"HR practices and Four Affective-Well-being-Task Performance Patterns: Integrating the Strong Mutual-Gains and Strong Conflicting-Outcomes Models"

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Abstract: We aim to advance our understanding of the HRM-well-being-performance link, considering well-being as affect and integrating the strong mutual-gains (high well-being and performance) and strong conflicting-outcomes models (high well-being and low performance and vice-versa). To integrate those models we draw on a broadened happy-productive worker thesis and the job demands-resource model. Two specific aims unfold. First, we identify taxonomy of four patterns between affective well-being and task-performance: happy-productive, happy- unproductive, unhappy-productive, and unhappy-unproductive. Second, we study what HR practices, classified as demands and as resources, differentiate the four patterns. In a sample of 5324 employees from seven countries, latent profile analyses showed that almost 36% had a pattern undetected by previous studies (i.e., happy-unproductive). Discriminant analyses suggest that the combination of HR practices as demands (performance appraisal) and resources (voice), may be promoting mutual-gains (happy-productive). However, there are indicators that high levels of demands (performance-appraisal) combined with low levels of resources (voice) may be producing conflicting-outcomes (unhappy-productive). Whereas lower levels of demands (performance-appraisal) combined with higher levels of resources (voice), may be promoting exceptional conflicting-outcomes (happy-unproductive). We discuss implications for theoretical precision and clues for future interventions.