



# Work Perception Survey 2022

VU Amsterdam

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April 2022

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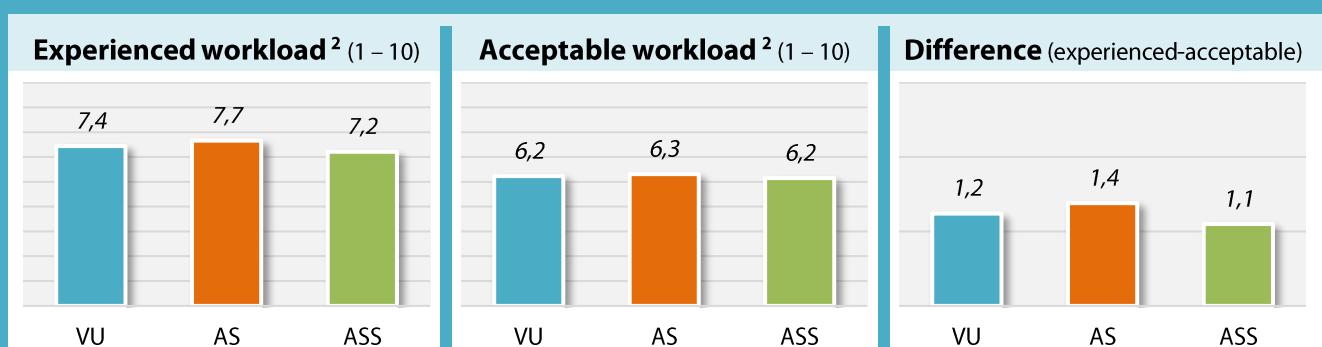
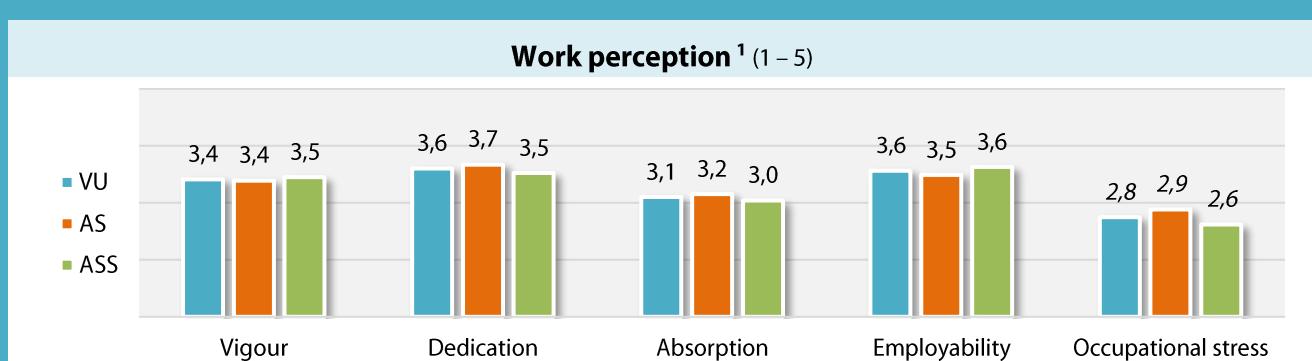
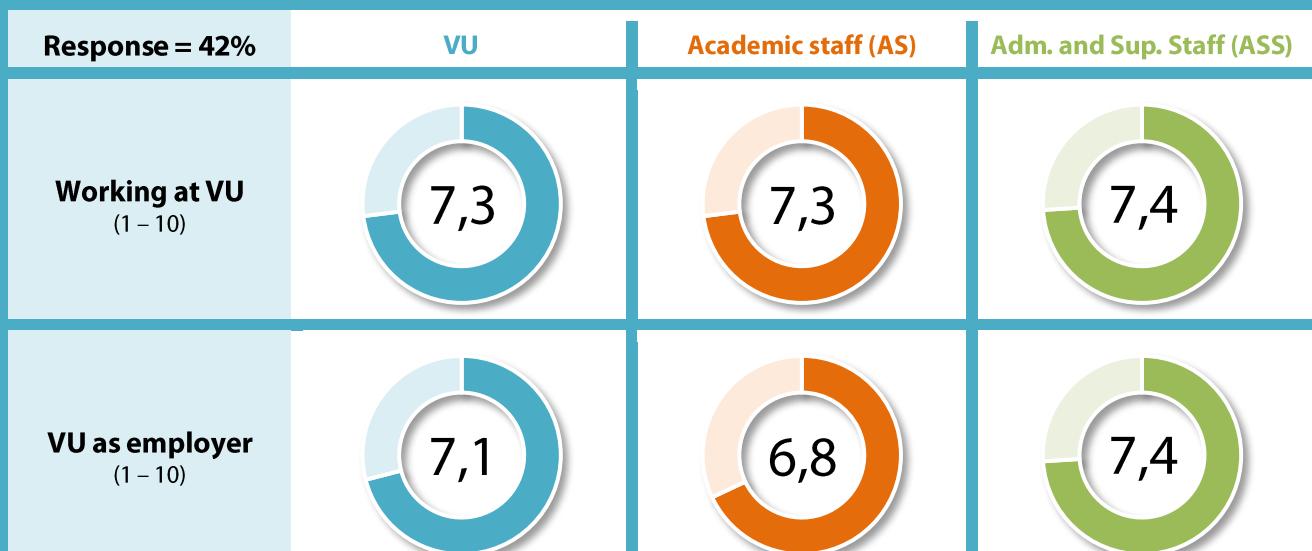
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# Factsheet

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# Work Perception Survey 2022

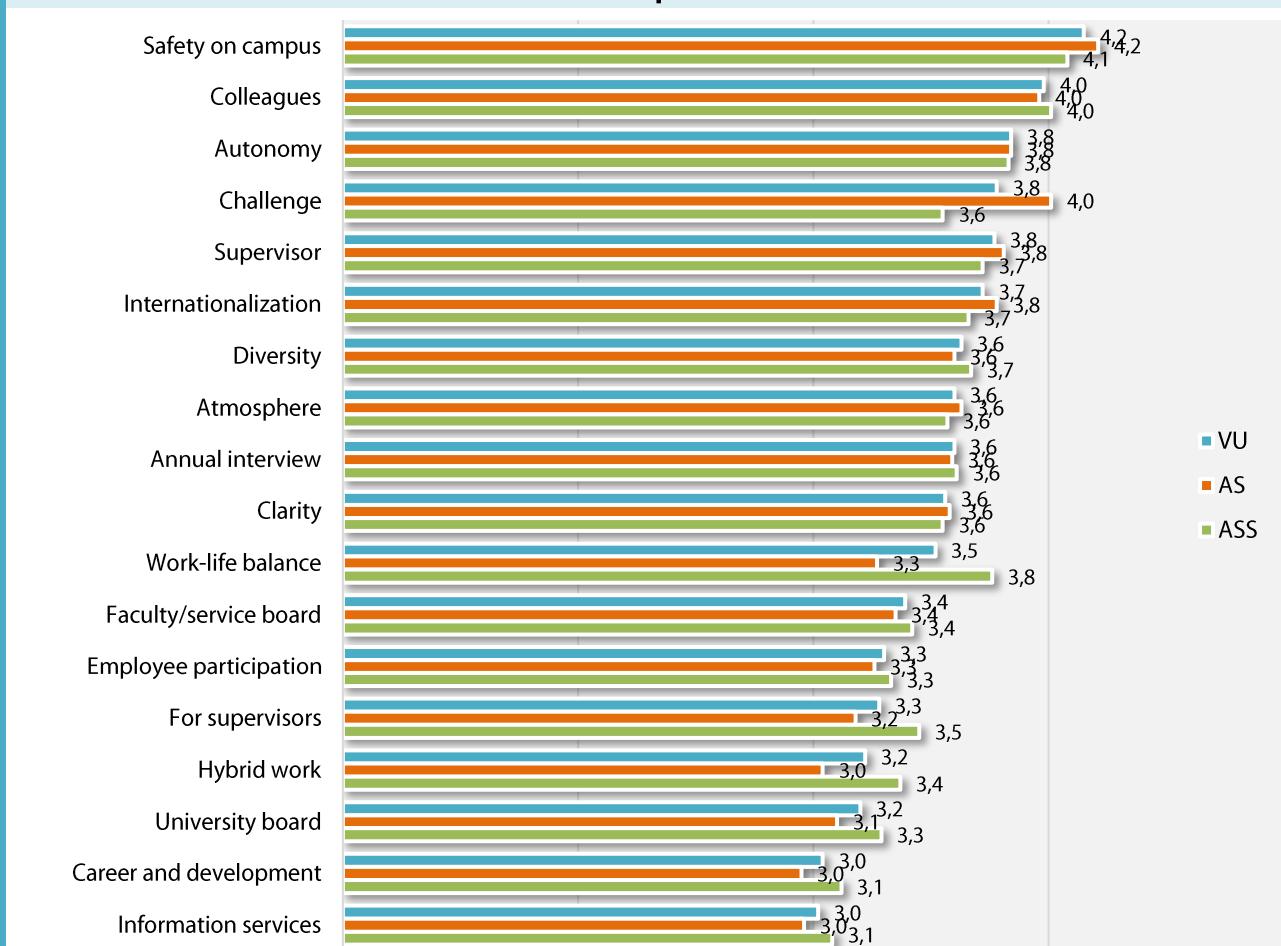
V U A m s t e r d a m



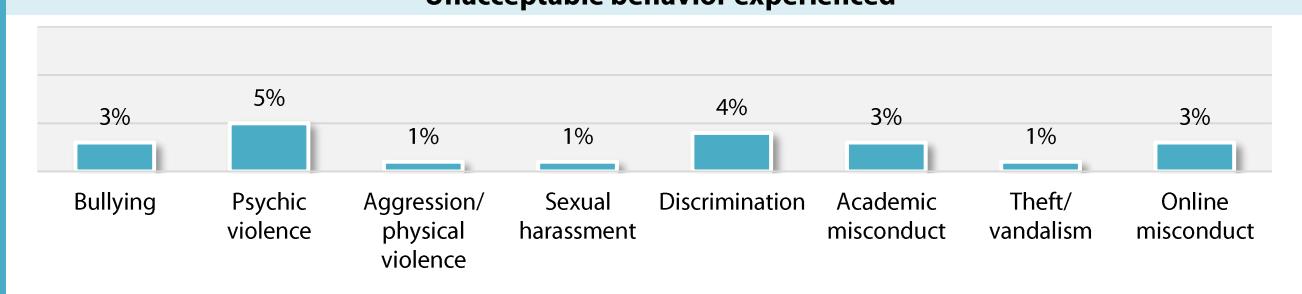
<sup>1</sup> The higher the work stress score, the more stress is experienced.

<sup>2</sup> The higher the score, the more workload.

### Other topics (1 – 5)



### Unacceptable behavior experienced



# 1 Introduction

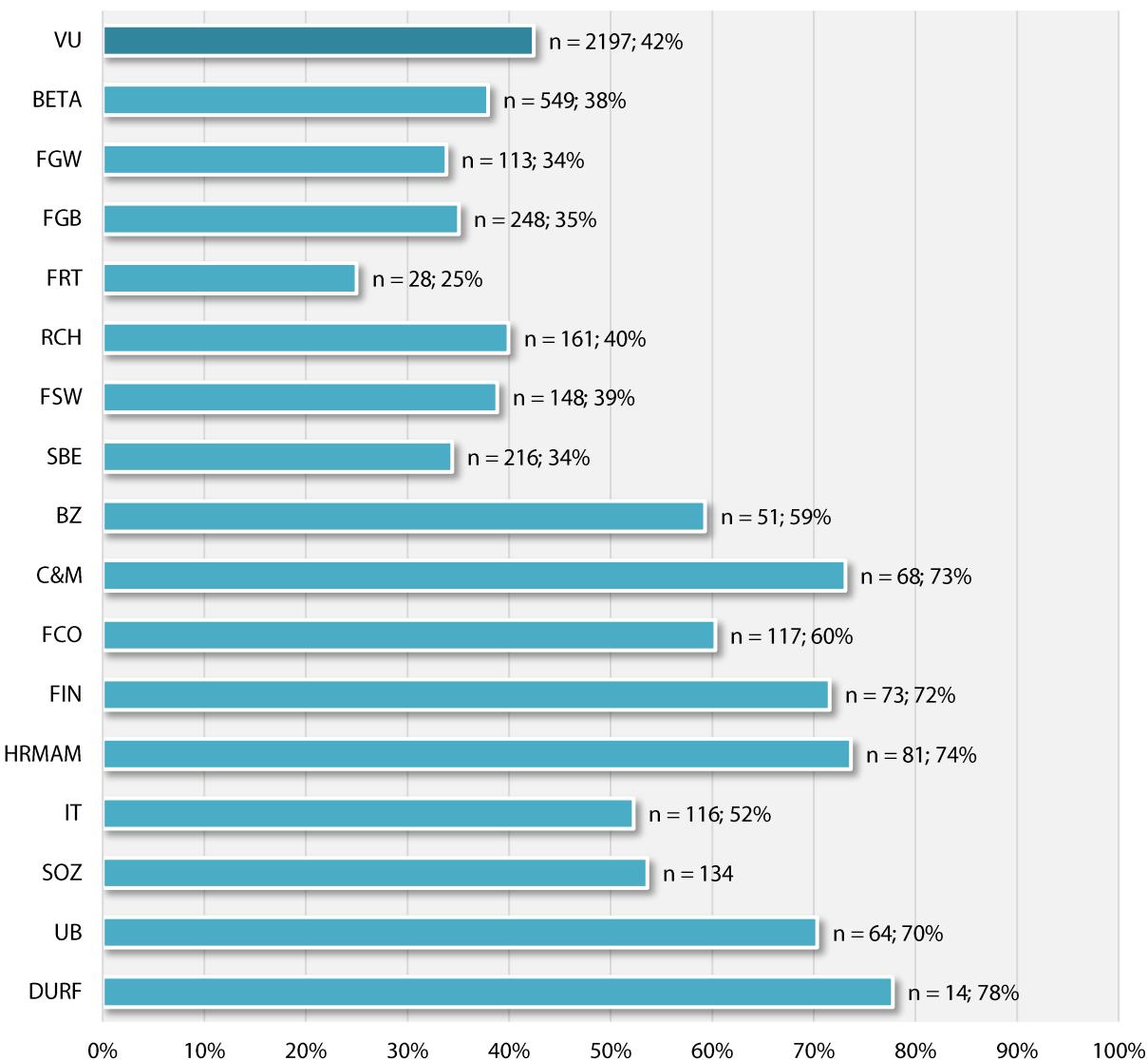
## Objective

Since the Executive Board of VU Amsterdam would like to gain periodic insight into the work experience of employees in a systematic way, IVA Onderwijs conducted the fourth Work Perception Survey in collaboration with VU Amsterdam. Three previous measurements were held in 2018, 2015, and 2012.

The results will be used to gain insight into how VU Amsterdam is doing as an employer, to get a good picture of the current situation, and to align the wishes of individual employees and the organization in the field of human resources policy (even more) in the future.

## Response

On March 10, 2022, 5,178 VU Amsterdam employees received an email with a link to the Work Perception Survey. Several measures were taken to stimulate the response. For example, the survey was announced by the Executive Board and a brief explanation was part of the invitation e-mail. Three reminders were also sent to employees who had not yet (fully) completed the questionnaire at the time of sending. Furthermore, the employees could ask for help from the IVA Onderwijs Helpdesk. Finally, managers at various levels motivated their employees to complete the questionnaire. To ensure the quality of the results, the questionnaires in which the substantive questions were not fully completed were not included in the analyses. After the survey closed on March 31, 2022, 2,197 employees (42%) had returned a completed survey. In previous measurements, the response rate was 58% (2018), 57% (2015), and 59% (2012). The figure below shows the 2022 response rate divided by faculty and departments, shown in numbers (n) and percentages (%).



### Non-response

In the three reminder emails, employees were given the opportunity to indicate why they did not wish to participate in the study. 32 employees took this opportunity (0.6%). The most important reasons for respondents not participating in the survey were other than the reasons presented. For example, employees indicated that they did not complete the questionnaire because they felt that they had too few contract hours to be able to answer the questions properly. A few respondents also mentioned their concerns about the traceability of the answers to individuals and the length of the questionnaire.

Furthermore, the grades of the response group were compared to the grades of the employees who signed out. This shows that the respondents' scores do not differ significantly from the scores of the non-respondents.

## Representativity

To evaluate whether the response group is a good reflection of the total population, we tested whether the response group corresponds to the total population in terms of job category (AS/ASS), faculty/service, gender, age and scope of employment. Despite the lower response rate than in previous measurements, the response group appears to be a good reflection of the population within VU Amsterdam on all characteristics. This means that it is not necessary to correct the results for a particular background characteristic by means of weighting.

## Classification ASS

Employees of HRM, Health & Safety & Environment (HRMAM), Finance (FIN) and Communication (C&M) are formally employed by the central services HRM, Health & Safety & Environment, Finance and Communication & Marketing, respectively. The functional and hierarchical management is done by their own departments (HRMAM/FIN/C&M). However, part of the employees work at another faculty or service. 12% of the ASS employees consider another faculty or service than where they are officially employed as their real (daily) workplace. Almost 60% of them (59%) completed the questionnaire from the organizational unit where they are officially employed. The remaining 41% completed the questionnaire from their daily workplace situation.

## Reading Guide

## General remarks

- As a result of rounding off, in bar charts, bars with the same scores may differ in length. E.g., a bar with a score of 3.47 is shorter than a bar with a score of 3.53. However, both scores are rounded off to 3.5.
- As a result of rounding off, in some cases, the sum of column or row percentages may not be exactly 100%.
- Not all respondents answered all questions due to, for example, excluding specific respondents from a question or by leaving out the category of 'do not know/N/A'. In the tables, the number of respondents is shown per item/scale in a separate column.
- To assure anonymity of the respondents, results from groups with fewer than ten persons will be included in the total scores, but not reported separately. When a group contains less than ten respondents, in the tables, we put a dash in place (-). In the diagrams, no bars appear for relevant groups.
- For most topics, we calculated scale scores based on individual items. These scale scores range from 1 (strongly disagree/never) to 5 (completely agree/always). We constructed reliable scales<sup>3</sup>.

<sup>3</sup>

We determine the reliability of the scales based on Cronbach's alpha. The guideline is that items have a minimum alpha of 0.70. If an item does not sufficiently contribute to a scale, the item has not been included in the scale. In the tables, these items are presented under the scale score.

- To guide the interpretation of the scores, we used the following criteria: the higher the score, the more positive the employees are (from red to white to green)<sup>4</sup>. For negatively stated items, we used a 'reverse' interpretation and color assignment, where applies: the higher the score, the more negative the employees are (from green to white to red). These 'reversed' items are italicized and marked with the addition '(R)' (reversed).

1 – 5	1 – 10	Interpretation	Reversed interpretation (R)
1,0 – 2,5	1,0 – 5,0	Negative	Positive
2,6 – 2,9	5,0 – 5,8	Moderately negative	Moderately positive
2,9 – 3,1	5,8 – 6,2	Neutral	Neutral
3,1 – 3,5	6,2 – 7,0	Moderately positive	Moderately negative
3,5 – 5,0	7,0 – 10,0	Positive	Negative

- In the texts and comparisons, we only mention the results that are relevant, meaning the results are both significant ( $p < 0.05$ ) and meaningful. Regarding the 1 to 5 scale, a difference is meaningful when it is at least 0.3. Regarding the 1 to 10 scale, we apply the criterion of 0.5. For percentages, we use a 10% difference as the criterion for relevance.

## Chapter structure

Each chapter covers a topic. Within each chapter, the following sections are covered:

- Comparison AS/ASS:** The mean scale scores (if any) are shown in the figure and the mean item scores (if any) are shown in the table below. If the difference between AS and ASS is significant, an asterisk (\*) is shown in the 'Sig.' column. The 'VU' column shows the average score of all employees of VU Amsterdam combined. The 'SD' column shows the standard deviation (the spread of scores around the VU average) and the 'n' column shows how many respondents answered the question.

	AS	ASS	Sig.	VU	SD	n
Item 1	3,3	2,9	*	3,1	1,3	3.504
Item 2	2,9	2,7	*	2,8	1,2	3.504
Item 3	3,0	2,9		2,9	1,2	3.504

- Comparison of background characteristics:** We examined at scale level whether groups of employees differed from each other with respect to position AS, position ASS, age, number of years in position, supervisory position, gender, type of employment, and size of employment. The employees in the blocks in the left row scored significantly and meaningfully higher than the employees in the blocks at the same height in the right row.
- Comparison of previous measurements and/or corona measurement(s):** We examined at scale level whether the 2022 scores differ from those of 2018, 2015, and 2012 (internal benchmark). We included only those items in the scale that are exactly comparable. The scale scores in this section may therefore differ from

<sup>4</sup>

As a result of rounding off, in some cases, the same scores may have been assigned different colors.

scores previously reported, however, they are both tested for reliability. Also, where applicable, a comparison was made with the so-called "corona measurements" (CM). These are three measurements taken in the period between the regular measurements of 2018 and 2022 and were specifically aimed at monitoring how employees were doing during times of working from home and other restrictive measures resulting from the Corona crisis. The corona measurements were conducted in June 2020, October/November 2021, and April 2021.

- **Comparison with other universities:** We examined at scale level whether the scores of VU Amsterdam differ from those of other universities (external benchmark). In this process, we only included the items in the scale that are exactly comparable. The scale scores in this section may therefore differ from scores previously reported, however, they have both been tested for reliability.

## 2 Theoretical framework

The theoretical framework for work experience finds its origins in the Job Demands-Resources (JD-R) model (Demerouti et al., 2001; Schaufeli & Bakker; 2004), the assumptions of which are supported by many – partly longitudinal – studies carried out in various countries, among various professional groups, and in various organizations (Schaufeli & Taris, 2013). In a nutshell, the model states that job demands and job resources can affect the work experience (engagement, commitment, satisfaction, and occupational stress). Positive work experiences can contribute to behavior, such as less absence and leave, and increased productivity.



In the JD-R model, work characteristics are classified as job demands or as job resources. All work characteristics can be or a job demand or a job resource, which may vary across employees. *Job demands* are work characteristics that require a certain effort from the employee. When an employee is continuously exposed to high job demands, this ultimately may result in occupational stress (Bakker & Demerouti, 2007). Examples of job demands include workload, social (un)safety, work/private-life balance and (un)safe/ (un)healthy work. *Job resources* involve work characteristics that help achieve work goals, stimulate personal growth and development, or reduce the negative impact of high job demands. Examples of job resources include challenge, independence, (role) clarity, work climate, support from colleagues, and support from supervisors. *Work experience* is the term we use to indicate the set of opinions and attitudes of employees toward their work and their employer. It involves things like engagement (consisting of vigor, dedication, and absorption), commitment, satisfaction, and occupational stress (Bakker, 2009; Halbesleben, 2010). Various studies indicate that work experience in all its forms may affect *behavior* (Luthans et al., 2007; Meyer & Herscovitch, 2001; Schaufeli & Salanova, 2007; Saari & Judge, 2004; Van Veldhoven et al., 2002; Wegge et al., 2007).

As all work characteristics can potentially be a job demand or a job resource, also differing over employees, in this report we have grouped the job demands and resources into four categories: work content, work climate, work circumstances, and employment conditions. Since work pressure is such an important theme, we have applied a separate chapter to it.

# Job demands

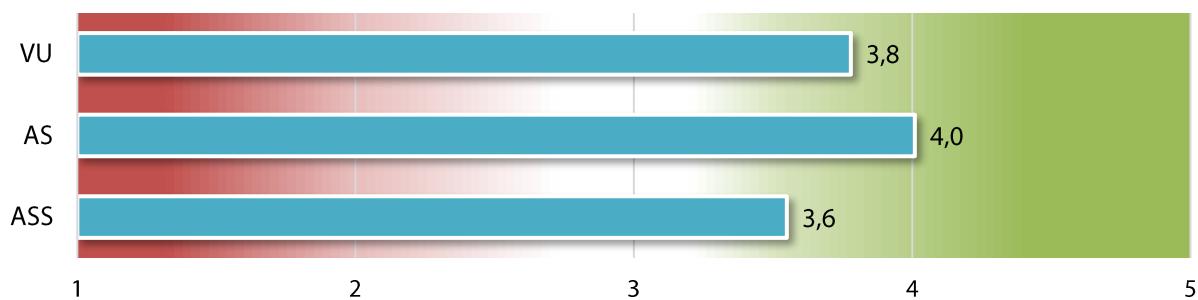
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# 3 Challenge

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## Comparison AS/ASS

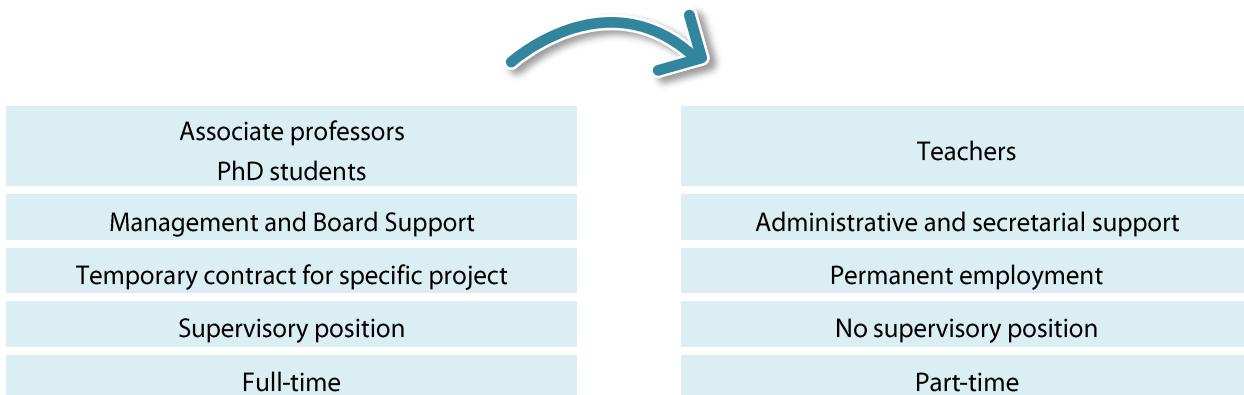
Employees generally experience a fair amount of challenge, with AS experiencing significantly more challenge than the ASS.



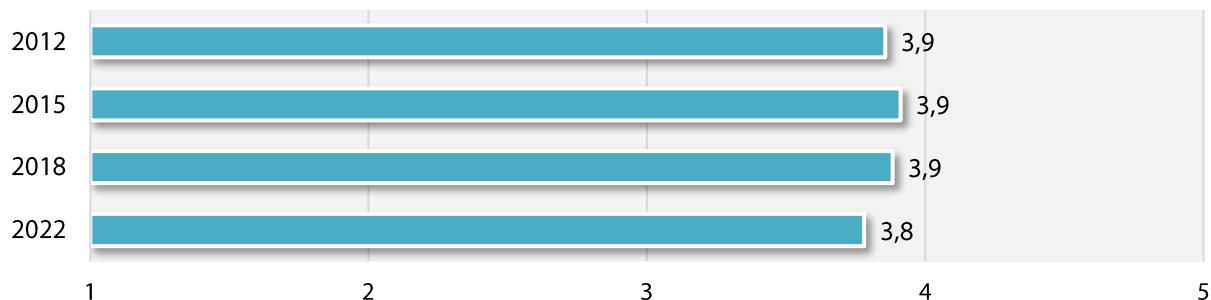
	AS	ASS	Sig.	VU	SD	n
I can fully use my knowledge and skills	4.0	3.7	*	3.8	0.9	2,195
<i>I am required to carry out activities for which I have insufficient knowledge and/or skills (R)</i>	2.6	2.3	*	2.5	1.0	2,185
I am required to meet high standards (e.g., high quality standards, high targets)	3.8	3.1	*	3.5	1.0	2,184
I learn new things in my work	4.2	3.9	*	4.0	0.8	2,191

## Comparison of background characteristics

**...experienced more challenge than...**

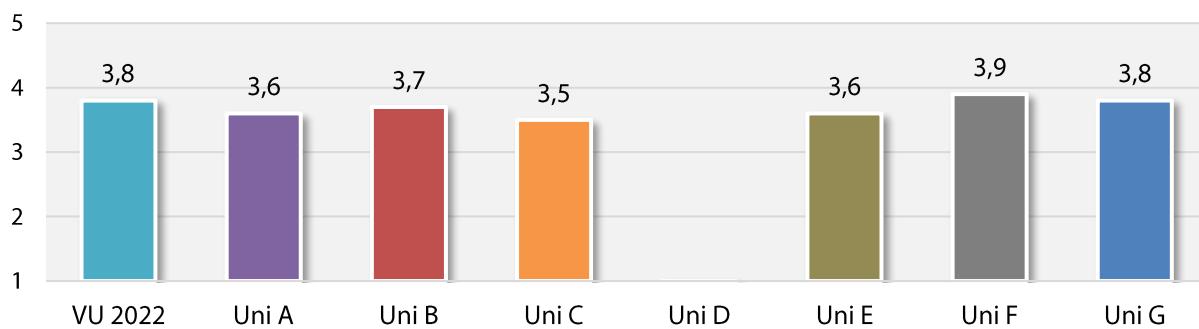


## Comparison of previous measurements



## Comparison with other universities

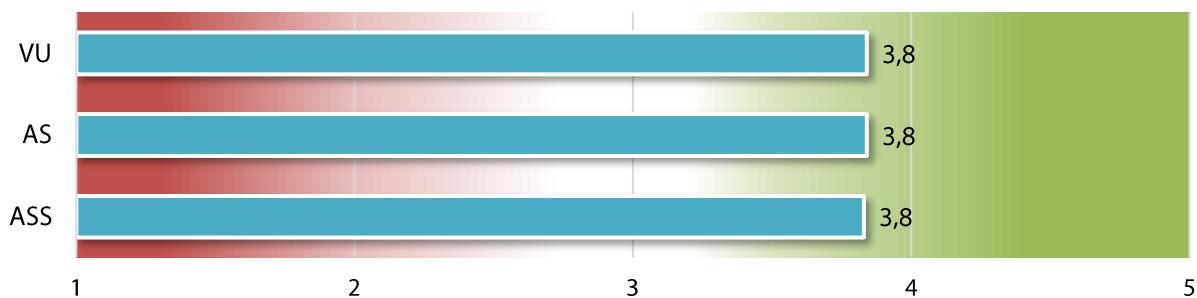
VU employees experience significantly more challenge than those at University C.



# 4 Autonomy

## Comparison AS/ASS

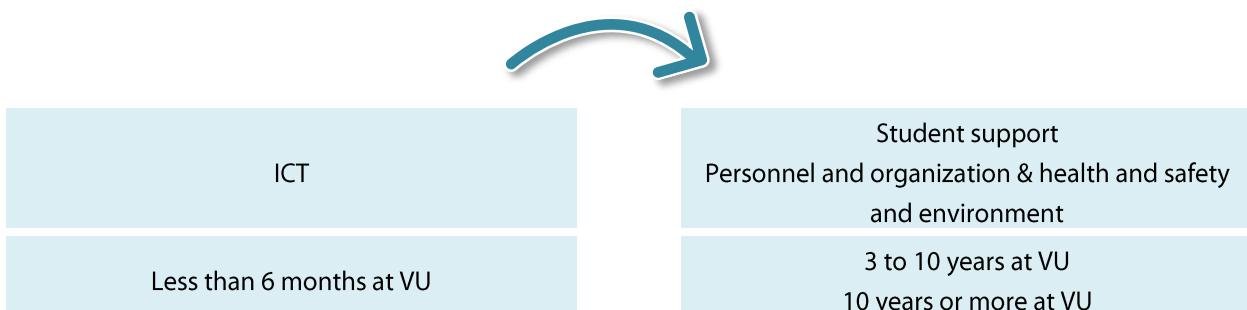
Overall, employees are positive about their levels of autonomy.



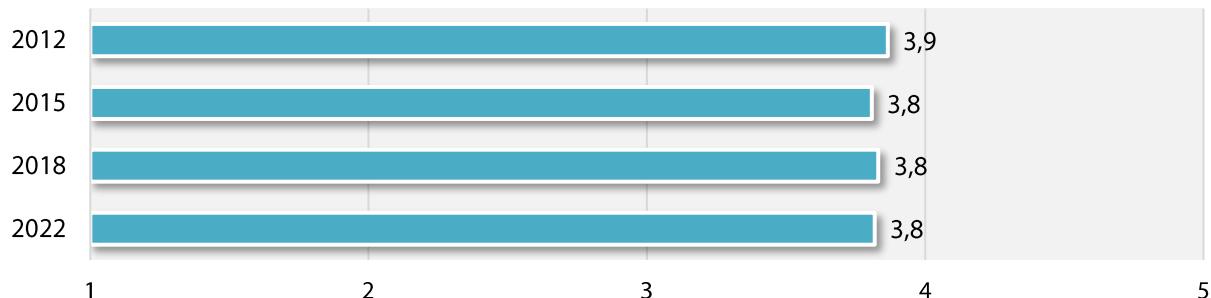
	AS	ASS	Sig.	VU	SD	n
I can decide how I carry out my work	4.1	4.0	*	4.0	0.8	2,195
I have enough authorization to properly execute my duties	3.9	3.8		3.8	0.9	2,188
My work gives me opportunities to take independent initiative	4.2	4.1		4.1	0.7	2,192
<i>I am given responsibility for things over which I hold no influence (R)</i>	2.8	2.6	*	2.7	1.0	2,141

## Comparison of background characteristics

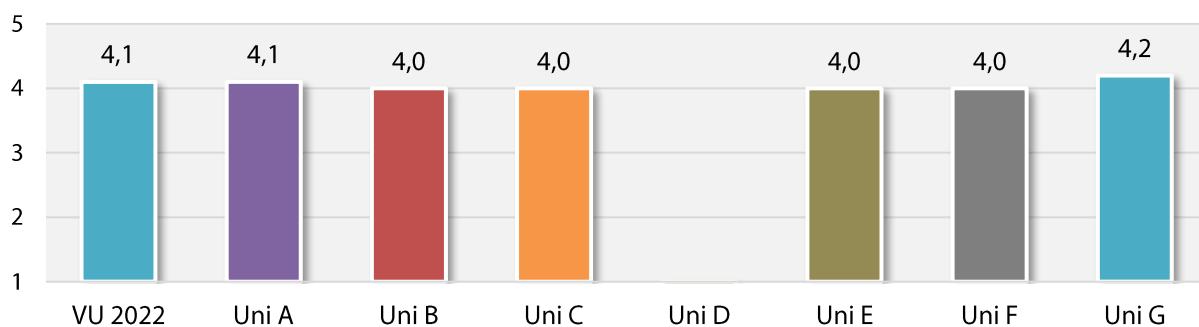
...experienced more autonomy than...



## Comparison of previous measurements



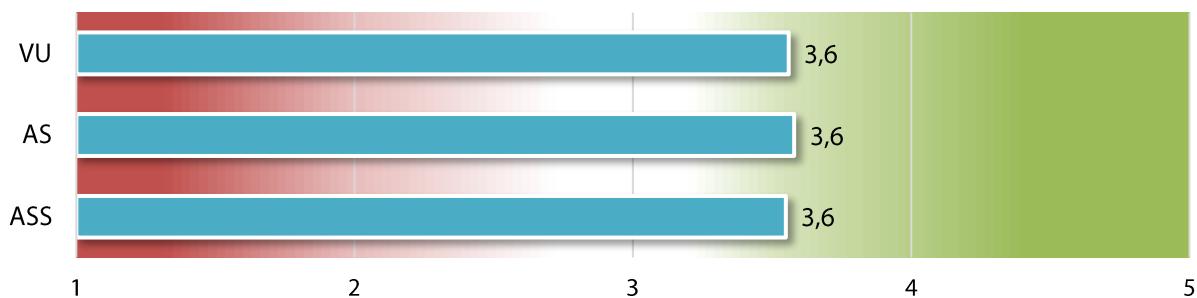
## Comparison with other universities



# 5 Clarity

## Comparison AS/ASS

Employees are fairly positive about the clarity in their work.



	AS	ASS	Sig.	VU	SD	n
My tasks are clear	3.7	3.6		3.6	0.9	2,192
My duties and responsibilities match with each other	3.6	3.5		3.6	0.9	2,160
It is clear to me what results are expected from me	3.6	3.7		3.6	0.9	2,193
I receive enough information to do my job properly	3.4	3.4		3.4	0.9	2,190

## Comparison of background characteristics

...experienced more clarity than...



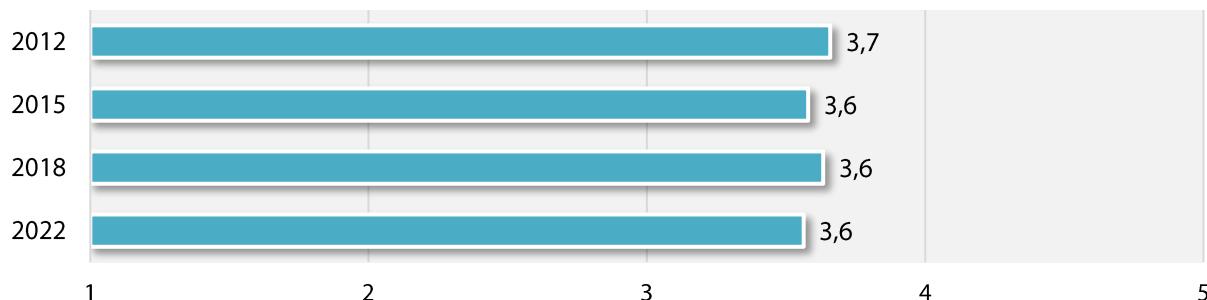
- Teaching and research support
- Administrative and secretarial support
- Student support
- Facility management
- Personnel and organization & health and safety and environment
- Management and administrative support
- PR, information, and communication

Less than 6 months at VU

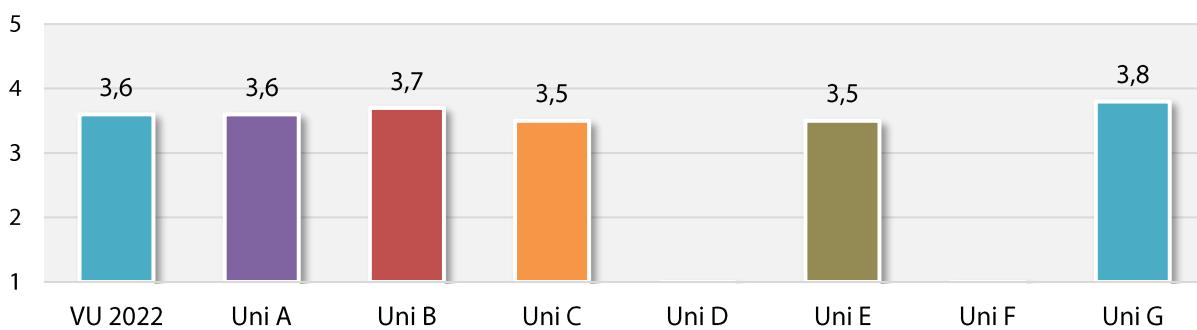
ICT

3 to 10 years at VU

## Comparison of previous measurements



## Comparison with other universities



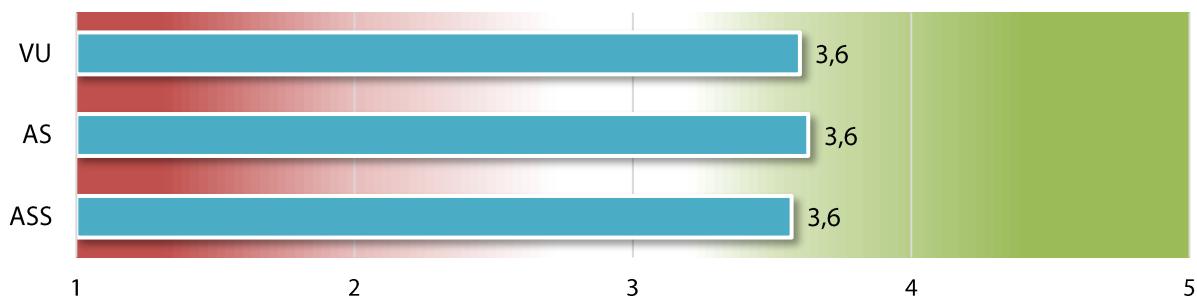
# Work climate

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# 6 Atmosphere

## Comparison AS/ASS

Overall, employees are fairly positive about the work atmosphere.



	AS	ASS	Sig.	VU	SD	n
The atmosphere in my department is good	4.0	4.0		4.0	0.9	2,183
People in my department take an interest in each other's work	3.5	3.6	*	3.5	1.0	2,176
Within my department, stimulating discussions (scientific or substantive) are held	3.6	3.4	*	3.5	1.0	2,144
<i>Within my department, the problems that really matter remain undiscussed (R)</i>	2.7	2.7		2.7	1.0	2,096

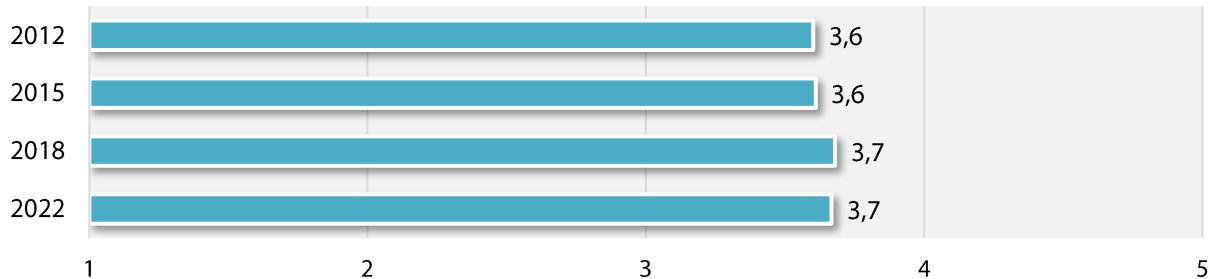
## Comparison of background characteristics

...experience a better working atmosphere than...

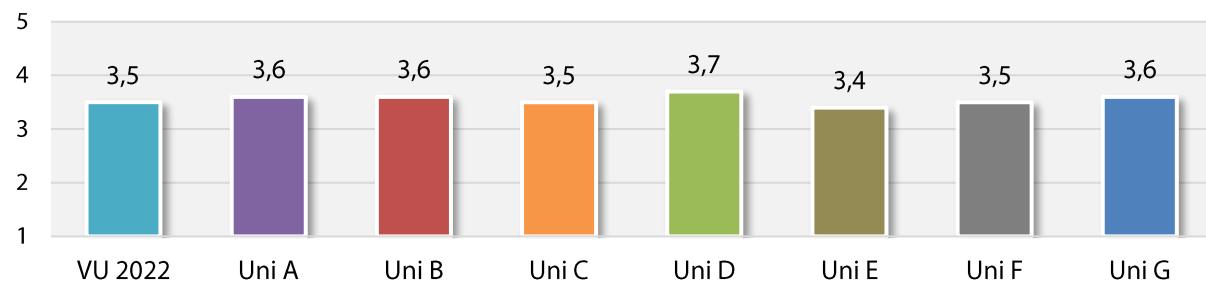


PhD students	Assistant professors
Teaching and research support	
Administrative and secretarial support	
Student support	
Personnel and organization & health and safety and environment	ICT
Management and administrative support	
Less than 6 months at VU	6 months to 3 years at VU
Less than 6 months in position	3 to 10 years at VU University
Temporary contract for specific project	10 years or more at VU
	6 months to 3 years in position
	3 to 10 years in position
	10 years or more in position
	Permanent contract

## Comparison of previous measurements



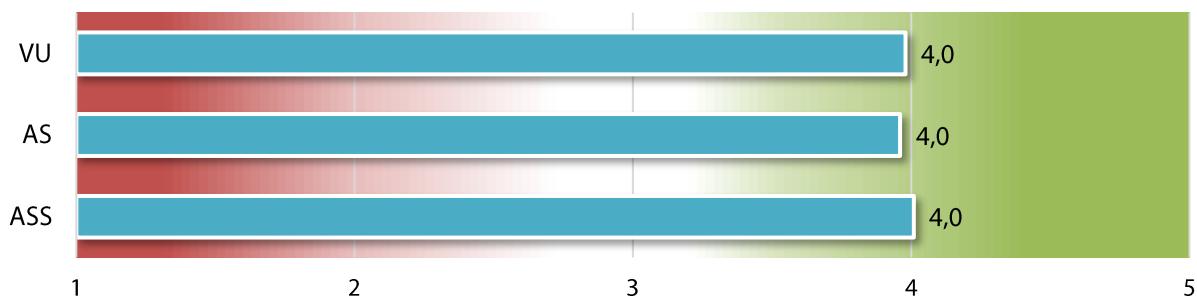
## Comparison with other universities



# 7 Colleagues

## Comparison AS/ASS

Overall, employees are positive about their colleagues.



	AS	ASS	Sig.	VU	SD	n
I have a good relationship with my colleagues	4.2	4.2		4.2	0.7	2,194
I get enough feedback on my performance from my colleagues	3.4	3.6	*	3.5	0.9	2,162
I feel that my colleagues respect me	4.1	4.0		4.1	0.7	2,177
If needed, I can ask my colleagues for help	4.2	4.2		4.2	0.7	2,192

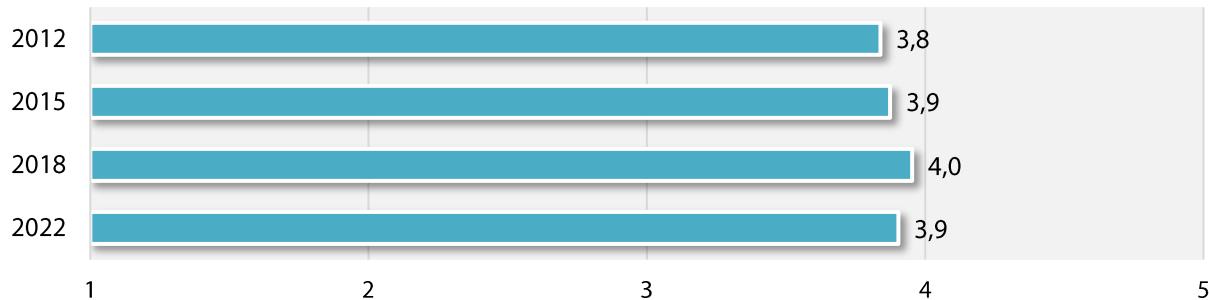
## Comparison of background characteristics

...are more positive about their colleagues than...

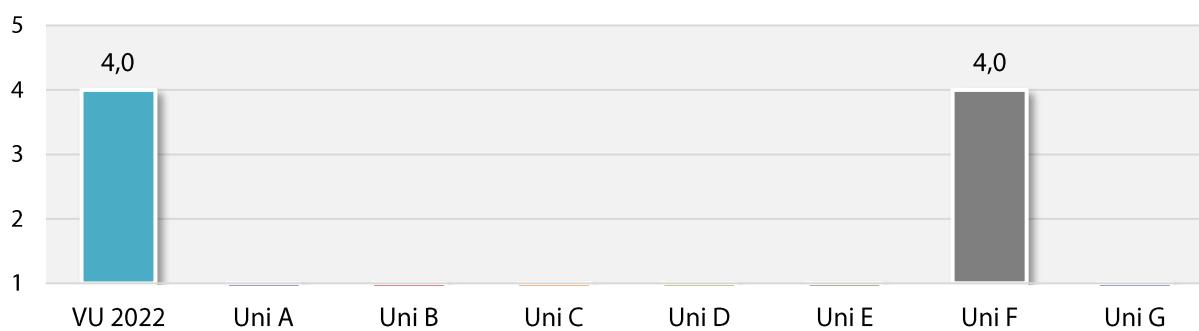


Less than 6 months at VU	3 to 10 years at VU 10 years or more at VU
Less than 6 months in position	3 to 10 years in position 10 years or more in position

### Comparison of previous measurements



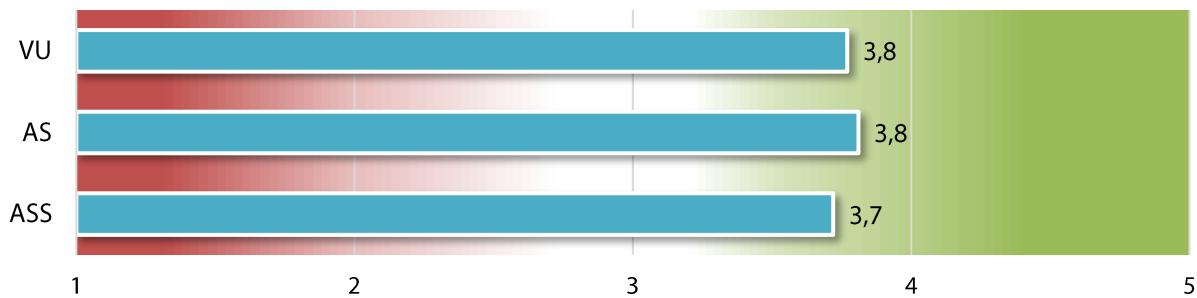
### Comparison with other universities



# 8 Supervisor

## Comparison AS/ASS

96% of the employees have a supervisor, 1.5% do not have a supervisor, and for 3% this is not known or not applicable. Overall, employees are positive about their supervisors. It is notable that they are quite satisfied with the degree of respect with which their direct supervisor treats them, but they are somewhat less positive about their supervisor's feedback on their performance and functioning and the extent to which he/she indicates what is expected of employees.



<i>My immediate supervisor...</i>	AS	ASS	Sig.	VU	SD	n
inspires and motivates me	3.7	3.5	*	3.6	1.0	2,072
contributes to a good working atmosphere	4.0	3.8	*	3.9	0.9	2,080
gives me regular feedback on my performance and functioning	3.3	3.3		3.3	1.0	2,059
clearly indicates what is expected of me	3.5	3.4		3.4	0.9	2,061
has a clear view of my skills and expertise	3.7	3.6	*	3.6	1.0	2,048
inspires me with confidence	3.9	3.9		3.9	1.0	2,076
is respectful to me	4.3	4.2	*	4.3	0.8	2,086
is open to suggestions and comments	4.1	4.0		4.1	0.9	2,074

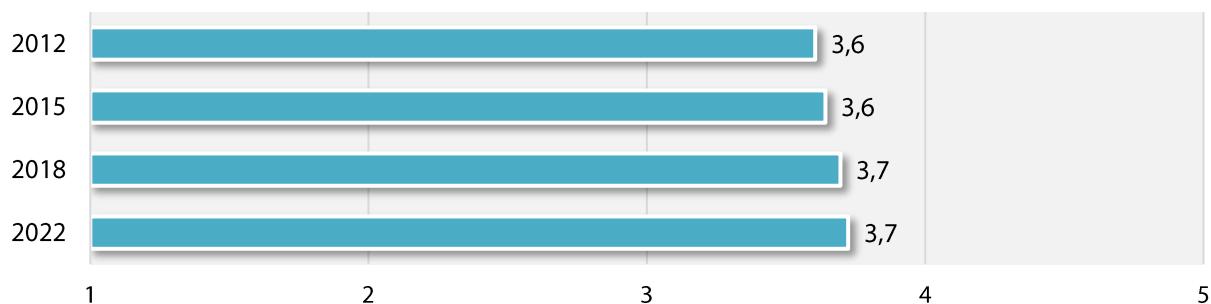
## Comparison of background characteristics

...are more positive about their supervisor than...

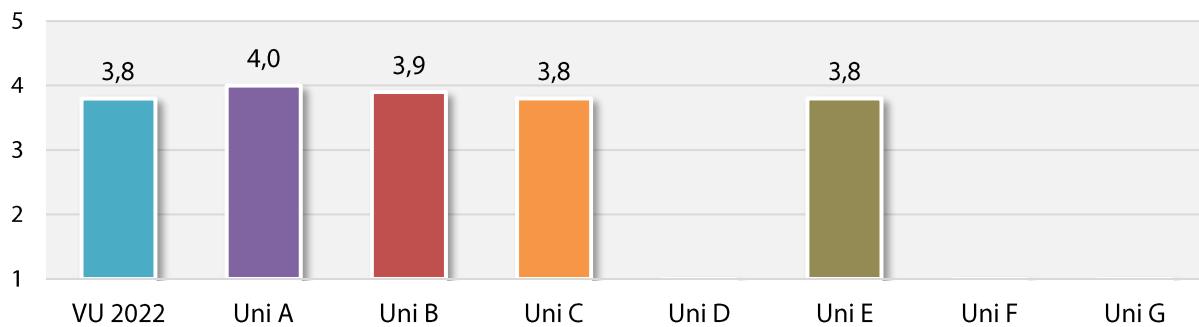


34 years or younger	55 years or older
Less than 6 months at VU	3 to 10 years at VU 10 years or more at VU
Less than 6 months in position	3 to 10 years in position 10 years or more in position

## Comparison of previous measurements



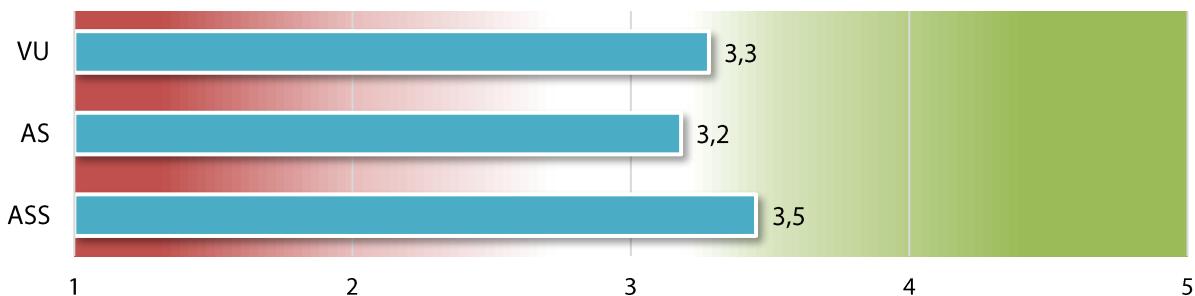
## Comparison with other universities



# 9 Supervisory tasks

## Comparison AS/ASS

20% of employees have a supervisory position. Overall, employees are moderately positive about their supervisory tasks. In particular, the digitization of work processes, but also the use of support and the ability to combine supervisory tasks with other tasks score somewhat lower. AS supervisors are even less satisfied than ASS supervisors.



	AS	ASS	Sig.	VU	SD	n
My supervisory tasks are easy to combine with my other tasks	3.2	3.5	*	3.3	0.9	427
I can rely on sufficient support in my supervisory tasks	2.9	3.2	*	3.0	1.0	424
Digitization of work processes supports me in my supervisory tasks	2.1	2.6	*	2.3	1.1	419
I can offer my employees enough autonomy to organize their work	3.9	4.0		3.9	0.6	423
My job has a balance between responsibility and accountability	3.5	3.8	*	3.6	0.8	415
My colleague supervisors give me sufficient support	3.6	3.8		3.7	0.9	418

## Comparison of background characteristics

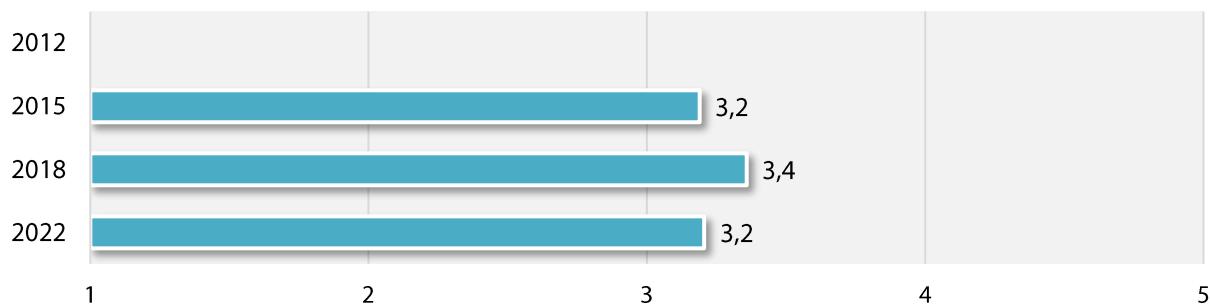
...are more positive about their supervisory tasks than...



6 months to 3 years at VU

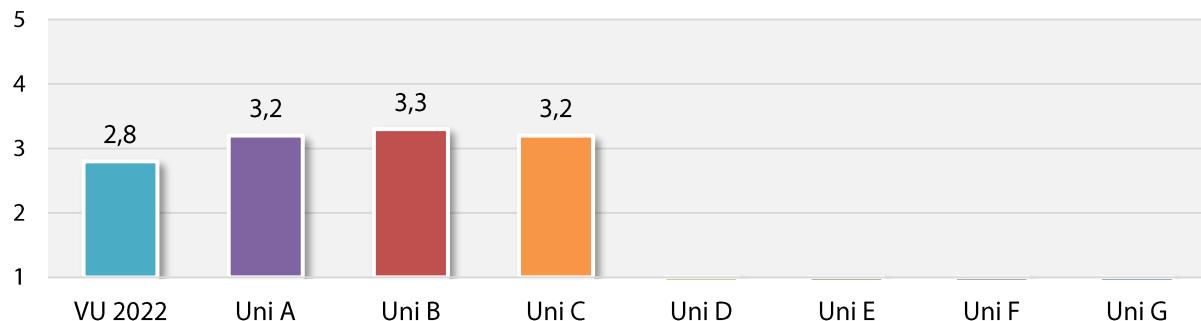
3 to 10 years at VU  
10 years or more at VU

## Comparison of previous measurements



## Comparison with other universities

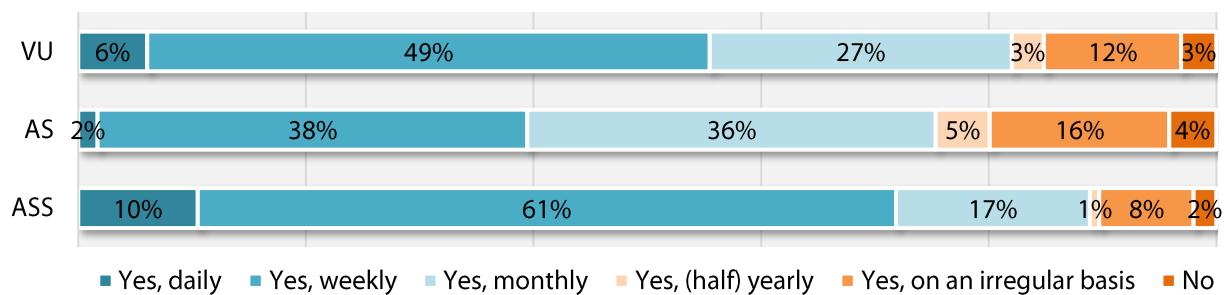
VU Amsterdam supervisors are significantly less positive about their supervisory tasks than those at Universities A, B, and C.



# 10 Work meetings

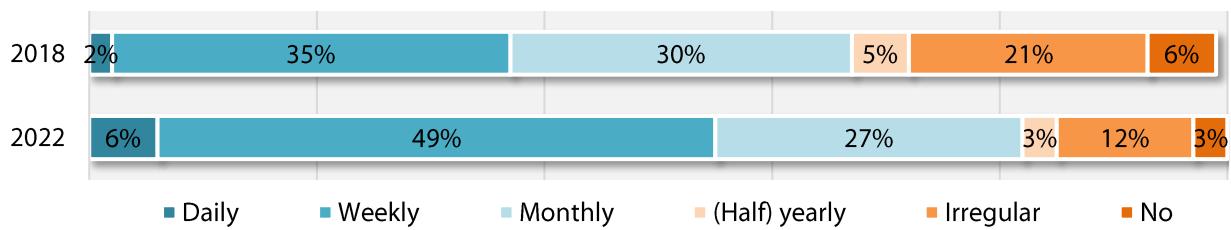
## Comparison AS/ASS

Almost half of employees have weekly work meetings and for more than a quarter this happens monthly. 3% indicate that they never have work meetings. For ASS, the frequency of work meetings is somewhat higher than for AS.



## Comparison of previous measurements

Compared to 2018, significantly more frequent work meetings take place in 2022.

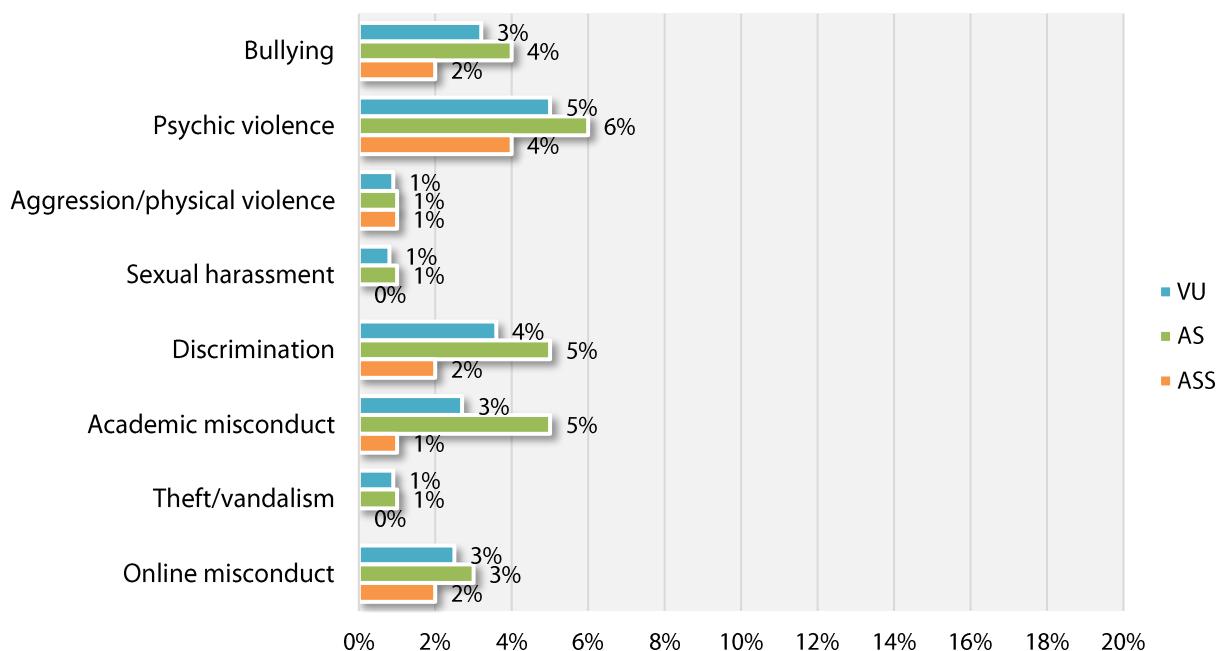


# 11 Social safety

## Experiencing unacceptable behavior

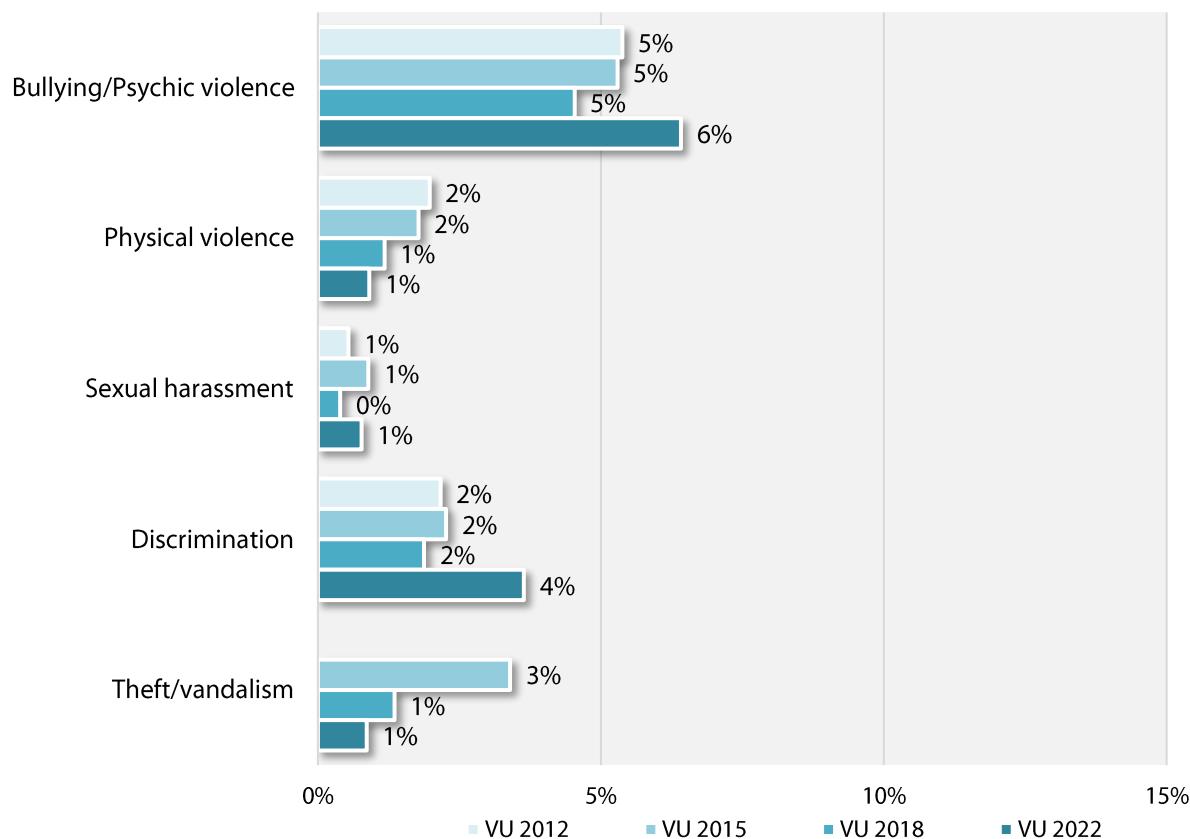
### Comparison AS/ASS

In the past year, 11% of employees have experienced one or more forms of unacceptable behavior. The most common form of unacceptable behavior is psychic violence. In general, AS have experienced more unacceptable behavior than ASS, but the differences are relatively large with respect to bullying, psychic violence, discrimination, and academic misconduct.



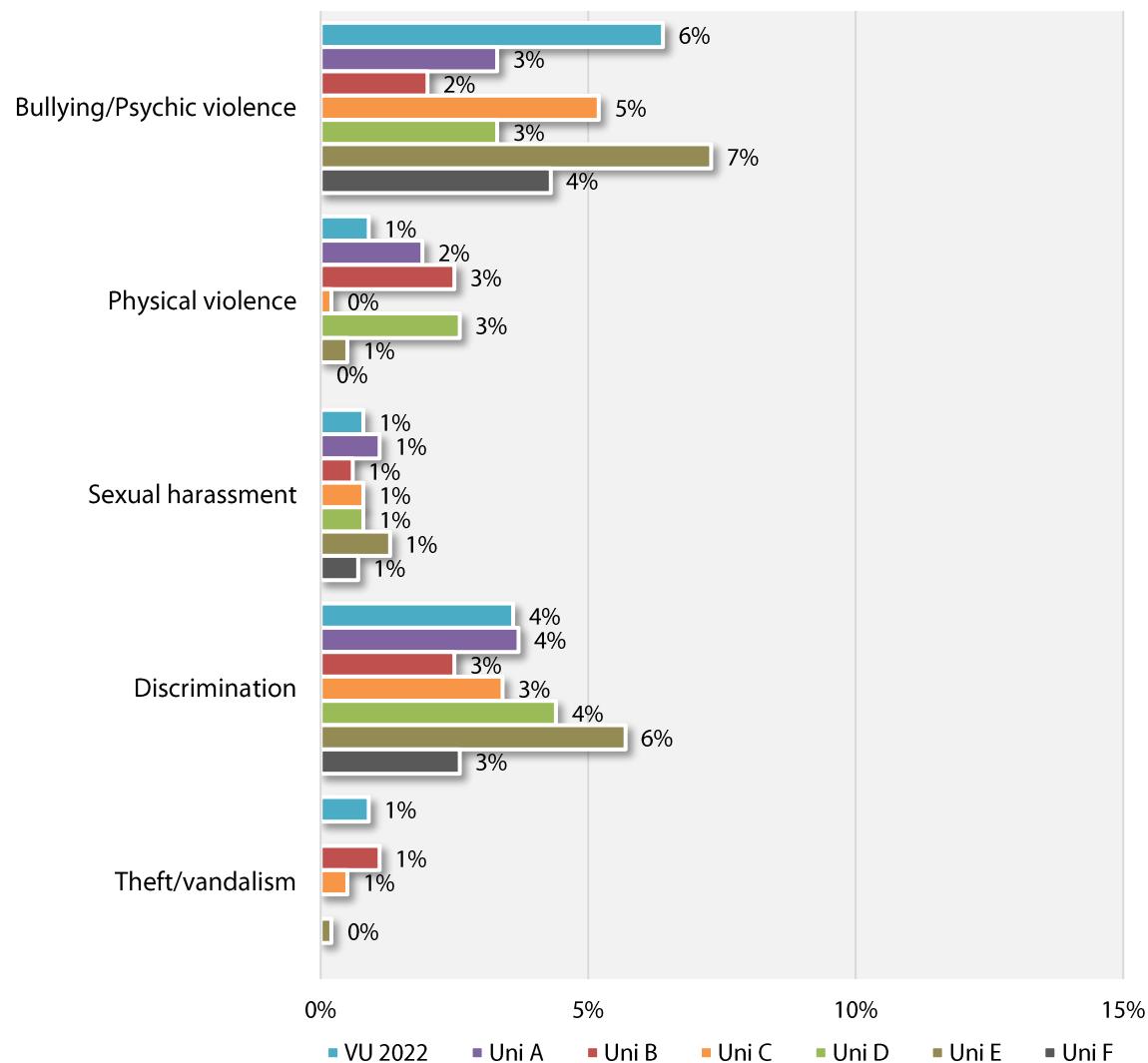
## Comparison of previous measurements

Compared to previous measurements, discrimination in particular has increased. The other forms of undesirable behavior occurred about the same frequency.



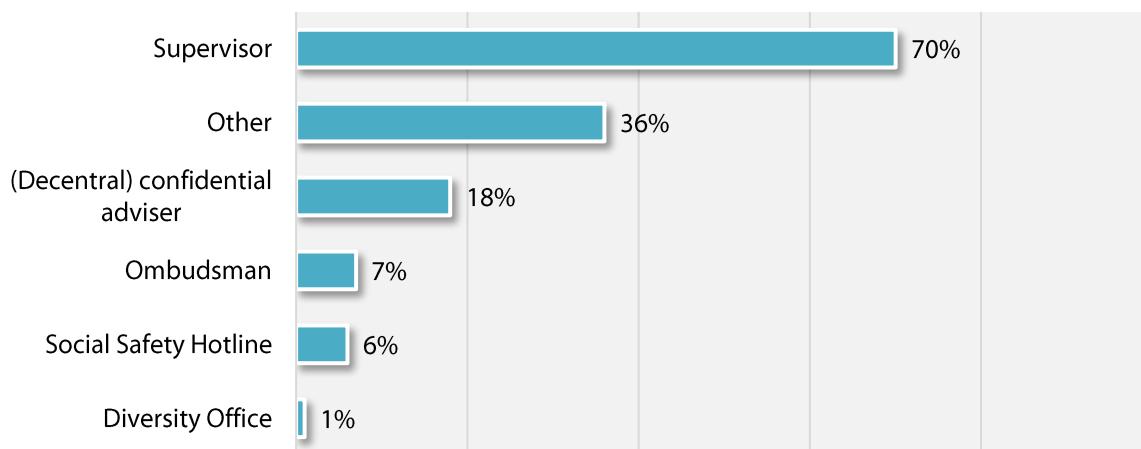
## Comparison with other universities

VU Amsterdam scores relatively high in terms of bullying/psychic violence.



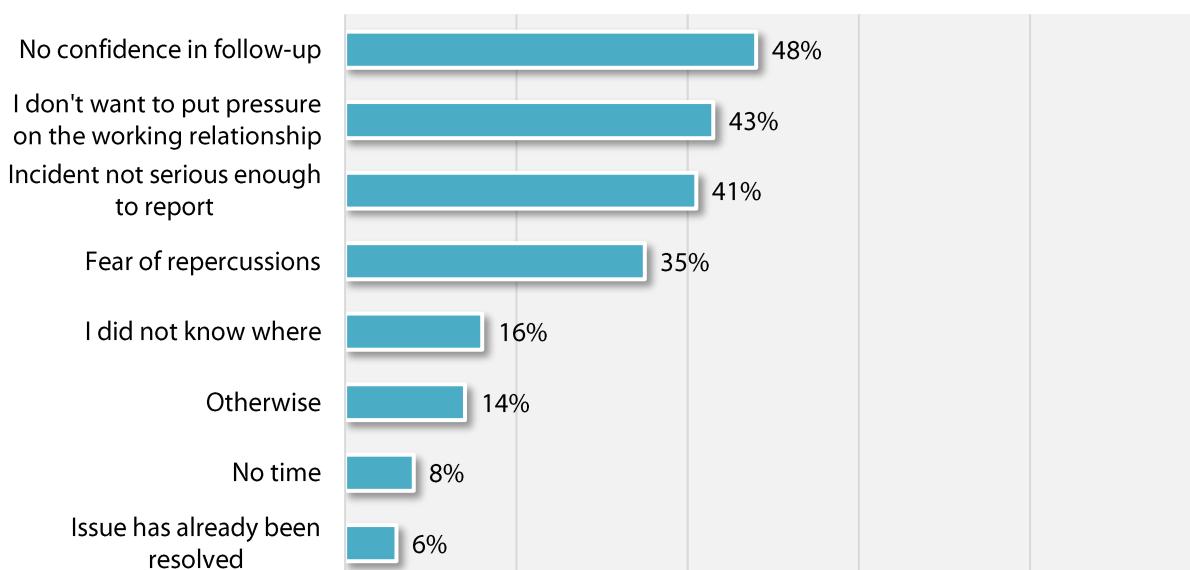
## Reporting unacceptable behavior

44% of the employees who experienced unacceptable behavior reported it and 18% did this sometimes. Employees who (sometimes) reported their incident(s) mostly did so to their supervisor.



Almost a third of employees who reported unacceptable behavior (31%) indicated that the report(s) was/are handled satisfactorily. For 28%, this was sometimes the case. More than a quarter (26%) indicated that the handling was not satisfactory.

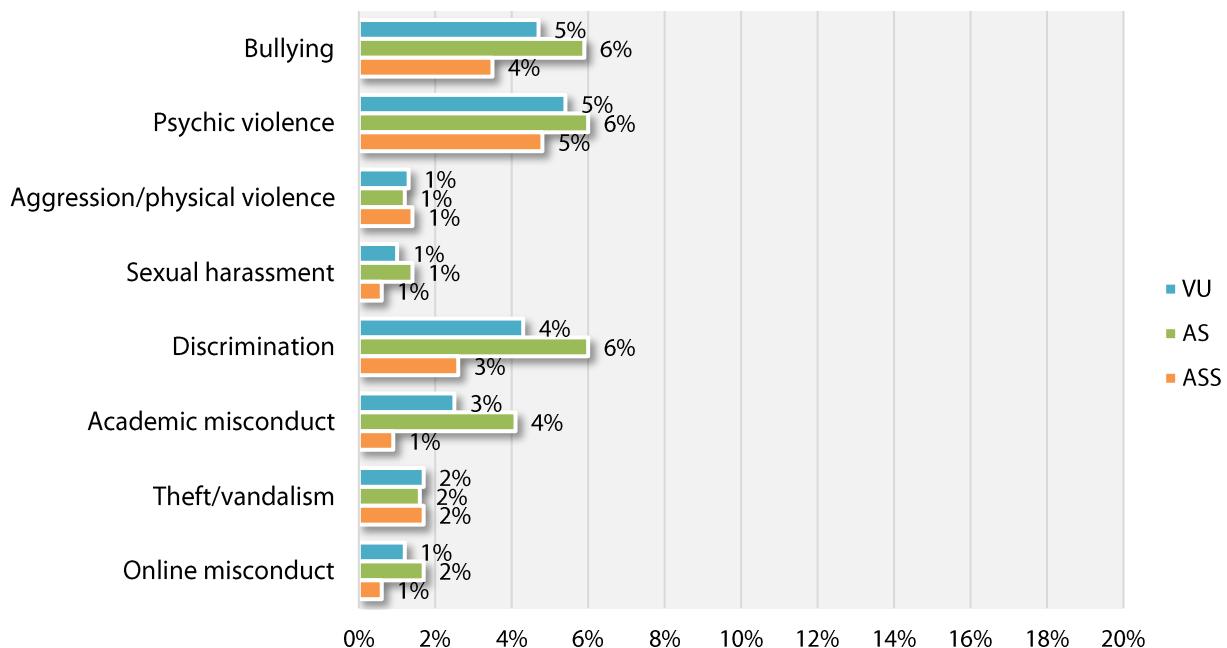
38% of the employees who experienced unacceptable behavior did not report it. The main reason for not doing so was a lack of confidence in the follow-up, followed by not wanting to put pressure on the working relationship.



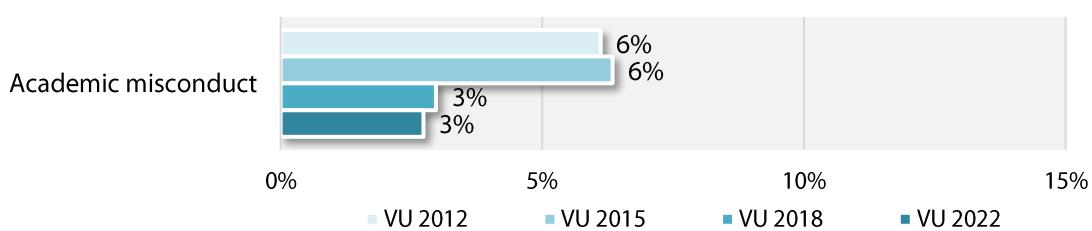
## Unacceptable behavior observed in immediate environment

### Comparison AS/ASS

In the past year, 15% of employees have observed unacceptable behavior in their immediate environment. The most frequently observed forms of unacceptable behavior are bullying and psychic violence. In general, AS observed somewhat more unacceptable behavior in the immediate environment than ASS, but the differences are relatively large for discrimination and academic misconduct.

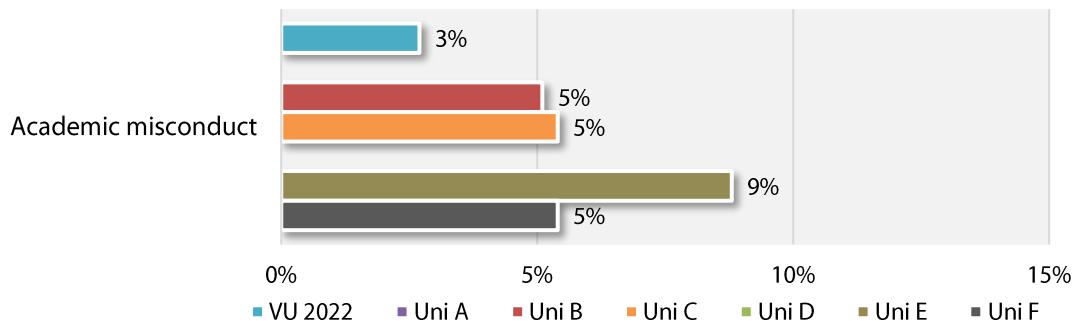


### Comparison of previous measurements



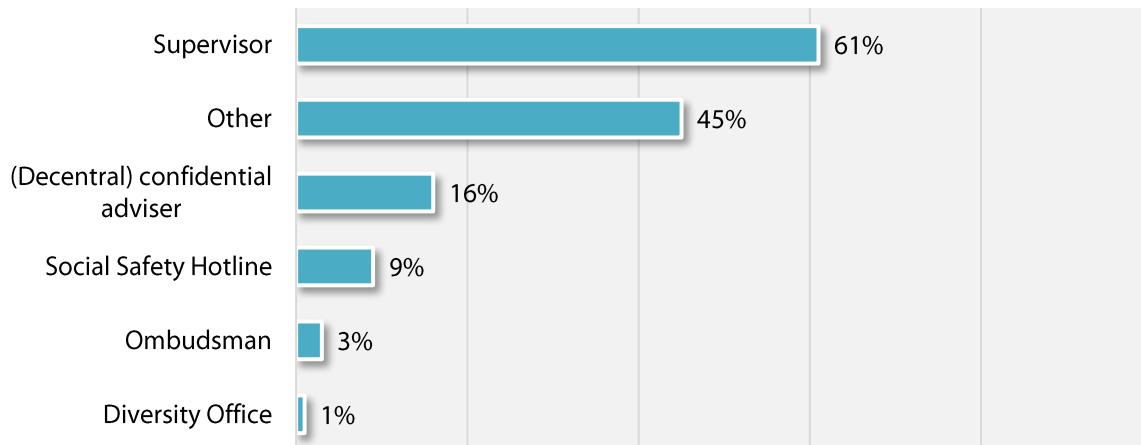
## Comparison with other universities

VU Amsterdam scores the lowest in terms of noticing or suspecting academic unacceptable behavior.

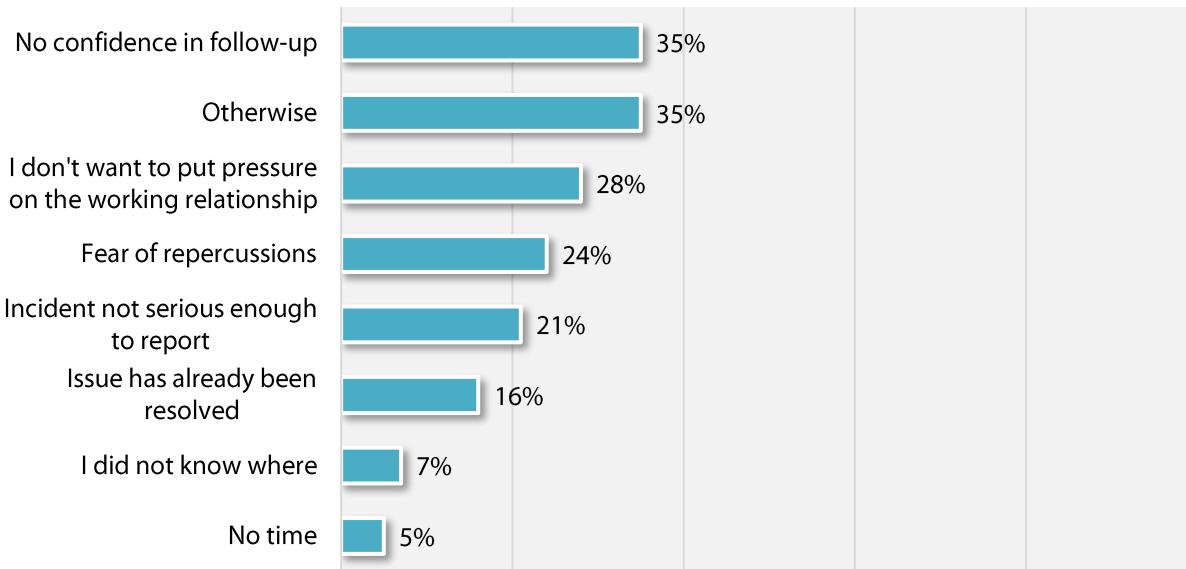


## Reporting observed unacceptable behavior

31% of the employees who observed unacceptable behavior in their immediate environment reported it and 24% did this sometimes. Employees who (sometimes) reported the observed incident(s) usually did so to their supervisor.



45% of employees who observed unacceptable behavior did not report it. The main reason for not doing so was lack of confidence in the follow-up, followed by another reason and not wanting to put pressure on the working relationship.

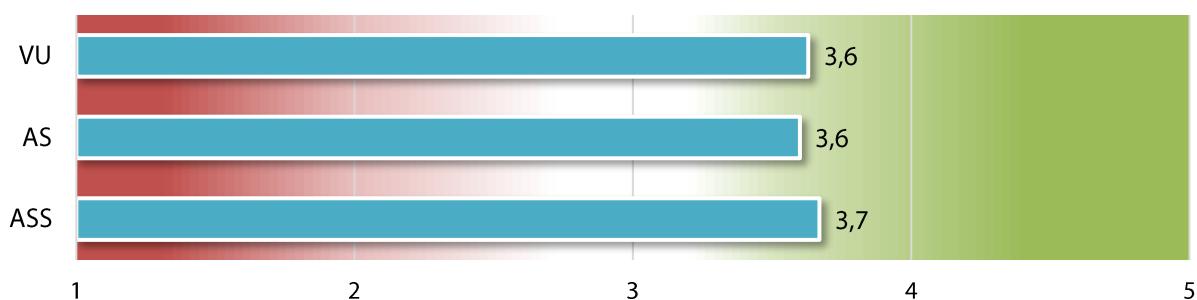


If the employees who had not observed any unacceptable behavior in their immediate environment in the past year did observe it, 73% would first report it to their supervisor and 17% to the (decentralized) confidential advisor.

# 12 Diversity

## Comparison AS/ASS

Overall, employees are fairly positive about diversity.



VU Amsterdam takes sufficient account of the different cultural backgrounds of students and staff

	AS	ASS	Sig.	VU	SD	n
VU Amsterdam takes sufficient account of the different cultural backgrounds of students and staff	3.6	3.7	*	3.7	0.8	1,839
I feel sufficiently supported by VU Amsterdam to work with different cultural backgrounds	3.5	3.5		3.5	0.8	1,715
VU Amsterdam has a culture in which employees with different backgrounds (gender, age, lifestyle, religion, etc.) are welcome	3.9	4.0		4.0	0.7	2,056
Differences between employees are positively rewarded within VU Amsterdam	3.5	3.6	*	3.6	0.8	1,845
<i>Employees are little interested in different perspectives within VU Amsterdam</i>	2.6	2.6		2.6	0.9	1,840

I feel sufficiently supported by VU Amsterdam to work with different cultural backgrounds

VU Amsterdam has a culture in which employees with different backgrounds (gender, age, lifestyle, religion, etc.) are welcome

Differences between employees are positively rewarded within VU Amsterdam

*Employees are little interested in different perspectives within VU Amsterdam*

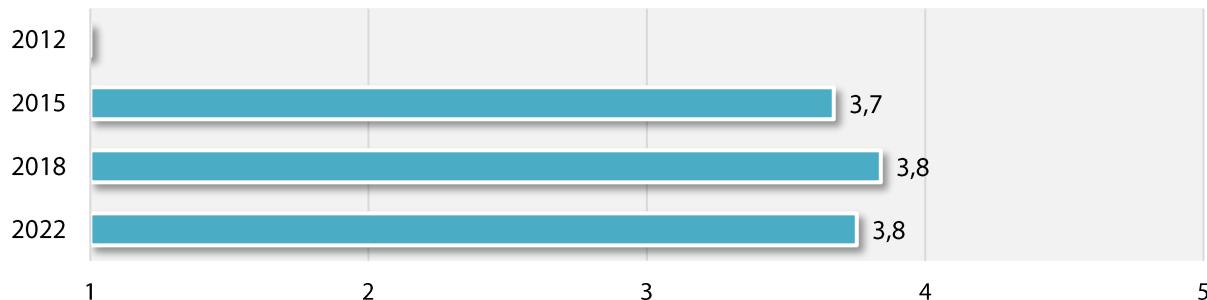
## Comparison of background characteristics

...are more positive about diversity than...

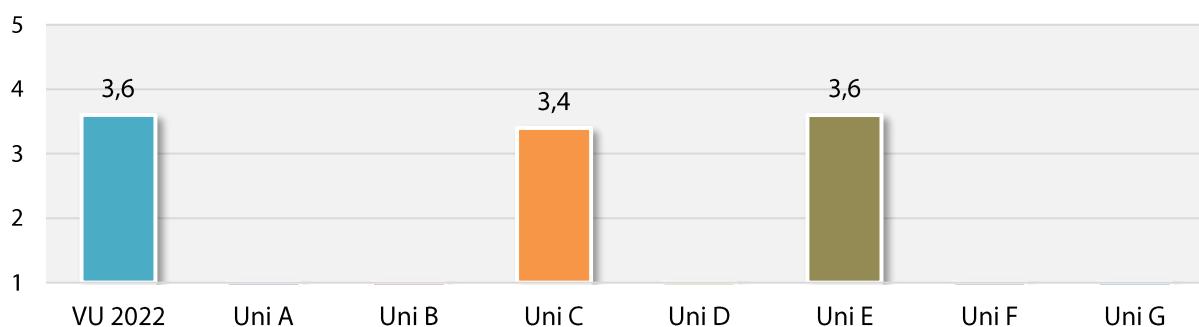


Less than 6 months at VU	6 months to 3 years at VU 3 to 10 years at VU 10 years or more at VU
Less than 6 months in position	3 to 10 years in position 10 years or more in position

## Comparison of previous measurements



## Comparison with other universities



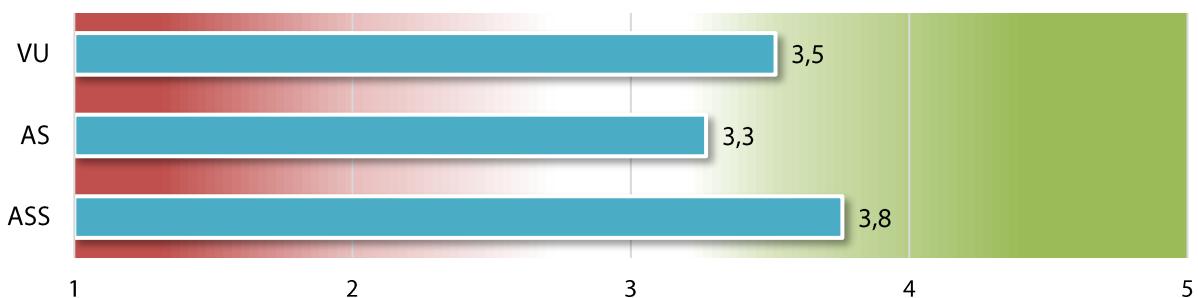
# Terms of employment

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# 13 Work-life balance

## Comparison AS/ASS

Overall, employees are moderately positive about the work-life balance. ASS are significantly more satisfied about this than AS. AS in particular have a significantly stronger feeling that they have to work long hours and be continuously available to make a career within VU Amsterdam.



	AS	ASS	Sig.	VU	SD	n
I can adjust my working hours to my private life	3.7	4.0	*	3.8	0.9	2,179
I have sufficient possibilities to take a leave whenever it suits me	3.4	3.8	*	3.6	1.1	2,155
VU Amsterdam offers me sufficient possibilities to (temporarily) change my tasks whenever private situations ask for it.	3.4	3.7	*	3.6	1.0	1,768
<i>To make a career within VU Amsterdam I should work long hours and be continuously available (R)</i>	3.6	2.8	*	3.2	1.1	1,859

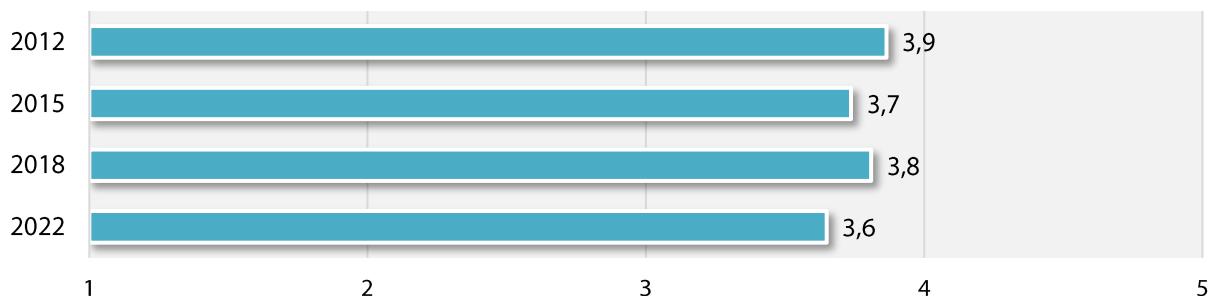
## Comparison of background characteristics

...experience a better work-life balance than...



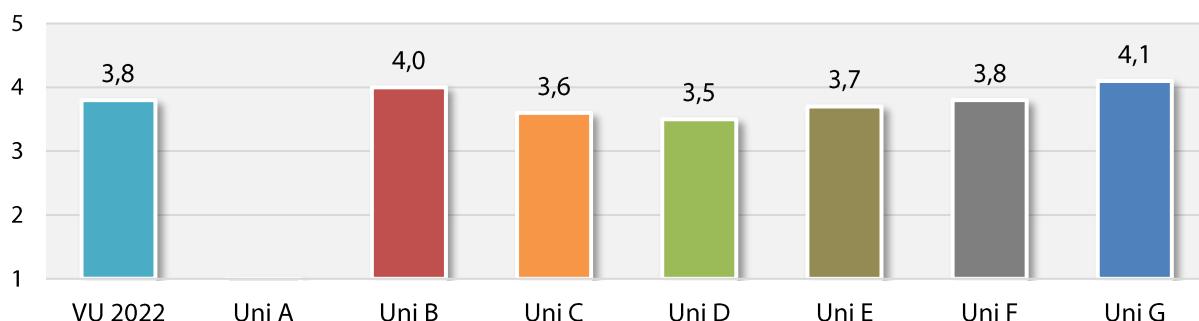
Researchers PhD Students	Associate professors Assistant professors
Less than 6 months at VU	6 months to 3 years at VU 3 to 10 years at VU 10 years or more at VU
Less than 6 months in position	6 months to 3 years in position 3 to 10 years in position 10 years or more in position
No supervisory position	Supervisory position

## Comparison of previous measurements



## Comparison with other universities

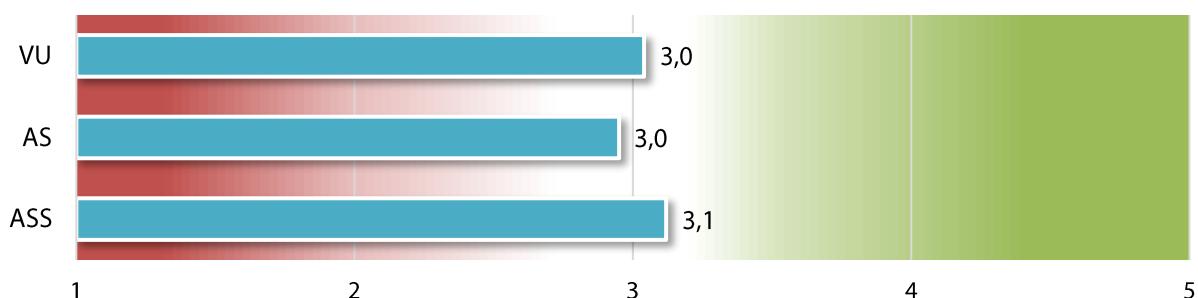
VU employees are significantly more satisfied with their work-life balance than particularly those at University D, but significantly less satisfied than those at University G.



# 14 Career and development

## Comparison AS/ASS

Employees are neutral about the career and development opportunities within VU Amsterdam. ASS experience somewhat more opportunities to change to another function at the same level and know somewhat better where to go if they have questions about their career development and/or training.



	AS	ASS	Sig.	VU	SD	n
I have sufficient possibilities to achieve my career wishes	3.2	3.3	*	3.2	1.0	2,005
I have sufficient possibilities to engage in training	3.5	3.6		3.5	1.0	2,046
I have sufficient possibilities to further my career	2.9	2.8	*	2.8	1.1	1,848
I have sufficient possibilities to change to a different function on the same level	2.6	3.0	*	2.8	1.0	1,547
I know where to go if I have questions about my career development/training	3.0	3.3	*	3.1	1.1	2,037

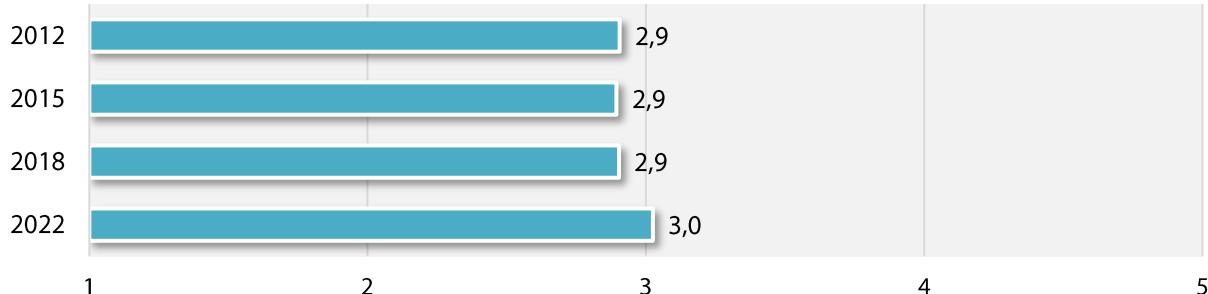
## Comparison of background characteristics

...are more positive about their career and development opportunities than...

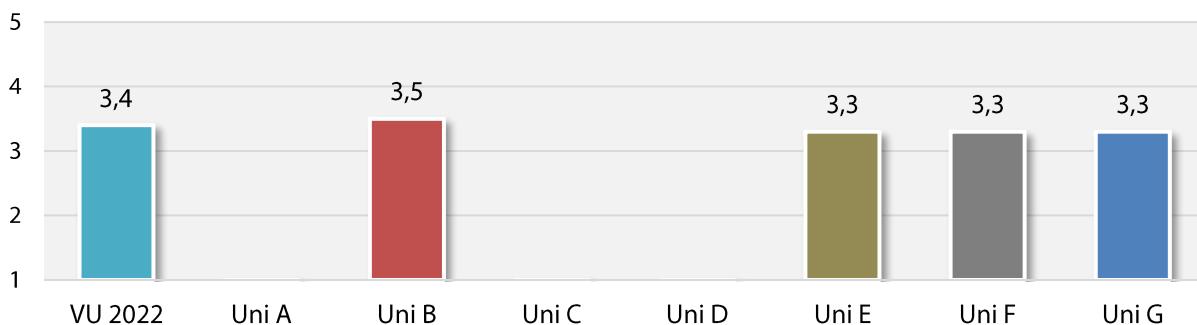


Deans/(special) professors	Assistant professors
Less than 6 months at VU	Teachers
Less than 6 months in position	PhD students
Permanent contract Temporary contract for a specific project	3 to 10 years at VU 10 years or more at VU
Supervisory position	3 to 10 years in position 10 years or more in position
	Multiple consecutive temporary contracts
	No supervisory position

## Comparison of previous measurements



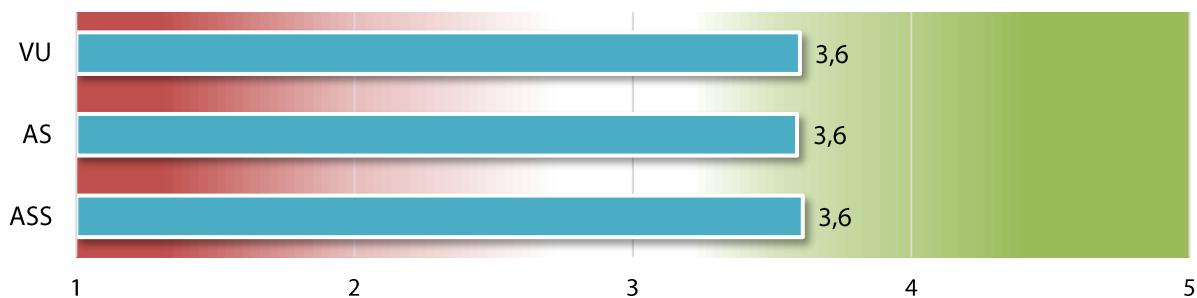
## Comparison with other universities



# 15 Annual interview

## Comparison AS/ASS

83% of employees who have been with VU Amsterdam for at least six months had an annual interview in the past two years. For 5% it was (more than) two years ago and 12% has never had such an interview. Overall, the employees are reasonably positive about the annual interview.



	AS	ASS	Sig.	VU	SD	n
During the annual consultation, clear arrangements are made for the future	3.5	3.5		3.5	0.9	1,793
Points of improvement/development are sufficiently discussed	3.6	3.7		3.6	0.9	1,783
The annual consultation leaves space to give feedback regarding the supervisor's performance	3.4	3.5		3.5	1.0	1,763
To me, the annual consultation was useful	3.6	3.5		3.5	1.0	1,803
The annual consultation discusses issues that I consider important	3.8	3.8		3.8	0.8	1,797
The annual consultation pays attention to my strengths and talents	3.6	3.7		3.6	0.9	1,784

## Comparison of background characteristics

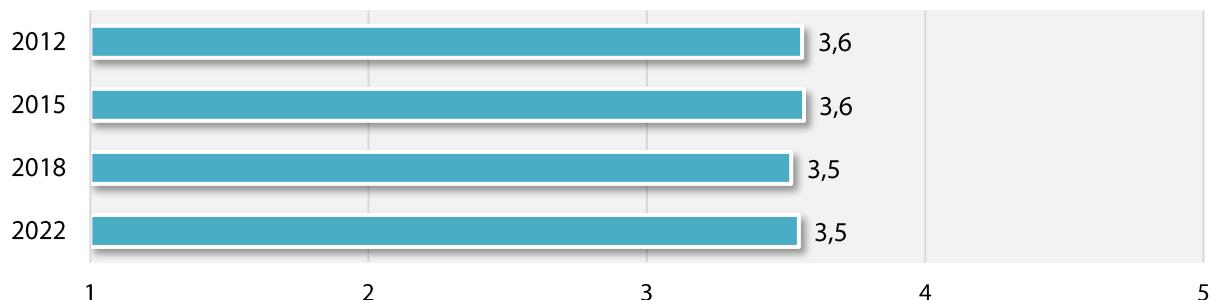
...are more satisfied with the annual interview than...



Teaching and research support
Administrative and secretarial support
Student support
Personnel and organization & health and safety and environment
Management and administrative support
PR, information, and communication
6 months to 3 years at VU
Less than 6 months in position

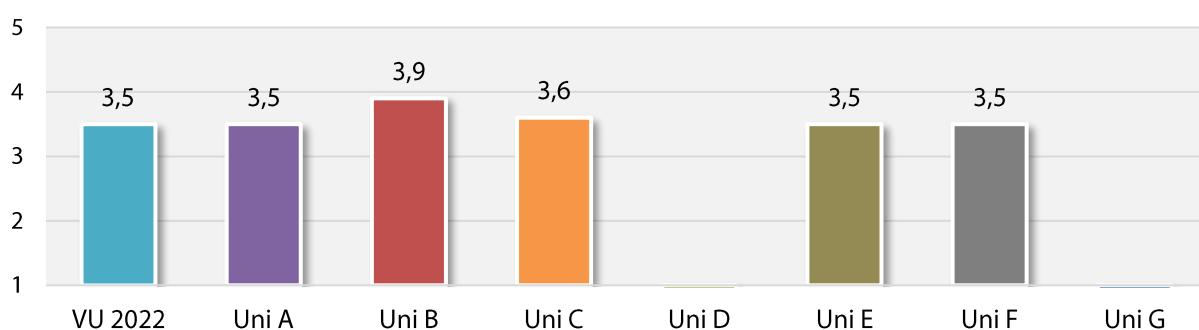
ICT
10 years or more at VU
10 years or more in position

## Comparison of previous measurements



## Comparison with other universities

VU Amsterdam employees are significantly less satisfied with the annual interview than those at University B.



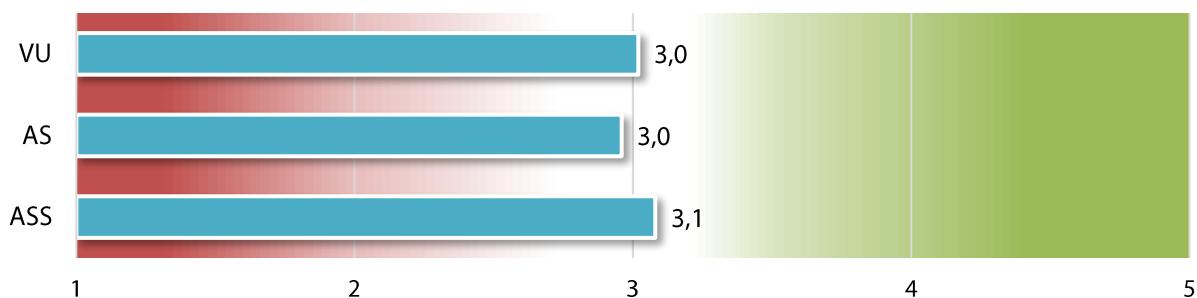
# Working conditions

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# 16 Information services

## Comparison AS/ASS

On average, employees are neutral about the provision of information. They are particularly dissatisfied with the ease of finding information on VU.nl. AS are even more negative about this than ASS.



	AS	ASS	Sig.	VU	SD	n
The information services within my department are good	3.3	3.5	*	3.4	0.9	2,157
The information services within my faculty/service are good	3.2	3.3	*	3.2	0.9	2,141
The information services within the university are good	3.0	3.2	*	3.1	0.9	2,145
The information is readily available	3.0	3.0		3.0	0.9	2,113
The information is available on time	3.0	3.0		3.0	0.9	2,123
The information is easy to find on VU.nl	2.2	2.5	*	2.3	1.0	2,152
<i>I receive too much information (R)</i>	3.1	2.9	*	3.0	1.0	2,135

## Comparison of background characteristics

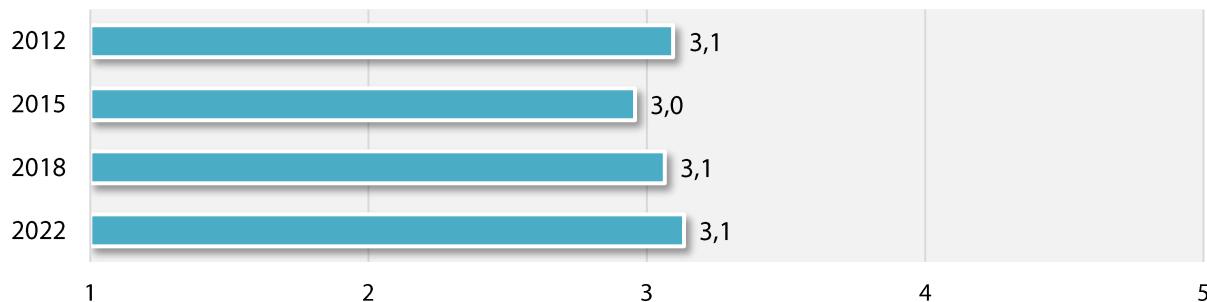
...are more positive about the information services than...



Less than 6 months at VU

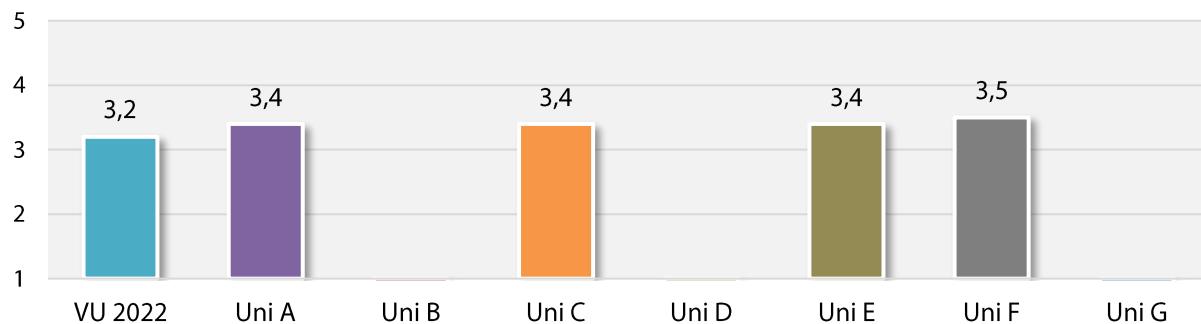
3 to 10 years at VU  
10 years or more at VU

## Comparison of previous measurements



## Comparison with other universities

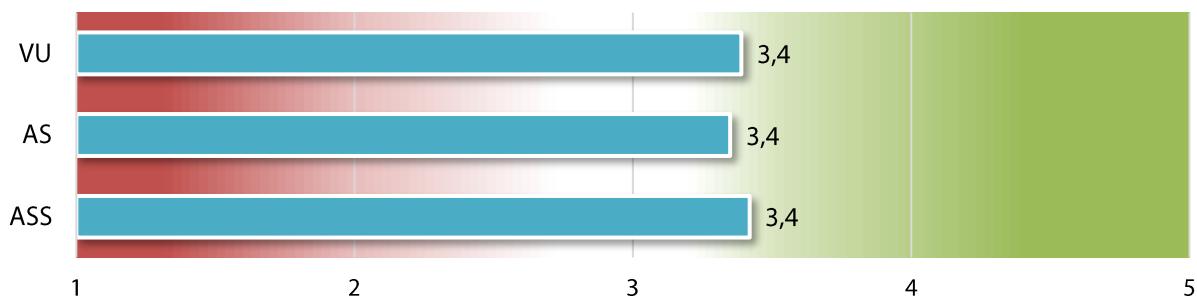
VU Amsterdam employees are significantly less satisfied with the information services than those at University F.



# 17 Faculty/service board

## Comparison AS/ASS

On average, employees are moderately positive about the managerial climate within the faculty or department.



I am adequately informed of board and management issues within my faculty/service

	AS	ASS	Sig.	VU	SD	n
I am adequately informed of board and management issues within my faculty/service	3.2	3.3	*	3.3	0.9	2,095
I have confidence in the way my faculty/service is led	3.5	3.5		3.5	0.9	2,096
The leadership of my department/service is well informed of developments within my department	3.4	3.4		3.4	1.0	1,892

I have confidence in the way my faculty/service is led

The leadership of my department/service is well informed of developments within my department

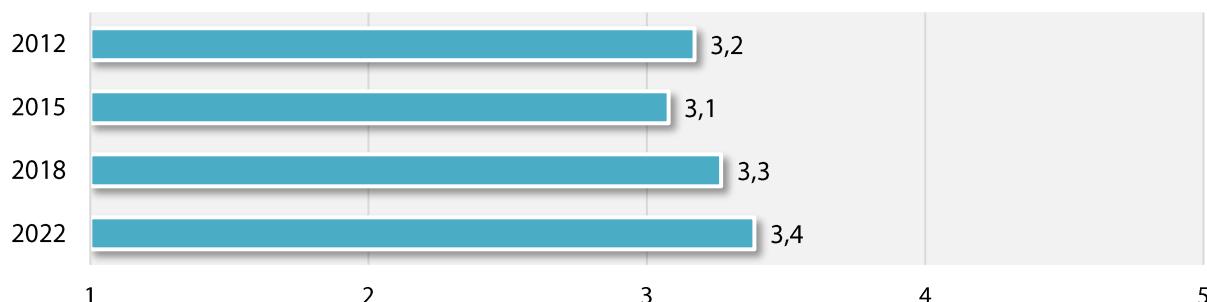
## Comparison of background characteristics

...are more positive about the faculty/service board than...

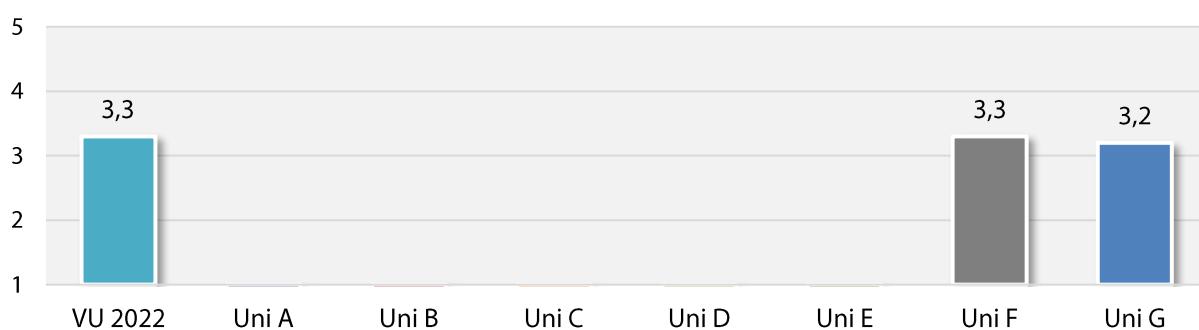


Administrative and secretarial support	Facility management
Personnel and organization & health and safety and environment	ICT
Management and administrative support	
Less than 6 months at VU	6 months to 3 years at VU
Less than 6 months in position	3 to 10 years at VU
	10 years or more at VU
	3 to 10 years in position
	10 years or more in position

## Comparison of previous measurements



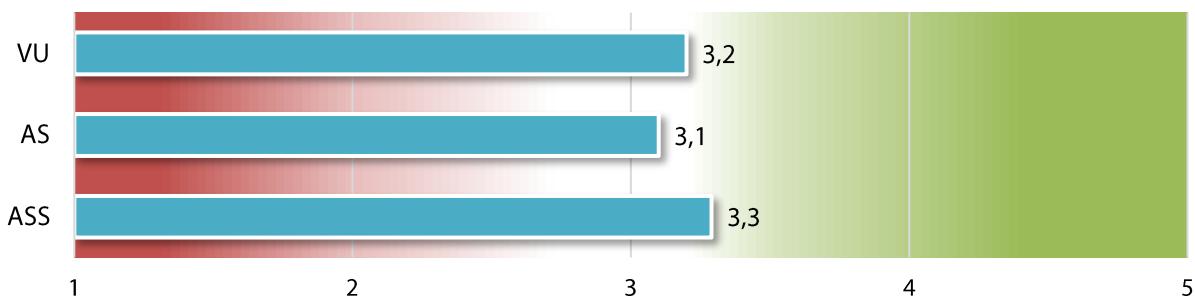
## Comparison with other universities



# 18 University board

## Comparison AS/ASS

On average, employees are neutral about the university's managerial climate.



	AS	ASS	Sig.	VU	SD	n
I am adequately informed of governance and management issues within VU Amsterdam	3.1	3.3	*	3.2	0.9	2,055
I have confidence in how VU Amsterdam is run	3.3	3.5	*	3.4	0.9	2,071
The Executive Board is well aware of developments within my faculty/service	2.9	3.1	*	3.0	0.9	1,544

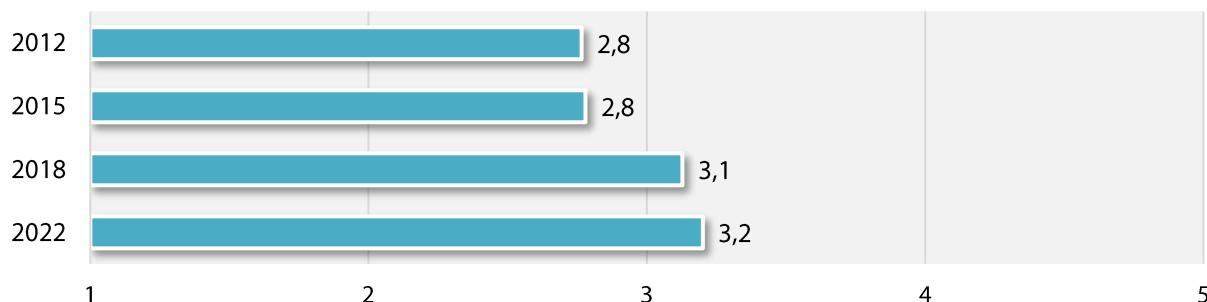
## Comparison of background characteristics

... are more positive about the university board than...

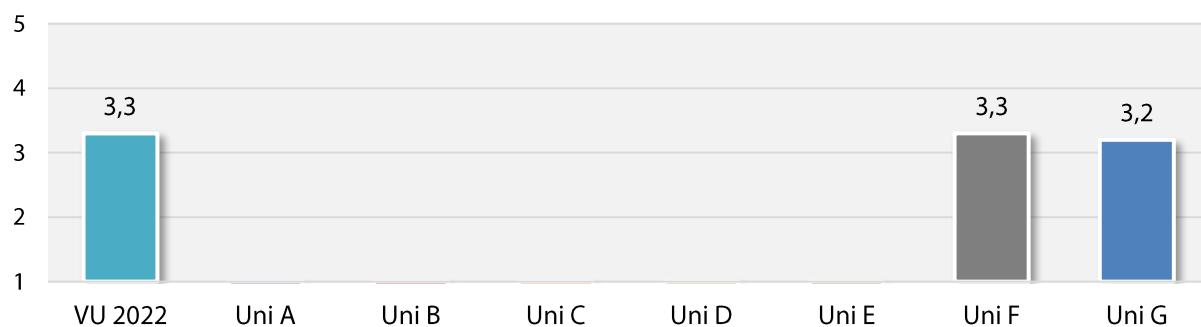


PhD students	Assistant professors
Teaching and research support	
Administrative and secretarial support	
Management and administrative support	
Less than 6 months at VU	3 to 10 years at VU
6 months to 3 years at VU	10 years or more at VU
Less than 6 months in position	
6 months to 3 years in position	10 years or more in position

## Comparison of previous measurements



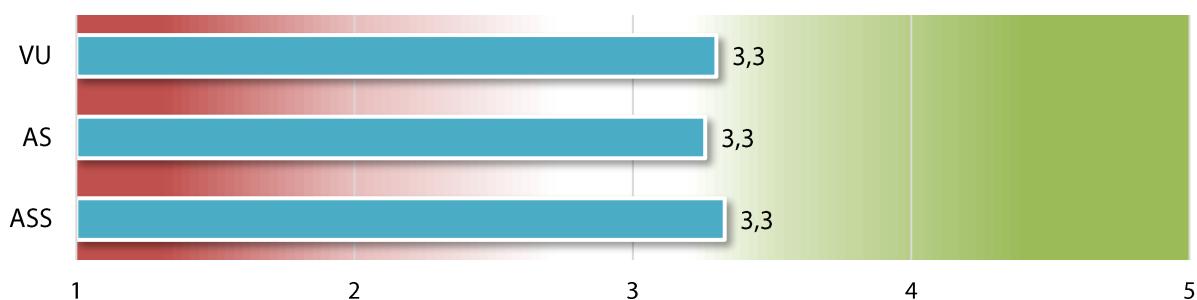
## Comparison with other universities



# 19 Participation

## Comparison AS/ASS

Overall, employees are moderately positive about employee participation.



	AS	ASS	Sig.	VU	SD	n
The participation at faculty level (Subcommittee/ODC) works well	3.3	3.4		3.4	0.8	1,030
The participation at the university level (Staff Council/OR) works well	3.2	3.2		3.2	0.7	965
Members of the Subcommittee of my faculty/service are easy to approach	3.4	3.6	*	3.5	0.9	1,127
Members of the Staff Council are easy to approach	3.2	3.3	*	3.3	0.8	963

## Comparison of background characteristics

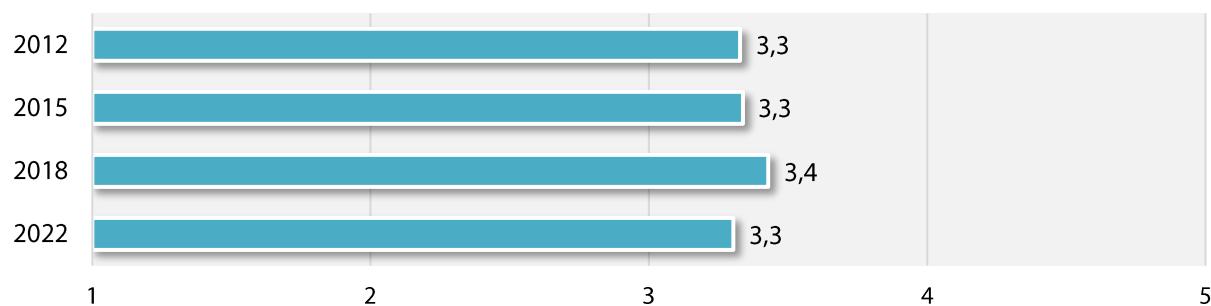
...are more positive about employee participation than...



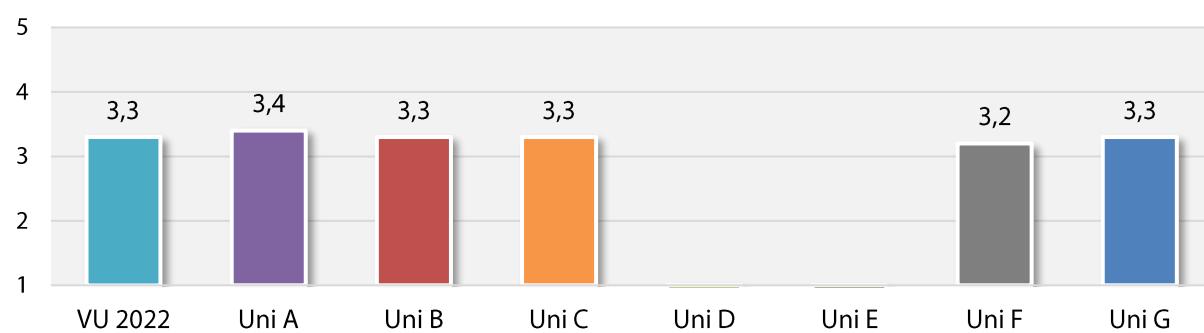
Administrative and secretarial support  
PR, information, and communication

ICT

### Comparison of previous measurements



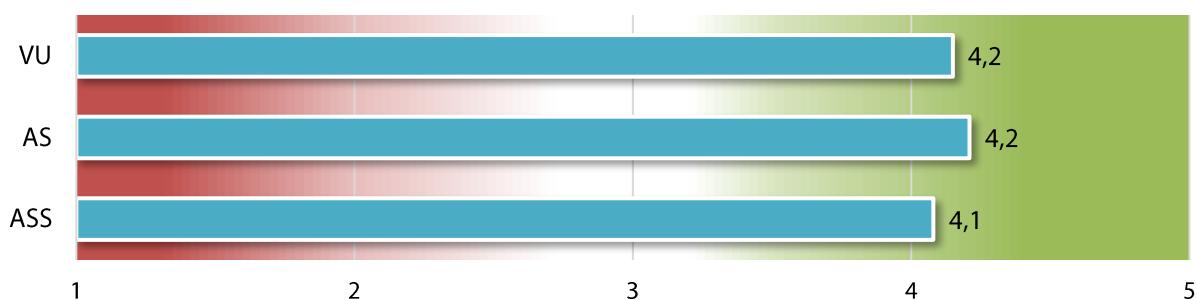
### Comparison with other universities



# 20 Safety

## Comparison AS/ASS

Overall, employees are quite positive about safety on campus.



I feel safe in the building I work in

	AS	ASS	Sig.	VU	SD	n
I feel safe in the building I work in	4.1	4.0	*	4.0	0.8	2,180
I feel safe on the campus during the day	4.4	4.3	*	4.3	0.6	2,177
I feel safe on the campus at night	4.1	4.0	*	4.1	0.8	1,684

I feel safe on the campus during the day

I feel safe on the campus at night

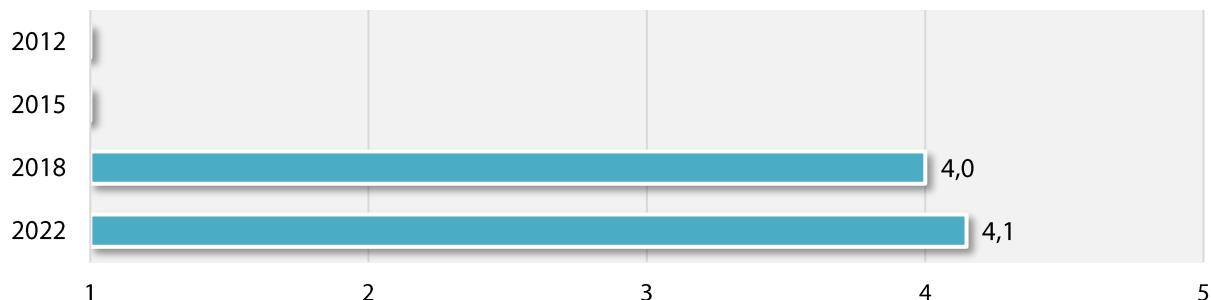
## Comparison of background characteristics

...feel safer on campus than...

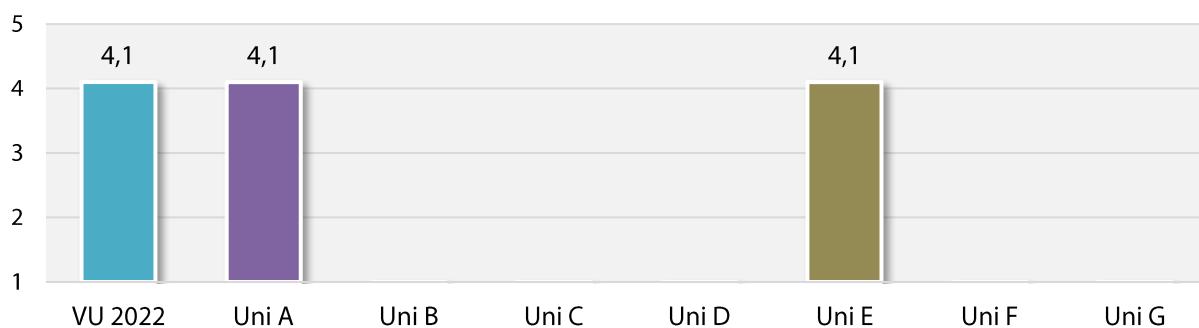


PhD students	Associate professors
34 years or younger	55 years or older
Less than 6 months at VU	10 years or more at VU
6 months to 3 years at VU	10 years or more in position
Less than 6 months in position	Permanent contract
Temporary contract for specific project	

## Comparison of previous measurements



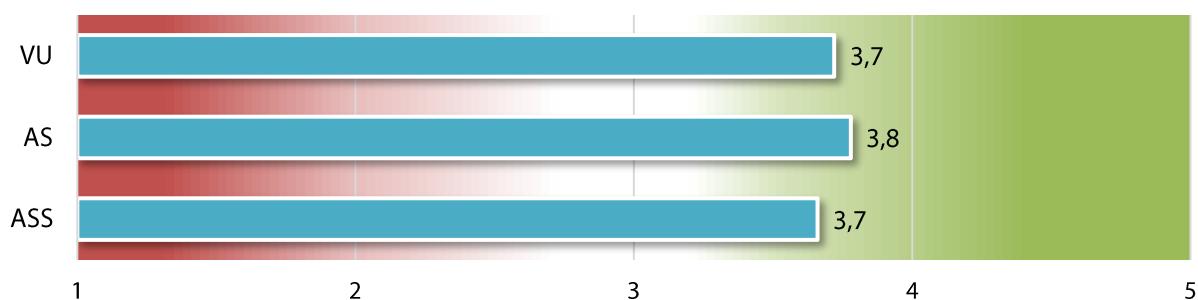
## Comparison with other universities



# 21 Internationalization

## Comparison AS/ASS

Overall, employees are positive about internationalization, although ASS feel to a significantly lesser extent than AS that increasing internationalization enriches their work.



- VU Amsterdam takes sufficient account of the international staff in terms of English language
- In my work I experience an increasing internationalization of VU Amsterdam
- Increasing internationalization enriches my work
- At VU Amsterdam, the collaboration between staff members with different international backgrounds goes smoothly

	AS	ASS	Sig.	VU	SD	n
VU Amsterdam takes sufficient account of the international staff in terms of English language	3.7	3.7		3.7	0.9	1,931
In my work I experience an increasing internationalization of VU Amsterdam	3.8	3.7		3.7	0.8	2,021
Increasing internationalization enriches my work	3.9	3.4	*	3.7	1.0	2,054
At VU Amsterdam, the collaboration between staff members with different international backgrounds goes smoothly	3.8	3.6	*	3.7	0.8	1,852

## Comparison of background characteristics

...are more positive about internationalization than...



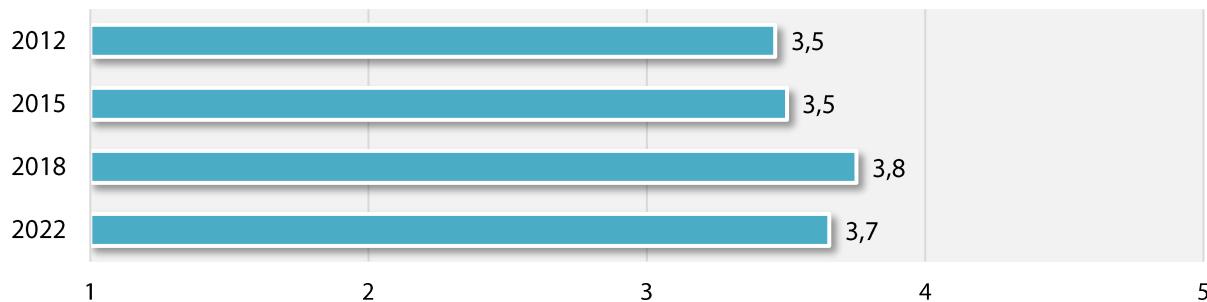
Less than 6 months at VU

6 months to 3 years at VU

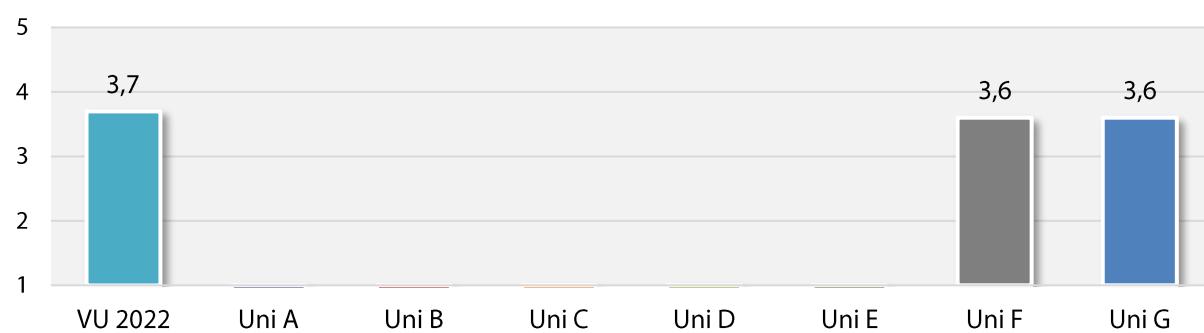
3 to 10 years at VU

10 years or more at VU

### Comparison of previous measurements



### Comparison with other universities



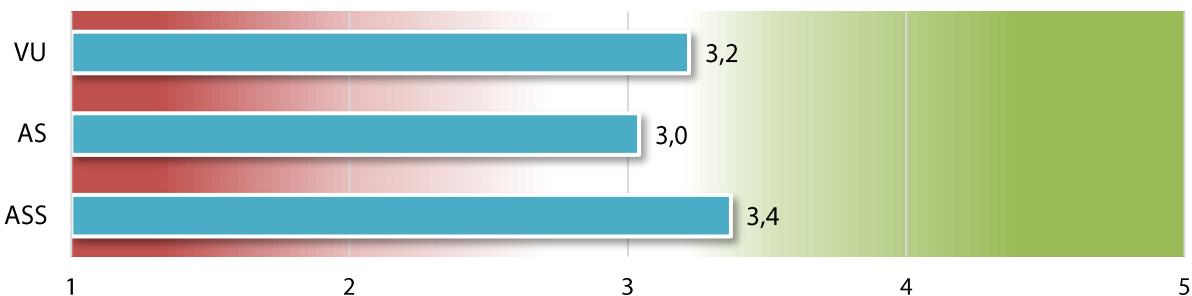
# 22 Hybrid working

Due to the corona measures, hybrid working was only possible to a limited extent in the recent period. The employees answered the questions based on their experiences with hybrid working up to that point. 95% of the employees can perform (part of) their tasks from home. The remaining 5% cannot or have no idea about it. The questions about hybrid working were only asked to employees who can (partly) work from home.

## Hybrid working

### Comparison AS/ASS

Overall, employees are neutral about working hybrid. ASS are more positive than AS in this respect, particularly about the ease of finding information about facilities and allowances around hybrid working.



	AS	ASS	Sig.	VU	SD	n
The hybrid working guidelines helps me to discuss hybrid working with my supervisor and/or colleagues	3.1	3.4	*	3.3	1.0	1,493
Information about the vision of hybrid work at VU Amsterdam is easy to find	2.9	3.3	*	3.1	1.0	1,722
The facilities for hybrid working on campus are adequate	2.9	3.0		3.0	1.1	1,916
My home office is adequately equipped for hybrid working	3.5	3.9	*	3.7	1.0	2,069
Information about facilities and allowances around hybrid working (e.g., IT facilities, work-from-home allowance) is easy to find	2.7	3.3	*	3.0	1.0	1,907

## Comparison of background characteristics

**...are more positive about hybrid work than...**



Less than 6 months at VU  Permanent contract Temporary contract for a specific project	3 to 10 years at VU 10 years or more at VU  Multiple consecutive temporary contracts
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## Influence of hybrid working

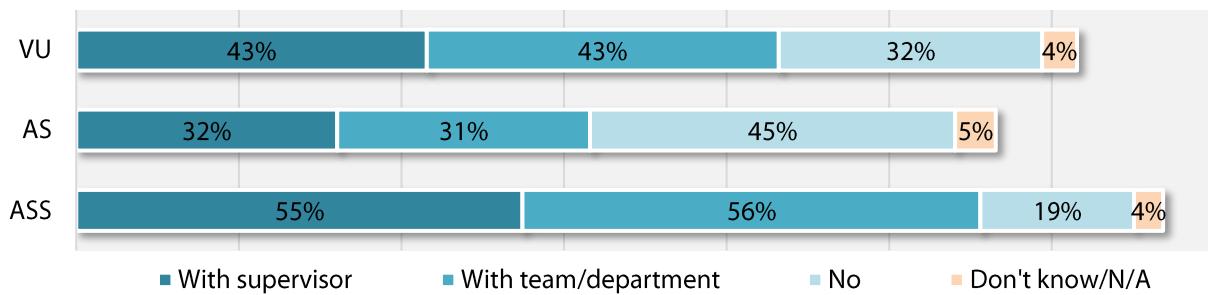
### Comparison AS/ASS

Overall, hybrid working has a positive impact on work-life balance. This is even stronger for ASS than for AS. On average, hybrid work has little or no effect on the other aspects. However, AS experience less involvement with VU Amsterdam and less cooperation with colleagues than ASS as a result of hybrid work.

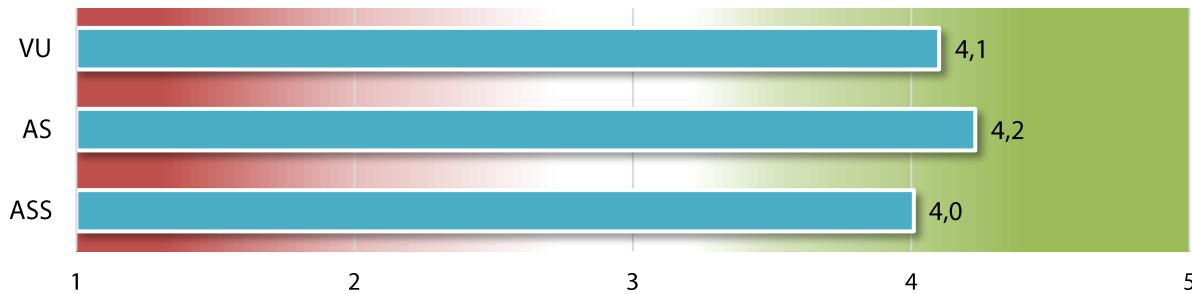
	AS	ASS	Sig.	VU	SD	n
Your involvement with VU Amsterdam	2.7	3.0	*	2.9	1.0	2,042
The cooperation with your supervisor	2.9	3.1	*	3.0	0.9	2,042
The cooperation with your colleagues	2.6	3.0	*	2.8	1.1	2,055
Your work-life balance	3.3	3.8	*	3.5	1.3	2,059
Your workload	3.1	3.3	*	3.2	1.1	2,044

## Agreements on hybrid working

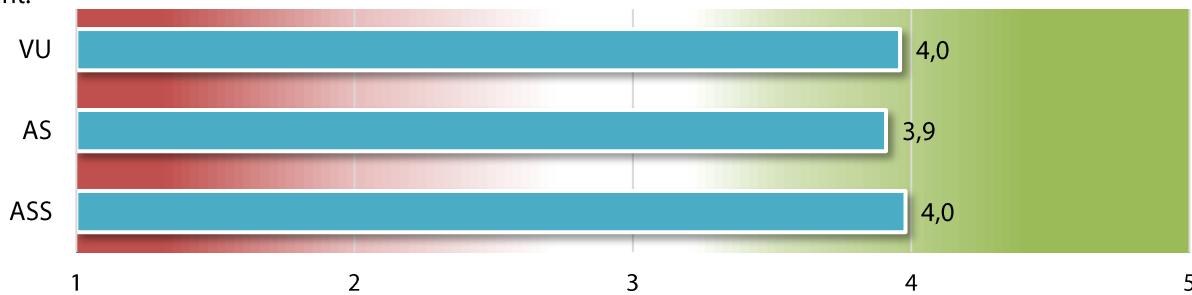
43% of employees have made agreements with the supervisor about hybrid working and the same percentage has (also) done so with the team/department. Almost a third have not (yet) made any agreements with their supervisor or team/department. Significantly fewer agreements have been made among AS than among ASS.



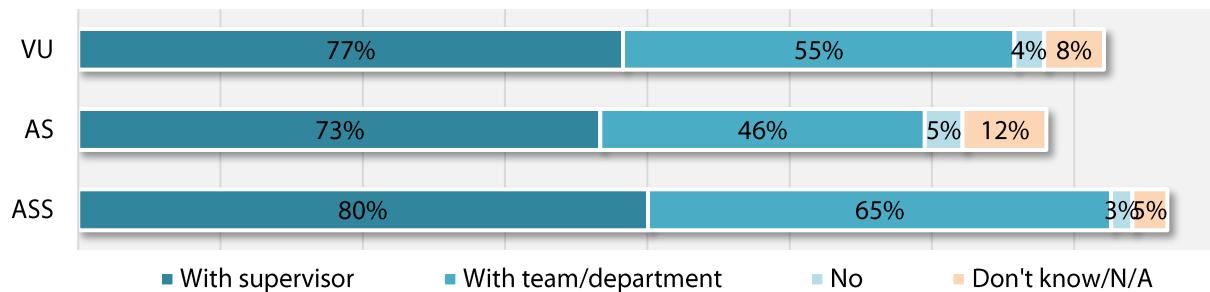
When appointments are made with the supervisor, employees are generally satisfied with them.



Employees are also, on average, satisfied with the agreements on hybrid working made with the team/department.



Finally, 77% of the employees can express his/her wishes and needs regarding the location of work and 55% feel that this is (also) possible with the team/department. ASS experience a bit more room to discuss their wishes and needs regarding the location where they perform their work than AS.



# Workload

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# 23 Workload experience

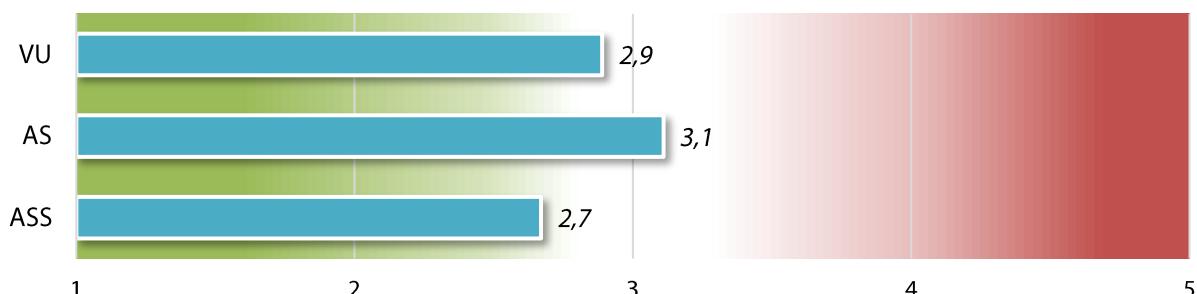
## Workload

For workload perception, a higher score stands for a more negative outcome (more workload) and we used a reversed color assignment.

### Comparison AS/ASS

59% of employees (AS: 71%, and ASS: 47%) have worked an average of 7.6 hours more than the formal scope of their employment in the past three months (AS: 9 hours, and ASS: 5.4 hours). More than one third of employees (34%) have worked as much as stipulated in their contracts. Finally, 7% of both AS and ASS have worked less than their appointment for an average of about 8 hours in the past three months.

AS experience work pressure on a regular basis, while this is somewhat less common for ASS. Notably, AS work more than their formal work time than ASS.



	AS	ASS	Sig.	VU	SD	n
At the end of my workday, I have finished my work for that day	2.5	3.0	*	2.7	1.0	2,173
I work more than the official working hours (R)	3.4	2.7	*	3.1	1.2	2,174
I carry out tasks less well due to a lack of time (R)	2.6	2.2	*	2.4	1.1	2,160
Some work is left untreated due to a lack of time (R)	3.0	2.7	*	2.8	1.2	2,172

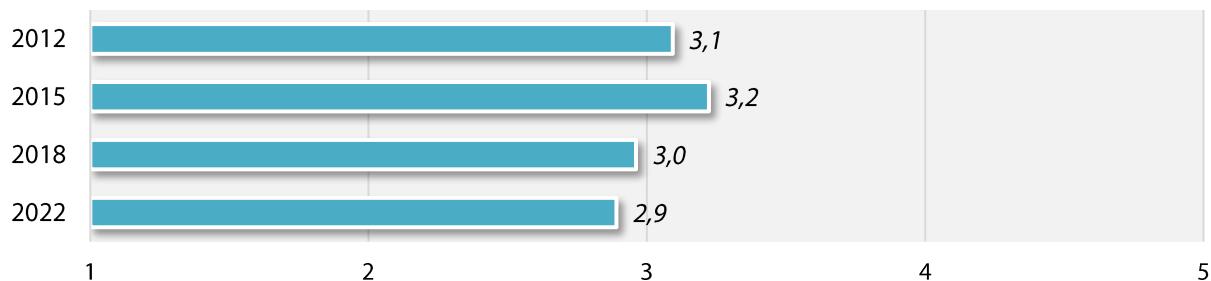
## Comparison of background characteristics

**...experience more work pressure than...**



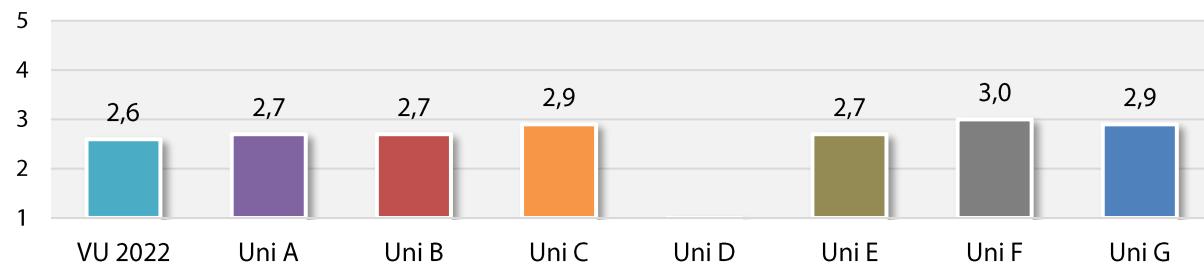
Deans/(associate) professors	Teachers
Associate professors	Researchers
Assistant professors	PhD students
Personnel and organization & health and safety and environment	Administrative and secretarial support
Management and administrative support	Facility management
Less than 6 months at VU	6 months to 3 years at VU
Less than 6 months in position	3 to 10 years at VU
Supervisory position	10 years or more at VU
	6 months to 3 years in position
	3 to 10 years in position
	10 years or more in position
	No supervisory position

## Comparison of previous measurements



## Comparison with other universities

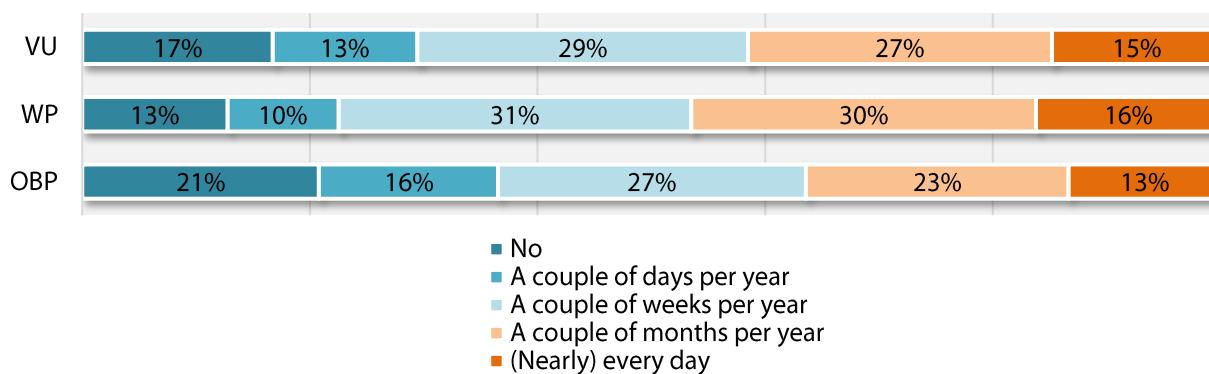
VU Amsterdam employees experience significantly less workload than employees at Universities C, F, and G.



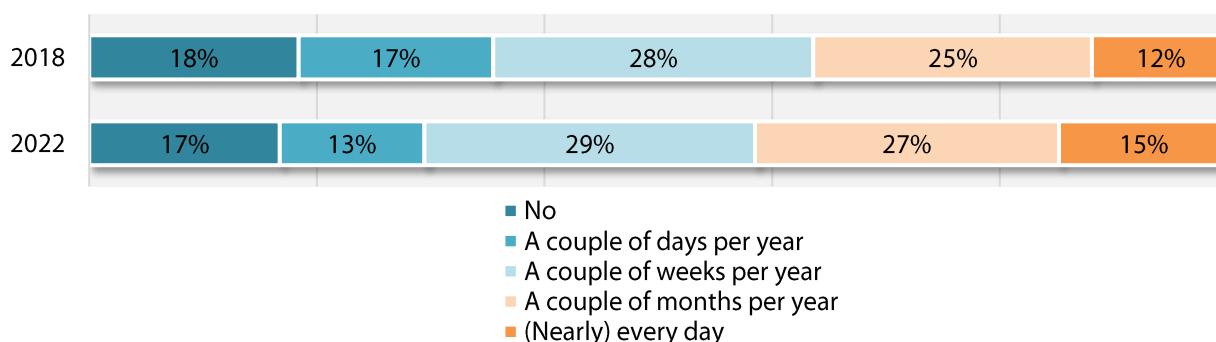
## Excessive workload

### Comparison AS/ASS

Over a quarter of employees (27%) experience excessive workload a few months per year and another 29% experience it a few weeks per year. For 15% of the employees, this is the case (almost) every day.



### Comparison of previous measurements

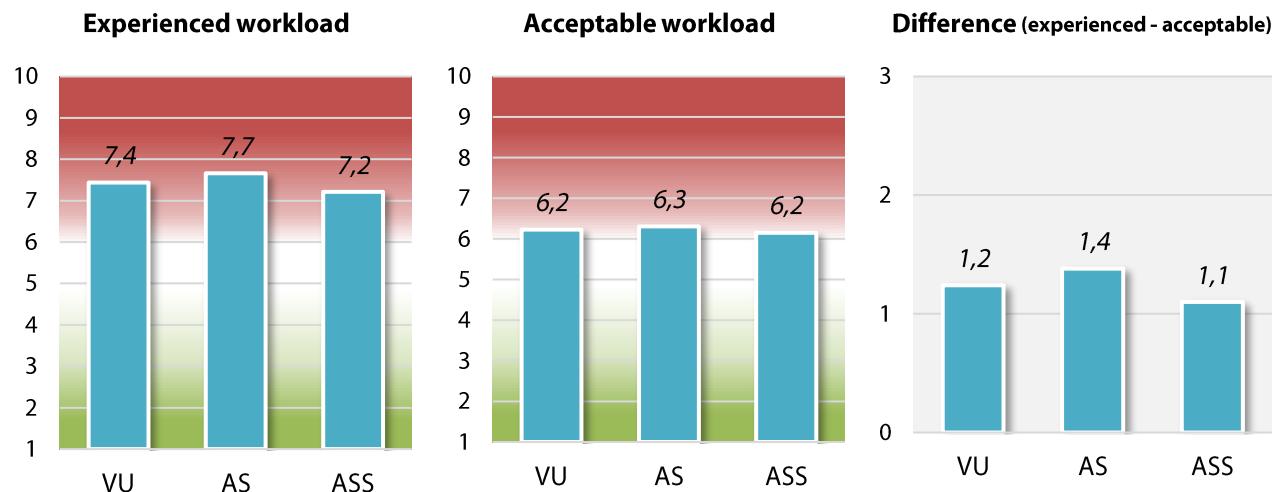


# 24 Experienced vs. acceptable

For experienced and acceptable workload, higher scores represent more negative outcomes (more workload) and we used a reversed color assignment.

## Comparison AS/ASS

On average, the acceptable workload is more than one point below the actually experienced workload. The difference for AS is somewhat larger than for ASS. This is mainly due to the higher experienced workload of AS.



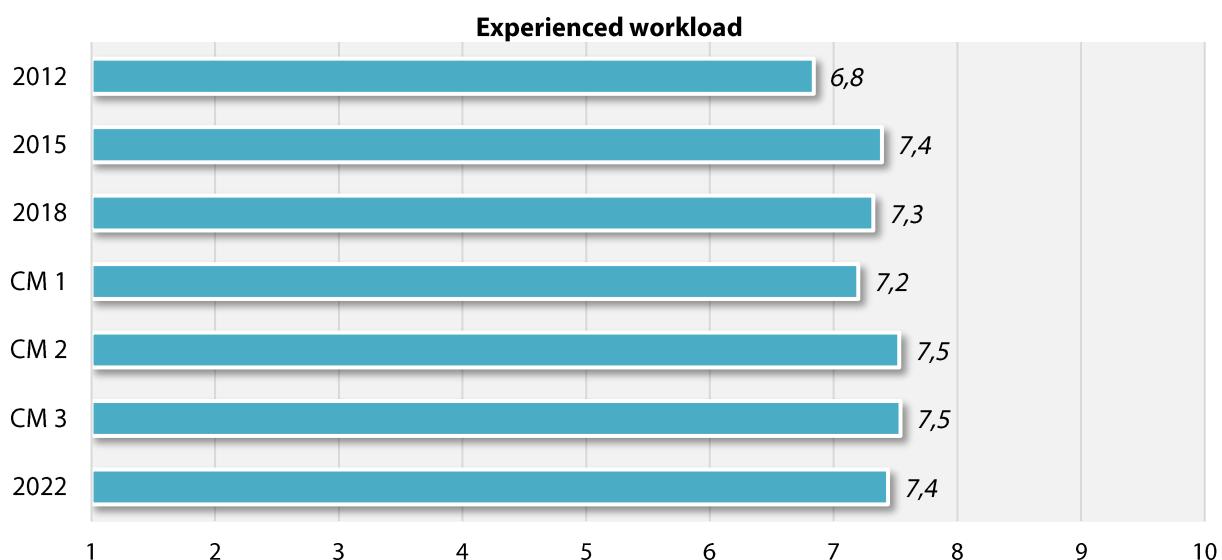
## Comparison of background characteristics

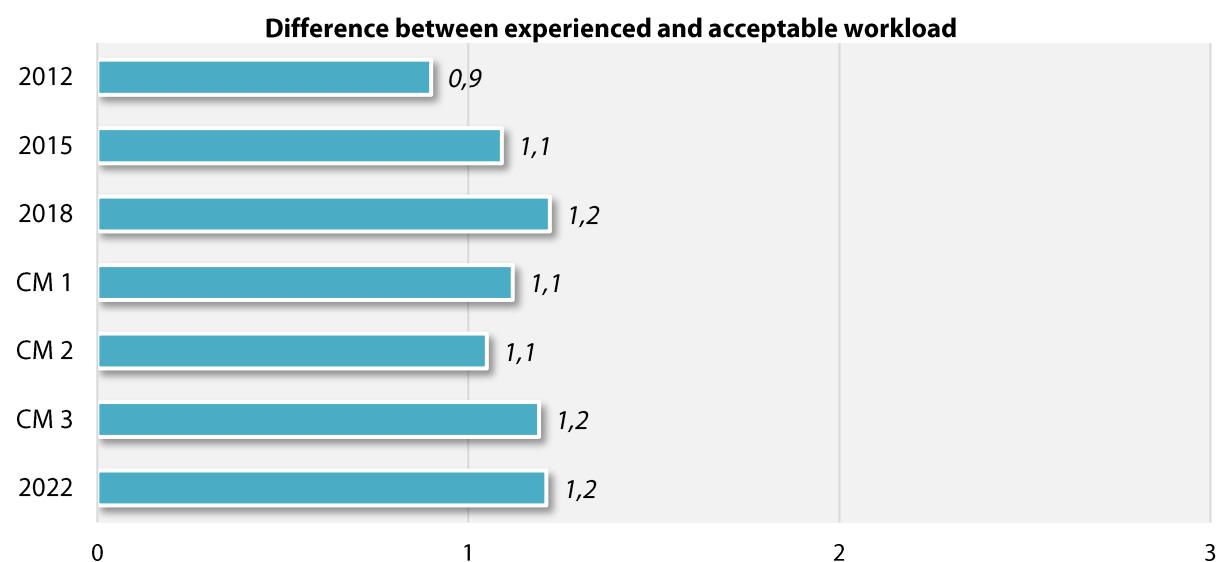
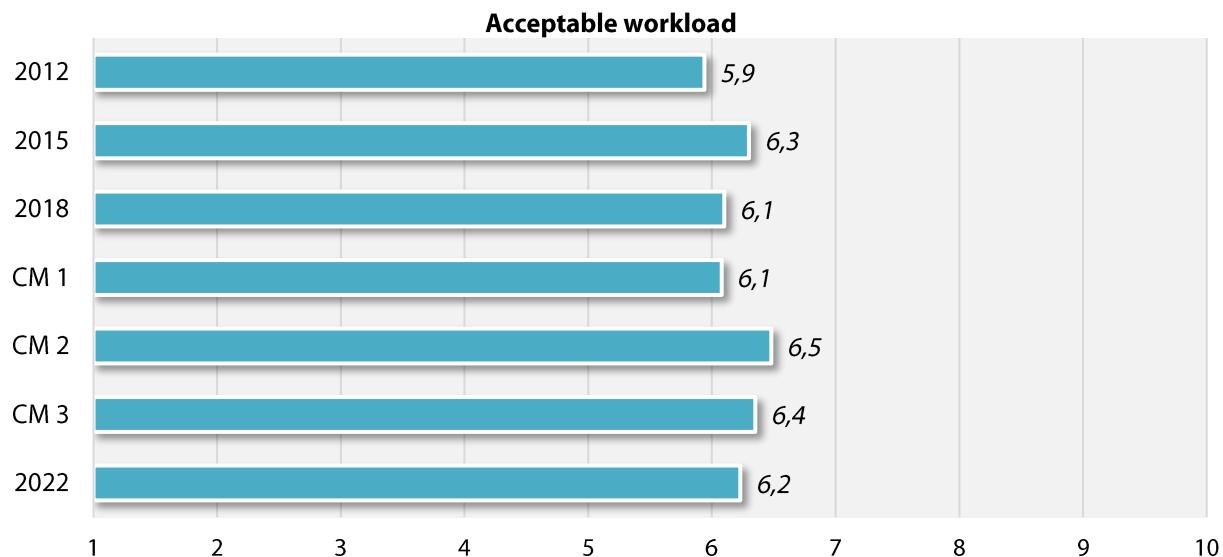
**...have a higher experienced workload than...**



Deans/(associate) professors	Teachers
Associate professors	Researchers
Assistant professors	PhD students
35 to 44 years	34 years or younger
Less than 6 months at VU	6 months to 3 years at VU 3 to 10 years at VU 10 years or more at VU
Less than 6 months in position	6 months to 3 years in position 3 to 10 years in position 10 years or more in position
Permanent contract	Temporary contract for specific project
Supervisory position	No supervisory position
Full-time	Part-time

## Comparison of previous measurements and/or corona measurement(s)

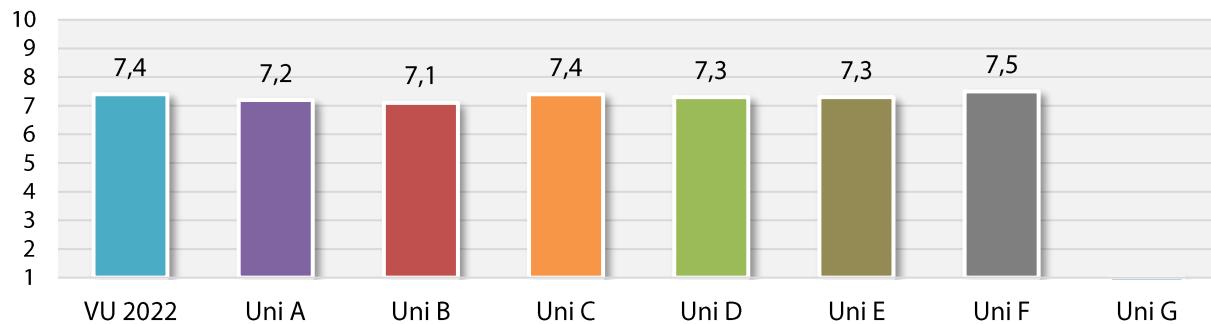




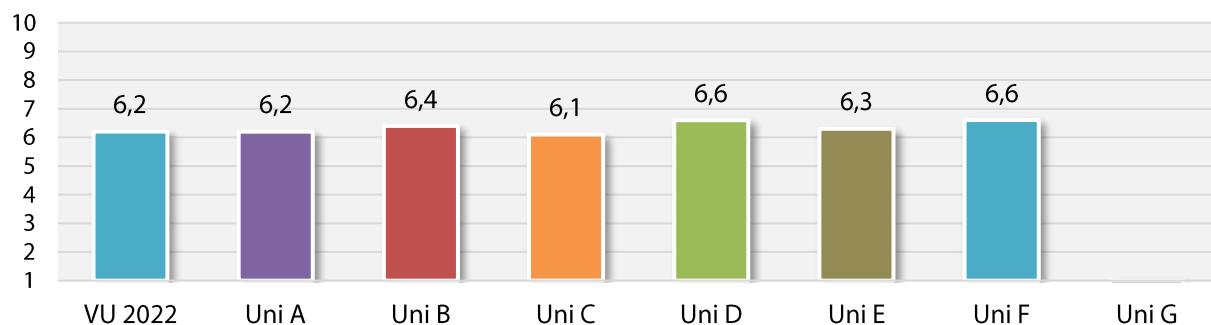
## Comparison with other universities

VU Amsterdam employees experience a significantly greater difference between experienced and acceptable workload than those at Universities B and D.

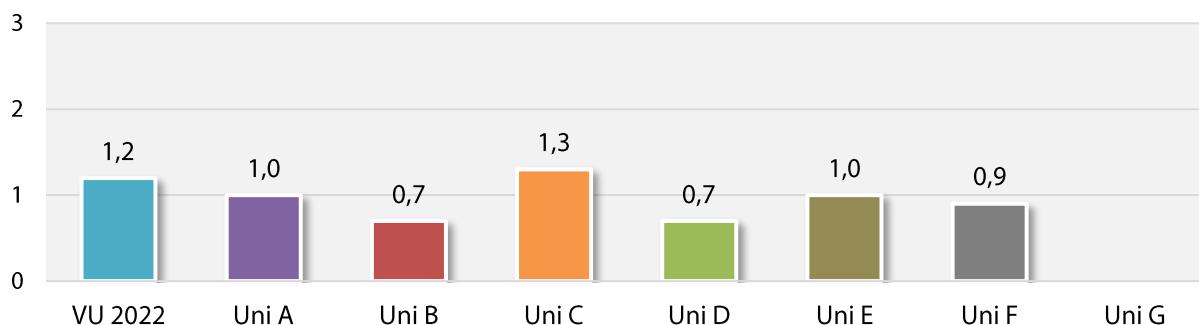
**Experienced workload**



**Acceptable workload**



**Difference between experienced and acceptable workload**



# 25 Causes of workload

For the causes of workload, a higher score represents a more negative outcome (more workload) and we used a reversed color assignment.

## Comparison AS/ASS

When we look at the causes of workload, high demands and job and organizational factors cause the most workload. In particular, AS experience higher demands than ASS. AS also experience more workload than ASS as a result of personal characteristics.

	AS	ASS	Sig.	VU	SD	n
<i>Demands placed on me (R)</i>	3.6	3.0	*	3.3	1.0	2,197
<i>Lack of individual control (R)</i>	2.6	2.8	*	2.7	1.1	2,197
<i>Job and organizational factors (R)</i>	3.3	3.2		3.2	1.2	2,197
<i>Lack of social support (R)</i>	2.2	2.1	*	2.2	1.1	2,197
<i>Personal characteristics (R)</i>	2.9	2.5	*	2.7	1.0	2,197

## Comparison of previous measurements

	2018	2022
<i>Demands placed on me (R)</i>	3.3	3.3
<i>Lack of individual control (R)</i>	2.6	2.7
<i>Job and organizational factors (R)</i>	3.1	3.2
<i>Lack of social support (R)</i>	2.1	2.2
<i>Personal characteristics (R)</i>	2.6	2.7

# Work experience

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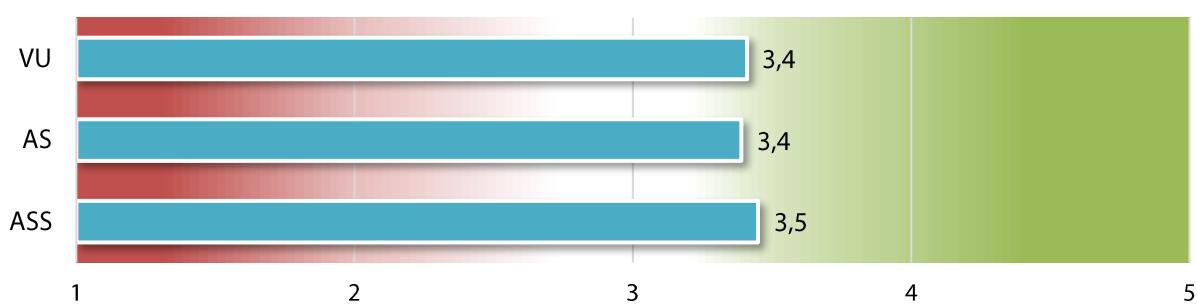
# 26 Work engagement

Engagement consists of three elements: vigor, dedication, and absorption. Vigor is characterized by high levels of energy, feeling strong and fit, persistence also in the face of difficulties, and mental resilience while working. Dedication relates to a strong commitment to the work. Work is perceived as useful and worthwhile, inspiring, and challenging, and evokes feelings of pride and enthusiasm. Absorption, finally, relates to a state of optimal experience that is characterized by focused attention and distortion of time, which makes it difficult to detach from work (Schaufeli & Bakker, 2001, p.245).

## Vigor

### Comparison AS/ASS

Overall, employees are vigorous to some degree.



	AS	ASS	Sig.	VU	SD	n
At my job, I feel strong and vigorous	3.2	3.3	*	3.3	0.9	2,197
When I get up in the morning, I feel like going to work	3.3	3.3		3.3	1.0	2,197
I can continue working for very long periods at a time	3.4	3.3		3.4	1.0	2,197
In my work I always persevere, even when things go wrong	3.7	3.8	*	3.8	0.9	2,197

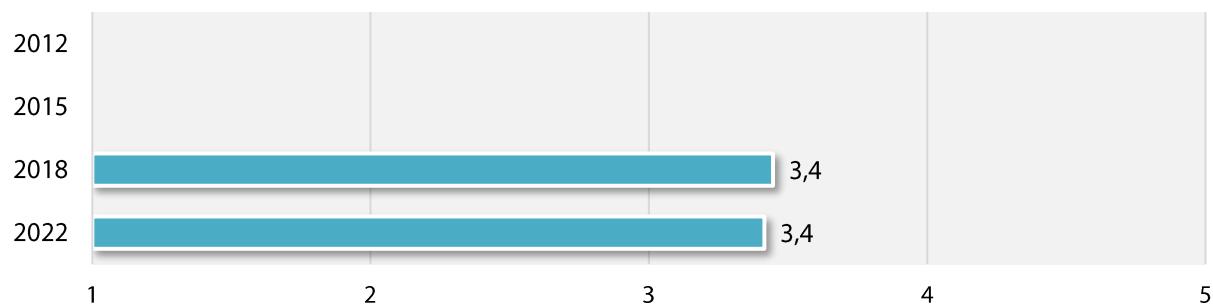
## Comparison of background characteristics

...feel more vigorous than...



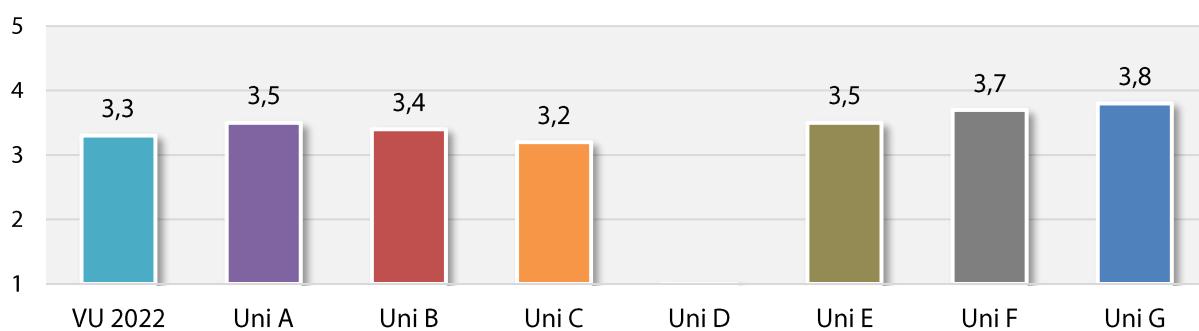
Deans/(Associate) professors	PhD students
Associate professors	
Personnel and organization & health and safety and environment	ICT
55 years or older	34 years or younger

## Comparison of previous measurements



## Comparison with other universities

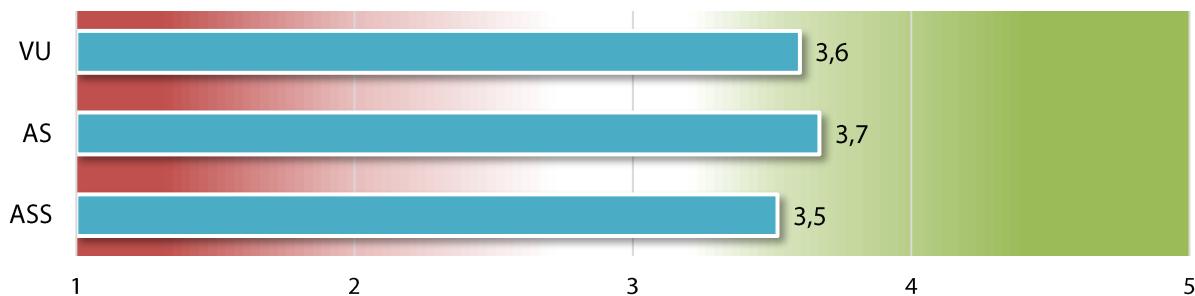
VU employees feel significantly less vital than those at Universities F and G in particular.



## Dedication

### Comparison AS/ASS

Overall, employees are reasonably dedicated to their work. The work inspires AS to a significantly higher degree than ASS.



	AS	ASS	Sig.	VU	SD	n
I find the work I do useful and meaningful	3.7	3.7		3.7	0.9	2,197
I am enthusiastic about my job	3.7	3.6	*	3.6	1.0	2,197
My work inspires me	3.7	3.3	*	3.5	1.0	2,197
I am proud of the work I do	3.7	3.5	*	3.6	1.0	2,197
I enjoy my job	3.6	3.6		3.6	0.9	2,197

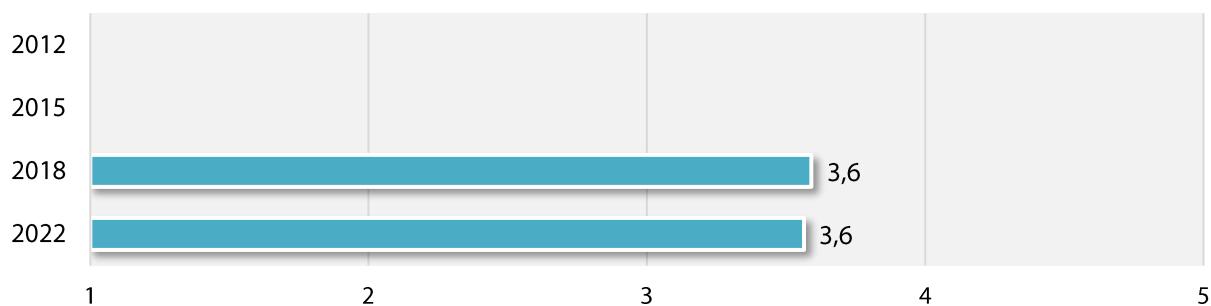
### Comparison of background characteristics

...are more dedicated than...

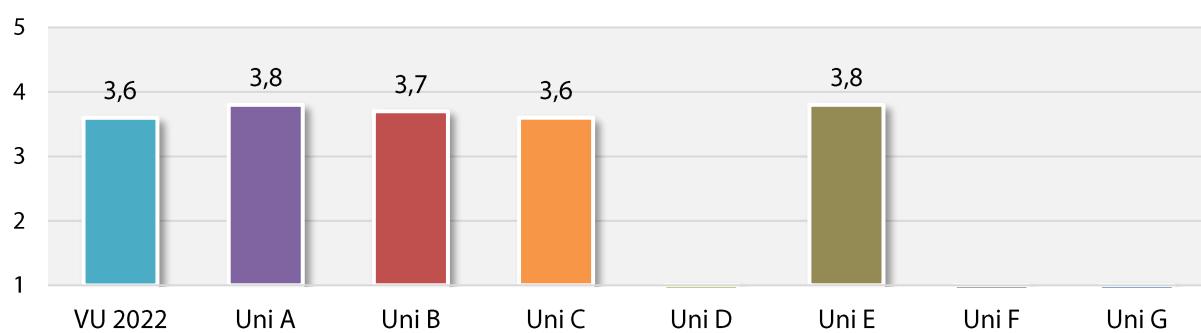


Less than 6 months at VU	3 to 10 years at VU 10 years or more at VU
Less than 6 months in position	6 months to 3 years in position 3 to 10 years in position 10 years or more in position

### Comparison of previous measurements



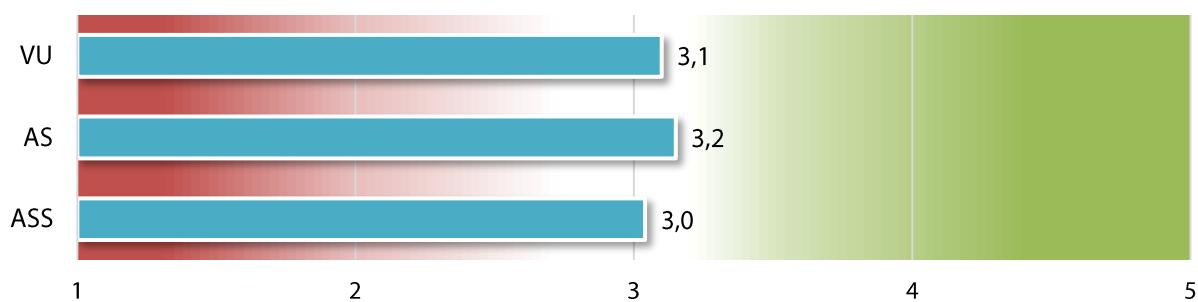
### Comparison with other universities



## Absorption

### Comparison AS/ASS

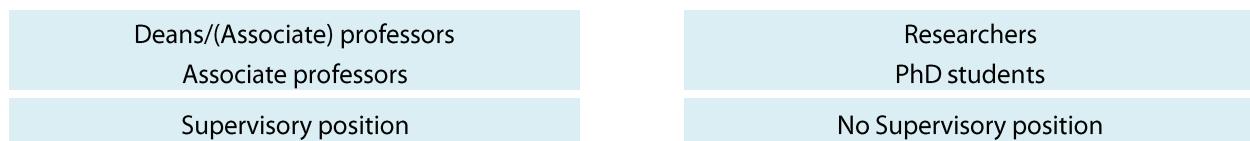
Overall, employees are absorbed in their work to a limited extent. However, time flies when they are at work. Further, for AS it is more difficult to detach themselves from their job than ASS.



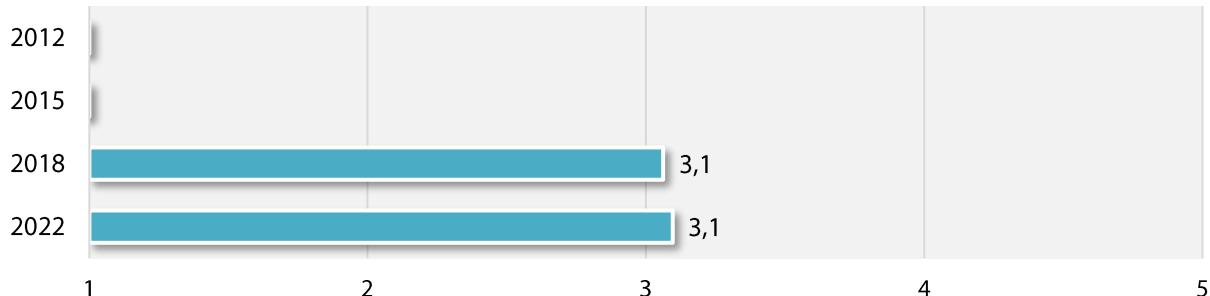
	AS	ASS	Sig.	VU	SD	n
Time flies when I'm working	3.5	3.6	*	3.6	1.0	2,197
When I'm working, I forget all the other things around me	3.1	2.9	*	3.0	1.1	2,197
I am completely absorbed in my work	3.1	3.0	*	3.0	1.0	2,197
I can easily detach myself from my job	2.9	2.6	*	2.8	1.1	2,197

### Comparison of background characteristics

...know more absorption than...

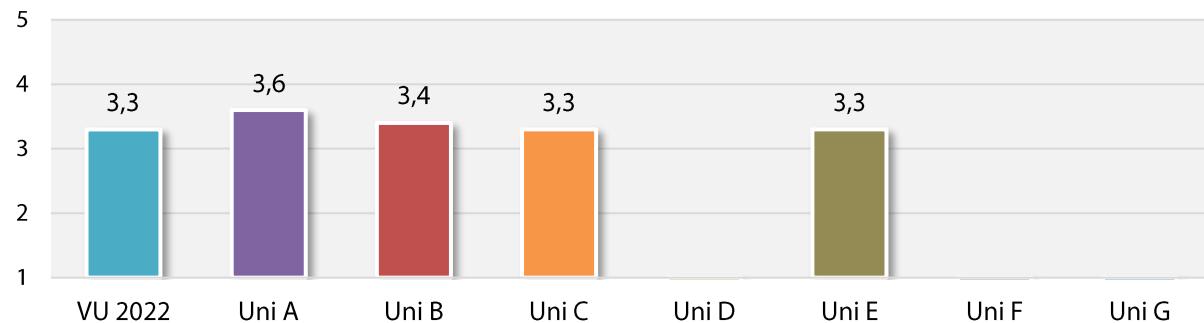


### Comparison of previous measurements



## Comparison with other universities

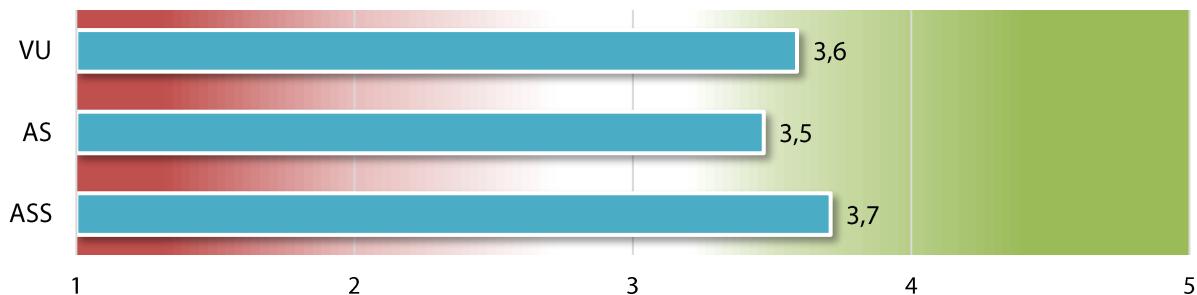
VU Amsterdam employees are significantly less absorbed in their work than employees at University A.



# 27 Commitment

## Comparison AS/ASS

On average, employees are reasonably committed to VU Amsterdam. However, to a lesser extent they are personally concerned about the problems of VU Amsterdam. ASS feel somewhat more committed to the faculty/service and to VU Amsterdam than AS. ASS would also recommend VU Amsterdam as an employer to family/friends to a somewhat greater extent than AS.



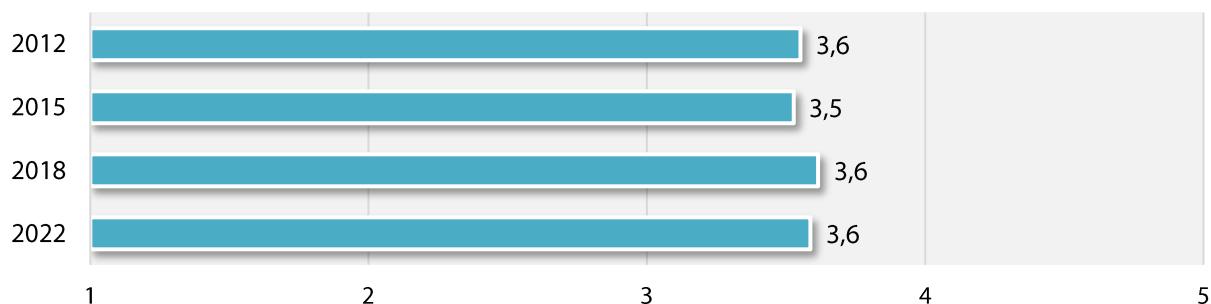
	AS	ASS	Sig.	VU	SD	n
I feel committed to my job	4.2	4.2		4.2	0.7	2,195
I feel committed to my department	3.9	4.1	*	4.0	0.9	2,190
I feel committed to my faculty/service	3.3	3.8	*	3.6	1.0	2,181
I feel committed to VU Amsterdam	3.3	3.8	*	3.5	0.9	2,191
I would recommend VU Amsterdam as employer to family/friends	3.4	3.7	*	3.6	0.9	2,163
I take the problems at VU Amsterdam personally	2.6	2.6		2.6	0.9	2,140
I am proud to work at VU Amsterdam	3.5	3.7	*	3.6	0.9	2,187

## Comparison of background characteristics

...are more involved than...

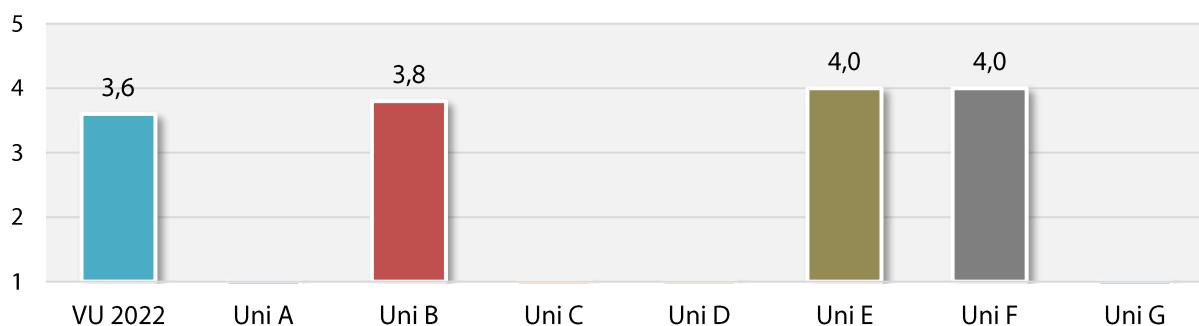


## Comparison of previous measurements



## Comparison with other universities

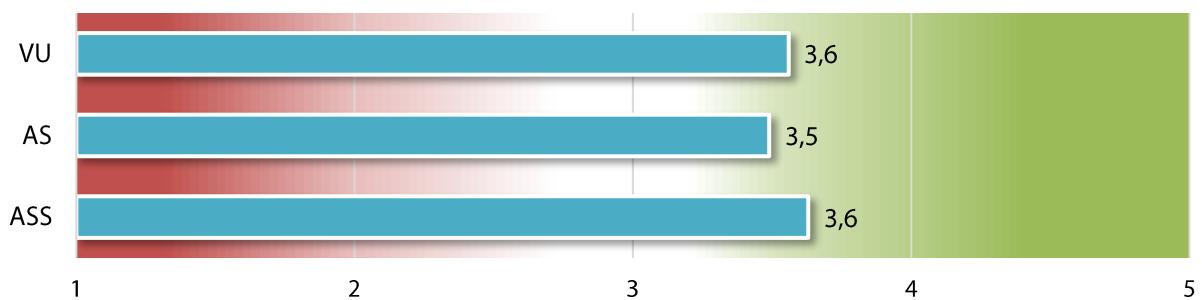
VU Amsterdam employees are significantly less committed than employees at Universities E and F.



# 28 Employability

## Comparison AS/ASS

On average, employees feel reasonably employable at VU Amsterdam. AS experience to a greater extent that their personal network helps them in their careers than ASS. On the other hand, ASS find it easier to find a similar job in another organization than AS.



	AS	ASS	Sig.	VU	SD	n
People who do the same job as me are valued highly in VU Amsterdam	3.2	3.3		3.3	0.9	1,945
My personal networks help me in my career	3.7	3.4	*	3.6	0.9	2,042
The skills I have gained in my present job are transferable to other occupations outside VU Amsterdam	3.9	3.9		3.9	0.8	2,080
Anyone with my level of skills and knowledge will be highly sought after by employers	3.7	3.9	*	3.8	0.9	1,872
I could easily get a similar job to mine in almost any organization	2.9	3.5	*	3.2	1.1	1,820

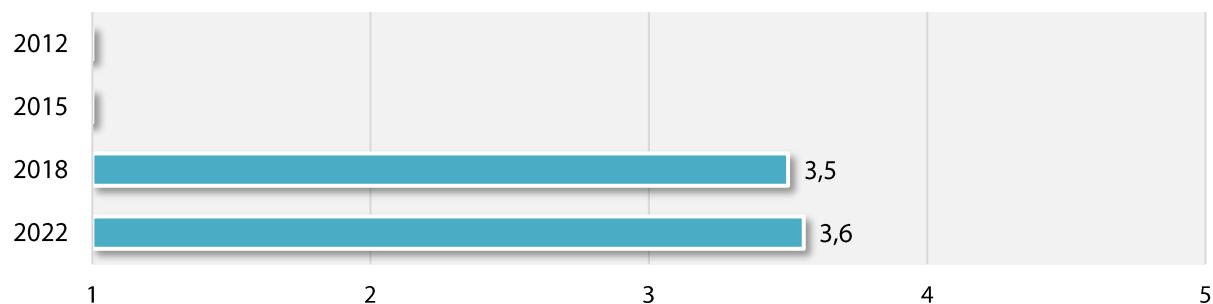
## Comparison of background characteristics

...feel more employable than...



Deans/(Special) professors	Teachers
Personnel and organization & health and safety and environment	Administrative and secretarial support Student support
Less than 6 months at VU	3 to 10 years at VU 10 years or more at VU

## Comparison of previous measurements



## Comparison with other universities

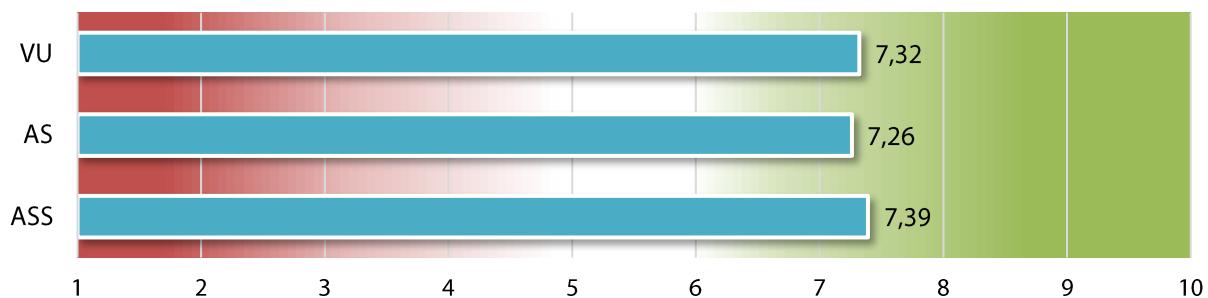
No comparison with other universities is possible in terms of employability.

# 29 Satisfaction

## Working at VU Amsterdam

### Comparison AS/ASS

All in all, employees rate working at VU Amsterdam with a 7.3 out of 10.



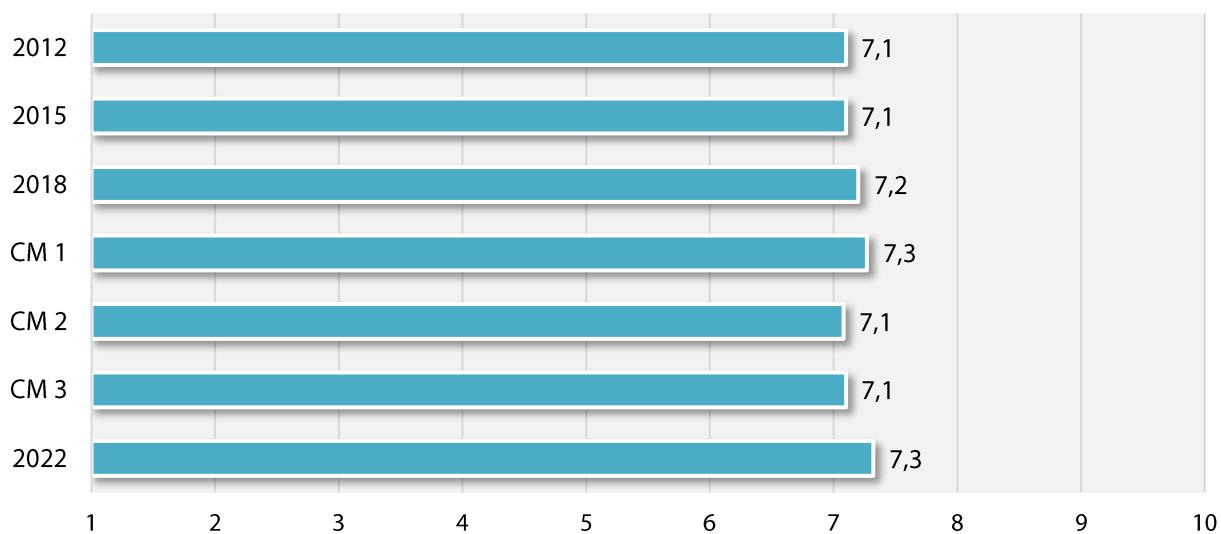
### Comparison of background characteristics

...give a higher rating for working at VU Amsterdam than...



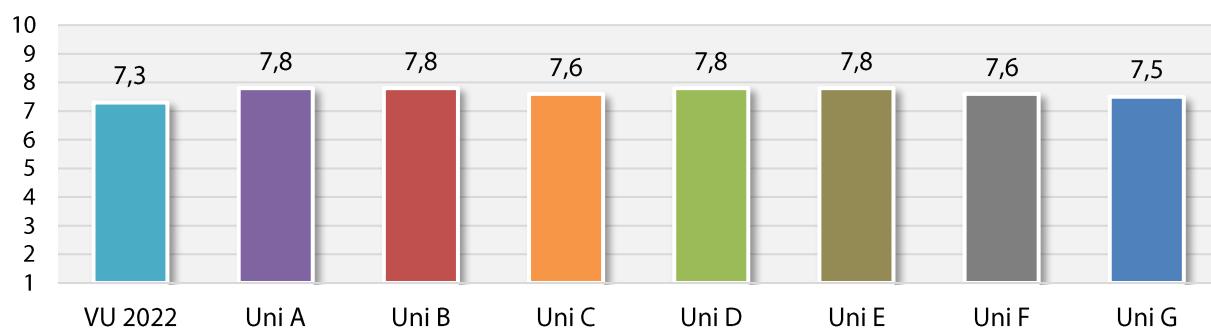
Teaching and research support	ICT
Administrative and secretarial support	
Student support	
Less than 6 months at VU	3 to 10 years at VU
Less than 6 months in position	10 years or more at VU
	3 to 10 years in position
	10 years or more in position

### Comparison of previous measurements and/or corona measurement(s)



### Comparison with other universities

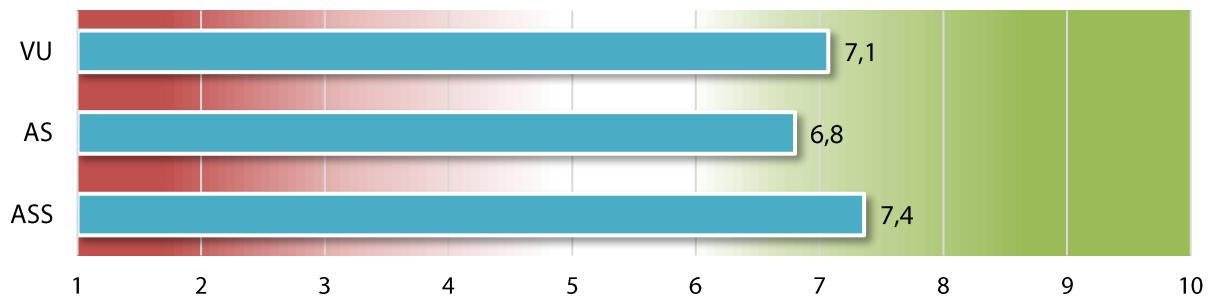
VU employees are significantly less satisfied with working at the university than employees at Universities A, B, D, and E.



## VU Amsterdam as an employer

### Comparison AS/ASS

On average, employees rate VU Amsterdam as an employer with a 7,1 out of 10. ASS are more satisfied than AS.



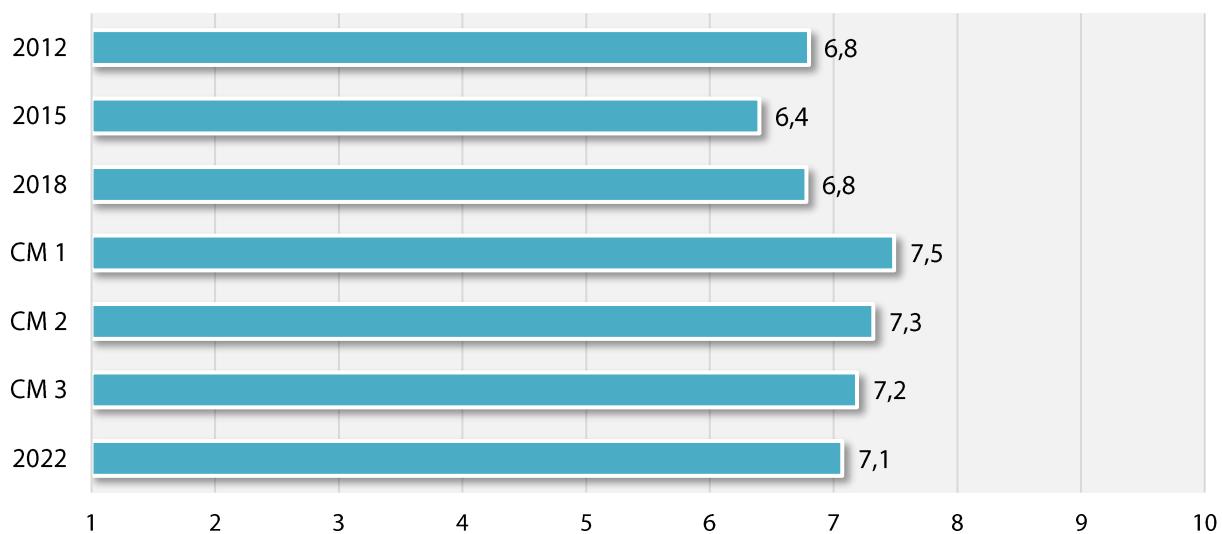
### Comparison of background characteristics

...give a higher rating to VU Amsterdam as an employer than...



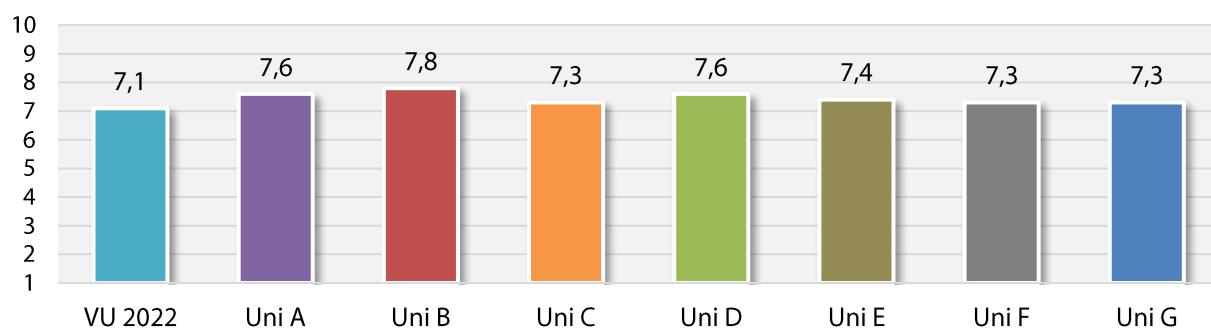
Less than 6 months at VU	6 months to 3 years at VU 3 to 10 years at VU 10 years or more at VU
Less than 6 months in position	6 months to 3 years in position 3 to 10 years in position 10 years or more in position

### Comparison of previous measurements and/or corona measurement(s)



### Comparison with other universities

VU Amsterdam employees are significantly less satisfied with the university as an employer than employees at Universities A, B, and D.

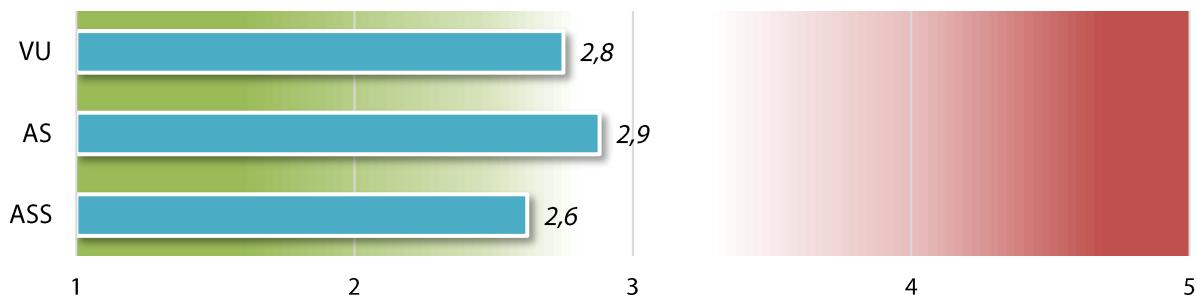


# 30 Occupational stress

For occupational stress, a higher score represents a more negative outcome (more occupational stress) and we used a reversed color assignment.

## Comparison AS/ASS

Employees generally experience some degree of occupational stress. AS experience more occupational stress than ASS. For example, it is notably more common for AS than for ASS to find themselves unable to do their job as well as they would like during the last part of the workday.



	AS	ASS	Sig.	VU	SD	n
I frequently have to correct errors that I have made (R)	2.5	2.3	*	2.4	0.8	2,197
Sometimes I am so fatigued by the last part of the working day that I can no longer do my work as well as I would like (R)	3.0	2.7	*	2.8	1.1	2,197
At the end of the working day, I feel wiped out (R)	3.2	3.0	*	3.1	1.0	2,197
I have or have had physical or mental problems that were caused by my work (R)	2.8	2.6	*	2.7	1.2	2,197

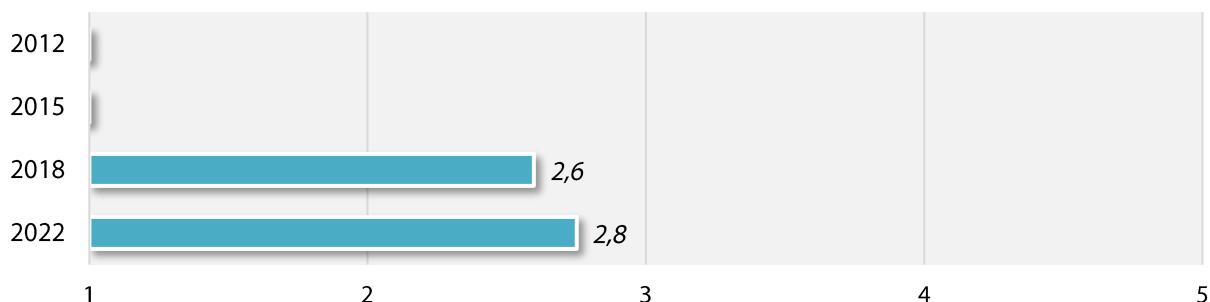
## Comparison of background characteristics

...experience more occupational stress than...



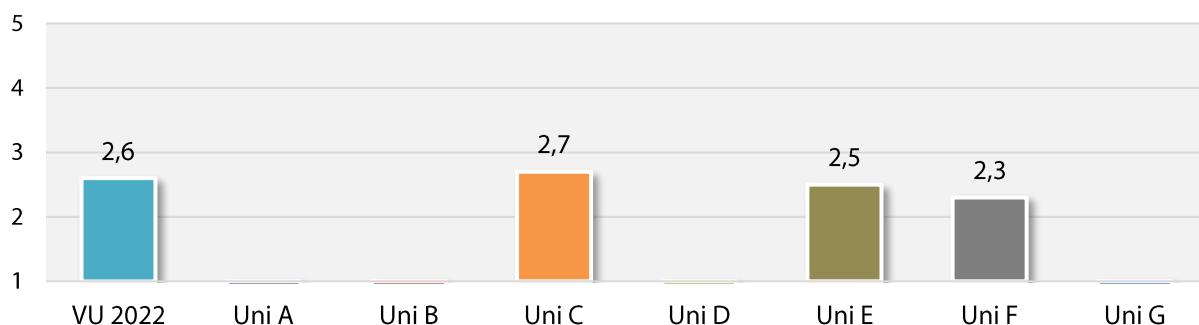
PhD students	Deans/(associate) professors
34 years or younger	Associate professors
Less than 6 months at VU	Teachers
	55 years or older
	3 to 10 years at VU

## Comparison of previous measurements



## Comparison with other universities

VU Amsterdam employees experience significantly more occupational stress than those at University F.



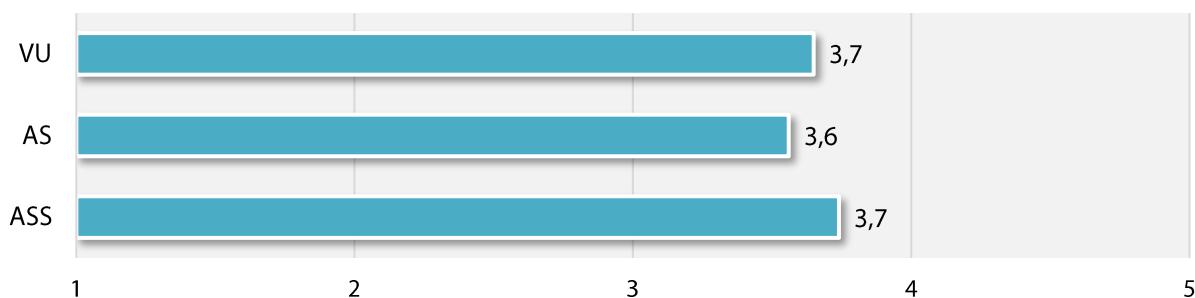
# Behavior

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# 31 Turnover intention

## Comparison AS/ASS

For employees, on average, it is reasonably likely that they will still be working at VU Amsterdam in three years.



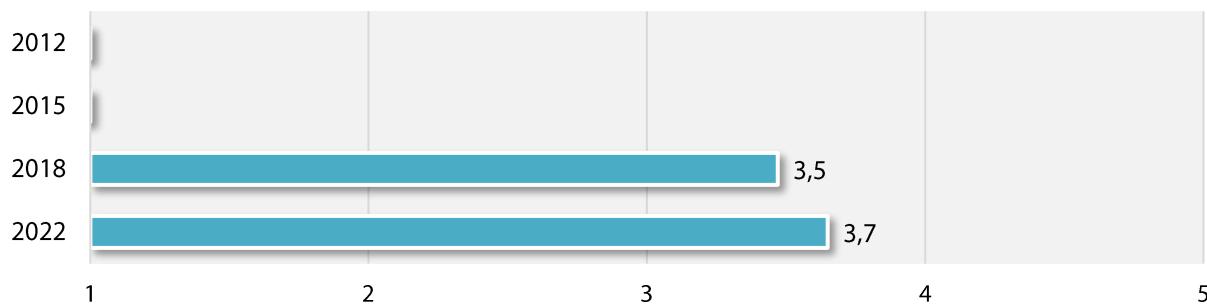
## Comparison of background characteristics

**...consider it more likely that they will still be working at VU Amsterdam in three years than...**

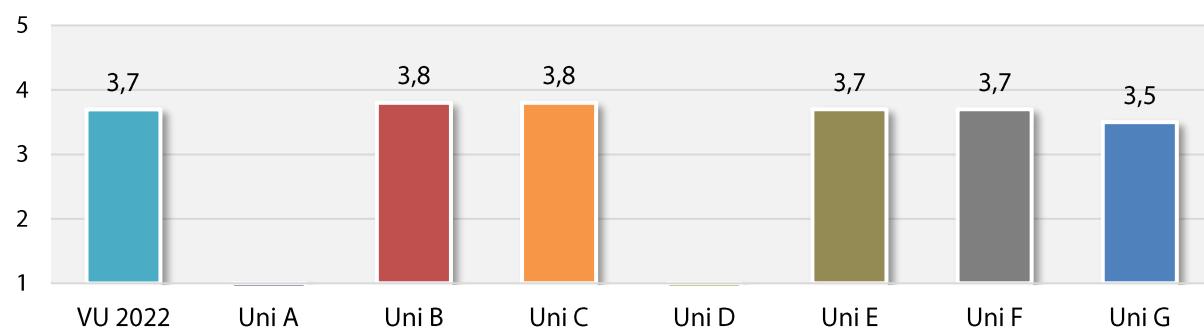


Deans/(associate) professors	Teachers
Associate professors	Researchers
Assistant professors	PhD students
35 to 44 years	34 years or younger
45 to 54 years	
55 years or older	
Less than 6 months at VU	6 months to 3 years at VU
10 years or more at VU	3 to 10 years at VU
Less than 6 months in position	6 months to 3 years in position
10 years or more in position	3 to 10 years in position
Permanent contract	Multiple consecutive temporary contracts Temporary contract for a specific project
Supervisory position	No supervisory position

### Comparison of previous measurements



### Comparison with other universities



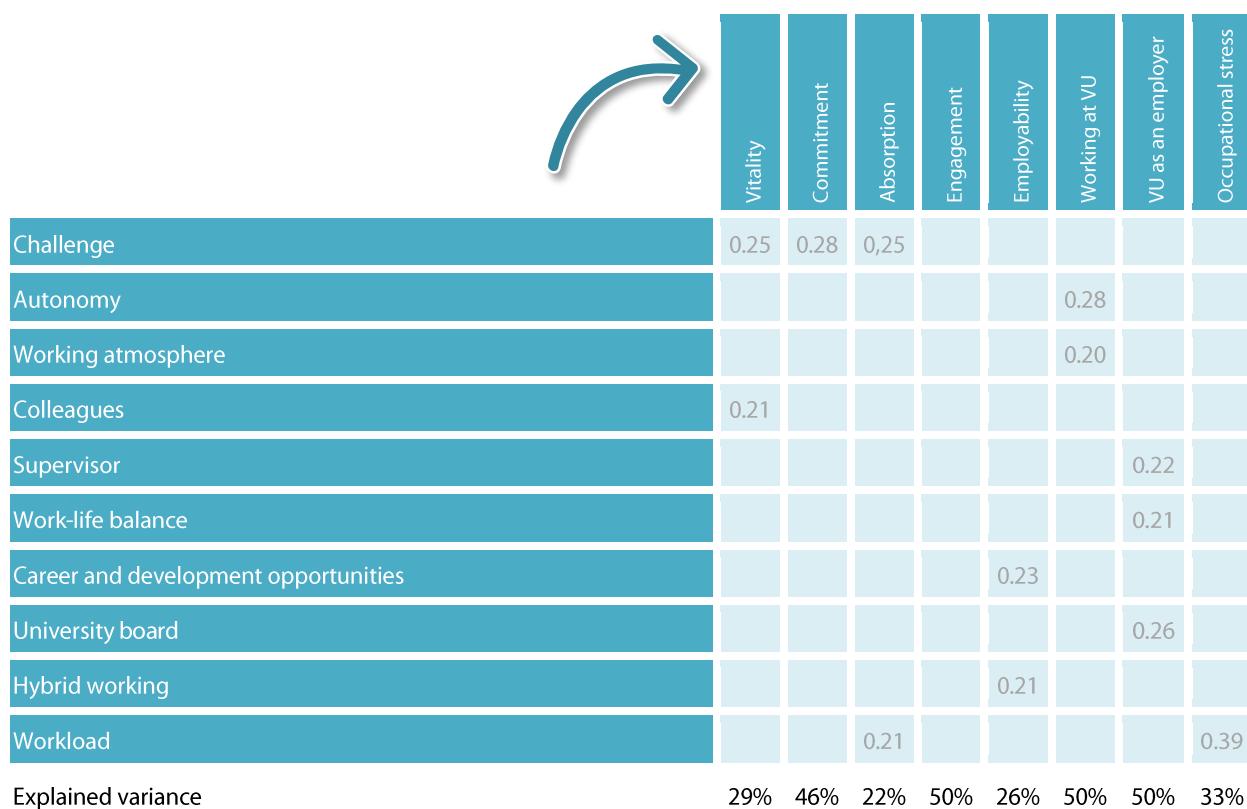
# Relations

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# 32 Work Experience

Using regression analyses<sup>5</sup>, we investigated whether work engagement, commitment, employability, satisfaction, and occupational stress are related to the various job demands and job resources. We took into account some personal characteristics (job category, supervisory position, age, gender, length of employment at VU Amsterdam, number of years in the current job, nature of employment, and scope of employment). In the analyses, we worked with the topics for which scale scores have been calculated.

The analyses show that the explained variances range from 22% to 50%, meaning that 50% to 78% of the variance is explained by variables not included in the survey. In addition, all of the significant relations found are weak<sup>6</sup>. The strongest relationship shows that more workload is associated with somewhat more occupational stress.



<sup>5</sup> Regression analysis is a statistical technique for analysing data in which there is a (potential) specific connection, whereby the value of a dependent value depends on one or more independent variables.

<sup>6</sup> Generally, relations smaller than 0.20 are considered as non-relations and therefore not shown. Weak relationships between 0.20 and 0.40 are marked by a light grey colour. The explained variance is only shown if the significance level is less than 0.05.

# 33 Turnover intention

Since a positive work experience can contribute to less absence (Saari & Judge, 2004; Road et al., 2007), we also investigated whether work engagement, commitment, satisfaction (grades), and occupational stress are related to absence, also taking into account some personal characteristics. Expected turnover is measured by the probability that an employee will still be employed by the university in three years' time<sup>7,8</sup>.

The analyses show that 25% of the variance in expected turnover is explained by commitment, engagement, employability, satisfaction and occupational stress. In this respect, the grade for working at VU Amsterdam and the degree of commitment are the most important predictors; a higher grade and more commitment go with a slightly lower turnover intention.



<sup>7</sup> This concerns the item 'How likely are you to be working at VU Amsterdam three years from now?' with answer categories ranging from 1 = very unlikely to 5 = very likely.

<sup>8</sup> Only employees with permanent employment were included in the analyses.

# Overviews

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# 34 AS/ASS

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	AS	ASS
Challenge	4.0	3.6
Autonomy	3.8	3.8
Clarity	3.6	3.6
Atmosphere	3.6	3.6
Colleagues	4.0	4.0
Supervisor	3.8	3.7
For supervisors	3.2	3.5
Diversity	3.6	3.7
Work-life balance	3.3	3.8
Career and development	3.0	3.1
Annual interview	3.6	3.6
Information services	3.0	3.1
Management climate university	3.4	3.4
Employee participation	3.1	3.3
Safety on campus	3.3	3.3
Internationalization	4.2	4.1
Hybrid work	3.8	3.7

	AS	ASS
<i>Experienced workload (R)</i>	7.7	7.2
<i>Acceptable workload (R)</i>	6.3	6.2
<i>Workload (R)</i>	3.1	2.7
Vitality	3.4	3.5
Commitment	3.7	3.5
Absorption	3.2	3.0
Engagement	3.5	3.7
Employability	3.5	3.6
Grade for working at VU Amsterdam	7.3	7.4
Grade for VU Amsterdam as employer	6.8	7.4
<i>Occupational stress (R)</i>	2.9	2.6
Likelihood still at VU in three years	3.6	3.7

# 35 Position AS

	Profes-sors	Associ-ate pro-fessors	Assistant profes-sors	Teachers	Re-search-ers	PhD stu-dents
Challenge	4.1	4.2	4.0	3.8	4.0	4.1
Autonomy	3.8	3.8	3.7	3.8	4.0	3.9
Clarity	3.7	3.5	3.5	3.6	3.7	3.6
Atmosphere	3.7	3.5	3.4	3.6	3.8	3.7
Colleagues	4.0	3.9	3.9	4.0	3.9	4.0
Supervisor	3.7	3.7	3.8	3.8	3.9	3.9
For supervisors	3.1	3.2	3.2	3.5	-	-
Diversity	3.7	3.6	3.5	3.6	3.7	3.6
Work-life balance	3.3	3.1	3.0	3.3	3.7	3.5
Career and development	3.4	3.0	2.7	2.7	3.0	3.1
Annual interview	3.6	3.5	3.6	3.6	3.6	3.6
Information services	2.9	2.8	2.8	3.0	3.1	3.0
Management climate university	3.5	3.3	3.2	3.3	3.5	3.4
Employee participation	3.0	3.1	2.9	3.2	3.2	3.3
Safety on campus	3.4	3.2	3.2	3.3	3.3	3.2
Internationalization	4.2	4.0	4.2	4.2	4.3	4.3
Hybrid work	3.8	3.8	3.7	3.8	3.8	3.8

	Profes-sors	Associ-ate pro-fessors	Assistant profes-sors	Teachers	Re-search-ers	PhD stu-dents
<i>Experienced workload (R)</i>	7.9	8.2	8.1	7.6	7.2	7.3
<i>Acceptable workload (R)</i>	6.5	6.4	6.2	6.1	6.4	6.4
<i>Workload (R)</i>	3.5	3.5	3.4	2.8	2.8	2.9
Vitality	3.6	3.5	3.4	3.4	3.3	3.2
Commitment	3.8	3.7	3.6	3.8	3.6	3.6
Absorption	3.4	3.3	3.2	3.1	3.0	2.9
Engagement	3.7	3.5	3.4	3.5	3.4	3.4
Employability	3.7	3.5	3.5	3.3	3.5	3.5
Grade for working at VU Amsterdam	7.2	7.2	7.1	7.3	7.2	7.5
Grade for VU Amsterdam as employer	6.5	6.6	6.6	6.8	7.1	7.1
<i>Occupational stress (R)</i>	2.7	2.8	2.9	2.8	2.8	3.1
Likelihood still at VU in three years	4.1	4.2	4.1	3.2	2.7	3.0

# 36 Position ASS

	Education and Research Support	Administrative and Secretarial Support	Student Support	Facility Services	Occupational Health, Safety and Environment	ICT	Management and administrative support	PR, information, and comm.
Challenge	3.6	3.4	3.5	3.4	3.7	3.5	3.8	3.5
Autonomy	3.9	3.7	4.0	3.7	4.0	3.6	3.9	3.9
Clarity	3.6	3.7	3.7	3.5	3.6	3.1	3.6	3.5
Atmosphere	3.6	3.6	3.7	3.4	3.8	3.2	3.8	3.6
Colleagues	4.0	4.0	4.1	3.9	4.1	3.8	4.0	4.0
Supervisor	3.7	3.8	3.8	3.5	3.9	3.5	3.8	3.8
For supervisors	3.5	-	3.5	3.4	-	3.3	3.4	-
Diversity	3.6	3.7	3.7	3.6	3.8	3.6	3.8	3.6
Work-life balance	3.8	3.8	3.8	3.7	3.8	3.8	3.6	3.8
Career and development	3.1	3.2	3.1	3.0	3.4	3.1	3.2	3.2
Annual interview	3.7	3.7	3.6	3.5	3.7	3.2	3.7	3.8
Information services	3.0	3.2	3.2	3.1	3.0	3.0	3.1	3.1
Management climate university	3.4	3.6	3.5	3.1	3.6	2.8	3.9	3.5
Employee participation	3.3	3.4	3.3	3.3	3.3	3.0	3.5	3.1

	Education and Research Support	Administrative and Secretarial Support	Student Support	Facility Services	Occupational Health, Safety and Environment	ICT	Management and administrative support	PR, information, and comm.
Safety on campus	3.3	3.4	3.4	3.2	3.4	3.0	3.3	3.5
Internationalization	4.1	3.9	4.1	4.2	4.0	4.0	4.1	4.2
Hybrid work	3.7	3.7	3.8	3.5	3.6	3.5	3.6	3.7
<i>Experienced workload (R)</i>	7.0	7.1	7.4	7.0	7.5	7.4	7.6	7.2
<i>Acceptable workload (R)</i>	5.9	6.0	6.2	6.4	6.3	6.3	6.3	6.2
<i>Workload (R)</i>	2.7	2.5	2.6	2.4	2.8	2.7	3.0	2.8
Vitality	3.4	3.4	3.5	3.5	3.7	3.3	3.6	3.4
Commitment	3.5	3.4	3.7	3.5	3.7	3.3	3.6	3.4
Absorption	3.0	3.1	3.1	2.9	3.2	2.9	3.1	3.1
Engagement	3.6	3.8	3.8	3.7	3.9	3.5	3.8	3.7
Employability	3.6	3.5	3.5	3.6	3.8	3.7	3.8	3.7
Grade for working at VU Amsterdam	7.5	7.5	7.7	7.4	7.4	6.9	7.2	7.5
Grade for VU Amsterdam as employer	7.3	7.5	7.6	7.5	7.4	7.0	7.3	7.5
<i>Occupational stress (R)</i>	2.6	2.6	2.7	2.4	2.5	2.7	2.6	2.7
Likelihood to still be at VU in three years	3.9	3.9	3.9	3.7	3.8	3.4	3.6	3.7

# 37 Supervisory position

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	Yes	No
Challenge	4.0	3.7
Autonomy	3.8	3.8
Clarity	3.6	3.6
Atmosphere	3.7	3.6
Colleagues	4.1	4.0
Supervisor	3.8	3.8
For supervisors	3.3	-
Diversity	3.7	3.6
Work-life balance	3.3	3.6
Career and development	3.3	3.0
Annual interview	3.7	3.6
Information services	3.0	3.0
Management climate university	3.5	3.4
Employee participation	3.2	3.2
Safety on campus	3.4	3.3
Internationalization	4.2	4.1
Hybrid work	3.7	3.7

	Yes	No
<i>Experienced workload (R)</i>	8.0	7.3
<i>Acceptable workload (R)</i>	6.5	6.2
<i>Workload (R)</i>	3.4	2.8
Vitality	3.6	3.4
Commitment	3.8	3.6
Absorption	3.4	3.0
Engagement	3.7	3.6
Employability	3.7	3.5
Grade for working at VU Amsterdam	7.2	7.3
Grade for VU Amsterdam as employer	6.9	7.1
<i>Occupational stress (R)</i>	2.7	2.8
Likelihood still at VU in three years	4.0	3.6

# 38 Age

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	34 years or younger	35 to 44 years	45 to 54 years	55 years or older
Challenge	3.9	3.8	3.7	3.7
Autonomy	3.9	3.8	3.7	3.8
Clarity	3.6	3.6	3.5	3.6
Atmosphere	3.7	3.5	3.6	3.5
Colleagues	4.0	4.0	4.0	3.9
Supervisor	3.9	3.8	3.7	3.6
For supervisors	3.6	3.2	3.3	3.3
Diversity	3.6	3.6	3.7	3.6
Work-life balance	3.6	3.4	3.5	3.6
Career and development	3.0	3.0	3.1	3.1
Annual interview	3.7	3.6	3.6	3.5
Information services	3.0	3.0	3.0	3.0
Management climate university	3.5	3.3	3.4	3.3
Employee participation	3.3	3.2	3.2	3.2
Safety on campus	3.2	3.3	3.3	3.4
Internationalization	4.3	4.2	4.1	4.0
Hybrid work	3.8	3.6	3.7	3.7

	34 years or younger	35 to 44 years	45 to 54 years	55 years or older
Experienced workload (R)	7.2	7.7	7.5	7.4
Acceptable workload (R)	6.2	6.3	6.3	6.2
Workload (R)	2.8	3.0	3.0	2.9
Vitality	3.3	3.4	3.5	3.6
Commitment	3.6	3.6	3.6	3.7
Absorption	3.0	3.1	3.2	3.2
Engagement	3.5	3.6	3.7	3.6
Employability	3.6	3.6	3.5	3.5
Grade for working at VU Amsterdam	7.4	7.3	7.2	7.3
Grade for VU Amsterdam as employer	7.2	7.1	7.0	6.9
Occupational stress (R)	2.9	2.8	2.7	2.6
Likelihood still at VU in three years	3.1	3.8	4.1	3.8

# 39 Gender

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	Male	Female
Challenge	3.8	3.8
Autonomy	3.8	3.8
Clarity	3.6	3.6
Atmosphere	3.6	3.6
Colleagues	4.0	4.0
Supervisor	3.8	3.8
For supervisors	3.3	3.3
Diversity	3.7	3.6
Work-life balance	3.5	3.6
Career and development	3.1	3.0
Annual interview	3.6	3.6
Information services	3.0	3.0
Management climate university	3.3	3.4
Employee participation	3.1	3.3
Safety on campus	3.2	3.4
Internationalization	4.2	4.1
Hybrid work	3.8	3.7

	Male	Female
<i>Experienced workload (R)</i>	7.5	7.4
<i>Acceptable workload (R)</i>	6.3	6.2
<i>Workload (R)</i>		2.9
Vitality	3.4	3.4
Commitment	3.6	3.6
Absorption		3.1
Engagement	3.5	3.6
Employability	3.6	3.5
Grade for working at VU Amsterdam	7.3	7.4
Grade for VU Amsterdam as employer	6.9	7.2
<i>Occupational stress (R)</i>	2.7	2.8
Likelihood still at VU in three years	3.7	3.6

# 40 Length of employment

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	Less than 6 months	6 months to 3 years	3 to 10 years	10 years or more
Challenge	3.9	3.8	3.7	3.8
Autonomy	4.1	3.9	3.8	3.8
Clarity	3.8	3.6	3.5	3.6
Atmosphere	4.2	3.8	3.5	3.5
Colleagues	4.2	4.1	3.9	3.9
Supervisor	4.2	3.9	3.7	3.6
For supervisors	-	3.5	3.2	3.2
Diversity	4.0	3.7	3.6	3.6
Work-life balance	4.0	3.7	3.4	3.5
Career and development	3.4	3.1	3.0	3.0
Annual interview	-	3.8	3.6	3.5
Information services	3.3	3.1	3.0	3.0
Management climate university	3.8	3.5	3.3	3.3
Employee participation	3.5	3.4	3.1	3.1
Safety on campus	3.3	3.3	3.3	3.4
Internationalization	4.4	4.3	4.1	4.0
Hybrid work	4.1	3.7	3.6	3.7

	Less than 6 months	6 months to 3 years	3 to 10 years	10 years or more
Experienced workload (R)	6.1	7.2	7.8	7.5
Acceptable workload (R)	6.2	6.3	6.2	6.2
Workload (R)	2.3	2.8	3.0	3.0
Vitality	3.6	3.4	3.4	3.5
Commitment	3.9	3.7	3.5	3.6
Absorption	3.1	3.1	3.1	3.2
Engagement	3.7	3.6	3.6	3.6
Employability	3.8	3.6	3.5	3.5
Grade for working at VU Amsterdam	7.8	7.5	7.2	7.2
Grade for VU Amsterdam as employer	7.8	7.3	7.0	6.8
Occupational stress (R)	2.6	2.7	2.9	2.7
Likelihood still at VU in three years	3.9	3.5	3.4	4.0

# 41 Years in position

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	Less than 6 months	6 months to 3 years	3 to 10 years	10 years or more
Challenge	3.9	3.8	3.7	3.8
Autonomy	4.0	3.9	3.8	3.8
Clarity	3.7	3.6	3.5	3.6
Atmosphere	4.0	3.7	3.4	3.4
Colleagues	4.2	4.0	3.9	3.9
Supervisor	4.1	3.9	3.7	3.6
For supervisors	3.5	3.4	3.2	3.2
Diversity	3.8	3.7	3.6	3.5
Work-life balance	3.8	3.5	3.5	3.5
Career and development	3.3	3.1	3.0	2.9
Annual interview	3.8	3.7	3.6	3.5
Information services	3.2	3.0	3.0	3.0
Management climate university	3.7	3.5	3.3	3.2
Employee participation	3.4	3.3	3.1	3.0
Safety on campus	3.4	3.3	3.3	3.3
Internationalization	4.3	4.2	4.1	4.0
Hybrid work	3.9	3.7	3.7	3.8

	Less than 6 months	6 months to 3 years	3 to 10 years	10 years or more
<i>Experienced workload (R)</i>	6.6	7.4	7.7	7.4
<i>Acceptable workload (R)</i>	6.2	6.3	6.2	6.1
<i>Workload (R)</i>	2.5	2.9	3.0	2.9
Vitality	3.5	3.4	3.4	3.5
Commitment	3.9	3.6	3.5	3.6
Absorption	3.1	3.1	3.1	3.2
Engagement	3.7	3.6	3.6	3.5
Employability	3.6	3.6	3.5	3.4
Grade for working at VU Amsterdam	7.8	7.4	7.2	7.1
Grade for VU Amsterdam as employer	7.6	7.2	7.0	6.7
<i>Occupational stress (R)</i>	2.7	2.8	2.8	2.7
Likelihood still at VU in three years	3.9	3.5	3.6	3.9

# 42 Nature of employment

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	Permanent	Several successive temporary contracts	Employment for a particular project	Other
Challenge	3.7	3.9	4.0	3.8
Autonomy	3.8	3.9	3.9	3.9
Clarity	3.5	3.6	3.7	3.5
Atmosphere	3.5	3.7	3.8	3.8
Colleagues	4.0	4.0	4.0	4.1
Supervisor	3.7	3.9	3.9	3.9
For supervisors	3.3	3.4	-	3.4
Diversity	3.6	3.5	3.7	3.7
Work-life balance	3.5	3.4	3.6	3.6
Career and development	3.1	2.8	3.1	3.1
Annual interview	3.6	3.6	3.7	3.7
Information services	3.0	3.0	3.1	3.0
Management climate university	3.3	3.5	3.4	3.5
Employee participation	3.2	3.2	3.3	3.3
Safety on campus	3.3	3.2	3.2	3.3
Internationalization	4.1	4.2	4.4	4.4

	Permanent	Several successive temporary contracts	Employment for a particular project	Other
Hybrid work	3.7	3.7	3.8	3.7
<i>Experienced workload (R)</i>	7.6	7.4	7.1	7.1
<i>Acceptable workload (R)</i>	6.2	6.1	6.3	6.2
<i>Workload (R)</i>	2.9	2.8	2.8	2.8
Vitality	3.5	3.4	3.3	3.4
Commitment	3.6	3.7	3.6	3.7
Absorption	3.1	3.0	3.0	3.1
Engagement	3.6	3.4	3.4	3.6
Employability	3.6	3.5	3.5	3.5
Grade for working at VU Amsterdam	7.3	7.3	7.5	7.4
Grade for VU Amsterdam as employer	7.1	6.9	7.2	7.1
<i>Occupational stress (R)</i>	2.7	2.9	2.9	2.7
Likelihood still at VU in three years	3.9	2.9	3.0	3.6

# 43 Scope of employment

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	38 hours or more per week	Less than 38 hours per week
Challenge	3.9	3.6
Autonomy	3.8	3.8
Clarity	3.6	3.6
Atmosphere	3.6	3.6
Colleagues	4.0	4.0
Supervisor	3.8	3.7
For supervisors	3.3	3.3
Diversity	3.6	3.6
Work-life balance	3.4	3.6
Career and development	3.1	3.0
Annual interview	3.6	3.6
Information services	3.0	3.1
Management climate university	3.4	3.4
Employee participation	3.2	3.2
Safety on campus	3.3	3.3
Internationalization	4.2	4.1

	38 hours or more per week	Less than 38 hours per week
Hybrid work	3.7	3.7
<i>Experienced workload (R)</i>	7.7	7.2
<i>Acceptable workload (R)</i>	6.4	6.1
<i>Workload (R)</i>	3.0	2.8
Vitality	3.5	3.4
Commitment	3.7	3.5
Absorption	3.2	3.0
Engagement	3.6	3.6
Employability	3.6	3.5
Grade for working at VU Amsterdam	7.3	7.3
Grade for VU Amsterdam as employer	7.0	7.1
<i>Occupational stress (R)</i>	2.8	2.7
Likelihood still at VU in three years	3.7	3.6