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**Strategic Renewal at Home and Work: Exploring the Mechanisms and Boundary
Conditions with a Weekly Diary Study**

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**Strategic Renewal at Home and Work: Exploring the Mechanisms and Boundary
Conditions with a Weekly Diary Study**

ABSTRACT

In this weekly diary study, we integrated research on strategic renewal and the Work-Home Resources model (i.e., W-HR model) to explore the associations between strategic renewal at home and strategic renewal at work domains through flow at home and self-efficacy at work. We also investigated the home domain outcomes of self-efficacy at work (satisfaction with work-family balance and family performance). Furthermore, we investigated the moderation effects of family climate for creativity (perceived by both the employee and the spouse) and organizational climate for creativity perceived by the employee. We tested our hypotheses with matched dual-earner couples' data collected over six weeks in the U.S.A. The results from multilevel analyses revealed that a) strategic renewal at home is positively related to strategic renewal at work via flow at home and self-efficacy at work, b) self-efficacy at work is positively related to satisfaction with work-family balance of the employee, and family performance of the employee, all measured at the week level. Furthermore, our results have shown that a) family climate for creativity moderates the relationship between strategic renewal at home and flow at home, and b) organizational climate for creativity moderates the relationship between self-efficacy at work and strategic renewal at work. Our results contribute to the strategic renewal literature by empirically establishing the untested mechanism of how strategic renewal at home leads to positive work outcomes through flow and self-efficacy at work.

Keywords: strategic renewal; self-efficacy; flow at home; family climate for creativity; organizational climate for creativity

INTRODUCTION

Since March 2020, the world has seen incredibly fast change as a result of Covid-19, both in the home life and work life. This change is not unique to nations or industries, but also encompasses most of the working world (Nye et al., 2020). With physical work turning out to be impossible to attend, traditional work practices have slowly dissipated, and modern contemporary work practices such as flexible work practices and remote working have risen to prominence (Rousseau et al., 2006). Although these practices have started to become common place with the global change that is taking place, they could be conceptualized as pre-existing demands: employees seek to work on their own time and prefer to have the flexibility to choose from where they work (Michelman, 2018).

In this context, considering the emergent nature of flexible work practices that allow employees to renew themselves and adapt to the change both at home and work, it is fair to assume that the boundary between work and home has blurred more than ever. In the pre-pandemic work life, organizations were already finding it difficult to keep their employees motivated and productive (Bal & Rousseau, 2015). With the pandemic involved, it is now the role of employees to keep themselves motivated and productive.

Building on the tenet of W-HR model where resources generated in one domain impact outcomes on the other domain (Ten Brummelhuis & Bakker, 2012), our overall goal is to understand the mechanism and boundary conditions of how employees' strategic renewal at home leads to strategic renewal at work through flow at home and self-efficacy at work. We argue that strategic renewal at home, that is employees' adaptation to the changing home environment, will create feelings of self-efficacy at work via fuelling a sense of flow at home. In return, it will lead to improved satisfaction of the spouse regarding the work-life balance of the focal employee, strategic renewal spilling over to work and improved family performance of the focal employee. Furthermore, we argue that the relationship between

strategic renewal at home and flow at home will be contextually dependent on the perceived family climate for creativity. Additionally, we argue that organizational climate for creativity perceived by the focal employee will moderate the relationship between self-efficacy at work and strategic renewal at work.

The expected contributions of this paper are as following: Firstly, we provide an understanding of how the strategic renewal behaviors unfold by focusing on the both the strategic renewal behaviors at work and at home. As one dimension of employee level intrapreneurial behaviors, strategic renewal behaviour refers to employee's anticipatory behaviors that aims to help organisation to improve its ability to fit the outside organisation environment (Gawke et al., 2017, 2018). The existing literature about strategic renewal mainly focuses on the workplace setting (Warner & Wager, 2019; Shu et al., 2019; Herbane, 2019). Our paper on the other hand expands the strategic renewal literature by testing the home domain antecedents. In the current paper, we define strategic renewal at home as employees' agentic behaviors aimed at improving employees' family's ability to adapt to the changing environment. Moreover, going beyond previous research, we conceptualize strategic renewal behaviors within the W-HR model. Previous research mainly adopts the Job Demands-Resources (JDR) model to study strategic renewal at work (Gawke et al., 2017, 2018). Applying the W-HR model perspective to study strategic renewal enables us to extend this literature to home domain. In order to test our conceptual model, which is depicted in Figure 1, we carried out a weekly diary study which can be considered a strength from a methodological and empirical perspective.

Secondly, we address the home domain antecedents and consequences of focal employee's self-efficacy at work. Until now, as a key personal resource, self-efficacy has been viewed as a powerful predictor for employees' positive behaviors and overall wellbeing (Heuven et al., 2006; Hahn et al., 2011; Judge et al., 2007). It is also crucial to investigate the

factors that can foster employee's self-efficacy at work. Many studies have revealed that home domain factors have important impacts on employees' workplace attitudes and behaviors (Du et al., 2018; Kopperud et al., 2020; Sok et al., 2018). This paper focuses on home domain factors and introduces a new perspective to investigate the antecedents of self-efficacy. In particular, our focus on employees' strategic renewal at home and flow at home as two important home domain antecedents. In doing so, our paper sheds light on the home domain predictors of employees' self-efficacy at work. In addition, the current paper also enriches our knowledge about the consequences of self-efficacy. Precious research mostly addresses the consequences of self-efficacy on work-related outcomes. For example, self-efficacy has been found to be positively related to employees' job performance (Caesens & Stinglhamber, 2014), engagement (Luthans & Peterson, 2002) and career satisfaction (Rigotti et al., 2020). This paper provides evidence to prove that employees' self-efficacy at work can benefit both home and work-related outcomes.

Thirdly, we bring the focus of the literature on flow from the work to the home domain. Current literature on flow mostly focuses on the state of flow at work. Flow at work refers to an engrossing and enjoyable state of mind that occurs when people feel optimally challenged and are fully absorbed in their current activity (Debus et al., 2014). The three key elements of flow are absorption, work enjoyment, and intrinsic motivation (Bakker, 2005, 2008). Our study focuses on the state of flow at home. Although previous studies underline that flow at work is more prevalent than in leisure time (Csikszentmihilyi & LeFevre, 1989), in recent years, many studies have revealed that employees' experience or activities at home have positive influence on employees' performance and attitudes at work such as engagement (Farina et al., 2018), satisfaction with work life-balance (Mihelic & Aleksic, 2017) and shared leadership (Aube et al., 2018). Hence, our research offers a new perspective to study the state of flow as a mediator which can bridge the home domain and work domain constructs. In

doing so, we seek to extend the literature by focusing on the state of flow at home and examine the home domain antecedents and workplace consequences.

Last but not least, the current study aims to uncover and investigate the contextual factors in which the proposed relationships unfold. Although the importance of context and the environment is often under-looked in organizational behavior literature, the importance of contextual variables in assessing self-efficacy is evident: Bandura (1977) argues that the context in which mastery occurs as well as the individual's attribution of success determines the extent to which these experiences influence the level of self-efficacy. In this context, this research will examine the impact of perceived family climate for creativity and organizational climate for creativity.

Insert Figure 1 about here

HYPOTHESES DEVELOPMENT

Strategic Renewal at Home and Flow at Home

Flow refers to an optimal state of immersed concentration in which attention is centred, distractions are minimized, and the person attains an enjoyable give and take with the activity in hand (Whalen, 1999). When examined in the work domain, flow refers to an engrossing and enjoyable state of mind that occurs when people feel optimally challenged and are fully absorbed in their current activity, which the positive outcomes of is already previously established within the literature, such as job performance and cross-over effects (Debus et al., 2014). When examined in the work domain, flow refers to short term peak experiences that is characterized by absorption, work enjoyment, intrinsic work motivation (Bakker & van Woerkom, 2017). Usually within the literature, predictors of flow depend on situational factors, such as job demands and resources. In the context of this research, we characterize weekly flow at home as a direct consequence of weekly strategic renewal at

home. Strategic renewal refers to specific capabilities of individuals in renewing themselves by creating appropriate changes related to their environments (Huy, 2005). We argue that as organizations renew themselves strategically in face of changing environments, the same process could be applied at the individual level where the focal employee strategically renews itself at home every week, in order to maintain the pursuit of pre-defined goals and adapt to the changing environment. We argue that employees who go through strategic renewal processes at home are likely to experience flow at home too. The renewal phase of strategic renewal is related to the revitalization, redeployment, and replacement of organizational resources in order to adapt to the environment (Agarwal & Helfat, 2009).

We argue that weekly strategic renewal at home leads to the revitalization and redeployment of personal resources. One of the consequences of the renewal process is the discovery of new ways of working, or more efficiently using previous skillsets to conduct work (Floyd & Lane, 2000). Thus, we argue that successfully dealing with the challenge of adapting to a new working environment through weekly strategic renewal would thus create a state of flow as a consequence, on a weekly basis. Thus, our first hypothesis is stated below:

Hypothesis 1. There is a positive association between employee's strategic renewal at home and employee's flow at home, all measured at the week level

The Moderating Role of Family Climate for Creativity

We propose that this positive association between employees' weekly strategic renewal and employees' weekly flow at home is stronger for employees with high perceived family climate for creativity. Important to note here is the definition of climate as perceptions of environmental attributes shaping certain outcomes, contingencies, requirements, and interactions within the environment (Hunter et al., 2007). Furthermore, since creativity is

critical to the growth and performance of organizations (Mumford et al., 2012), it has important links to organizational climate as well: 1) creative people tend to be more affected by climate variables (Mumford et al., 2002) and 2) climate perceptions are found to be important predictors of creativity in individuals (Hunter et al., 2007). Creativity is often used as a consequence within organizational research (Zhou & Hoever, 2014), thus the approach of this paper in conceptualizing perceived family creativity as a moderator adds to the limited research on the construct (Suh & Shin, 2008; Meymandpour & Bagheri, 2019). Family climate for creativity refers to an environment which fosters and nurtures creativity within the context of the home and family members of the focal employee. As creativity emerges from the interaction of a person with their environment (Jaskyte & Bukeviciene, 2020; Garcia-Garcia et al., 2019; Duan et al., 2019) the context in which creativity emerges is important as well (Amabile et al., 2018; Kravtsov, 2019; Soda et al., 2019; Hunter, Bedell & Mumford, 2007). In fact, family climate for creativity has been previously examined through the relationship between mother and children (Kwasnievska et al., 2018), parent and child (Kwasnievska, 2019) and overall family influences on creativity (Dewing, 1970). We propose that this positive association is stronger when the focal employees' spouse perceives the overall climate of the family to be supportive for the creative efforts of the focal employee.

Hypothesis 2a. The positive association between employees' strategic renewal at home and employee's flow at home is moderated by employees' perceived family climate for creativity, so that when employees' perceived family climate for creativity is high, the association is stronger, all measured at the week level.

Hypothesis 2b. The positive association between employees' strategic renewal at home and employee's flow at home is moderated by spouses' perceived family climate for

creativity, so that when spouses' perceived family climate for creativity is higher, the association is stronger, all measured at the week level

Strategic Renewal at Home and Self-efficacy at Work

We argue that employee's weekly strategic renewal at home is positively related to employees' weekly self-efficacy at work via employee's weekly flow at home. Self-efficacy refers to perceived capabilities of employees for learning or performing actions at designated levels (Bandura, 1997). Basing our assumptions on the W-HR model, we argue that generation of resources in the shape of weekly flow at the home domain would then create feelings of adequacy in accomplishing tasks on part of the focal employee at work. Social cognitive theory is built on the tenet that humans function as a result of personal, behavioral and environmental influences (Schunk & Pajares, 2007). Looking at self-efficacy through the lens of social cognitive theory then tells us that self-efficacy is in fact impacted by behaviors and the environment. Another important aspect here is the idea that previous experiences of performance (i.e. success or failure) actually increase or decrease self-efficacy. For example, employees who perform well in previous assessments would be more inclined towards feeling self-efficacy as people acquire information from interpretations of actual performances (Bandura, 1997). We argue that with successful accumulation of weekly flow as a result of weekly strategic renewal in one domain, employees would gauge themselves to be competent in dealing with demands from the work domain. Linking this to the enrichment tenet of W-HR model where personal resources (flow) as a result of contextual resources (strategic renewal at home) in one domain impacts outcomes (self-efficacy) on the work domain, our third hypothesis is as follows:

Hypothesis 3. Employee's strategic renewal at home is positively related to employees' self-efficacy at work via employee's flow at home, all measured at the week level.

Strategic Renewal at Home and at Work

We argue that there is a serial mediation in the relationship between weekly strategic renewal at home and weekly strategic renewal at work. In doing so, we conceptualize weekly flow at home and weekly self-efficacy at work as mediators in this relationship. In explaining this association, we build our hypothesis on the W-HR model, where personal resources accumulated in one domain act as linking pins in transferring these resources as positive outcomes to another domain (Ten Brummelhuis & Bakker, 2012). In accordance with the W-HR model, we propose that the accumulation of personal resources at the home domain occurs through the association of weekly flow as a result of weekly strategic renewal. Relating this to the idea of personal resources as links between domains, after this effect, weekly flow is then conceptualized as the predictor of weekly self-efficacy at work. Finally, we argue that weekly self-efficacy at work would lead to weekly strategic renewal at work, which is the final link in this association. Basing this assumption on self-efficacy theory and the tenet of it where previous successes in terms of desired goals imply future increase in self-efficacy, we argue that this gain spiral would lead the focal employee to advance and expand their current job demands through weekly strategic renewal because of improved feelings of weekly self-efficacy.

Hypothesis 4. Employees' strategic renewal at home is positively related to strategic renewal at work via flow at home and self-efficacy at work, all measured at the week level.

Self-efficacy at Work and Strategic Renewal at Work

In line with our previous explanations, weekly self-efficacy at work is related to perceptions of capability and skill on part of the focal employee. In relation to this definition, self-efficacy theory posits that all behavioral change operate through the alteration of the individual's expectations of personal mastery and success (Bandura, 1982). Relating this aspect of self-efficacy theory to our research, we argue that weekly high perceptions of personal mastery and success at the work domain would lead to a search for better adaptation to the environment. As we know, strategic renewal is related to adaptation to a changing environment with the expectation of revitalizing and redeploying personal resources in order to improve performance outcomes. Thus, we argue that an employee who perceives themselves to be capable and skilful enough to cope with the existing demands of the work on a weekly basis (Demerouti & Bakker, 2012), would look to improve or expand their current responsibilities. Thus, our fifth hypothesis is:

Hypothesis 5. Employee's self-efficacy at work is positively related to employee's strategic renewal at work, all measured at the week level.

In explaining the mechanism between the relationship of employee's weekly flow at home and employee's weekly strategic renewal at work, we argue that employee's weekly self-efficacy at work will act as a mediator. Previously in the literature, flow has been linked to many outcomes including both self-reports (Kopperud & Straume, 2009) and other reports of task performance (Bakker, 2008). Furthermore, flow has found to be positively related to creativity as well (Yan et al., 2013). Relating the defining features of flow to the positive outcomes to self-efficacy, where previous high performance and success scenarios predict future self-efficacy as a result, we expect the weekly flow experienced at home to increase

weekly self-efficacy at work. Also in play here is the home to work enrichment aspect of the W-HR model, which is built on the tenet of conservation of resources theory where contextual home resources improve work outcomes through a gain in personal resources (Ten Brummelhuis & Bakker, 2012). After personal resources in the form of weekly flow are created at home, we argue that these resources then improve a work outcome in the form of weekly self-efficacy. Finally, we argue that weekly self-efficacy at work would then improve employee's weekly strategic renewal at work.

Hypothesis 6. Employee's self-efficacy at work mediates the relationship between employee's flow at home and employee's strategic renewal at work, all measured at the week level

The Moderating Role of Organizational Climate for Creativity

Furthermore, we argue that the positive relationship between employee's weekly self-efficacy at work and employee's weekly strategic renewal at work is stronger for employees who perceive the organizational climate for creativity to be higher on a weekly basis. Previously, we have conceptualized weekly strategic renewal at work as an attempt in adapting to the changing environment (Agarwal & Helfat, 2009) by the focal employee, with the expectation of revitalizing and recreating certain personal resources. Investigating the relationship between self-efficacy and strategic renewal from the contextual lens of organizational climate for creativity starts at this point. While climate within organizations refer to peoples' perceptions of, or experiences in their immediate work environments with respects to certain dimensions, climate for creativity refers to these perceptions and experiences to the creativity dimension in organizations (Hunter et al., 2007). Previous studies have examined the impact of climate on the employees, looking at the reactions of creative employees to the climate (Oldham & Cummings, 1996), climate variables as predictors of

creativity and innovation (Tesluk et al., 1997) and finally climate as a basis for interventions in enhancing creativity and innovation (Schneider et al., 1994). In conceptualizing the relationship between weekly measures of self-efficacy and strategic renewal, we touch on the aspect of social cognitive theory where both individual attributes and contextual factors impact the outcomes in shape of personal resources. On part of the individual attributes, we argue that feelings of weekly self-efficacy would then lead to a search on part of the employee where previous job demands are easily attainable. This expansion, which could lead to job crafting as well, we argue, is dependent on the contextual factor of weekly organizational climate for creativity. If the focal employee perceives the weekly organizational climate for creativity to be high, the weekly strategic renewal behaviour of the focal employee would also be increased, since the employee perceives the organization to be more supportive of creative freedom related to behaviour that would revitalize the personal resources of the focal employee. This assumption is based on previous studies which highlight the dimensions of organizational climate for creativity on the overall climate of the organization: challenge and involvement, freedom, trust and openness, idea time, playfulness and humour, conflict, idea support and finally risk taking are nine established dimensions of a creative climate (Isaksen & Lauer, 2002). Freedom in this context refers to employees' ability to take initiative, while idea support refers to the ways new ideas are considered, taken up or advocated by the team (Isaksen & Lauer, 2002). Building on previous studies conceptualizing organizational climate for creativity as a predecessor or moderator (Khattak et al., 2017; Aboramadan, 2020; Vong et al., 2018; Swinnen et al., 2019), we argue that an organizational climate which is free & supportive of ideas would in turn improve the proposed relationship between weekly self-efficacy and weekly strategic renewal.

Hypothesis 7. The positive association between employee's weekly self-efficacy at work and employee's weekly strategic renewal at work is moderated by the weekly organizational climate for creativity, so that when the organizations weekly climate for creativity is high, the association is stronger, all measured at the week level

Home Domain Outcomes of Self-efficacy at Work

Finally, we argue that self-efficacy is positively associated with satisfaction with work-family balance of the focal employee, both for the perception of the spouse and the focal employee itself. One tenet of self-efficacy that is relevant to our research is the generalization of actions where previous successes in response to job demands create improved self-efficacy in the future (Sherer et al., 1982). Also, when we look at the consequences of general self-efficacy from a social cognitive perspective in the literature, we see that it has previously been linked to positive outcomes such as creativity, job performance and persistence in the face of failure (Puente-Diaz & Cavazos-Arroyo, 2017). Thus, previous creation of personal resources in the home domain, which is then transferred to the work domain in the shape of self-efficacy would mean that the focal employee has more potential to succeed in response to job demands, which would then lead to better perceptions of work-life balance since the employee performs better in the job and is able to balance the workload between home and work domains. Also basing our assumptions on the tenet of social cognitive theory where both the behavior and the environment is impactful in shaping perceptions, our eight hypothesis is as follows:

Hypothesis 8a. Employee's self-efficacy at work is positively related to employee's partner's satisfaction with work-family balance of the employee, all measured at the week level

Hypothesis 8b. Employee's self-efficacy at work is positively related to employee's partner's satisfaction with the family performance of the employee, all measured at the week level

METHOD

Sample and Procedure

We chose a weekly interval (as opposed to a daily interval) as part of our experience sampling design because our hypothesized spill-over processes are likely to involve activities that go beyond the working day (see Lin et al., 2019; Madrid et al., 2014 for a similar reasoning).

Study participants are full-time employed, dual earner couples from the United States, recruited via a ROI Rocket, a leading provider of high-quality research services (see Mayer et al., 2019; Touré-Tillery & Light, 2018 for recent publications using data supplied by this service). In exchange for participation, couples received on average 130\$ as monetary incentive for survey completion. We collected all data via online surveys. First, a baseline survey, was sent to both members of a couple one week before the experience sampling phase. The baseline survey contained measures of demographics. Next, in the experience sampling phase of the study, spouses and their partners received a survey at the end of each week for six consecutive weeks. We used a fixed delivery scheduled that was kept constant throughout the experience sampling phase of the study. Specifically, participants were sent survey links on Fridays at 4pm. Further, participants had a three-hour window to respond after which the respective survey was closed. Doing so guaranteed that we captured participant's experiences sufficiently close to the conclusion of events reported in the survey, both at work as well as at home. The actor's weekly survey included assessments of their strategic renewal at work and home, family climate for creativity, flow at work and home and organizational

climate for creativity. The partner's weekly surveys included assessments of work-family support receipt from the actor at home, flow at work, and work-related creativity.

Out of 150 dual earner couples (i.e., spouses and their partners) that initially agreed to participate, 147 completed 674 weekly matched surveys (each couple completed an average of 4.59 weekly surveys, corresponding to a response rate of 98%). Participants in our study worked in a variety of different industries, including consulting, information technology, banking, healthcare, and education. Regarding demographic characteristics, our sample consisted of heterosexual couples and thus had an even gender split of 50% females and 50% males. The remaining actor demographics were as follows: average age was 34.64 years (SD = 7.37), and the average tenure in their current organization was 10.19 years (SD = 8.12). The remaining partner demographics were as follows: the average age was 35.15 (SD = 7.55) and the average organizational tenure 10.76 years (SD = 9.28).

Measures

Unless otherwise stated, all items were measured on a 7-point Likert scale (from 1 = strongly disagree to 7 = strongly agree).

Strategic renewal at home (employee-rated). The measure for strategic renewal at home was adapted from the Intrapreneurship Strategic Renewal at Work Scale developed by Gawke, Gorgievski & Bakker, 2019 and included four items. Two sample items are: "Last week, you've undertaken activities to realize change in your family life" and "Last week, you've conceptualized new ways of working for your family." ($\alpha = .94$).

Strategic renewal at work (employee-rated). The measure for strategic renewal at work was adapted from the Intrapreneurship Strategic Renewal at Work Scale developed by Gawke, Gorgievski & Bakker, 2019 and included four items. Two sample items are: "Last week, you've undertaken activities to realize change in your work" and "Last week, you've conceptualized new ways of working for your work." ($\alpha = .94$).

Family climate for creativity (employee and spouse-rated). Family climate for creativity was adapted from the Family Climate for Creativity Scale developed by Sung, Du & Choi (2018), and included four items. An example item for this scale is: “In your family, after you decide who will do the tasks, you can develop them in the way you prefer.” ($\alpha = .83$ for employees, $\alpha = .82$ for spouses).

Flow at home (employee-rated). Flow at home was measured with ten items and adapted from the Flow Short Scale developed by Rheinberg (2015). A sample item is: “This week at home, your thoughts/activities ran fluidly and smoothly.” ($\alpha = .92$).

Self-efficacy at work (employee-rated). Self-efficacy at work was rated by the focal employee and included three items from the Generalized Self-Efficacy scale developed by Schwarzer and Jerusalem (1995). An example item from this scale is: “Last week, you trusted that you could handle unexpected events efficiently.” ($\alpha = .87$).

Organizational climate for creativity (employee-rated). Organizational climate for creativity was measured with the four-item adapted scale from the Organizational Climate for Creativity Scale, developed by Sung, Du & Choi (2018). A sample item of this scale is: “In our work unit, our efforts are recognized if we did our best, regardless of the results.” ($\alpha = .87$).

Satisfaction with work-life balance (spouse-rated). Satisfaction with work-life balance was rated by the spouse of the focal employee. The scale included three items adapted from the Satisfaction with Work-Life Balance Scale developed by Valcour (2007). A sample item is: “Please tell us to what extent, in the last week, you’ve been satisfied with how your partner has divided his/her time between work and personal or family life.” ($\alpha = .92$).

Family performance of the employee (spouse-rated). Family performance of the employee was again rated by the spouse of the focal employee. Participants were asked: “To what extent do you think that, in the last week, your partner has fulfilled what your family

expects of him/her in relation to the following aspects of your current family life?" The scale consisted of four items with an example item: "Keep family members connected with each other." ($\alpha = .89$).

Analytical Strategy

Considering the nested nature of the data (i.e., weekly responses were nested within participants), we employed multi-level analyses using Mplus 8.3 (Muthén & Muthén, 1998-2019) software to test our hypotheses (Preacher et al., 2010). General variables represent the between-level variables, while the weekly variables represent the within-level variables. In order to decide whether the multilevel analysis was applicable in this study, we computed intraclass correlation for week-level variables, including strategic renewal at home (68%), flow at home (67%), self-efficacy at work (61%), strategic renewal at work (72%), family performance (76%), and satisfaction with work-family balance (64%). The results justify the use of multi-level analysis in this study.

We centred the control variables and baseline variables on the grand mean, and the weekly variables were group-mean centred (Ohly et al., 2010). To test the direct relationships, we conducted multilevel regression analysis. In order to test the mediation effects, we follow the recommendation by Preacher, Zyphur, and Zhang (2010) to employ the Monte Carlo simulation in R with 20,000 iterations to test the bias-corrected confidence interval (CI) at 95% (Selig & Preacher, 2008). If the confidence interval does not include zero, the indirect relationship is supported. For the cross-level interaction effect, we adopted the random slope method.

FINDINGS

Table 1 shows the means, standard deviations, and correlations for all variables in this study.

 Insert Table 1 about here

Before testing the hypotheses, we applied multilevel confirmatory factor analysis (MCFA) using Mplus 8.3 to determine the distinctiveness of all weekly variables in the proposed model (6 constructs). The proposed model (9-factor model) showed a satisfactory fit with the data ($\chi^2=935.446$; d.f. = 477, $\chi^2/\text{d.f.} = 1.96$, $p < 0.001$; Comparative Fit Index (CFI) = 0.95; Tucker Lewis Index (TLI) = 0.95; Root Mean Square Error of Approximation (RMSEA) = 0.04; Standardized Root Mean Square Residual (SRMR) within = 0.04; SRMR between = 0.07). We also tested four alternative models. In Alternative Model 1, we combined strategic renewal at home and flow at home into one factor (8-factor model: $\chi^2=2717.416$; d.f. = 482, $\chi^2/\text{d.f.} = 5.64$, $p < 0.001$; CFI = 0.78; TLI = 0.74; RMSEA = 0.08; SRMR within = 0.1; SRMR between = 0.07). In Alternative Model 2, we combined self-efficacy at work and strategic renewal at work into one factor (8-factor model: $\chi^2=1606.340$; d.f. = 482, $\chi^2/\text{d.f.} = 3.33$, $p < 0.001$; CFI = 0.88; TLI = 0.87; RMSEA = 0.06; SRMR within = 0.09; SRMR between = 0.07). In Alternative Model 3, we combined strategic renewal at work, satisfaction with work-family balance of the employee and family performance into one factor (6-factor model: $\chi^2=1764.371$; d.f. = 490, $\chi^2/\text{d.f.} = 3.6$, $p < 0.001$; CFI = 0.87; TLI = 0.86; RMSEA = 0.06; SRMR within = 0.12; SRMR between = 0.15). In Alternative Model 4, we combined family climate for creativity (perceived by the employee), family climate for creativity (perceived by the spouse), strategic renewal at home and flow at home into one factor (5-factor model: $\chi^2=4681.541$; d.f. = 917, $\chi^2/\text{d.f.} = 5.11$, $p < 0.001$; CFI = 0.61; TLI = 0.59; RMSEA = 0.08; SRMR within = 0.29; SRMR between = 0.24). The results showed that our proposed model had better fit than other alternative models, supporting the discriminant validity of the data.

Test of main effects

Insert Figure 2 about here

In support of hypothesis 1, we found that an employee's strategic renewal at home is positively related to employee's flow at home ($\beta = .23$, S.E. = .03, $p < .001$). With respect to hypothesis 5, our results revealed that an employee's self-efficacy at work is positively related to employee's strategic renewal at work ($\beta = .30$, S.E. = .05, $p < .001$). With regards to 8 (a), we found that an employee's self-efficacy at work is positively related to the spouse's satisfaction with the employee work-family balance ($\beta = .31$, S.E. = .04, $p < .001$). Finally for hypothesis 8 (b), we found that an employee's self-efficacy at work is positively related to spouse's perception of employee's family performance (H8b) ($\beta = .15$, S.E. = .04, $p < .001$).

 Insert Table 2 about here

Test of indirect effects

Hypothesis 3 proposed that employee's strategic renewal at home is positively related to employees' self-efficacy at work via employee's flow at home, all measured at a weekly level. As the confidence interval does not include a value zero (95% CI= [0.03 0.08]), this hypothesis was supported.

Hypothesis 4 proposed that employees' strategic renewal at home is positively related to strategic renewal at work via flow at home and self-efficacy at work, all measured at a weekly level. As presented in table 2, the employee's strategic renewal at home is positively related to employee's flow at home ($\beta = .23$, S.E. = .03, $p < .001$). Employee's flow at home, in turn, was positively related to employee's self-efficacy at work ($\beta = .42$, S.E. = .05, $p < .001$). Finally, the employee's self-efficacy at work is positively related to employee's strategic renewal at work ($\beta = .30$, S.E. = .05, $p < .001$). The total series indirect relationship between strategic renewal at home and strategic renewal at work via flow at home and self-efficacy at work was significant ($\beta = .09$, S.E. = .02, $p < .001$). Therefore, hypothesis 4 was supported.

Hypothesis 6 proposed that employee's self-efficacy at work will mediate the association between employee's flow at home and employee's strategic renewal at work, all measured at a weekly level. As the confidence interval does not include a value zero (95% CI= [0.07 0.16]), this hypothesis was supported.

Test of interaction effects

Hypothesis 2(a) proposed that the positive association between employee's strategic renewal at home is positively related to employee's flow at home is stronger for a high family climate for creativity perceived by the employee. This hypothesis was supported because the interaction term was significant ($\beta = .06$, S.E. = .02, $p < .05$; Table 2, Model 1). We plotted the interaction at 1SD above and 1SD below the mean of the family climate for creativity perceived by the employee. Figure 3 presents the plotted interaction effects. When employee perceives a high level of family climate for creativity, the simple slope was significant and positive ($\beta = .42$, S.E. = .09, $p < .001$). When employee perceives a low level of family climate for creativity, the simple slope was not significant ($\beta = -.09$, S.E. = .12, $p = .46$).

Hypothesis 2(b) proposed that the positive association between employee's strategic renewal at home is positively related to employee's flow at home is stronger when employees' spouse perceives a high family climate for creativity. This hypothesis was also supported because the interaction term was significant ($\beta = 0.07$, S.E. = .02, $p < .001$; Table 2, Model 2). We plotted the interaction at 1SD above and 1SD below the mean of the family climate for creativity perceived by the employee. Figure 4 presents the plotted interaction effects. When employee's spouse perceives a high level of family climate for creativity, the simple slope was significant and positive ($\beta = .39$, S.E. = .08, $p < .001$). When employee's spouse perceives a low level of family climate for creativity, the simple slope was not significant ($\beta = -.10$, S.E. = .12, $p = .39$).

 Insert Figure 3 about here

 Insert Figure 4 about here

Hypothesis 7 proposed that the positive association between employee's self-efficacy at work and employee's strategic renewal at work is stronger for employee perceive a high organizational climate for creativity. This hypothesis was also supported because the interaction term was significant ($\beta = .04$, S.E. = .02, $p < .05$; Table 2, Model 3). We plotted the interaction at *1SD* above and *1SD* below the mean of the family climate for creativity perceived by the employee. Figure 5 presents the plotted interaction effects. When employee perceives a high level of organizational-unit climate for creativity, the simple slope was significant and positive ($\beta = .80$, S.E. = .17, $p < .001$). When employee perceives a low level of organizational-unit climate for creativity, the simple slope was not significant ($\beta = .06$, S.E. = .24, $p = .79$).

 Insert Figure 5 about here

DISCUSSION

Theoretical Contributions

This paper makes important contributions to the literature on self-efficacy, W-HR model and strategic renewal literatures:

Contributions to the self-efficacy literature. The first contribution that this paper makes is to the debates that explore the consequences of self-efficacy (Creed et al., 2001; Multon et al., 1991; Ensergueix & Lafont; 2010, Schunk, 2002). One common aspect of this research is the focus on work outcomes such as task accomplishment (Gore Jr, 2006), engagement (Luthans & Peterson, 2002) and job satisfaction, psychological strain, and job

performance (Caesens & Stinglhamber, 2014). In relation to the advances we bring to the self-efficacy literature, first, we have introduced a non-work outcome in the shape of family performance and as a result, have expanded on the home domain consequences of self-efficacy, which we believe was under-studied in the literature. The second contribution that we have brought to the self-efficacy literature is related to the mechanism that we investigate in exploring the antecedents of self-efficacy at work. In this research, we have included flow at home as the linking pin between strategic renewal at home and work and non-work outcomes of self-efficacy. Additionally, we have showed that strategic renewal of the focal employee resulting from the self-efficacy at work is dependent on the organizational climate for creativity in the sense that employees engage in higher strategic renewal behavior when the climate of the organization is supportive of creative endeavors.

Contributions to the W-HR model literature. Additionally, this research also contributes to the debates on how resources at the work domain are actually generated in the home domain. In relation to this, by conceptualizing strategic renewal at home and flow at home as antecedents of self-efficacy at work, we operationalize the aspect of W-HR model where contextual home resources improve work outcomes through a gain in personal resources. Also called enrichment, Ten Brummelhuis and Bakker (2012) argue that contextual resources are the starting point for enriching work-home processes. This research, by proving that self-efficacy at work as a consequence of strategic renewal at home and flow at home, shows that enrichment processes are operationalized in the context of the variables of this study.

Integration of strategic renewal at home and work. Another important contribution of this research is that it explored the dynamics between home and work by focusing on and exploring strategic renewal: a relatively new concept that is relevant in understanding the dynamic nature of changes between work and home domains. The existing literature about

strategic renewal mainly focuses on the workplace setting (Warner & Wager, 2019; Shu et al., 2019; Herbane, 2019). Our paper expands the strategic renewal literature by bring the concept to home domain and testing the home domain antecedents. To the best of our knowledge, we are the first to adopt W-HR model to study strategic renewal behaviors.

The weekly-dynamic nature of the data. Other than the contextual variables that are present in this study, all variables were treated as dynamic variables and were measured with weekly diary studies. While the choice in examining these dynamic variables still vary from daily to weekly to monthly to even yearly, in the context of this research we opted for a weekly design. The choice of looking at this from a weekly angle was based on two distinct reasons: 1) daily diary studies are problematic in the sense that we don't expect employees and spouses personal resources to alter in such short time span, or for them to alter their perceptions every day. This aspect of daily diary design also has shown to be related to missing data due to over-exposure of employees and spouses to these measures (Rofcanin et al., 2018). Secondly, previous studies employing diary designs have reported improved methodological results when implementing weekly designs rather than daily ones (e.g., van Woerkom et al., 2016; Petrou et al., 2017; Breevaart et al., 2016). Furthermore, research to date on self-efficacy and the W-HR model has usually relied on same source data (Burns et al., 2021; Kim & Beehr, 2017) and non-longitudinal research designs (Bakker, 2017). In contrast, to explore our research questions, we have adopted an employee and spouse rated weekly diary design. Theoretically, views on personal resources generated at work and home domains have been static (Grover et al., 2018; Huang et al., 2016; Airila et al., 2014) and not changing in time. The strength of this research is the idea that these resources vary over time as the context and personal behaviors change.

Limitations and Future Research Avenues

Besides its strengths (including bringing the concepts of strategic renewal and flow to home domain), the current study also has some limitations. First, we did not test all contingencies for how strategic renewal at home related to flow at home, and how self-efficacy at work related to strategic renewal at work. Although it is novel to focus on the contextual condition of family and organizational climate for creativity, future research could investigate the role of personal level variables (e.g., personality), and support sources from both family and workplace (e.g., spouse emotional support, supervisor support, co-worker support). Second, although we adopted weekly diary design to test the weekly variation of our variables, this research design cannot ascertain causality. We suggest that future research use time-lagged research designs to explore how strategic renewal at home is related to strategic renewal at work. Third, except for family climate for creativity, family performance of the employee, and satisfaction with work-family balance of the employee, all other variables of our study were measured by the employee, raising potential common-method concerns.

Fourth, in the current paper, we only investigated the impacts of employees' psychological personal resources on strategic renewal at work. Based on W-HR model, there are other interesting types of personal resources (health, emotions, time, skills) could be explored in the future research. Moreover, regarding the home domain antecedents of strategic renewal at work, in the present paper, we only focus on the strategic renewal behaviors at home, future research could follow the home-work enrichment process from W-HR model to explore the impacts of other important family domain variables such as nonwork domain crafting behaviors (e.g., leisure crafting, home crafting) on strategic renewal at work.

Finally, based on the broad employees' intrapreneurial behaviors literature, there are fruitful research opportunities about the antecedents of employee's strategic renewal behaviors at work. In the current paper, our conceptual model was developed mainly based on W-HR model and explored the home domain variables that can predict employee's strategic

renewal behaviors at work. In expanding this line of research, future research could examine the impacts of different leadership styles on employees' strategic renewal behaviors.

Currently, there are limited papers examined the influence of leadership on employees' strategic renewal (e.g., Gerards et al., 2020).

Practical Implications

Our study offers some interesting practical implications for individuals and managers. Our findings demonstrate that self-efficacy at work is an important antecedent of employees' strategic renewal behaviors at workplace. Given that employees' strategic renewal at work is positively related to organization profits and employees' performance and wellbeing (Morris et al., 2011; Gawke et al., 2017; 2019), in order to encourage employees to engage in strategic renewal behaviors at work, HR units and supervisors may provide support to help employees to obtain self-efficacy at work, which is an important personal resource that can trigger employees' strategic renewal behaviors.

In addition, another important implication of our findings is that family domain factors can predict employees' strategic renewal behaviors at work. Our findings show that employees who exhibit strategic renewal behaviors at home are more likely to exhibit strategic renewal behaviors at work. Therefore, supervisors may provide family related support (FSSBs, I-deals) to allow employees have more flexibilities to engage in home domain activities, which may in turn, have positive effects on employees' workplace outcomes.

Finally, our findings demonstrate that organizational climate for creativity is an important contextual condition of the relationship between self-efficacy at work and strategic renewal at work, such that when employees have a high perception of organizational climate for creativity, the employees with high self-efficacy at work are more likely to exhibit strategic renewal behaviors at work. Hence, HR units and supervisors may utilise policies to

establish an organizational culture/ work environment that encourage and allow employees to engage in creative working behaviors.

CONCLUSION

In the current paper, we contribute to the literature by empirically investigating the serial mechanisms and boundary conditions of how strategic renewal at home leads to strategic renewal at work. Furthermore, we explored the impact on focal employee's family domain: satisfaction with work-family balance and family performance both of which are spouse measured. Finally, we explored the moderating roles of family climate (e.g., rated by the focal employee and the spouse, separately) as well as organizational climate for creativity (rated by the focal employee) on our proposed associations. Using the weekly diary design with matched dual earner couples' data, our results revealed important implications and contributions for research on strategic renewal, self-efficacy and the W-HR model.

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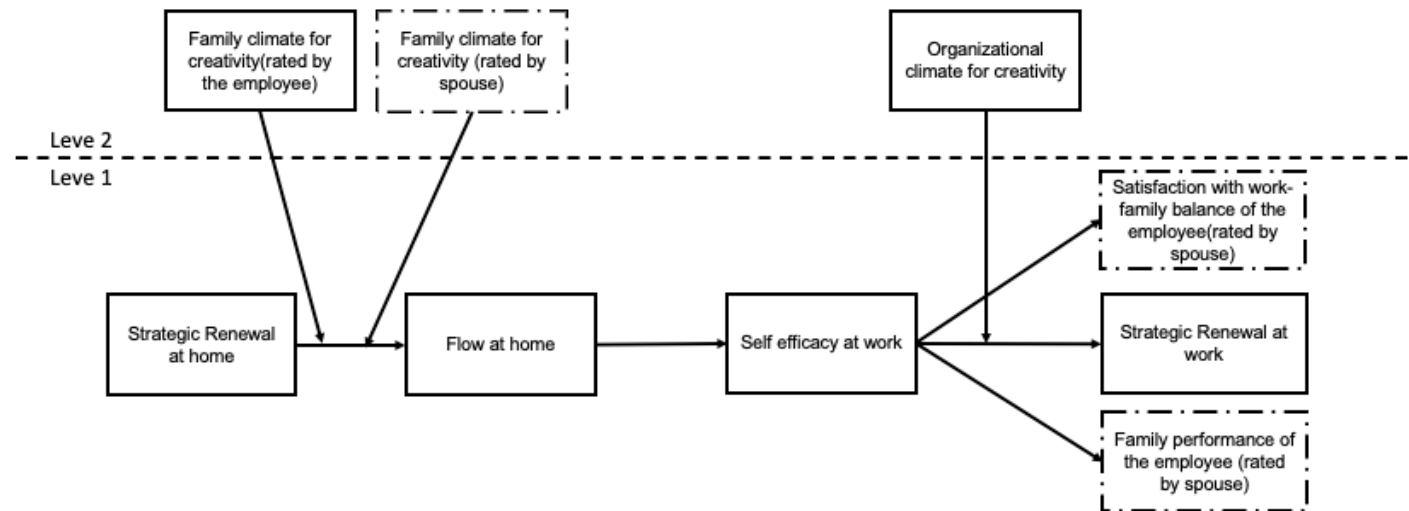
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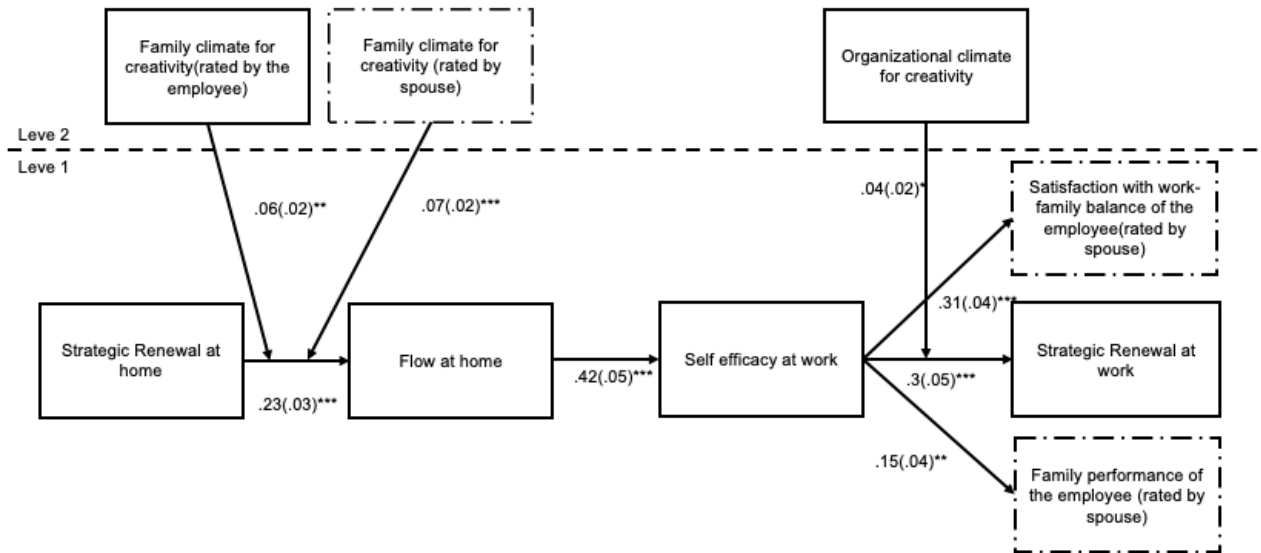
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FIGURE 1
Conceptual Model



Note. Dotted boxes denote the variables that were rated by the spouse.

FIGURE 2
Model Results



Note. Dotted boxes denote the variables that were rated by the spouse.

TABLE 1 Means, Standard Deviations, and Correlations and Internal Reliabilities

	Variable	ICC (1)	Mean	SD	1	2	3	4	5	6	7	8	9	10
1	Week Week level	n.a.	4.58	1.68	n.a.									
2	Strategic renewal at home	68%	4.89	1.38	.08	(.94)								
3	Flow at home	67%	5.25	0.99	.33**	.57**	(.92)							
4	Self-efficacy at work	61%	5.69	1.00	.16	.51**	.69**	(.87)						
5	Strategic renewal at work	72%	4.78	1.49	.05	.81**	.51**	.51**	(.94)					
6	Satisfaction with work-family balance of the employee (reported by the spouse)	64%	5.49	1.10	.15	.65**	.68**	.58**	.36**	(.92)				
7	Employee family performance (reported by the spouse) General level	76%	5.64	1.14	.21**	.51**	.53**	.59**	.40**	.75**	(.89)			
8	Family climate for creativity (perceived by the employee)	n.a.	5.67	.98	.21*	.29**	.57**	.53**	.18*	.54**	.41**	(.83)		
9	Family climate for creativity (perceived by the spouse)	n.a.	5.64	.98	.29**	.28**	.56**	.47**	.11	.55**	.37**	.53**	(.82)	
10	Organizational climate for creativity	n.a.	5.46	1.26	.08	.30**	.44**	.46**	.40**	.44**	.37**	.46**	.41**	(.87)

Note. Reliabilities are along the diagonal in parentheses, where applicable. N = 147 matched dual-earner couples completed 674 data points. 4.59 weekly surveys

* $p < 0.05$.

** $p < 0.01$.

*** $p < 0.001$.

TABLE 2

Multilevel models for the interaction between employee's strategic renewal at home and family climate for creativity on flow at home; between employee's self-efficacy at work and organizational climate for creativity on strategic renewal at work

Variables	Dependent variable: Flow at home						Dependent variable: Strategic renewal at work		
	Model 1			Model 2			Model 3		
	Estimate	SE	t	Estimate	SE	t	Estimate	SE	t
Intercept	3.22	0.42	7.67***	3.32	0.39	8.51***	0.68	0.70	0.97
Strategic renewal at home	0.23	0.03	7.67**	0.23	0.03	7.67**			
Self-efficacy at work							0.27	0.05	5.4***
Family climate for creativity (perceived by the employee)	0.58	0.07	8.29***						
Family climate for creativity (perceived by the spouse)				0.57	0.07	8.14***			
Organizational climate for creativity							0.47	0.09	5.22***
Strategic renewal at home * Family climate for creativity (perceived by the employee)	0.06	0.02	3.0**						
Strategic renewal at home * Family climate for creativity (perceived by the spouse)				0.07	0.02	3.5***			
Self-efficacy at work * Organizational climate for creativity							0.04	0.02	2.0*
Level 1 intercept variance (SE)	0.39	0.06		0.38	0.06		0.69	0.11	
Level 2 intercept variance (SE)	0.37	0.09		0.35	0.07		0.24	0.30	

Note. N = 147 matched dual-earner couples completed 674 data points. 4.59 weekly surveys

* $p < 0.05$.

** $p < 0.01$.

*** $p < 0.001$.

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FIGURE 3
Interaction of Family Climate for Creativity (perceived by the employee) with Strategic Renewal at Home

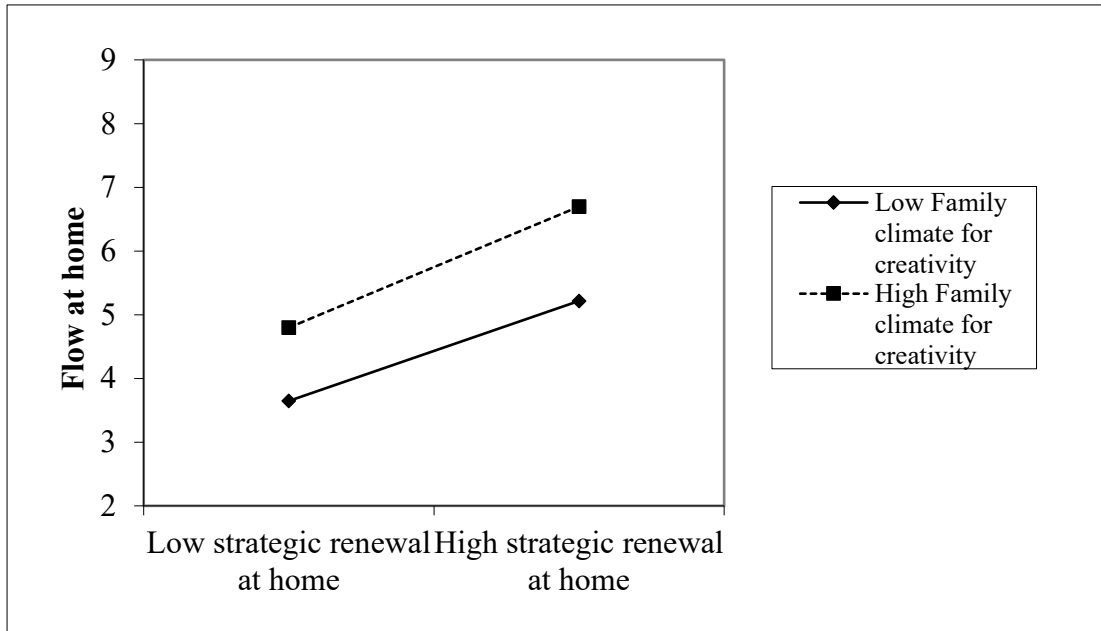


FIGURE 4
Interaction of Family Climate for Creativity (perceived by the spouse) with Strategic Renewal at Home

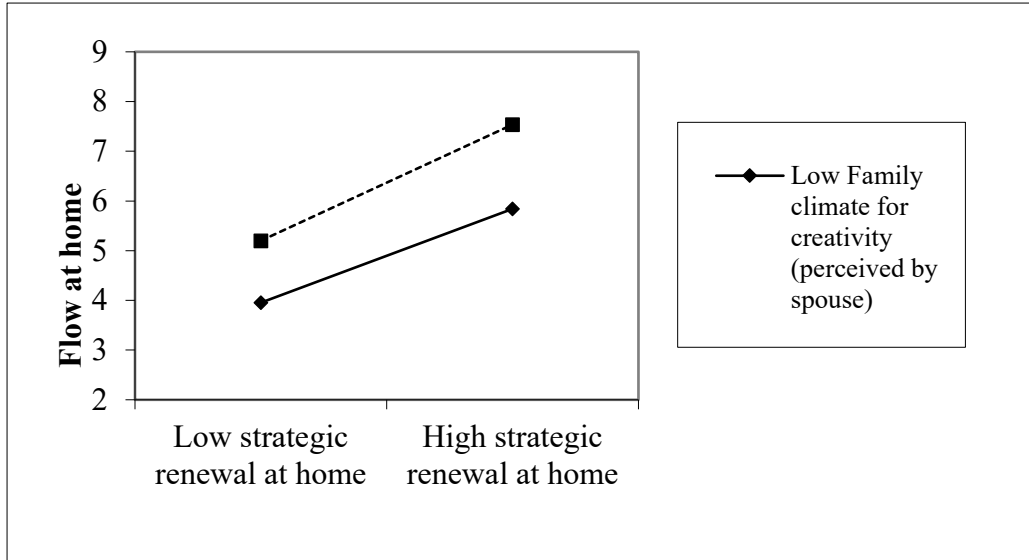


FIGURE 5
Interaction of Organizational-unit Climate for Creativity with Self-efficacy at Work

