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RESEARCH ARTICLE

Work-family enrichment of dual-earner couples: a longitudinal study on the effects of personal resources

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Abstract

The current study investigated the dyadic longitudinal interaction between psychological capital as a personal resource and work-family enrichment. Work-family enrichment is a positive transfer by both men and women from the home domain's job experience. The study involved 129 couples with a broad age range measured at two measurement occasions spaced three months apart. The design was built on the Work-Home Resources and Spillover-Crossover models. The analyses applied in this study were based on Actor–Partner Interdependence Models and extended Common Fate Models. Psychological capital is a predictor of the interpersonal (between partners) and intrapersonal (within the self) level for WFE in the models conducted on dyadic data. Furthermore, shared work-family enrichment predicted shared psychological capital from both partners. Thus, personal resources predicted work-family enrichment three months later. Theoretical and practical implications are discussed.

Keywords

Work-family enrichment, psychological capital, longitudinal, couples, crossover

Work-family research that receives the most considerable attention has previously focused on the negative spillover from the work domain to the family domain (e.g., work-family conflict; see review by Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005), mainly ignoring the positive connections. In line with the positive psychology movement, researchers have recently explored the positive spillover between work and family (e.g., work-family enrichment; see review by Steiner & Krings, 2017). The synergies appear in literature under various labels (Greenhaus & Powell, 2006), including enrichment, enhancement, and facilitation.

Work-family enrichment (WFE) is defined as the extent to which experiences in one role improve the quality of life in another role (Greenhaus & Powell, 2006, p. 73). Thus, WFE represents how family roles benefit through developmental resources and positive affect derived from work involvement. The present study, using the Work-Home Resources Model (W-HR; ten Brummelhuis & Bakker, 2012), adds value to the literature by investigating the antecedents of WFE. W-HR aims to illuminate how resources are related to work-family facilitation (on a system level) and identify its primary antecedents, such as PsyCap, consequences, and moderators. The

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W-HR Model proposes that critical resources are conditional factors that prevent and attenuate the negative impact of the work on the home domain (ten Brummelhuis & Bakker, 2012).

Personal resources refer to "aspects of the self that are generally linked to resiliency and refer to individuals' sense of their ability to control and impact upon their environment successfully" (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009, p. 123). Psychological capital (PsyCap) is a personal resource concerning the degree to which people believe they can influence their jobs (Luthans, Youssef, & Avolio, 2007). PsyCap represents a synergistic combination of four positive capacities: self-efficacy, hope, optimism, and resilience (Luthans, 2002) and enhances the capability of individuals in tackling problems and fit the demands in stressful circumstances. Resources are linked to each other, and people with a substantial reservoir of resources are likely to further enrich their resources (e.g., resources caravans; Hobföll, 2011). Therefore, individuals who already have possessed reserves of PsyCap are capable of substituting resources used in dealing with demands in stressful situations. They are thus less likely to suffer from stress symptoms.

This study adopted the Spillover - Crossover model (SCM; Bakker & Demerouti, 2013), which theorizes that individuals who experience job demands and resources will first spill over to their work domain and then cross over to their partners. The transmission of positive experiences has traditionally been referred to as a crossover and provides interesting insights for the spouses (Bakker, Westman, van Emmerik, Etzion, & Chen, 2009). Crossover represents a level of analysis of WFE research in that it allows for an understanding of how experiences are transmitted on the inter-individual level (Lapierre et al., 2018).

Based on the work-family literature, we propose an explanation of the underlying process of work-family spillover and crossover effects, namely that psychological capital may transmit resources from the work domain to the family domain and lead to interference.

In our research, we moved several steps beyond existing research by examining the dyadic longitudinal interplay between PsyCap and both individual and shared aspects of WFE within couples over three months. Specifically, using the developmental environment of stable intimate relationships, we addressed associations of longitudinal intra-personal and inter-personal effects in the personal resources and work-family interface. The use of dyadic longitudinal analysis designs, including PsyCap and the WFE of both partners, has the advantage that ecologically valid indicators of the individual's environment can be studied.

To more precisely capture the idea of the situation, we applied the Actor-Partner Interdependence Model (APIM; Kenny et al., 2008), but also conducted analyses based on an extended Common Fate Model (CFM; Ledermann & Kenny, 2012). The APIM is well-suited to test theoretical relationships among variables at the individual level. The actor effects quantify intra-individual influences, and the partner effects quantify the inter-individual forces within dyads. However, a dyad level analysis model (i.e., CFM) can assess the relationships' impact, not the individuals. In the opinion of Ledermann and Kenny (2012), the CFM "implies that two dyad members are similar to one another on a given variable due to the influence of a shared or dyadic latent variable" (p. 141).

This study's first contribution concerns the expansion of inter-role balancing by examining the longitudinal crossover impact of work on personal life. The W-HR Model authors encourage longitudinal studies and propose that it would be useful to test the hypothesis that gains in more structural personal resources influence work and home outcomes in the long run. The second contribution of the study is that it considers the relationships between WFE and PsyCap, with WFE as predictors at the intra-individual level and WFE and its predictors at the inter-individual level.

Our proposed study contributes to the literature in several ways. First, it surpasses the individual level-analyses that dominated this research (Beham, 2008) by including a crossover effect between one partner's PsyCap and the WFE of the other partner. Thus, it

offers practical implications for organizations seeking to help employees by implementing PsyCap interventions to stimulate WFE (Lupșa, Vîrgă, Maricuțoiu, & Rusu, 2020). Second, it heeds the call of Casper et al. (2007) and Kossek et al. (2011), who advocate for more WFE research in European cultures.

Work-Family Enrichment and Psychological Capital

A systematic review of Crain and Hammer (2013) has shown that WFE is positively associated with personal resources. Moreover, recent studies have shown that WFE is positively associated with PsyCap (Mishra, Bhatnagar, Gupta, & Wadsworth, 2019). PsyCap refers to "an individual's positive psychological state of development, "characterized by: "(1) having confidence (efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed, and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success" (Luthans et al., 2007, p. 3).

These findings can also be explained by the W-HR Model (Ten Brummelhuis & Bakker, 2012), which provides an informative view of what occurs when the work and home domains enrich each other. WFE reflects the process whereby resources in one area replenish or add to one's resource supply. The W-HR Model also explains how conditional factors, such as personal resources, may influence the occurrence of WFE. Furthermore, the model examines how WFE develops over time. The personal resources developed in each domain subsequently facilitate performance in the other area. For example, emotional support from one spouse (a contextual resource) may lead to a positive mood and enhanced self-efficacy. Those personal resources may, in turn, be used at work, leading to a vigorous and resilient work attitude or even enhance work performance (Greenhaus & Powell, 2006). This process view extends previous work-family research that employed concepts referencing the relationship between work and family itself, interference, and spillover (Demerouti et al., 2017).

Previous research demonstrates that an individual with high PsyCap faces the demands that arise from the two domains of work and family and will cognitively appraise the task of combining work and non-work domains roles as a challenge (van Steenbergen, Ellemers, Haslam, & Urlings, 2008). The individual will then think positively about the demanding situation by positive revaluating. This individual will, in turn, feel capable of drawing valuable work and family resources and having mastery of both work and non-work demands, and thus perceives more WFE (Bell, Rajendran, & Theiler, 2012).

The resource of PsyCap can help employees preserve their perception of enrichment between work and family, and they are less vulnerable to future resource loss due to demand. The essential resources included in the W-HR Model help us understand which individuals are more or less prone to experience WFE. Individuals who have an extensive poll of personal resources (e.g., self-efficacy, optimism, or hope) are prone to experience WFE because those resources facilitate efficiently and optimize the usage of other resources (e.g., tasks, job) (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009).

Theoretically, an employee with higher levels of PsyCap should feel more capable of managing or coping with the conflict due to higher perceived work and family psychological resources. In turn, employees who report high PsyCap should perceive more work-family resources and be better prepared to provide critical psychological resources: confidence to effectively handle a family emergency, optimism to view the situation as a more temporary setback, hope to manage the conflict in different ways to achieve resolution eventually, and the resiliency to bounce back and reduce negative work interference (Morganson, Litano, & O'Neill, 2014).

Work-life enrichment has implications for employee attitudes, behaviors, well-being, and organizational effectiveness (Eby et al., 2005).

The organizations introduce interventions to help employees manage the competing demands of work and family domains. Some of these interventions are: redesigning jobs to provide employees more autonomy and variety, providing benefits and policies such as work remotely, and developing a family-friendly organizational culture (Baral & Bhargava, 2011). More critical, PsyCap interventions can be used to stimulate WFE. A specific training model is a PsyCap Intervention (PCI) developed by Luthans, Avey, Avolio, Norman, and Combs (2006). The training proposes to increase each dimension comprising PsyCap. PCI can develop resources by identifying a goal, choosing measurable success points, approaching goal accomplishment, and identifying sub-goals to stay motivated (Luthans et al., 2006). By proactively implementing PCI in the workplace, employees will be better able to foster enrichment and be resilient in the face of conflict situations when they arise.

The recent meta-analytic review of the antecedents of WFE has provided support for the positive impact of PsyCap on the work-family interface (Lapierre et al., 2018). For example, findings show that individuals with more available resources can better manage and cope with various stressors and demands (e.g., Crawford, LePine, & Rich, 2010). Researchers have proposed the importance of psychological resources in managing competing work and family role demands in the existing work-family literature (Morganson et al., 2014). For example, related research has linked core-self evaluations (a meta-construct, including self-efficacy and self-esteem) with heightened WFE (Baral et al., 2011).

Taken together, previous studies and resource theories, especially the Work-Home Resources and the Spillover-Crossover Models, lead us to formulate the following hypotheses:

Intra-individual hypothesis 1: PsyCap at Time 1 will be positively related to employees' work-family enrichment at Time 2.

The above hypothesis is a typical sample of the classical causality hypothesis, which seems to be the consensus in the present theorization of WFE. That is, personal resources cause positive WFE. Empirical studies limiting the nature of cross-sectional design, conduce to supply the process model with a content model, decline dynamic loops into a linear flow from resources to strains (Lu, 2011).

Similarly, Lu (2006) purports that human energy consumption is inseparably related to human energy production. Even while people are spending energy, they are also transforming more of it for later use. In other words, managing multiple roles may create energy and enhance the availability of resources. This study proposes that in addition to the path of resources leading to WFE, the opposite paths may operate. That is, enrich performance in one or two roles may generate further resources to enable later positive interactions between work and family domains, thus completing a positive feedback loop. This is the opposite of the "loss spiral" observed in the negative work-family process using a longitudinal research design (Demerouti, Bakker, & Voydanoff, 2010).

Intra-individual hypothesis 2: WFE at Time 1 will be positively related to the employees' PsyCap at Time 2.

Crossover between partners

This study adopted the Spillover - Crossover model (SCM) proposed by Bakker and Demerouti (2013), which theorizes that individuals experience job demands and resources will first spill over to their family domain cross over to their partners. The SCM combines the spillover and crossover literature and proposes that personal-related strain first spills over to the work domain and then crosses over to the partner through social interaction (Bakker & Demerouti, 2013).

Using SCM (Bakker & Demerouti, 2013) to differentiate the partner effects from the individual level effects, the term crossover has been introduced. The crossover process occurs when a psychological strain experienced by one person affects the stress of another person. This process may be either direct or indirect (Westman, 2001).

In the present study, we focus on WFE regarding direct partner crossover effects from a longitudinal perspective. The only synthetically review of positive and negative

crossover between partners (Steiner & Krings, 2017) yielded 21 studies that examined positive crossover, that is, the crossover of resources or positive experiences the WFE. Only a few studies applied a longitudinal research design (Bakker et al., 2013; Hammer et al., 2005; Rodríguez-Muñoz, Sanz-Vergel, Demerouti, & Bakker, 2014; Sanz-Vergel & Rodríguez-Muñoz, 2013; Yang, Zhang, Kwan, & Chen, 2015). The results of the studies mainly highlight indirect crossover based on spillover processes and marital interactions. More specifically, the results show that incumbents' positive experiences at work cross over to their spouses' well-being or family functioning through experiences of WFE (Steiner & Krings, 2017). The reviewed studies provide strong evidence for positive crossover in couples, with some longitudinal studies showing positive crossover effect seven for one year (e.g., Bakker et al., 2013; Hammer et al., 2005). Only two studies found no evidence for a positive crossover (Malach Pines et al., 2011; van der Zee et al., 2005). For example, van der Zee and colleagues (2005) found that only incumbents' work-family conflict but not enrichment crossed over to influence the spouses' subjective well-being. The specific sample might explain this finding, that is, expatriate couples. Besides WFE, an incumbent's work-related resources and positive experiences at work cross over and positively influence their spouse's well-being or family functioning.

The majority of findings on the effects of personal resources on WFE refer to intrapersonal associations. Both cross-sectional and longitudinal results indicate that self-efficacy is positively related to WFE, and PsyCap predicts a positive interface between work and family (Kwok, Cheng, & Wong, 2015; Mishra, Bhatnagar, & Gupta, 2013). Also, as part of PsyCap, optimism is a cognitive construct (expectations about the future), which is also related to motivation (Carver & Scheier, 2014). Optimists expect positive and desirable events in the future, whereas pessimists always have negative thoughts and are confident that undesirable events will occur (Luthans et al., 2007). Several studies have found that personality characteristics are related to work-family experiences (Ahmad & Ngah, 2011; Baral & Bhargava, 2011). The results of a recent study lead by Burhanudin, Tjahjono, and Hartono (2020) show that optimism is positively related to WFE.

Positive resources or experiences gained from the workplace or family are likely to accrue and create positive spirals of resources, thus enabling individuals who have resources to gain further resources (Mauno, Kinnunen, & Ruokolainen, 2007). Like co-workers and supervisors support generating resources in the workplace, having an optimistic view, or a high level of self-efficacy can enrich work outcomes (ten Brummelhuis, van der Lippe, & Kluwer, 2010). Gross, Richards, and John (2006) found evidence for a relationship-specific interpretation bias suggesting that individuals with a high level of WFE tend to evaluate their life and relationship more positively. Interpersonal associations are studied less often, and existing results have been inconsistent. However, several studies have reported significant positive interpersonal associations between an individual's PsyCap and his or her intimate partner's WFE (e.g., ten Brummelhuis et al., 2010).

Thus, it remains unclear whether the interplay between PsyCap and WFE is intra- or interpersonal and whether the longitudinal associations are unidirectional or reciprocal. Therefore, we formulate the following hypothesis:

Inter-individual hypothesis 3: One partner's PsyCap at Time 1 is positively correlated to the other partner's WFE at Time 2.

APIM and Common Fate Model

The present study includes two analytic methods capable of handling interdependence and continues to support Ledermann and 'Kenny's (2012) call for more dyadic research to apply the common fate model (CFM) in connection with the actor–partner interdependence model (APIM). As the CFM extracts the shared portion of a between-dyad

variable, it can be used to model an environmental climate or atmosphere defined by both members of the dyad's perceptions.

The 'APIM's assumption includes four primary paths of interest: two actor paths and two partners (Cook & Kenny, 2005), while CFM allows for the measurement to occur at the level of the dyad versus at the individual level. The shared variable measures are modeled as a latent variable with two indicators, one from each dyad member.

This study included one common fate variable consist of two manifest variables as indicators: female responses and male responses regarding shared WFE and shared PsyCap.

We expected that primarily, the individual part of WFE and shared WFE would be affected by PsyCap and shared PsyCap. In turn, we assumed that shared PsyCap would influence shared WFE.

Inter-individual hypothesis 4: Shared PsyCap at Time 1 is positively associated with shared WFE at Time 2.

Methods

Participants

For the longitudinal study, we used a sample of 129 Romanian dual-earner couples. The selection of the participants was conducted voluntarily through a public research announcement disseminated through social media. After obtaining the informed consent to initiate an investigation, a self-administered questionnaire was filled out online of the couple. The answers of the respondents were anonymous and confidential. Participants completed the survey in approximately 15 min. The total sample at T1 consisted of 281 adults (age: M = 35, SD = 12.47, 51% women). The time lag between the two measurement occasions was 3months. For this study, selected all heterosexual couples with complete data for both partners. The final study sample consisted of 129 cohabiting or married couples (N = 258 individuals). The following sample description refers to the final sample. The participants ranged in age from 18 to 60 years (M = 35.91, SD = 11.62). The participants' average age is 36 years (Mwomen= 35 years; Mmen = 37 years), 60.47% of the couples were married, and 54.26% had children. The children's average age is 17 years, and most live with their parents (63%). The purpose of this study is to have only double-earner dyadic, so all the participants are employees at different companies, from public institution and non-governmental organization as well, with 18.27 averages of work years, and 71.7% of them working for five or more years.

There was a broad range of educational attainment. Of all participants, 46% reported having a BA degree, 9% had primary education, and 45% completed a university degree or higher.

Measures

Work-Family Enrichment was assessed with the five items scale from the SWING questionnaire (Geurts et al., 2005) with answers rated on a scale from 0 (never) to 3 (always). Example items for WFE are "You fulfill your domestic obligations better because of the things you have learned on your job?", "You are better able to keep appointments at home because your job requires this as well?" and "You manage your time at home more efficiently as a result of the way you do your job?". In the present study, the Cronbach's alpha coefficients of WFE for women were .78 and men were .75.

PsyCap was measured with the 24-item Psychological Capital Questionnaire (Luthans et al., 2007). The PsyCap Questionnaire has previously been validated psychometrically in Romania (Lupșa & Vîrgă, 2018). The questionnaire consists of four subscales, each with six items: self-efficacy ("I feel confident in representing my work area in meetings with the organization management"), hope ("Nowadays, I try to achieve my goals with great energy"), resilience ("At work, if necessary, I am able to stand "at my own risk"), and optimism ("In my work, I always look on the positive side of things"). The questionnaire answer rated a scale from 1 (total disagree) to 6 (totally agree). Cronbach's alpha values of the overall PsyCap scale for

each member of the couple were adequate (α = .92 for women and α = .94 for men).

Data Analysis

The panel data was analyzed based on the structural equation modeling (SEM) framework (Team, 2015), using the *lavaan* (Rosseel, 2012) packages in R (R Core Team, 2018). The model fit was assessed using 5000 bootstrap samples with 95% confidence intervals (Taasoobshirazi & Wang, 2016). Three absolute fits indices were used: Chi-square statistic, root mean square error of approximation (RMSEA), and standardized root mean square residual (SRMR) and two relative fit indices: comparative fit index (CFI) and the Tucker-Lewis index (TLI). The standards for the fit indices were the following: RMSEA < .08; SRMR< .08; TLI and CFI > .90 (Hu & Bentler, 1999).

Actor–Partner Interdependence Model

To account for the non-independence of dyadic data and to pursue our goal of examining bidirectional intra- and interpersonal associations between PsyCap and WFE, we applied two types of dyadic longitudinal cross-lagged models. The first type of model refers to an Actor–Partner Interdependence Model (APIM; Kenny, 2008), representing the most common model for analyzing dyadic data. It included the latent variable PsyCap and latent WFE for women and men at both measurement occasions.

Using APIM, intrapersonal stability coefficients for PsyCap, WFE, and the intrapersonal effects across constructs and the interpersonal effects within the same and across constructs could be analyzed for the intimate partners. As it was of interest in the current study, the model could be applied to analyze both intra- and interpersonal effects of PsyCap on the individual part of WFE and vice versa (see Figure 1).

Extended CFM

The Common Fate Model (CFM; Ledermann & Kenny, 2012) is rarely used in the dyadic data analysis literature. As a significant distinction from the classic APIM, the CFM explicitly enables variables to be modeled as shared external/contextual factors or common relational variables. Thus, these variables are assumed to be based on both dyad members' perceptions and, subsequently, affect both dyad members (Ledermann & Kenny, 2012). WFE represents a typical common relational variable. Therefore, we implemented the CFM in our second set of analyses in which we applied it to model the WFC of both intimate partners as work-family climate (see Figure 2). Hence, the work-family climate was conceptualized as the shared environmental context of the two intimate partners involving WFE aspects that were perceived and reported by both members.

In contrast to individual WFE and PsyCap, the latent shared WFE and shared PsyCap is less biased by interpretation biases concerning individuals' self-perceptions (Finn et al., 2013). The model also enabled us to analyze the effects of both women's and men's shared PsyCap on work-family climate and vice versa. As Kenny et al. (2008) recommended, we will report the unstandardized regression coefficients to ensure the coefficients' comparability between the two dyad members, thus across women and men.

Results

Preliminary Analysis

Table 1 presents the descriptive statistics, the correlation matrix, and the reliabilities for all the observed variables. All the Cronbach's coefficients indicate acceptable reliability, and all the correlations are statistically significant. Results revealed that participants reported high levels of PsyCap (means range from 4.39 - men to 4.46 - women) and high levels of WFE (Means range from 6.29 - men to 7.33 - women).

Table 1. *Mean standard deviation and Cronbach's coefficients.*

			Time 1				Time 2			
	M	*SD*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*
Time 1										
1. PsyCap♀	4.46	.73	*(.92)*							
2. WFE♀	6.46	3.25	.28**	*(.75)*						
3. PsyCap♂	4.39	.78	.27**	.20*	*(.94)*					
4. WFE ♂	6.29	3.62	.26**	.46**	.26**	*(.78)*				
Time 2										
5. PsyCap♀	4.45	.74	.70**	.21*	.22**	.17	(.92)			
6. WFE ♀	7.33	3.56	.26**	.39**	.25**	.31**	.32**	(.75)		
7. PsyCap♂	4.39	.76	.34**	.23*	.44**	.25*	.35**	.27**	(.94)	
8. WFE ♂	7.07	4.09	.37**	.24*	.24**	.26**	.32**	.36**	.36**	(.78)

Notes: N = 258, 129 dyads (129 male and 129 female). **p<0.01, *p<0.05. PyCap = Psychological Capital, WFE = work-family enrichment;♀= women;♂ = men.Cronbach's α coefficients are displayed on the main diagonal.

Temporal stability

Before the model testing, the means, SD, and bivariate correlations (including auto-correlations) were computed for WFE and PsyCap (Table 1). As can be seen from the tables, all variables had significant auto-correlations of at least .26. The highest average auto-correlation was for PsyCap of female (.70), followed by PsyCap of male (.44), WFE of female (.39), and finally, WFE of male (.26). This means that WFE and PsyCap for males and females are relatively stable experiences.

Measurement and alternative models

We conducted a confirmatory factor analysis (CFA) before testing hypotheses 1, 2, and 3. According to Demerouti et al. (2004) procedure for analyzing cross-lagged data, four competing models were fitted to each set's data using a cross-lagged SEM. First of all, a model with temporal stabilities and without cross-lagged structural paths was described. The temporal stabilities (*stability model*) were drawing as correlations between the two constructs for each possible pair of measurement waves. This model estimates, therefore, the total stability coefficient between waves one and two. Second, this stability model was compared with the *causality model*. The causality model is identical to the stability model but also includes cross-lagged structural paths and crossover relationships from T1 PsyCap to T2 WFE, as well as T1 PsyCap to partner T2 WFE. The *reverse causality model* is identical to the stability model and includes cross-lagged structural paths from T1 WFE to T2 PsyCap. Additionally, this model consists of a crossover relationship from T1 WFE to partner T2 PsyCap. *The reciprocal model* includes reciprocal relationships between PsyCap and WFE, including all paths of the causality model and reversed causality model and full crossover relationship between partners.

The analysis suggested that the causality model had an acceptable fit. The model fits the APIM ($\chi2$= 263.97, RMSEA = .07, CFI = .98, TLI = .91, SRMR = .05) were good, comparisons with alternative models (e.g., stability model, reverse causality model and reciprocal model), as Table 2 shows.

Table 2. *Alternative models*

CFA	*χ2*	*df*	*RMSEA*	*CFI*	*TLI*	*SRMR*	*Δχ2(Δdf)*
Reciprocal model	263.97	28	.07	.96	.90	.07	0(0)
Revers causality model	263.97	28	.08	.96	.84	.06	0(0)
Causality model	263.97	28	.07	.98	91	.05	-
Stability model	263.97	28	.07	.92	.82	.07	0(0)
CFM	55.24	6	.07	.97	.93	.07	-

Notes: N = 258, 129 dyads (129 male and 129 female). PsyCap = psychological capital, WFE = work-family enrichment, *CFA* = confirmatory factor analyses, *RMSEA* = root mean square error of approximation, *CFI* = comparative fit index, *TLI* = Tucker Lewis index, *SRMS* = standardized root mean square residual, χ2 = Chi-square

Statistical Analysis

Our data support intra-individual hypotheses 1 and 2. Employee PsyCap at T1 was positively related to her or his WFE at T2 (β = .51, p < 0.01 for female and β = .74, p < 0.01 for male), in support for hypothesis 1. Moreover, employee WFE at T1 was positively related to her/his PsyCap at T2 (β = .12, p < 0.05 for female and β = .13, p < 0.05 for male). This data support hypothesis 2.

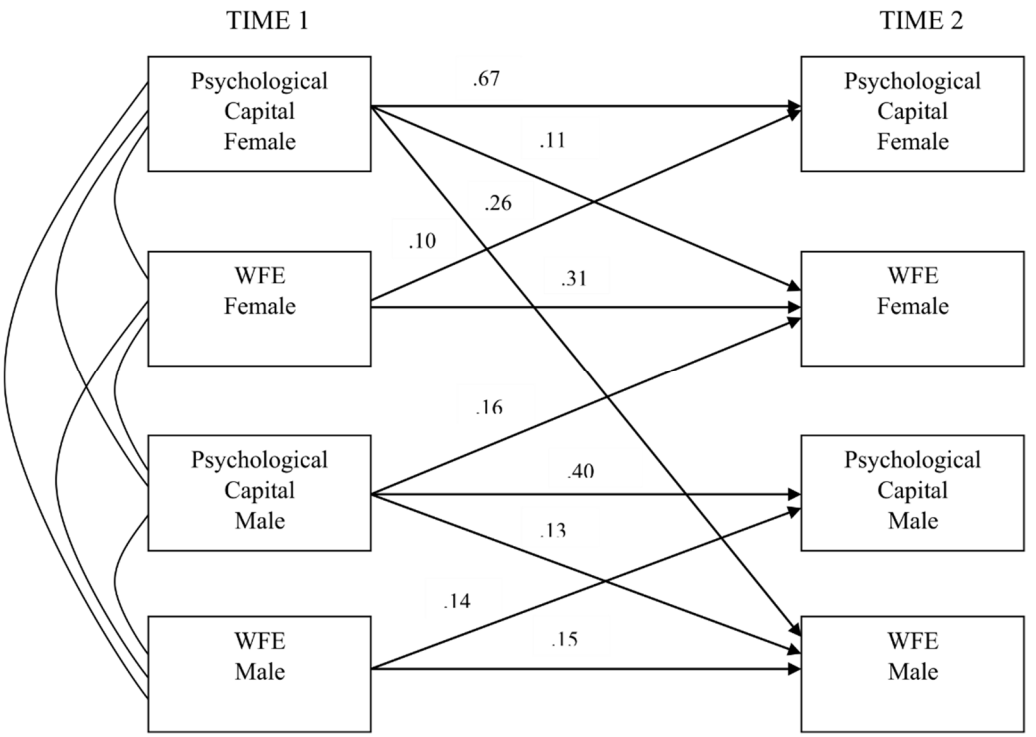

Figure 1. Standardized coefficients of the APIM tested in the study

APIM analyses

Regarding crossover effects, in support for hypothesis 3, female PsyCap at T1 was positively related to her spouse WFE at T2 (β = .40, p < 0.01), and male PsyCap was positively associated with his spouse WFE at T2 (β = .72, p < 0.01). Consider the intra-personal associations between personal resources and WFE. We found a significant positive association between PsyCap at T1 and WFE at T2. Moreover, WFE at T1 and PsyCap at T2 were significantly related. The analyses on interpersonal associations between PsyCap and WFE reveal strong associations. Thus, the partner's PsyCap at T1 was a predictor of the spouse's T2 WFE, but WFE at T1 did not predict the partner's PsyCap at T2 (Table 3, Figure 1).

In sum, our analyses revealed that individuals high on PsyCap at T1 reported high WFE at T2. In contrast, individuals' PsyCap at T1 appeared to be predictive of higher WFE in the intimate partner at T2. Furthermore, WFE at T1 can also be predictive of higher PsyCap in the intimate partner at T1 (Table 3, Figure 1).

Table 3. *Associations between PsyCap, work-family enrichment, and work-family climate*

Model	Predictor	Effect	Correlation	*b*	SE	95% CI
APIM	PsyCap	Intrapersonal	PsyCap♀ T1 ->WFE ♀ T2	.11	0.41	[.17, .53]
	PsyCap	Intrapersonal	PsyCap ♂ T1 -> WFE ♂ T2	.13	0.44	[.18, .60]
	WFE	Intrapersonal	WFE ♀ T1 -> PsyCap ♀ T2	.10	0.15	[.15, .23]
	WFE	Intrapersonal	WFE ♂ T1 -> PsyCap ♂ T2	.14	0.17	[.17, .22]
	PsyCap	Interpersonal	PsyCap ♂ T1 -> WFE ♀ T2	.16	0.37	[.37, .39]
	PsyCap	Interpersonal	PsyCap ♀ T1 -> WFE♂ T2	.26	0.46	[.29, .78]
CFM	Shared PsyCap		Shared PsyCap T1 ->shared WFE T2	.24*	0.91	[.18, .32]

Notes: N = 258, 129 dyads (129 male and 129 female). **p<0.01, *p<0.05. PyCap = Psychological Capital, WFE = work-family enrichment; shared = shared WFE; ♀= women; ♂ = men, T1 = first measurement occasion; T2 = second measurement occasion (time interval: 3 months).

Extended Common Fate Model analyses

For testing hypothesis 4, we constructed a common fate structural equation model with shared PsyCap predicting shared WFE (see Figure 2). The findings of the CFM analyses complemented and accentuated the results reported from the preliminary analyses as follows. This model fit the data well: $\chi 2$ = 55.24, df = 6, root mean square error of approximation (RMSEA) = .07; comparative fit index (CFI) = .97; Tucker–Lewis Index (TLI) = .93; and standardized root mean square residual (SRMR) = .07.

Lastly, the results supported hypothesis 4. More specified, shared PsyCap was positively related to a shared dimension of 'partners' WFE (β = .24, p< 0.05)

Our analyses did provide evidence of a link between shared PsyCap at T1 and shared WFE at T2 (Table 3, Figure 2). In summary, WFE is conceptualized as a dyadic shared WFE variable positively related to both partners' PsyCap partners in the couple.

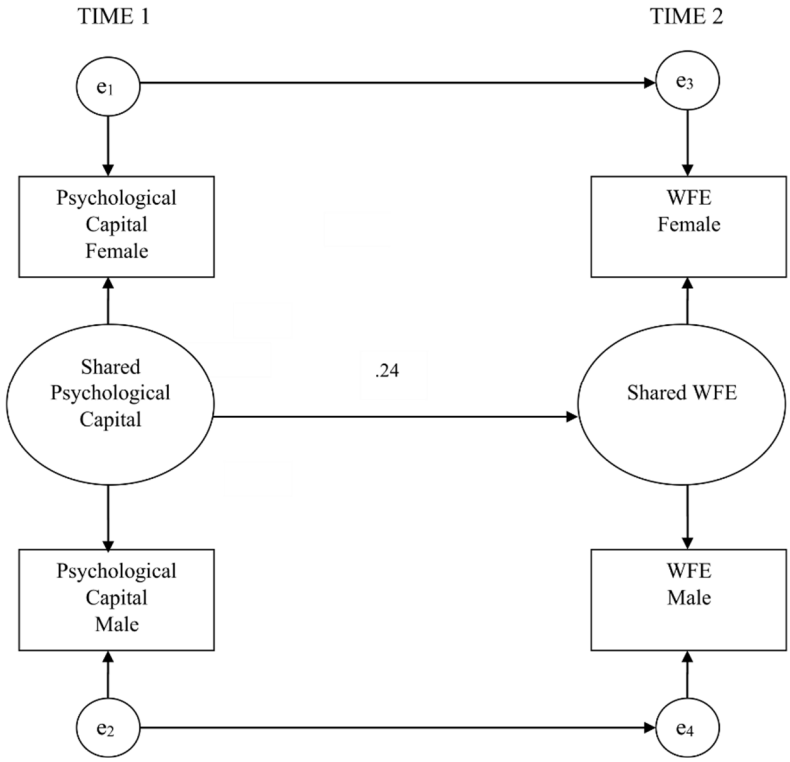

Figure 2. Unstandardized coefficients from Common Fate Model

Discussion

The current study investigated the bidirectional relation interplay between PsyCap and WFE in intimate couples, with WFE as one potential outcome at the intra-individual and inter-individual context. In a longitudinal dyadic dataset of heterosexual couples from Romanian, the main findings emerged.

First, in line with previous studies (Demerouti et al., 2017), our analyses revealed a positive intra-personal association between PsyCap and WFE (e.g., an employee who scored high on PsyCap at T1 reported high WFE at T2). Moreover, the analyses revealed a bidirectional interplay, and a high employee score on WFE at T1 reported a high score of PsyCap at T2. Second, our results demonstrated a positive inter-personal link between PsyCap and WFE (e.g., employee high PsyCap at T1 predicted her or his partner higher WFE at T2). Focusing on the dyadic level of shared WFE, shared PsyCap was associated with shared WFE, suggesting that a positive shared PsyCap at T1 was predictive of higher shared WFE three months later.

Following W-HR Model (ten Brummelhuis & Bakker, 2012), our findings provide further evidence of a positive intra-personal association between PsyCap and WFE, suggesting that PsyCap is a psychological resource in the relationship context. Moreover, the inter-personal association's presence contrasts with previous studies (e.g., McNall, Nicklin, & Masuda, 2010).

Similarly, the empirical support for the second hypothesis augment the proposition of the W-HR Model (ten Brummelhuis & Bakker, 2012) provides that positive answers enhance the employees' personal resources. Handling control over various work and home requirements reduce the conflict between work and family demands (Aamir et al., 2016). It also generates positive emotions among employees, which aids in developing personal resources (Demerouti et al., 2017). WFE

allows control over work and home pressures, resulting in more positive experiences. These experiences act as reservoirs for further courses of action and keep employees positive, optimistic, and hopeful, even in challenging situations (Gupta & Shaheen, 2017). These findings provide empirical evidence about WFE as one of the essential purposes of positivity that develops and enriches employees' personal psychological resources. Owing to the positive work-related outcomes of PsyCap, Avey (2014) explored the antecedents of PsyCap and suggested that analyzing the predictors of PsyCap will help in designing strategies to develop the PsyCap level of the employees. Exercise control keeps employees hopeful, optimistic about their success, and resilient to work challenges, positively influencing the employees' PsyCap level. The present study with dyadic data goes one step further and suggests how the WFE keeps employees engaged in their work and enhances their psychological resources.

Most importantly, in agreement with SCM (Bakker & Demerouti, 2013), the current study's longitudinal design enabled control for the stability of all constructs involved. Whereas prior research was primarily conducted on employees only, the current sample consisted of couples from a more comprehensive age range. Two aspects of the core construct of PsyCap might provide some explanation of how enrichment may occur. As proposed by McNall et al. (2010), optimistic individuals perceive their relationships as more positive. Second, self-efficacy serves as a personal resource that generates positive outcomes (e.g., WFE), helping individuals build and maintain harmonious relationships in the workplace and family domain (Ho, Chen, Cheung, Liu, & Worthington, 2013). Thus, it might be the case that this positive bias primarily affects the inner world of the individual (self-perception of WFE) more than the outer world of the individual (shared WFE), resulting in intrapersonal associations only.

Theoretical and practical implications

The results of this study have several implications. Our findings confirmed that both PsyCap and WFE play an essential role in intimate relationships. Using longitudinal dyadic cross-lagged models, we demonstrated that the pattern of associations between PsyCap with WFE is alike for the two dimensions. Consistent with the W-HR Model (ten Brummelhuis & Bakker, 2012), WFE was an outcome of PsyCap at intra-individual and inter-individual level, and also was a predictor of PsyCap at the intra-individual level. The findings emphasize that intimate relationships represent an environment that contributes to developing useful personal resources such as PsyCap.

Despite the limitations above, this study does have specific theoretical and practical implications in Spillover-Crossover Model (Bakker & Demerouti, 2013). From a theoretical perspective, this study heeds Beham (2008) calls, who advocates for a closer examination of how one partner's personal resources affect the other partner. The results demonstrate an association between the PsyCap of one partner and the WFE of the spouse in time. Thus, these results close the existing gap in the interplay between personal resources and work-family enrichment.

Furthermore, the study emphasizes the Common Fate Model's theoretical and methodological relevance (CFM; Ledermann & Kenny, 2012). The CFM offers a supplementary perspective from which to analyze environmental effects in dyadic relationships. However, under the condition that the intra- and inter-personal associations are equal between the two dyad members, thus, between women and men in our study, the main results are expected to be similar between the two model types. Consequently, the primary analyses showed that shared WFE modeled as a common factor provides consistent and differential results concerning associations with shared PsyCap in contrast with the studies on individual WFE.

From a practical perspective, our results provide HR specialists with a series of instruments to help individuals with their work. Specifically, investing in interventions aimed at enhancing ones' psychological capital is bound to have a positive impact on their WFE, as well as that of their partners. Several interventions model are presented by

Lupșa and her colleagues (2020). In this meta-analytical review, an example is PCI (PsyCap Intervention; Luthans et al., 2014), mindfulness, or interventions for self-development had an impact on PsyCap (Lupșa, Vîrgă, Maricuțoiu, & Rusu, 2020). Furthermore, teaching employees how to control their emotional responses can enhance the benefits of a PsyCap intervention, improving the occurrence of WFE. Denny and Ochsner (2014) have already validated such an intervention by teaching individuals to reinterpret or distance themselves from the negative stimuli over 12 days. Thus, organizations should make strategic efforts to develop people through organizational interventions and consider their family integral parts and facilitators of individual and organizational performance.

Limitations

Despite its strengths, the current study has several limitations. First, as the interplay between personal resources and WFE was studied at two measurement occasions covering three months, it was impossible to conclude long-term processes that may drive such associations between the constructs. Second, more measurement occasions across more extended periods are needed. Third, the WFE is a broad construct, and it contains many more aspects beyond social inclusion. Thus, future studies might be interesting to look at associations between PsyCap and the meta-perception of WFE (i.e., employee perception of spouse WFE). This measure would contain both a subjective perception and a form of interpersonal perception of WFE.

Conclusions

This longitudinal study aims to provide evidence that the pattern of dyadic longitudinal associations between PsyCap, as a personal resource and WFE. This study adds to the literature by simultaneously consider both spillover and crossover effects over time among dual-earner couples. Adopting two types of dyadic longitudinal cross-lagged models that we can control for the constructs' stability, we demonstrated that high PsyCap predicted WFE within individuals and between intimate partners.

Finally, the individually WFE of both intimate partners promoted higher PsyCap of the spouse across time. Moreover, we applied the Common Fate Mode concerning shared WFE and implemented it in the context of shared personal resources to study the interplay between shared PsyCap and shared WFE. Our findings suggest that future research should extend this study by applying longitudinal dyadic designs that can consider both individuals' roles and shared aspects of WFE and individual and shared aspects of PsyCap.

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