

Toward Life-phase-oriented HRM: Mapping Employee Resources Across Life Domains

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Abstract

Resources from various life domains are critical for employee employability, highlighting the need to advance life-phase-oriented Human Resource Management (HRM). Existing resource taxonomies in the Job Demands-Resources (JD-R) literature predominantly focus on work-related resources, thereby underestimating the breadth of resources employees use to manage job demands, sustain well-being, and pursue personal growth. Although context-specific models such as the Family Demands-Resources Model and the Study Demands-Resources Model demonstrate that non-work-related resources can buffer strain and enhance motivation, these perspectives have not been systematically incorporated into current resource taxonomies. This gap limits understanding of how employees mobilize resources across life domains to address challenging developmental tasks, both at work and during specific life phases. The ongoing literature-based study addresses this limitation by expanding resource taxonomies, grounded in the JD-R framework, to include empirically supported life-domain resources. Building on existing taxonomies, the study reviews and synthesizes current JD-R literature on resources beyond the workplace. Preliminary findings indicate that resources derived from family and caregiving responsibilities, self-initiated continuing education, and volunteer work represent particularly relevant extensions. This conceptual research posits that these life domains provide resources influencing employees' motivational and health-impairment processes. The expanded resource taxonomy offers a more comprehensive understanding of the employee resource repertoire and emphasizes the importance of fostering life-domain resources into HRM practices. Specifically, life-phase-oriented HRM can benefit from recognizing the reservoir of resources available to employees at different life phases.

Keywords: resource orientation, job demands-resources model, family demands-resources model, study demands-resources model, resource taxonomy, life-domain resources, life-phase-oriented HRM