opportunities for professional development
- Lack of support from superior (m)
- Lack of decision latitude (f)
Potential predictors of work engagement in young vets

Job resources
• Skills discretion
• Opportunities for professional development
• Decision latitude (f)
Literature (1)

Interventions
Job crafting

*Job crafting is proactive behavior that employees use when they feel that changes in their job are necessary.*

(Petrou et al., 2012)

What is Job Crafting? (Incl. 5 Examples and Exercises) (positivepsychology.com)
The Job Demands Resources model

Health impairment process

Job demands $\rightarrow$ Exhaustion/Burnout $\rightarrow$ Health problems

Motivational process

Job resources $\rightarrow$ Work engagement $\rightarrow$ In- and extra role performance

Job demands $\rightarrow$ Exhaustion/Burnout $\rightarrow$ Health problems

Health impairment process

Motivational process
Job crafting

1. Take responsibility for your own well-being.
2. Make an overview of relevant job demands and job resources.
3. Explore how to reduce hindering demands and increase challenging demands.
4. Consider aspects of the work environment that contribute to your enjoyment of your work. What can you do to increase them?
5. Consider how job resources can help you to cope with the demands
6. Do this both individually and together with your supervisor or team.
Terms and conditions of job crafting

- Crafting is something you do on your own initiative
- Make sure there is no negative effect on others or on your own productivity
- Change the content of your task? Consult with your superior
- Do not reject any tasks
- The 'puzzle' will not get bigger or smaller, but it will fit better
Benefits of job crafting (Demerouti et al., 2014)

• Enhanced experienced meaning at work
• Increased organizational commitment
• Predictive of work engagement
• Increased performance
• Collaborative crafting was also associated with higher levels of job satisfaction and commitment
Literature (2)

Personal resources

**Personal resources** are defined as *positive beliefs* about one’s self and the world surrounding, that are generally linked to resilience

Personal resources related to work engagement in young veterinarians are:

- Self-efficacy (f)
- Proactive behaviour
- Optimism (f)
The role of personal resources

Motivational process
One year development trajectory for young vets
Development of personal resources

- Preferably with employer involvement
- Guided by professional coaches
- 360 degree feedback
- Talent assessment
- Individual learning objectives
- Coaching en peer group reflection
- On demand courses

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Quantitative survey on development of personal resources

Results

• Reflective skills (effect size = 0.6)
• Proactive behaviour (ES = 0.4)
• Self-efficacy (ES=0.6)
Qualitative study on development of personal resources

Results:

Development of other personal resources (not measured)
- Self-acceptance
- Self-appreciation
- Awareness of own influence and responsibility
- Job crafting
Literature (3)


Course for supervisors of young vets entering in Anicura veterinary practice (3 half-day sessions)

Module 1
- e-module feedback I
- motivating / learning from experience / development plans / role of supervisor

Module 2
- e-module feedback II
- progress meetings - analysis of recorded conversations
- Feedback culture / psychological safety / individual counseling

Module 3
- e-module reflection
- basic coachingskills
- job crafting workshop

Peer group reflection
The road to work engagement is always under construction.
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