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HR Practices and Four Eudaimonic Wellbeing-Task Performance Profiles: Age as Moderator

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Abstract

In this two-wave study, we analyze whether employees' perceptions of HR practices at Time 1, predict at Time 2 (a year after) four profiles of eudaimonic wellbeing and task-performance i.e., mutual-gains, no-gains, conflicting-outcomes favoring wellbeing, and conflicting- outcomes favoring performance, and whether age moderates that effect. We adopt a critical skeptical approach of HRM to propose that the impact of HR practices is rather null unless we consider boundary conditions such as age. Data from 398 employees 1) allowed to identify three of the outcome-profiles, except for no-gains, 2) showed that none of the HR practices had a direct impact on the profiles, 3) indicated that five HR practices had a moderated impact on the profiles depending on the age of the employees. In sum, this study offers novel information about age as an important condition to define when HR practices impact such employee outcomes. We discuss theoretical and practical implications.

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