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RESEARCH ARTICLE

Understanding the dynamics of strategic renewal across domains: A work–home resources model perspective

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Abstract

This weekly diary study advances research on strategic renewal by extending its scope into the home domain and integrating the Work–Home Resources (W-HR) model. Drawing on 6 weeks of multilevel data from 147 matched dual-earner couples in the United States, we examine how employees' strategic renewal at home fosters strategic renewal at work through the mediating effects of weekly flow at home and self-efficacy. We also test the moderating roles of family and organizational climates for creativity. Our findings revealed that proactive home-based renewal behaviours initiate gain spirals of personal resources, enhancing work outcomes and partner perceptions of work–family balance. This study contributes to theory by conceptualizing strategic renewal as a cross-domain behaviour and identifying flow and self-efficacy as dynamic mediators, while highlighting the amplifying effects of contextual climates in both domains.

KEYWORDS

creativity climate, flow, self-efficacy, strategic renewal, work-family balance, work-home interface

INTRODUCTION

In recent decades, contemporary work practices such as flexible and remote work have gained significant prominence (Chen et al., 2024). These practices enable employees to rejuvenate and adapt to changes in both home and professional settings. In the post-pandemic era, hybrid work patterns have

Practitioner points

- Strategic renewal at home, such as reorganizing family routines or managing domestic challenges, can enhance employees' flow and self-efficacy, leading to improved workplace strategic renewal behaviour.
- Organizations can strengthen employees' adaptability and proactive behaviour by investing in self-efficacy development through training, coaching, and feedback-rich environments.
- Creating a creativity-supportive climate, both at home and at work, amplifies the benefits of personal resources, reinforcing employees' ability to engage in strategic renewal across domains.

become prevalent, with many companies embracing this model to balance flexibility and productivity. Moreover, emerging work patterns like the 4-day workweek are gaining traction, with initiatives like the UK government's promotion of pilot programmes demonstrating their potential (Hall, 2024). These evolving dynamics inevitably impact family activities and work routines, highlighting the need for employees to stay motivated, adaptable, and productive in these changing environments.

Despite increasing scholarly attention to how employees navigate such complexity, our understanding of proactive behaviours that support adaptive functioning across work and home domains remains incomplete. One such behaviour is strategic renewal, defined as proactive efforts to prepare for or adapt to external change, originally conceptualized in the context of organizational transformation (Agarwal & Helfat, 2009; Gawke et al., 2017, 2018). While strategic renewal has been extensively studied in workplace settings (Herbane, 2019; Shu et al., 2019; Warner & Wäger, 2019), the role of employees as agents of change beyond the workplace, particularly within their family lives, has received limited attention.

To address the lacuna of ongoing conversations in this overlooked area, we introduce the construct of strategic renewal at home, which is defined as employees' deliberate efforts to increase their family's capacity to adapt to change, for example, by reorganizing domestic roles, restructuring childcare or eldercare responsibilities, or adopting new routines. This extension is not merely contextual. It contributes conceptually by showing that the capacity for renewal, often studied at the firm or team level, also unfolds at the level of everyday life, driven by individuals in response to shifting demands. Moreover, studying strategic renewal at home previously underexamined resource-generation processes that cut across life domains, enriching broader scholarly debates on adaptation, self-management, and proactive behaviour.

We draw on the Work–Home Resources (W-HR) model (Ten Brummelhuis & Bakker, 2012) to theorize how strategic renewal at home contributes to positive work outcomes. The W-HR model posits that contextual resources generated in one life domain can spill over into another by enhancing personal resources. We argue that strategic renewal at home fosters flow, an optimal state of engagement (Bakker, 2005, 2008), which in turn enhances self-efficacy, a personal belief in one's capacity to manage challenges (Bandura, 1997). These enriched personal resources then contribute to strategic renewal at work as employees transfer their renewed sense of control and capability into the workplace. Additionally, we propose that contextual conditions shape the strength of these processes: a family climate for creativity enhances the benefits of home-based strategic renewal for flow, while an organizational climate for creativity amplifies the impact of self-efficacy on strategic renewal at work. In this study, we pursue three key goals. First, we examine how strategic renewal at home influences strategic renewal at work. Second, we investigate the mediating mechanisms underlying this cross-domain relationship, focusing on the roles of flow and self-efficacy. Third, we explore how contextual climates in both the home and work domains moderate these processes.

This study makes four theoretical contributions. First, it extends the strategic renewal literature beyond organizational boundaries, showing that employees proactively restructure not only their work

but also their family environments. By conceptualizing strategic renewal as a cross-domain behaviour, we demonstrate how change-oriented actions unfold simultaneously across work and home contexts.

Second, we apply and extend the W-HR model by identifying strategic renewal at home as a novel type of contextual resource that generates personal resources (flow, self-efficacy), which in turn promote proactive behaviours in another domain. While previous studies on strategic renewal have predominantly used the Job Demands–Resources (JD-R) model (Gawke et al., 2017, 2018), our use of the W-HR model enables a more nuanced understanding of the dynamic interplay between home and work resources.

Third, this study elaborates on the resource-based mechanisms through which strategic renewal at home enhances strategic renewal at work. We offer a novel contribution to the literature on flow and self-efficacy by showing how flow at home, triggered by renewal activities, feeds into feelings of competence that carry over to the work domain. While flow has been primarily studied in work settings (Farina et al., 2018; Mihelič & Aleksić, 2017), home-based antecedents of flow at home and work-related consequences remain understudied.

Fourth, we foreground contextual factors—namely, family and organizational climates for creativity—that influence the efficacy of cross-domain renewal processes. In doing so, we answer calls to better integrate environmental conditions into models of self-efficacy development (Caesens & Stinglhamber, 2014). These factors help explain when and how strategic renewal translates into positive resource accumulation across domains.

By addressing these gaps, our study contributes to a more comprehensive understanding of how individuals cultivate adaptability across the home–work interface.

Please see our conceptual model in Figure 1, which we test using a matched dual-earner couple sample in the USA in a weekly diary study over 6 weeks.

WORK–HOME RESOURCES (W-HR) MODEL

Integrating the framework into our conceptual model

The W-HR model (Ten Brummelhuis & Bakker, 2012), grounded in the Conservation of Resources (COR) theory, provides a lens for understanding how employees navigate the resource demands of modern life across work and home domains. It conceptualizes cross-domain enrichment as the process by which contextual resources in one domain (e.g., family) generate personal resources (e.g.,

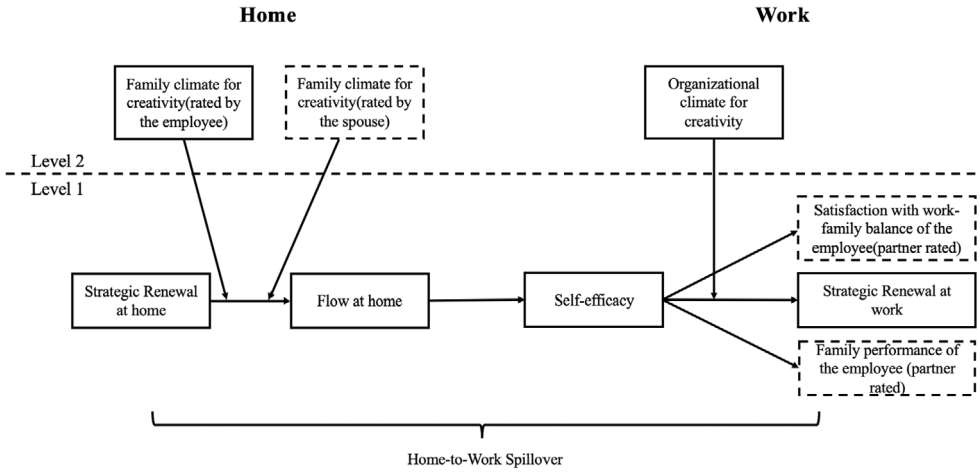

FIGURE 1 Conceptual model. Dotted boxes denote the variables that were rated by the partner.

self-efficacy, flow) that can be transferred to benefit outcomes in another domain (e.g., work). This model is especially apt for investigating strategic renewal behaviours because it emphasizes the dynamic and reciprocal nature of resource generation and transfer. Our conceptual model applies the W-HR framework to theorize how weekly strategic renewal behaviours in the home domain function as contextual resources that foster personal resources (flow and self-efficacy), which in turn influence work-based strategic renewal behaviours. This resource-based cascade is consistent with W-HR's core tenet: resources acquired in one domain enable enriched outcomes in another, especially when supported by context-specific resource affordances (e.g., climates for creativity). Further, the use of a weekly diary design aligns with the W-HR model's emphasis on dynamic, temporal processes. Capturing these constructs on a weekly basis allows us to model resource generation, transfer, and reinforcement over time. We draw on previous research (Bakker & Sanz-Vergel, 2013; Liu, Bakker, et al., 2023) that supports the use of weekly intervals for capturing the dynamic and fluctuating nature of personal resources, such as flow and self-efficacy.

While we also incorporate related theoretical perspectives – such as COR and self-efficacy theory – they are used in the service of elaborating the W-HR model. COR theory informs the idea that individuals strive to accumulate, protect, and invest resources (Hobfoll, 1989). Strategic renewal behaviours represent proactive investments to maintain or expand resources. Self-efficacy theory (Bandura, 1997) complements this view by explaining how mastery experiences (e.g., flow) reinforce individuals' confidence to navigate future challenges. Within our W-HR-based model, these theories clarify how and why contextual resources such as home-based renewal efforts generate upward spirals of resource gain across life domains.

HYPOTHESES DEVELOPMENT

Strategic renewal at home and flow at home

Flow refers to a psychological state of optimal experience characterized by intense absorption, intrinsic motivation, and enjoyment during an activity (Bakker & van Woerkom, 2017). In the work domain, flow has been associated with positive individual outcomes such as enhanced performance, creativity, and engagement (Debus et al., 2014). While the construct of flow has been extensively studied in professional contexts, recent scholarship has begun to recognize its relevance in nonwork domains, particularly within the nonwork environment, where individuals also engage in complex and meaningful tasks (da Silva deMatos et al., 2021; Heo et al., 2010). We extend this line of inquiry by examining weekly flow at home as a dynamic personal resource shaped by proactive resource management behaviours.

Strategic renewal—defined as intentional efforts to adapt to environmental change by revitalizing, reconfiguring, or creating resources (Agarwal & Helfat, 2009; Huy, 2005) – provides a critical lens through which to understand how individuals actively manage their home lives. When enacted in the home domain, strategic renewal might involve redesigning routines, renegotiating household responsibilities, or implementing new systems to manage caregiving, leisure, or domestic tasks. These behaviours represent proactive investments of time and effort aimed at maintaining or enhancing the family's adaptive capacity. Within the framework of the W-HR model, such strategic renewal behaviours constitute *contextual resources* – those derived from the social and physical environment – that support the generation of *personal resources* (Ten Brummelhuis & Bakker, 2012).

The W-HR model posits that contextual resources in one domain (e.g., home) can foster the development of personal resources (e.g., energy, engagement, self-efficacy), which can subsequently enrich experiences in either the same domain or a different one. Strategic renewal at home, by improving the structure, functionality, and emotional tone of the domestic environment, facilitates the psychological conditions necessary for flow: reduced distractions, increased autonomy, and alignment between one's goals and challenges. These conditions not only foster immediate experiences of immersion and intrinsic motivation but also contribute to ongoing psychological resilience.

Moreover, flow itself is considered a highly valuable personal resource, as it promotes well-being, creativity, and cognitive vitality (Bakker, 2005, 2008). From a W-HR perspective, the enrichment pathway initiated by strategic renewal behaviours extends beyond immediate functionality, generating internal states that can benefit individuals across domains and over time. This process aligns with resource gain spirals proposed by the model, whereby the accumulation of one resource (e.g., flow) leads to further acquisition of other resources and improved outcomes (Ten Brummelhuis & Bakker, 2012).

Emerging empirical evidence supports this dynamic. Liu, Lu, et al. (2023) found that the establishment and enhancement of home routines—a core element of strategic renewal—contribute to higher experiences of flow. Similarly, Verelst et al. (2023) demonstrate that proactive resource management behaviours improve personal well-being and engagement. These studies highlight the role of agency in shaping psychological outcomes and underscore the significance of home-based resource generation.

In summary, we argue that employees' weekly engagement in strategic renewal at home creates an enriched domestic environment that fosters the flow experience. This is consistent with the W-HR model's emphasis on the generation of personal resources through the activation of contextual ones.

Hypothesis 1. Employees' strategic renewal at home is positively associated with employees' flow at home, at the weekly level.

The moderating role of family climate for creativity

We propose that the positive relationship between employees' weekly strategic renewal at home and their experience of weekly flow at home is moderated by family climate for creativity. Specifically, we argue that this association is strengthened when the family environment is perceived as highly supportive of creativity. A family climate for creativity refers to the shared perception that the home environment encourages openness, curiosity, risk-taking, and the generation of new ideas among family members. This conceptualization draws from the broader literature on psychological climate, which defines climate as the collective perceptions of environmental attributes that influence individuals' behaviours and outcomes by shaping cues, contingencies, and social norms (Hunter et al., 2007).

Creativity is vital not only in organizations but also in family systems, where individuals must regularly adapt to evolving responsibilities, interpersonal demands, and external pressures. In the organizational domain, climate for creativity has been shown to significantly influence creative behaviours and outcomes. Research highlights two key insights: (1) creative individuals are particularly sensitive to the environmental conditions in which they operate (Mumford et al., 2012), and (2) perceptions of creativity-supportive climates are strong predictors of innovation and adaptive performance (Hunter et al., 2007). Extending this logic to the home domain, we conceptualize family climate for creativity as a *contextual home resource*—an ambient condition that shapes whether and how individuals can translate their proactive behaviours (such as strategic renewal) into enriched personal experiences like flow.

According to the W-HR model, the effectiveness of contextual resources in generating personal resources is not uniform; instead, it depends on the broader environmental conditions that either enable or constrain resource conversion. A creativity-enhancing family climate strengthens the resource-enriching potential of strategic renewal by fostering an open, stimulating, and psychologically safe environment. In such contexts, individuals are more likely to perceive their efforts as meaningful, feel supported in their proactive adjustments, and engage more deeply with their domestic roles. This interaction reflects the *synergistic resource-building* processes emphasized by the W-HR model, wherein individual behaviours (e.g., strategic renewal) and contextual factors (e.g., creativity climate) jointly shape the production of personal resources (e.g., flow).

Additionally, the influence of family climate may extend beyond the focal employee's perception. When family members—including partners—also perceive the home environment as conducive to creativity, they are more likely to provide emotional and instrumental support for the employee's renewal efforts. Such co-constructed perceptions can amplify the efficacy of those efforts, reinforcing

the psychological rewards of strategic engagement and further promoting flow. Recent work in vocational behaviour underscores the critical role of relational contexts in supporting creativity and proactive functioning. For example, Chen et al. (2024) show that family climates emphasizing collaboration and mutual support significantly enhance individuals' capacity for resource-building behaviours.

In sum, we argue that family climate for creativity moderates the strategic renewal–flow relationship by shaping how effectively individuals can capitalize on their proactive behaviours to experience psychological immersion and engagement at home.

Thus, we hypothesize:

Hypothesis 2a. The positive association between employees' strategic renewal at home and employees' flow at home is moderated by employees' perceived family climate for creativity, such that the association is stronger when employees' perceived family climate for creativity is high.

Hypothesis 2b. The positive association between employees' strategic renewal at home and employees' flow at home is moderated by partners' perceived family climate for creativity, such that the association is stronger when partners' perceived family climate for creativity is high.

Strategic renewal at home and self-efficacy

We propose that employees' weekly strategic renewal at home indirectly enhances their weekly self-efficacy through the mediating mechanism of weekly flow at home. Self-efficacy –defined as an individual's belief in their capability to execute tasks or handle challenges effectively (Bandura, 1997) – is a foundational personal resource with broad implications for functioning across both home and work domains. In the context of the W-HR model, self-efficacy can be seen as a personal resource that arises from investment in contextual resources and contributes to positive cross-domain outcomes (Ten Brummelhuis & Bakker, 2012).

Strategic renewal at home reflects a set of intentional, adaptive behaviours aimed at revitalizing household processes, structures, and relationships to better meet evolving demands (Agarwal & Helfat, 2009; Huy, 2005). These behaviours may include reorganizing childcare responsibilities, adjusting family routines, or implementing new approaches to household management. According to the W-HR model, such proactive efforts represent contextual resources that can stimulate personal resource generation – in this case, flow and self-efficacy. The model further suggests that the enrichment process often unfolds through dynamic, cascading mechanisms where one form of resource (e.g., strategic renewal) leads to the development of another (e.g., flow), which in turn fuels a third (e.g., self-efficacy).

Flow, characterized by deep engagement, enjoyment, and intrinsic motivation (Bakker & van Woerkom, 2017), serves as a key psychological pathway through which strategic renewal influences self-efficacy. When individuals experience flow, they often feel a heightened sense of control, accomplishment, and mastery—conditions that are ideal for building efficacy beliefs. Self-efficacy theory reinforces this notion, positing that perceptions of competence and capability are largely shaped by mastery experiences and successful performance episodes (Bandura, 1997). Weekly episodes of flow at home, catalysed by strategic renewal efforts, thus serve as enactive sources of information that strengthen individuals' beliefs in their ability to navigate future challenges both at home and at work.

This process is best understood as part of a resource gain spiral (Ten Brummelhuis & Bakker, 2012), where the accumulation of one resource (flow) fosters the development of another (self-efficacy), reinforcing adaptive functioning and proactive engagement over time. Empirical research supports this dynamic. For instance, Ellis et al. (2023) show that flow experiences significantly enhance self-perceptions of resourcefulness and competence, which are central to the development of self-efficacy. These findings underscore the importance of flow as a mediating mechanism in the broader process of personal resource enrichment.

In summary, we argue that when employees engage in strategic renewal at home, they are more likely to experience flow in that domain, which in turn reinforces their self-efficacy. This mediating process

reflects the layered, interdependent nature of resource development outlined in the W-HR model and self-efficacy theory.

Thus, we hypothesize:

> **Hypothesis 3.** Employees' strategic renewal at home is positively related to employees' self-efficacy via employees' flow at home, at the weekly level.

Strategic renewal at home and at work

We propose that employees' weekly strategic renewal at home is positively related to their weekly strategic renewal at work through a serial mediation process involving weekly flow at home and weekly self-efficacy. This pathway reflects the central logic of the W-HR model, which posits that contextual resources generated in one domain (e.g., the home) initiate a gain process by developing personal resources (e.g., flow and self-efficacy) that can transfer across domains and enable positive functioning in another domain (e.g., the workplace) (Ten Brummelhuis & Bakker, 2012).

Strategic renewal at home involves proactive efforts to restructure, revitalize, or reorganize family roles, routines, and resource allocation to meet evolving household demands (Agarwal & Helfat, 2009; Huy, 2005). These behaviours generate energy, focus, and emotional clarity—personal resources that manifest in heightened psychological engagement, or flow. Flow, in turn, functions as a powerful personal resource associated with vitality, mastery, and intrinsic motivation (Bakker & van Woerkom, 2017). The experience of flow provides individuals with an immediate sense of immersion and accomplishment that reinforces beliefs in their own capability –thereby strengthening self-efficacy.

Self-efficacy, defined as one's belief in their ability to perform tasks or meet challenges effectively (Bandura, 1997), is a key enabler of strategic renewal at work – a proactive process in which employees reconfigure their job roles and processes to respond to changing work demands (Agarwal & Helfat, 2009). Employees who feel confident in their ability to affect their environment are more likely to seek out opportunities for innovation, take calculated risks, and initiate role redefinitions. Thus, we argue that flow and self-efficacy act in tandem as a chain of resources –flow builds self-efficacy, which in turn activates strategic renewal behaviour in the work domain.

This proposed mechanism exemplifies a resource gain spiral, a central concept in both the W-HR model and self-efficacy theory. The W-HR model highlights how contextual resources from the home domain (e.g., strategic renewal) lead to resource generation (e.g., flow), which then catalyses further resource accumulation (e.g., self-efficacy) that spills over to improve functioning at work (Ten Brummelhuis & Bakker, 2012). Self-efficacy theory complements this by explaining how internal perceptions of capability motivate individuals to pursue higher-level goals and overcome challenges (Bandura, 1997).

In summary, we contend that proactive home environment management initiates a cascading enrichment process that culminates in strategic adaptation and innovation in the workplace.

> **Hypothesis 4.** Employees' strategic renewal at home is positively related to employees' strategic renewal at work via employees' flow at home and self-efficacy, at the weekly level.

Self-efficacy and strategic renewal at work

Within the W-HR model, self-efficacy functions as a core personal resource that facilitates adaptive functioning and goal-directed behaviour across domains (Ten Brummelhuis & Bakker, 2012). We propose that weekly self-efficacy –reflecting employees' belief in their ability to manage and respond effectively to life demands – plays a central role in enabling strategic renewal at work.

Strategic renewal at work involves proactive behaviours aimed at adapting, revitalizing, or reconfiguring one's role or work practices to respond to shifting challenges and improve alignment with

organizational demands (Agarwal & Helfat, 2009). Employees high in self-efficacy are more likely to initiate and persist in such change-oriented behaviours because they feel capable of influencing their environment and effecting meaningful outcomes. According to self-efficacy theory, behavioural engagement is shaped by individuals' internal expectations of mastery and success (Bandura, 1982). Those with high self-efficacy are more confident in their ability to overcome obstacles and capitalize on growth opportunities, thereby increasing their likelihood of engaging in strategic renewal.

In this way, self-efficacy serves as a psychological enabler of strategic action. Employees who feel competent are more inclined to take ownership over their roles, challenge existing norms, and proactively explore new ways of working (Demerouti et al., 2012). This aligns with the resource enrichment principle of the W-HR model: individuals who accumulate personal resources, such as confidence and resilience, are better equipped to invest those resources into achieving positive work outcomes. Weekly fluctuations in self-efficacy may therefore directly influence whether and how employees engage in adaptive behaviours like strategic renewal.

> **Hypothesis 5.** Employees' self-efficacy is positively associated with employees' strategic renewal at work, at the weekly level.

Building on this argument, we propose that weekly flow at home indirectly influences strategic renewal at work through its effects on self-efficacy. Flow is a state of deep psychological engagement characterized by enjoyment, concentration, and a sense of optimal challenge (Bakker, 2008). While most often studied in work contexts, flow can also occur during nonwork activities – particularly when individuals are immersed in meaningful and well-structured routines at home. In this study, we conceptualize flow at home as a personal resource generated through proactive domestic engagement.

According to the W-HR model, personal resources developed in the home domain can spill over and enhance outcomes in the work domain (Ten Brummelhuis & Bakker, 2012). Weekly flow at home contributes to a resource gain process by fostering experiences of mastery and control – conditions that support the development of self-efficacy. This view is further reinforced by self-efficacy theory, which highlights the importance of past mastery experiences in shaping efficacy beliefs (Bandura, 1982). When individuals experience flow during home-based activities, they are likely to feel more capable, resourceful, and ready to tackle challenges in other domains.

This home-to-work enrichment pathway suggests that the psychological benefits of flow at home contribute to an upward spiral of resource development. Employees who experience flow are more likely to carry over those gains in the form of enhanced self-efficacy, which in turn increases their engagement in strategic renewal behaviours at work. Prior research supports this process: flow has been linked to a variety of positive work outcomes, including creativity, task performance, and proactive behaviour (Yan et al., 2013). Thus, flow at home may play a foundational role in facilitating adaptive functioning in the workplace by building the self-belief required to initiate strategic renewal.

Thus, we hypothesize:

> **Hypothesis 6.** Employees' self-efficacy mediates the relationship between employees' flow at home and employees' strategic renewal at work, at the weekly level.

The moderating role of organizational climate for creativity

We propose that the positive relationship between employees' weekly self-efficacy and their engagement in weekly strategic renewal at work is moderated by the organizational climate for creativity. Organizational climate for creativity refers to employees' shared perceptions of how their immediate work environment fosters innovation, risk-taking, and idea generation – through attributes such as challenge, involvement, autonomy, trust, openness, and support for new ideas.

Strategic renewal at work involves employees' proactive efforts to redesign, revitalize, or reallocate their work tasks and resources in response to dynamic environmental demands (Agarwal & Helfat, 2009). While individual-level confidence in one's capabilities – that is, self-efficacy (Bandura, 1982) – drives such renewal behaviours, the strength of this relationship depends on whether the organizational environment affords or constrains these efforts. High self-efficacy motivates employees to explore new strategies and extend their roles (Demerouti et al., 2012), but the translation of this confidence into action is likely stronger when the work context encourages creativity and innovation.

This interaction exemplifies the W-HR model's enrichment process, wherein personal resources (e.g., self-efficacy) are most likely to be deployed and effective when they align with contextual work resources (e.g., supportive climates) to produce positive work outcomes (Ten Brummelhuis & Bakker, 2012). A creativity-supportive climate enables individuals to experiment without fear of failure, feel trusted, and take initiative—conditions that amplify the behavioural impact of self-efficacy. Prior work underscores the significance of such climates in predicting innovation and discretionary behaviours (Oldham & Cummings, 1996; Schneider et al., 1994).

Therefore, we argue that employees who perceive a high organizational climate for creativity will show a stronger association between their weekly self-efficacy and weekly strategic renewal at work.

> **Hypothesis 7.** The positive association between employees' weekly self-efficacy and employees' weekly strategic renewal at work is moderated by the weekly organizational climate for creativity, such that the association is stronger when the weekly organizational climate for creativity is high.

Home domain outcomes of self-efficacy

In addition to its workplace implications, we argue that employees' weekly self-efficacy contributes to positive experiences in the home domain, specifically by enhancing both their own and their partners' satisfaction with work–family balance and family performance. Self-efficacy – the belief in one's ability to carry out actions necessary to achieve desired outcomes – is a personal resource that supports confident and capable role management across domains (Bandura, 1982).

According to the W-HR model, self-efficacy developed in one domain (e.g., work) can spill over to enrich outcomes in another (e.g., home) by enabling employees to navigate competing demands better and reduce cross-domain strain (Ten Brummelhuis & Bakker, 2012). Employees who feel capable in their roles are more likely to manage work stress effectively, reduce its intrusion into home life, and contribute constructively to family functioning. This not only fosters their own satisfaction with work–family balance but also enhances their partners' perceptions of their family involvement and overall performance.

Self-efficacy theory supports this view through the notion of generalization of actions, which posits that prior successful experiences increase confidence in managing future challenges, even in different domains. As individuals achieve mastery at work and build self-efficacy, they carry this resource into the home, where it promotes proactive and supportive engagement with family responsibilities. Empirical studies have linked higher self-efficacy to lower work–family conflict and greater relational satisfaction (Nicklin et al., 2022; Puente-Díaz & Cavazos-Arroyo, 2017), reinforcing the resource-based spillover pathway we propose.

Thus, we argue that employees' self-efficacy is positively associated with their partners' satisfaction with how the employee manages the work–family interface and their contributions to family life.

> **Hypothesis 8a.** Employees' self-efficacy is positively associated with their partners' satisfaction with employees' work–family balance, at the weekly level.

> **Hypothesis 8b.** Employees' self-efficacy is positively associated with their partners' satisfaction with employees' family performance, at the weekly level.

METHOD

Sample and procedure

We selected a weekly interval for our experience sampling design to align with our research focus on spillover processes that extend beyond a single day. Spillover effects, such as strategic renewal at home influencing workplace behaviours, often involve activities and experiences that require longer temporal dynamics to manifest. Weekly intervals are particularly well-suited for capturing these cumulative processes, as they provide participants with sufficient time to engage in meaningful activities in both home and work domains while minimizing participant fatigue associated with more frequent daily surveys.

The participants of the study were recruited through ROI Rocket in the United States, a leading provider of high-quality research services widely used in organizational behaviour and management research (see example Lin et al., 2019; Stollberger et al., 2022). Eligible participants were dual-earner employees working full-time in the United States and living with their partners. Interested employees volunteered to participate, and their partners were subsequently invited to join the study. This approach ensured that the participating couples were comparable regarding their work–family configurations. To assess generalizability, we consulted with the company to confirm that our final sample was demographically and occupationally representative of the broader dual-earner population. Participants received an average monetary incentive of $130 for completing the surveys. All participants gave informed consent, and all data were collected through online surveys.

The study consisted of two phases: a baseline survey and a 6-week experience sampling phase. The baseline survey, conducted 1 week prior to the experience sampling phase, assessed the moderators including family climate for creativity (the employee and the partner) and organizational climate for creativity (the employee), and also gathered demographic data from both partners in each couple. Throughout the experience sampling phase, participants completed weekly surveys at the end of each week for six consecutive weeks. Survey links were distributed every Friday at 4:00 pm, and participants had a three-hour response window to ensure their reports accurately reflected events and experiences close to the end of their work and home week. This fixed schedule improved response consistency while reducing recall bias.

In the weekly survey, the focal employee's weekly survey assessed variables including strategic renewal at work and home, flow at home, and self-efficacy. The partner's weekly survey included assessments of satisfaction with the work-life balance of the focal employee and the family performance of the focal employee.

Of the 150 dual-earner couples initially recruited, 147 couples fully completed the study, resulting in 674 matched weekly survey responses. Participants worked across diverse industries, including banking, healthcare, consulting, and information technology. Demographically, the sample comprised heterosexual couples, evenly split by gender (50% female, 50% male). For focal participants, the average age was 34.64 years (SD = 7.37), with an average organizational tenure of 10.19 years (SD = 8.12). For partners, the average age was 35.15 years (SD = 7.55), and their average organizational tenure was 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).

Weekly 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 et al. (2019) and included four items. The employees reported whether they engaged in the strategic renewal at home over the past week. Example items include: 'You've undertaken activities to realize change in your family life' ($\alpha = .76$).

Weekly 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 et al. (2019) and included four items. The employees reported whether they engaged in the strategic renewal at work over the past week. Example items include: 'Last week, you've undertaken activities to realize change in your work' and 'You've conceptualized new ways of working for your work'. ($\alpha = .84$).

Weekly flow at home (employee-rated)

Flow at home was measured with 10 items and adapted from the flow short scale developed by Rheinberg (2015). The employees reported to what extent they experienced flow at home over the past week. An example item is: 'At home, your thoughts/activities ran fluidly and smoothly'. ($\alpha = .75$).

Weekly self-efficacy (employee-rated)

Self-efficacy was rated by the focal employee and included three items from the Generalized Self-Efficacy scale developed by Schwarzer and Jerusalem (1995). The employees reported to what extent they experienced self-efficacy over the past week. An example item from this scale is: 'You trusted that you could handle unexpected events efficiently'. ($\alpha = .77$).

Weekly satisfaction with work-life balance (partner-rated)

Satisfaction with work-life balance was rated by the partner 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'. ($\alpha = .82$).

Weekly family performance of the employee (partner-rated)

Family performance of the employee was again rated by the partner 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'. ($\alpha = .79$).

Family climate for creativity (employee and partner-rated)

Family climate for creativity was adapted from the Family Climate for Creativity Scale developed by Sung et al. (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, .82 for partners).

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 et al. (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'. ($\alpha = .87$).

Controls

In this study, we also controlled for both the employee's and the partner's age, organizational tenure, and number of children. Including these control variables did not meaningfully alter the pattern of results; therefore, for parsimony, we do not report them in the main analysis.

Analytical strategy

Given the nested structure of our data – weekly observations (Level 1) nested within individuals (Level 2) – we employed multilevel modelling using Mplus 8.3 (Muthén & Muthén, 2009) to test our hypotheses. This approach allowed us to simultaneously examine both within-person (week-level) and between-person (trait-level) processes. We first assessed the suitability of multilevel modelling by calculating intraclass correlation coefficients (ICCs) for our weekly variables: strategic renewal at home (ICC = 68%), flow at home (67%), self-efficacy (61%), strategic renewal at work (72%), family performance (76%), and satisfaction with work–family balance (64%). These results demonstrated substantial within-person variance, confirming the appropriateness of a multilevel approach.

We group-mean centered weekly predictors and grand-mean centered control and baseline variables (Ohly et al., 2010). We tested the model using multilevel path analysis. To examine mediation effects, we followed the procedures recommended by Preacher et al. (2010), employing Monte Carlo simulation in R with 20,000 iterations to generate bias-corrected 95% confidence intervals (Selig & Preacher, 2008). Indirect effects were considered significant if the confidence interval did not include zero. For cross-level interactions, we used the random slope method, allowing the strength of within-person relationships to vary as a function of between-person moderators.

RESULTS

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

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. The proposed model (9-factor model) showed a satisfactory fit with the data ($\chi^2 = 935.446$; $df = 477$, $\chi^2/df = 1.96$, $p < .01$; Comparative Fit Index (CFI) = .95; Tucker Lewis Index (TLI) = .95; root mean square error of approximation (RMSEA) = .04; standardized root mean square residual (SRMR) within = .04; SRMR between = .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: $\chi^2 = 2717.416$; $df = 482$, $\chi^2/df = 5.64$, $p < .01$; CFI = .78; TLI = .74; RMSEA = .08; SRMR within = .1; SRMR between = .07). In Alternative Model 2, we combined self-efficacy and strategic renewal at work into one factor (8-factor model: $\chi^2 = 1606.340$; df = 482, $\chi^2/df = 3.33$, $p < .01$; CFI = .88; TLI = .87; RMSEA = .06; SRMR within = .09; SRMR between = .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: $\chi^2 = 1764.371$; $df = 490$, $\chi^2/df = 3.6$, $p < .01$; CFI = .87; TLI = .86; RMSEA = .06; SRMR within = .12; SRMR between = .15). In Alternative Model 4, we combined family climate for creativity (perceived by the employee), family climate for creativity (perceived by the partner), strategic renewal at home, and flow at home into one factor (5-factor model: $\chi^2 = 4681.541$; $df = 917$, $\chi^2/df = 5.11$, $p < .01$; CFI = .61; TLI = .59; RMSEA = .08; SRMR within = .29; SRMR between = .24). The results showed that our proposed model had a better fit than the other alternative models, supporting the discriminant validity of the data.

TABLE 1 Means, standard deviations, correlations, and internal reliabilities.

Variable	ICC (1)	Mean	SD	1	2	3	4	5	6	7	8	9	10
1 Week	n.a.	4.58	1.68	n.a.									
Week level													
2 Strategic renewal at home	68%	4.89	1.38	.08	(.76)								
3 Flow at home	67%	5.25	.99	.33**	.57**	(.75)							
4 Self-efficacy	61%	5.69	1.00	.16	.51**	.69**	(.77)						
5 Strategic renewal at work	72%	4.78	1.49	.05	.81**	.51**	.51**	(.84)					
6 Satisfaction with work–family balance of the employee (reported by the partner)	64%	5.49	1.10	.15	.65**	.68**	.58**	.36**	(.82)				
7 Employee family performance (reported by the partner)	76%	5.64	1.14	.21**	.51**	.53**	.59**	.40**	.75**	(.79)			
General level													
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 partner)	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.

*$p < .05$. **$p < .01$.

The results of direct effects

Please refer to Figure 2 to see the results of the overall model.

Hypothesis 1 proposed a positive relationship between *strategic renewal at home and flow at home*. Our results showed that employee strategic renewal at home was positively associated with employee flow at home ($\beta = .23$, SE = .03, $p < .01$). This result is consistent with the W-HR model's proposition that contextual resources, such as proactive restructuring of family routines, foster personal resources like flow. Hypothesis 5 proposed that employee self-efficacy would be positively related to strategic renewal at work. This hypothesis was supported, as self-efficacy significantly predicted strategic renewal at work ($\beta = .30$, SE = .05, $p < .01$). As theorized, employees who feel capable of managing challenges are more likely to proactively reconfigure their work practices. This aligns with both the W-HR model and self-efficacy theory. Hypothesis 8(a) proposed a positive relationship between employee self-efficacy and their partner's satisfaction with the employee's work-family balance. Our findings supported this hypothesis, revealing a significant positive association ($\beta = .31$, SE = .04, $p < .01$). Similarly, Hypothesis 8(b) predicted that employee self-efficacy would be positively related to their partner's perception of the employee's family performance. This hypothesis was also supported, with results indicating a significant positive relationship ($\beta = .15$, SE = .04, $p < .01$). Taken together, these findings affirm that when employees feel efficacious, they are perceived by their partners as more competent in managing dual roles, reflecting the cross-domain enrichment process proposed by the W-HR model.

The results of indirect effects

Hypothesis 3 proposed that employee strategic renewal at home would be positively related to employee self-efficacy via flow at home. This hypothesis was supported by the confidence interval that does not include a value of zero (95% CI = [.03, .08]). These results reinforce the idea that flow experiences serve as key psychological mechanisms through which engagement in adaptive, home-based behaviours fosters personal resource development.

Hypothesis 4 proposed that employee strategic renewal at home would be positively related to strategic renewal at work via flow at home and self-efficacy. As presented in Table 2, we found that employee strategic renewal at home was positively associated with employee flow at home ($\beta = .23$, SE = .03, $p < .01$). Employee flow at home, in turn, was positively related to employee self-efficacy ($\beta = .42$, SE = .05, $p < .01$). Finally, employee self-efficacy was positively related to employee strategic renewal at work ($\beta = .30$, SE =

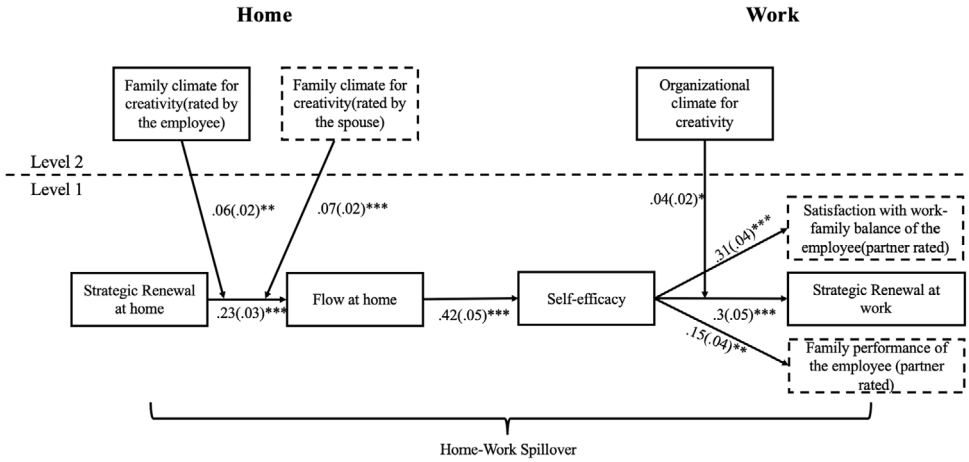

FIGURE 2 Model results. Dotted boxes denote the variables that were rated by the partner. *$p < .05$. **$p < .01$. ***$p < .001$.

TABLE 2 Multilevel modelling results.

	Dependent variable: flow at home						Dependent variable: strategic renewal at work		
	Model 1			Model 2			Model 3		
Variables	**Estimate**	**SE**	***t***	**Estimate**	**SE**	***t***	**Estimate**	**SE**	***t***
Intercept	3.22	.42	7.67**	3.32	.39	8.51**	.68	.70	.97
Strategic renewal at home	.23	.03	7.67**	.23	.03	7.67**			
Self-efficacy							.27	.05	5.4**
Family climate for creativity (perceived by the employee)	.58	.07	8.29**						
Family climate for creativity (perceived by the partner)				.57	.07	8.14**			
Organizational climate for creativity							.47	.09	5.22**
Strategic renewal at home × Family climate for creativity (perceived by the employee)	.06	.02	3.0**						
Strategic renewal at home × Family climate for creativity (perceived by the partner)				.07	.02	3.5**			
Self-efficacy × Organizational climate for creativity							.04	.02	2.0*
Level 1 intercept variance (SE)	.39	.06		.38	.06		.69	.11	
Level 2 intercept variance (SE)	.37	.09		.35	.07		.24	.30	

Note: $N = 147$ matched dual-earner couples completed 674 data points.

*$p < .05$. **$p < .01$.

.05, $p < .01$). The total series indirect relationship between strategic renewal at home and strategic renewal at work via flow at home and self-efficacy was significant ($\beta = .09$, SE = .02, $p < .01$). Therefore, hypothesis 4 was supported. This finding illustrates a cascading resource gain process, consistent with the W-HR model, whereby home-based contextual resources (strategic renewal) initiate a series of personal resource gains (flow and self-efficacy), ultimately enriching work-domain functioning.

Hypothesis 6 proposed that employee self-efficacy would mediate the association between employee flow at home and employee strategic renewal at work. As the confidence interval does not include a value of zero (95% CI = [.07, .16]), this hypothesis was supported. This result lends further support to the theoretical argument that flow-induced perceptions of mastery and competence translate into enhanced confidence, which then enables proactive adaptation in the workplace.

The results of the moderation effects

Hypothesis 2(a) proposed that the positive association between employee strategic renewal at home and flow at home would be moderated by the family climate for creativity perceived by the employee. This hypothesis was supported because the interaction term was significant ($\beta = .06$, SE = .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 ($\beta = .42$, SE = .09, $p < .01$). When employee perceives a low level of family climate for creativity, the simple slope was not significant ($\beta = -.09$, SE = .12, $p = .46$). Hypothesis 2(b) proposed that the positive association between employee strategic renewal at home and employee flow at home would be moderated by the family climate for creativity perceived by the partner. This hypothesis was also supported because the interaction term was significant ($\beta = .07$, SE = .02, $p < .01$; 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 partner perceives a high level of family climate for creativity, the simple slope was significant and positive ($\beta = .39$, SE = .08, $p < .01$). When employee's

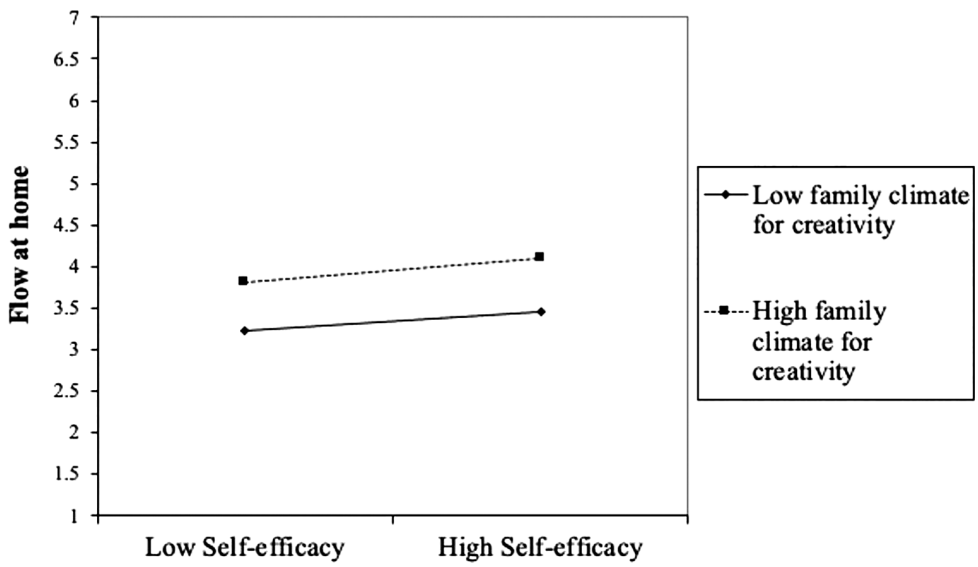

FIGURE 3 The link between weekly strategic renewal at home and weekly flow at home moderated by family climate for creativity (perceived by the employee).

partner perceives a low level of family climate for creativity, the simple slope was not significant ($\beta = -.10$, SE = .12, $p = .39$). These findings highlight that the effectiveness of strategic renewal at home in fostering flow depends on the family climate for creativity. When the home environment supports openness and idea-sharing, strategic behaviours are more likely to translate into personal resource gains.

Hypothesis 7 proposed that the positive association between employee self-efficacy and employee strategic renewal at work would be moderated by the organizational climate for creativity perceived by the employee. This hypothesis was also supported because the interaction term was significant ($\beta = .04$, SE = .02, $p < .05$; Table 2, Model 3). We plotted the interaction at 1SD above and 1SD below the mean

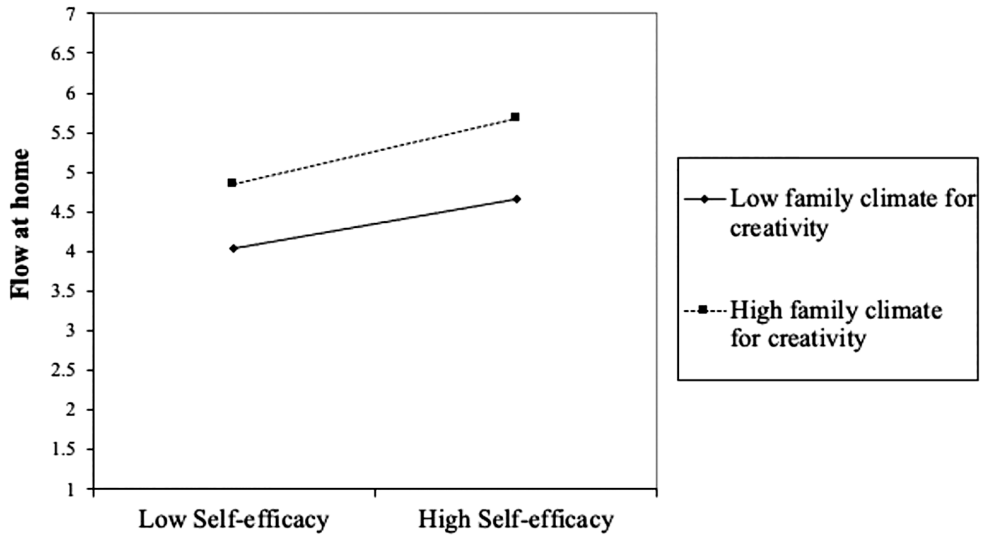

FIGURE 4 The link between weekly strategic renewal at home and weekly self-efficacy moderated by family climate for creativity (perceived by the partner).

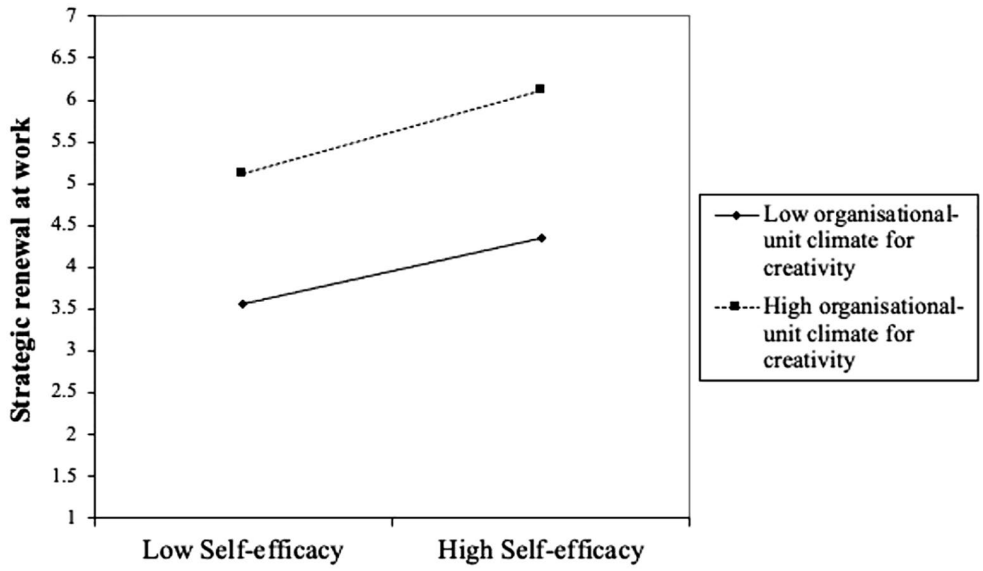

FIGURE 5 The link between weekly self-efficacy and weekly strategic renewal at work moderated by organizational unit climate for creativity.

of the family climate for creativity perceived by the employee. Figure 5 presents the plotted interaction effects. When employees perceive a high organizational climate for creativity, the simple slope was significant and positive ($\beta = .80$, SE = .17, $p < .01$). When employees perceive a low level of organizational climate for creativity, the simple slope was not significant ($\beta = .06$, SE = .24, $p = .79$). This finding suggests that the link between self-efficacy and strategic renewal at work is contingent on organizational climate. When employees perceive a high climate for creativity, their confidence is more likely to translate into proactive renewal behaviours.

DISCUSSION

Theoretical contributions

This study offers several key contributions to the literature on strategic renewal, self-efficacy, and the W-HR model by investigating how individuals proactively manage resources across home and work domains. Using a multilevel, weekly diary design, we move beyond prior studies that treat personal resources as static or confine strategic renewal to workplace settings. Our findings highlight how strategic renewal behaviours enacted at home initiate dynamic, cross-domain enrichment processes that influence both personal and professional functioning (Rofcanin et al., 2019).

First, we extend the concept of strategic renewal beyond organizational contexts into the home domain, offering a novel framework for examining how individuals adapt to changing family environments through proactive restructuring of routines, responsibilities, and support systems. Prior research has concentrated on strategic renewal as a firm- or team-level adaptation process (Herbane, 2019; Shu et al., 2019; Warner & Wäger, 2019). Our study introduces strategic renewal at home as a theoretically distinct but functionally analogous behaviour that generates contextual resources with spillover potential. By applying the W-HR model, we show that these behaviours are not isolated to one domain but instead generate personal resources – specifically, flow and self-efficacy – that support strategic functioning at work. This challenges the prevailing segmentation in renewal literature and aligns with calls to examine proactive agency across integrated life systems (Ellis et al., 2023).

Second, our findings offer new insights into the antecedents and consequences of self-efficacy in both work and non-work domains. While self-efficacy has traditionally been studied as a predictor of task performance, job satisfaction, and engagement (Caesens & Stinglhamber, 2014; Gore Jr., 2006; Luthans & Peterson, 2002), our results demonstrate that it also functions as a conduit through which personal resources created at home—particularly through flow – translate into outcomes such as strategic renewal at work and family performance. This not only supports existing theorizing on cross-domain spillover but also shows how resource-enriched individuals are better able to fulfill dual roles. By doing so, we respond to recent scholarship (French et al., 2020) that emphasizes the importance of work–family balance in shaping adaptive capacity and psychological well-being. Importantly, our model reveals how flow at home catalyses self-efficacy development, underscoring the home domain as a source of personal resource gain rather than mere recovery.

Third, our study deepens the understanding of the W-HR model by demonstrating how contextual resources in one domain initiate a resource gain process that extends across boundaries. Our findings support the model's core proposition: that contextual enrichment – here, through strategic renewal at home – leads to the accumulation of personal resources (Ten Brummelhuis & Bakker, 2012). Consistent with Verelst et al. (2023), who link proactive crafting behaviours with resource generation, our results show how flow and self-efficacy form a gain spiral that extends beyond domain boundaries. Notably, we found that the quality of home interactions plays a critical role in moderating these dynamics. As recent work by Wang et al. (2024) highlights, relational distractions such as phubbing can erode the benefits of resource transfer. Our results reinforce this, showing that positive, engaged home environments are essential for facilitating effective crossover and spillover from home to work.

Fourth, we contribute to methodological advances by leveraging a weekly diary design that captures resource dynamics over time. Much of the existing literature has focused on between-person differences or static snapshots (Airila et al., 2014). Our design allows us to observe fluctuations in flow, self-efficacy, and renewal behaviours across weeks, providing a more fine-grained understanding of resource accumulation. Weekly intervals are ideally suited to capturing processes such as flow and self-efficacy, which are dynamic but stable enough to observe meaningful variation. Our design also minimizes recall bias and strengthens internal validity through multi-source, multi-wave data collection (Kim & Beehr, 2017).

Fifth, we clarify the boundary conditions that shape resource enrichment across domains. Our study demonstrates that both family climate for creativity and organizational climate for creativity play crucial moderating roles in enhancing the effectiveness of strategic renewal and self-efficacy. A family climate that supports experimentation, collaboration, and openness helps individuals extract greater resource value from their renewal efforts, leading to heightened flow and confidence. These findings resonate with Wang et al. (2024), who emphasize the importance of supportive home dynamics in enabling well-being and performance. On the work side, our results show that when employees perceive their organizational climate as creativity-supportive, the link between self-efficacy and strategic renewal is strengthened. This reinforces Liu, Lu, et al.'s (2023) argument that proactive strategies must be met with environmental affordances to yield meaningful outcomes.

Importantly, these climate effects are not isolated but synergistic. Individuals who experience support at home and at work are better positioned to sustain and leverage resource accumulation processes. This dual-domain support underscores the importance of integrated policy efforts that not only promote flexible working conditions but also foster creativity-supportive environments across life domains. By connecting climate, personal agency, and proactive behaviour, our findings bridge gaps between individual-level theories of self-efficacy and broader contextual models of enrichment and adaptation.

Sixth, our findings contribute to growing efforts to refine the explanatory power of the W–HR model by aligning it more closely with the nuanced interplay between need satisfaction, contextual affordances, and resource management across domains. Recent work by Baumann and Wilson (2024) underscores that need satisfaction in both work and home domains – particularly autonomy, competence, and relatedness – acts as a pivotal antecedent of well-being and performance. Our study complements this line of research by illustrating how strategic renewal at home serves not only as a behavioural response to contextual demands but also as a vehicle through which need satisfaction (e.g., competence via self-efficacy; relatedness via creative climates) is realized. In doing so, we extend the utility of the W–HR framework from passive resource spillover to active, need-driven resource crafting, reinforcing the model's capacity to capture resource gain spirals as part of proactive life management strategies.

Furthermore, this study reinforces and expands the view that strategic renewal can be framed as a proactive form of job crafting, bridging debates between work–home interface and proactivity research. Wang et al. (2024) show that home-based contextual resources (such as work–family support) foster relational and cognitive job crafting at work, thereby enhancing creativity. Our findings align with this logic and further emphasize how strategic renewal at home operates as a form of intentional role redesign that enables resource accumulation and transfer across domains. Building on Aw et al. (2020), who argue for a dyadic understanding of home-based helping behaviour and family functioning, we show that strategic renewal enacted in one domain can be amplified – or constrained – by the climate and relational dynamics of the other. Thus, we position strategic renewal as a boundary-spanning behavioural mechanism that not only responds to contextual support and hindrance (e.g., creativity climate or phubbing) but also drives enrichment through role adaptation and self-regulatory capacity.

Practical implications

This study offers several actionable insights for individuals, managers, and organizations aiming to foster employee adaptability, performance, and well-being through cross-domain strategic renewal behaviours.

First, our findings emphasize the critical role of self-efficacy as a central personal resource enabling employees to engage in strategic renewal at work. Self-efficacy – individuals' belief in their capacity to manage tasks and challenges – underpins proactive behaviour and is positively associated with job performance, engagement, and creativity (Bandura, 1997; Caesens & Stinglhamber, 2014). Given its developmental nature, organizations can support self-efficacy by offering skill/resource-building and feedback-rich interventions. Training programmes that reinforce learning through mastery experiences, emphasize past accomplishments, and strengthen resilience in the face of change can enhance employees' generalized confidence in their ability to adapt. Moreover, mentoring and coaching programs can provide employees with structured opportunities for reflection, growth, and positive reinforcement, helping to create the psychological conditions conducive to strategic renewal.

Second, the results reveal that employees' strategic renewal behaviours at home significantly influence their work functioning, underscoring the importance of the home domain as a site of personal resource generation. Employees who proactively reorganize their family lives – for example, adapting routines or resolving household challenges – are more likely to experience flow, self-efficacy, and renewal in the workplace. This home-to-work spillover highlights the value of family-supportive workplace practices. Organizations can enhance this process by encouraging managers to engage in family-supportive supervisor behaviours (FSSBs) (Guo et al., 2024), which refer to behaviours exhibited by supervisors to support employees' family roles (Hammer et al., 2009), and individualized flexibility agreements (I-deals) (Anand & Rofcanin, 2022), which are customized, mutually beneficial arrangements negotiated between employees and employers that allow for nonstandard work terms tailored to individual needs (Rousseau et al., 2006), and considering remote work accommodations (Leonardi et al., 2024). These not only help employees manage family responsibilities but also facilitate the accumulation of transferable resources that enhance workplace creativity, focus, and adaptability. In doing so, such practices contribute to positive work-family balance, employee retention, and job satisfaction.

Third, our findings underscore the importance of contextual support for creativity – both at home and at work – in maximizing the benefits of personal resources like self-efficacy. Specifically, employees with high self-efficacy are more likely to engage in strategic renewal when their organizational climate fosters creativity. To cultivate this environment, managers and HR leaders should promote psychological safety, open dialogue, and a tolerance for risk-taking. This might involve creating dedicated 'innovation hours', establishing cross-functional creative teams, recognizing experimentation, and rewarding initiative – even when efforts do not immediately succeed. Managers can further support this climate by modelling openness to new ideas, offering constructive feedback, and making time for employee reflection and ideation.

Finally, this study demonstrates that employee performance and adaptability are shaped by the interplay between home and work domains. Consequently, organizations should adopt a holistic, dual-domain approach to resource development. Supporting employees in cultivating personal resources outside of work – through wellness programmes, access to counselling services, family care support, or leisure-oriented incentives – can enhance energy and engagement during working hours. Leadership development programmes should also include training on work–family dynamics, equipping managers to respond empathically and effectively to employees' dual responsibilities. This is particularly important in flexible or hybrid work arrangements, where the lines between home and work are increasingly fluid.

In sum, organizations that recognize and reinforce the bidirectional linkages between home-based renewal and work-based performance will be better positioned to build a resilient, engaged, and strategically adaptive workforce.

Limitations and future research avenues

Despite its strengths, including the novel introduction of strategic renewal and flow into the home domain, this study has several limitations that open avenues for future research.

First, we did not explore all contingencies for how strategic renewal at home relates to flow at home or how self-efficacy influences strategic renewal at work. While this study focuses on the contextual conditions of family and organizational climates for creativity, future research could examine the influence of individual-level variables such as personality traits (e.g., proactive personality, resilience), as well as dynamic support systems like partner emotional support, supervisor encouragement, and co-worker collaboration. These factors may further shape how strategic renewal processes unfold across domains (Ellis et al., 2023; Liu, Lu, et al., 2023). Incorporating these variables would provide a more nuanced understanding of resource accumulation and transfer processes within the W-HR framework.

Second, although we adopted a weekly diary design to capture the weekly variation in our variables, this research design cannot establish causality. Future research could employ time-lagged or longitudinal research designs to capture better the causal mechanisms underlying strategic renewal at home and work (Bakker, 2023). Moreover, experimental or intervention-based studies, such as implementing specific family or workplace resource-building activities, could offer more direct evidence for these mechanisms.

Third, employees self-reported all other variables in this study, except for family climate for creativity, family performance, and satisfaction with work–family balance, raising potential concerns about common method variance. While we mitigated this concern by including matched partner data, future research could incorporate objective measures (e.g., performance evaluations, biometric data) or third-party ratings (e.g., supervisor or team member evaluations of strategic renewal behaviours) to triangulate findings (French et al., 2020).

Fourth, we acknowledge that our study focused on general self-efficacy, which reflects an individual's broad sense of capability across roles and settings. This choice aligns with the W-HR model, which assumes that portable personal resources – such as confidence or motivation – are central to cross-domain enrichment. However, we recognize that domain-specific forms of efficacy, such as family-role self-efficacy (Grether et al., 2018), may offer additional explanatory power in future studies.

Finally, there is substantial potential for exploring broader antecedents of employees' strategic renewal behaviours at work within the literature on intrapreneurial behaviours. This study, guided by the W-HR model, emphasized home-domain predictors. Future research could explore the role of leadership styles, such as transformational or servant leadership, in fostering strategic renewal at work. While limited research has addressed this topic (Gerards et al., 2020), leadership has been shown to shape employees' resource generation and adaptation behaviours (Liu, Lu, et al., 2023). Moreover, leadership behaviours that promote work–family integration could amplify employees' capacity for strategic renewal, aligning with emerging findings in work–family balance research (French et al., 2020). By addressing these limitations and pursuing these future research directions, scholars can deepen our understanding of strategic renewal processes and their broader implications for work–family dynamics, organizational behaviour, and employee well-being.

CONCLUSION

In closing, this study offers a fresh perspective on how proactive, strategic behaviours at home can meaningfully enhance performance and adaptability at work. By positioning the home as a generative space for personal and relational resources, we move beyond the traditional confines of workplace-centric models and call attention to the untapped potential of cross-domain resource dynamics. As the boundaries between work and home continue to evolve in an increasingly hybrid world, understanding how employees cultivate and transfer resources across these domains becomes essential. Our findings not only deepen theoretical insights into the W-HR model and strategic renewal but also open up practical pathways for creating environments – at home and at work – that empower individuals to thrive adaptively and sustainably.

AUTHOR CONTRIBUTIONS

Yasin Rofcanin: Conceptualization; supervision. **Mine Afacan Findikli:** Writing – review and editing; conceptualization. **Aykut Berber:** Writing – review and editing. **Siqi Wang:** Data curation; validation; methodology. **Mireia Las Heras:** Funding acquisition; writing – original draft. **Maria Jose Bosch Kreis:** Conceptualization; investigation; funding acquisition.

CONFLICT OF INTEREST STATEMENT

We declare no conflict of interest.

DATA AVAILABILITY STATEMENT

The raw data that support the findings of this study are available from the corresponding author, upon request.

DECLARATION OF GENERATIVE AI AND AI-ASSISTED TECHNOLOGIES IN THE WRITING PROCESS

Statement: During the preparation of this work the author(s) of this manuscript have not made use of any tool or technology related to AI nor any AI-assisted technologies. This paper received the intellectual and economic support of Home Renaissance Foundationas well as the from the Joaquin Molins Chair for the Future of Leadership

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