# The Impact of Telework On Employee Creativity with Moderating Effect of Role Clarity: A Study in International Humanitarian Organizations in Afghanistan

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# The Impact of Telework On Employee Creativity with Moderating Effect of Role Clarity: A Study in International Humanitarian Organizations in Afghanistan

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*Abstract*

*This study aims to investigate the effect of telework on employee creativity in the context of humanitarian organizations in Afghanistan and examine the moderating role of role clarity. It attempted to fill this gap by examining how telework affects employee creativity. An empirical study was carried out using data from professional employees of international humanitarian organizations in Afghanistan collected through a web-based survey (N=368). The role clarity is moderating the effects of telework on employee creativity. The empirical findings indicate that telework has no direct beneficial influence on the employee creativity of professional employees in the aforementioned organizations. It discovered, specifically, that role clarity moderated the impact of telework on employee creativity. The findings advise practitioners about the suitability of telework for enhancing professional employees' creativity. This study adds to the literature on creativity by identifying how telework affects employee creativity.*

*Keywords: Telework, Employee Creativity, Role Clarity, Humanitarian Organizations*
*JEL Code : J22, M12 & M54*

## 1. Introduction

Rapid changes in the external environment force organizations to focus on innovation and creativity; employee creativity is considered a key to success within a dynamic environment (Anderson et al. 2014). According to researchers, creativity is defined as developing new and beneficial ideas (Amabile, 1996). Employee creativity, the invention of unique and helpful ideas, is the key to improving organizational competitiveness and sustainability in an ambiguous and active environment. Therefore, organizational managers and researchers are highly focused on employees' creativity to find out those factors that can support employees in improving their creativity and innovative performance (Zhang et al. 2021).

The assumption is being derived that the employee's creativity delivers benefits in the results of the organization's work. Researchers have been focusing most on learning about the influence on the organization and how employees should perform their work;

they are quite concerned with it (Mumford, 2003; Zhou et al., 2008). Creative employees have better comprehension skills and are adaptable to new technology introduced in the company or organization; they should be able to use it in a shorter time and be flexible to work in teams rather than individually completing a project. Employees who possess these qualities are more likely to be considered creative. All these principles show that workers are empowered to finish tasks at their own pace and learn about new prospects and cutting-edge technology. These changes are now normal in life (Naotunna & Zhou, 2021).

Employee creativity is crucial if the company wants to maximize its revenue with the least amount of work. As a result, employees should be empowered to take any creative action to boost the company's reputation. Whether the organization is small or large, it is essential to remember that if employees have freedom, they will use their skills to the fullest extent, and the business will be more successful. In major corporate organizations, business-level strategies are crucial to generate profits and long-term success for the company. Strategies are the activities and decisions that company managers undertake to achieve the highest degree of performance in the firm relative to the competition (Beard et al. 1981). A creative worker must be able to understand the organization, be sensitive so that he can deal with problems, have a sharp mind so that he can remember his job for a long time, and be adaptable. A creative employee can anticipate and adapt to any developments because of the quick changes in technology and culture brought about by globalization (Lee, Lee, & Kim, 2023).

The concept of role clarity emerges as a critical factor in organizations grappling with complex tasks, team structures, and multi-managerial reporting relationships (Santiago Torner, 2023). Whenever there is no role clarity, employees are not interested in that organization and its objectives and goals (He et al. 2011). As a result, an essential part of the management job is ensuring that all the organizational staff members know their responsibilities and roles. A lack of role clarity can lead individual employees to stress, linked to unfavourable organizational outcomes (Gilboa et al., 2008). This needs clearly defined tasks and duties. Telework, as observed, correlates with reduced role uncertainty among employees (Mihalca et al., 2021), but the impact of role clarity on flexible behaviours underlines the need for further exploration (Henry et al., 2011; Lambert et al., 2012).

Developed literature proposes that employee creativity is essential for organizational development, profitability, and competitiveness (Shafi et al., 2020). A huge amount of literature has emphasized the significance of employee creativity in the context of innovation. (Ouakouak et al. 2017). Additionally, many businesses continually seek new ways to drive their employees to work creatively and provide inventive solutions for their ideas (Gu et al. 2015; Liu et al. 2012). Many researchers are interested in learning and studying more about the environment of employee creativity. As a result, they continue to investigate possible factors that might enable employee creativity in organizations. (Anderson et al. 2014). A study shows that telework positively impacts employee creativity (Vega et al. 2015). Working alone in the private framework is most satisfactory for creativity; it leads individuals to think independently, which helps them diverge thinking to produce innovative ideas (Nouri et al. 2015). Based on recent empirical findings, the time spent on telework positively influences creativity (Gajendran et al. 2015) because it is essential in influencing outcomes and results (Taskin et al. 2010).

In a prior study, "How does employee cultural background influence the effects of telework on job stress? The role of power distance, individualism, and belief about telework" according to (Adamovic, 2022), the recommendation in the literature of research mentioned above is to test the role clarity as the moderating factor between telework and employee creativity in a future study. However, it is unclear whether or not role clarity plays a significant impact between these two variables. Despite existing research, a notable gap persists in understanding the moderating role of role clarity in the relationship between telework and employee creativity, prompting our investigation in the context of international humanitarian organizations in Afghanistan. By applying social cognitive theory (Bandura, 1977; Wood et al., 1989), this study seeks to illuminate the nuanced dynamics shaping telework, employee creativity, and role clarity, addressing a critical research gap and paving the way for further exploration. This study addresses the following research questions.

i)      What is the relationship between telework and employee creativity?
ii)     What is the relationship between telework and role clarity?
iii)    When the role clarity moderate the relationship between telework and employee creativity?

## 2. Literature Review

The external environment is rapidly changing, forcing organizations to concentrate on innovation and creativity. In this dynamic context, employee creativity is crucial to success (Anderson et al. 2014). Researchers describe creativity as generating novel and valuable ideas (Amabile, 1996). Employee creativity, defined as creating initial and effective thoughts, is crucial for enhancing organizational sustainability and competitiveness in an uncertain environment. As a result, organizational managers and researchers focus heavily on employee creativity to identify the factors that can help employees increase their inventive performance (Zhang et al. 2021).

Many elements can influence employee creativity since we can now work and study from home or any other location; this is an actual trend, as improved information technology has displaced old learning and working limits (Wheatley, 2012). According to the definition of telework, it is an alternative work structure in which employees spend at least some of their working hours performing tasks and duties that would generally be performed in a central or primary workplace while communicating with others both inside and outside the organization via electronic means (Naotunna & Zhou, 2021). We are experiencing an increase in telework, mobile working, or working from home, and some research has been done on the management issues that come with this (Dambrin, 2004; Taskin et al., 2010). Furthermore, there is growing evidence that telework is widespread among professional employees (Santiago Torner, 2023) who can function independently and in knowledge-intensive jobs. Because these professionals work in a creative field, they are anticipated to be highly creative (Joo et al. 2013).

Furthermore, frequent environmental changes drive businesses to focus on innovativeness and employee creativity, a cornerstone of survival in a dynamic context (Anderson et al. 2014). According to the research, employee creativity is vital for organizational development, competitiveness, and profitability (Shafi et al., 2020). Further evidence that teleworking reduces creativity's utility dimension points to the value of collocated workspaces in fostering knowledge exchange and representation within organizations.

The relationships in this study are developed based on the social cognitive theory (Bandura, 1977; Wood et al., 1989). based on this theory, teleworking or working from home is linked with an individual's belief that she or he can effectively achieve and establish their targeted goals while working from home or any other location, the Bandura`s social cognitive theory (Bandura, 1977; Wood et al. 1989) is used to construct the hypotheses and examine whether organizations permit their employees to work remotely since past study findings show that a powerful and enjoyable remote working place increases the usage of the telework.

### 2.1 Theoretical Background

This study draws the relationship linked to the social cognitive theory (Bandura, 1977; Wood et al., 1989). Working from home or teleworking adoption according to the social cognatic theory (Bandura, 1977; Wood et al., 1989), is connected to an individual`s belief that she or he can effectively accomplish and establish their intended outcomes while working remotely. Likewise, previous research findings indicate that a strong and pleasant remote work environment encourages telework usage. We use Bandura`s social cognitive theory (Bandura, 1977; Wood et al., 1989) to develop the hypotheses and analyze which organizations allow individuals to operate remotely. Furthermore, individual acceptance of telework methods has to be used as a habit and behaviour mutually impacted by the individual`s characteristics (especially telework or virtual self-efficiency) and their perception of the environments (teleworking or the virtual working environment).

Moreover, social cognitive theory (Bandura, 1977; Wood et al., 1989) covers various environmental and behavioral challenges. Therefore, from an environmental standpoint, it is evident that it affects an individual`s potential to effectively complete an action by giving proper assistance and resources, which encourages self-efficiency. It is essential to employ the social cognitive theory (Bandura, 1977; Wood et al., 1989) in our research study to analyze the relationship between the dependent and independent variables with a moderating role of a variable.

### 2.2 Literature Based on Hypotheses

### 2.2.1 Telework and Employee Creativity Relationship

Vega et al. (2015) stated that telework positively impacts creativity, and it has been demonstrated to be suitable for individuals since it is less sensitive to difficulties and interruptions. In addition to that, working alone in a private environment is also beneficial for creativity because it enables individuals to think independently, which is essential for creative thinking for the generation of innovative ideas (Sun, Wang, Zhu & Song, 2020). In addition to that, telework is in terms of concentration and positive effect, and telework has become a popular way to design jobs, as it allows people to work from home or other remote locations (Biron et al. 2016). Based on the recent empirical findings, we anticipate that telework will have a positive impact on creativity According to the teleworkers survey in the UK and USA reported that the primary benefit of telework is the time saved on commuting so that employees can work more through telework (Mihalca et al., 2021).

In order to pursue organizational goals in a dynamic corporate environment, employee creativity is essential. As a result, researchers and practitioners are always looking for ways to boost employees' creativity. (Fonner et al. 2010; Naotunna & Zhou, 2021). Creative individuals produce both original and practical ideas. Organizational studies

have known for a long time that interpersonal connections, regular face-to-face encounters, trust, support, and reciprocity are critical factors in determining an individual's capacity for creativity. However, information technology has advanced (Joo et al. 2013; Perry-Smith et al. 2003). Many firms have started to use teleworking as an alternate job design that allows employees to perform job duties from a distance.

Intriguing curiosity, a recent study discovered a favourable association between telework and employee creativity, pointing to the advantages of fewer encounters in fostering innovation. Although this piece of data offers a foundational understanding of the link between telework and creativity, it does not address how telework affects an individual's creativity (Lee, Lee, & Kim, 2023).

**H1. Telework will have a positive significant effect on employee creativity.**

*2.2.2 Moderating Character of Role Clarity*
Role clarity is when individuals know their work roles' objectives, tasks, duties, and expectations (Hinkin et al., 2008). When activities and tasks are more complicated and abstract in modern organizations, people work in several teams and report to multiple supervisors, so role clarity is easily challenged (Wong et al. 2007). This scenario is expected to harm an organization since employees are unlikely to connect with its goals without clear roles (He et al. 2011), and their behaviours would not be compatible with their organization's strategy (Riel et al. 2009). Although role ambiguity is damaging and multiple meta-analyses have recommended organizations create preventive strategies (Gilboa et al. 2008), surprisingly, little empirical study has been conducted on the factors that may enhance role clarity or exacerbate role ambiguity.

Previous research has found that information-seeking behaviour (Brown et al. 2001), work-related interdependencies clarity (Wong et al. 2007), job control perception (Elovainio et al. 2001), managerial support (Whitaker et al. 2007), and transformational leadership (Mackenzie et al. 2001), can all improve the employee role clarity. Furthermore, (Organ et al. 1981) also discovered that employees of the organizational framework are linked to role clarity. Furthermore, role clarity and the degree to which responsibilities are clearly defined could indirectly influence job effort (Beckel & Fisher, 2022). For example, because of the physical distance, managers treat teleworkers differently; instead of assessing performance based on visible actions, managers adopt out-put based on the controls (Gajendran et al. 2007). This requires identifying roles and responsibilities. The result suggests that teleworkers experience less role ambiguity than traditional workers in their work schedules (Santiago Torner, 2023).

However, it shows a positive effect of telework on role clarity and increases the work effort. Therefore, the positive effect of teleworking on role clarity is evident. Having defined roles and responsibilities facilitates creativity while employees are performing remotely. Likewise, clear hierarchical structures help employees and managers foster work relationships, resulting in employee creativity.

**H2. If the role clarity is high, the relationship between employee creativity and telework will be stronger.**

*2.3 Conceptual Framework:*
After analyzing the literature review and assessing this study, the following conceptual framework was developed to cover the gaps in the literature review. Figure 2.1 represents the conceptual framework of this research.

**Figure 1**
*Conceptual Framework*
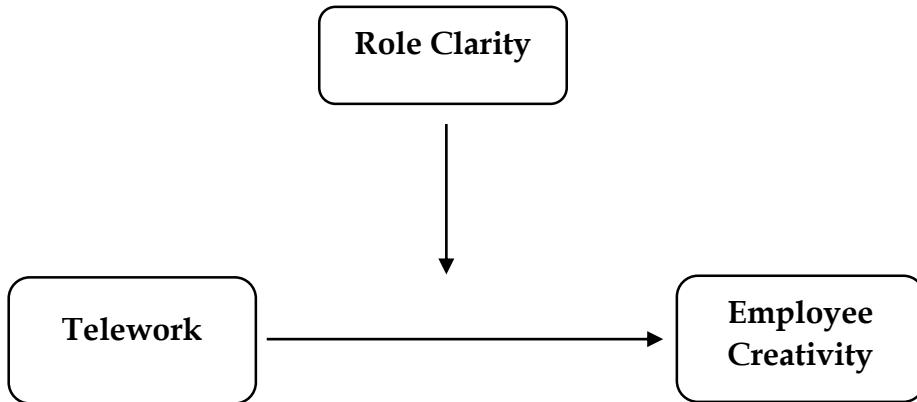


*Source:* Created by the authors

## 3. Research Methodology

### 3.1 Research Philosophy
The nature and source of research are defined through the research philosophy (Holden et al. 2004). Three famed paradigms, positivism, interpretivism, and pragmatism, are available. Meanwhile, this research focuses on quantitative data and employs a statistical approach to conclude scientific and predictive (Amaratunga et al. 2002); therefore, this study will apply the positivism paradigm.

### 3.2 Research Approach
In this study, the deductive method will be applied, as it was previously tested in the literature review of the base topic (Adamovic, 2022). By replacing the moderating variable, this study will apply the same theory. It will examine the relationship between telework and employee creativity with the moderating factor of role clarity. In this study, data collection will be based on quantitative methodology from primary sources, and the hypotheses will be developed like prior theories. In a deductive approach, the individuals from international humanitarian organizations in Afghanistan will be tested to confirm the relationship between the mentioned variables.

### 3.3 Unit of Analysis:
This study will examine the relationship between telework and employee creativity and the moderating character of role clarity in international humanitarian organizations in Afghanistan. Therefore, the individual level of unit analysis will be used in the study, and the data collection will be from individuals in humanitarian organizations in Afghanistan.

### 3.4 Population and sample of the study:
Population of this study will be individuals from International Humanitarian Organizations (International Committee of the Red Cross, International Rescue Committee, Médecins Sans Frontiers, Danish Refugee Council, Norwegian Refugee Council) in Afghanistan in order to collect accurate data, because employees of aforementioned organization have the experience of telework during COVID-19 and other security crisis, based on information in their official websites, International

Committee of the Red Cross has a team of over 1,800 staff members (www.icrc.org), International Rescue Committee has over 3,000 staff members in Afghanistan (www.rescue.org), MSF has 2,300 employees in Afghanistan (www.msf.org), the Danish Refugee Council is still present on the ground in Afghanistan with 700 Afghan employees,(www.drc.ngo) and Norwegian Refugee Council 1,500 staff members in Afghanistan (www.nrc.no), as a result, approximately there are 9,300 employees working in above mentioned international humanitarian organizations in Afghanistan, therefor, based on the Krejcie & Morgan (1970) table confirms to collect samples from 368 employees currently working in mentioned international humanitarian organizations in Afghanistan.

*3.5 Sampling method of the study:*
In this study, a non-probability convenience sampling approach will be used. The online questionnaire through Google Forms will be distributed to the individual employees of international humanitarian organizations in Afghanistan and will be collected data from those who are available conveniently. As a result, the data will be collected from at least 368 respondents to cover the sample from the target population.

*3.6 Instrumentation and Operationalization of the study:*
The measurement tools used in this study were taken from prior research to maintain the reliability and validity of the current study. Telework will be measured through six items taken from Adamovic (2022). Employee creativity will be measured by three items adopted from Zhang et al. (2010). Role clarity will be measured through three items adopted from Caillier (2014) and Bray et al. (2002).

*3.7 Reliability and validity of the study:*
The items already established in the research will be used in the study; furthermore, the reliability and validity will be no issue. With the help of SPSS, the reliability and validity of this study will be checked. Whenever the data collection is done from the respondents, Cronbach's Alpha approach will be used in the SPSS software to measure the data reliability.

## 4. Data Analysis

*4.1 Response Rate*
Since approximately 9,300 employees are working in the organizations mentioned above, the Krejcie & Morgan (1970) table validates the collection of samples from 368 employees currently working in the (International Committee of the Red Cross, International Rescue Committee, Médecins Sans Frontiers, Danish Refugee Council, and Norwegian Refugee Council) international humanitarian organizations in Afghanistan.

**Table 4.1**
*Statistics of the Respondents*

|         | Gender of Respondents | Age of Respondents | Education Level of Respondents | Years of experience of the Respondents |
|---------|:---:|:---:|:---:|:---:|
| Valid   | 368 | 368 | 368 | 368 |
| Missing | 0   | 0   | 0   | 0   |

*Source:* Created by the authors

*4.2 Demographics*
*a. Gender and Age*
As shown in Table 4.2, there are 368 male and female respondents. However, the percentage of females is extremely lower than that of males because of strict regulations for interviewing a woman in Afghanistan and a lack of enthusiasm on their part to participate in the interview. 334 (90.8%) males and 34 (9.2%) females were interviewed. As shown in Table 4.2, from a total of 368 respondents, the majority of those interviewed are between the ages of 31-40, which is equal to 49.7 %; the minority, representing 1.4% of all responders, are below the Age of 21. In addition, the remaining 48.9% of the respondents are 33.7% between 21-30 years old, and 15.2% are above 40 years old.

*b. Education level of the respondents*
As shown in Table 4.2, the majority of the respondents are bachelor graduates, consisting of 287 or 78.0%. After that, the second highest number of respondents are master graduates, 47 or 12.8%. The third highest respondents are 14th-grade graduates, which is 27 or 7.3%, and 4 respondents are school graduates, which consists of 1.1%. The respondents with lower grades are Ph.D. graduates, which consists of 3 of the respondents or 0.8% of the total respondents.

*c. Years of experience*
As Table 4.2 shows below, from a total of 368 respondents, the majority, 167 respondents, or 45.4%, have between 6-9 years of working experience, 140 respondents reported that they have 3-5 years of working experience, which is equal to the 38% of the total respondents, in order 37 of respondents or 10.1% is the third level of the most respondents which have above the 9 years of working experience. The last 24 respondents, or 6.5%, are at the lower level and have less than 3 years of working experience in the international humanitarian organization in Afghanistan.

**Table 4.2**
*Demographics*

| | | Frequency | Per cent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| **Gender** | Male | 334 | 90.8 | 90.8 | 90.8 |
| | Female | 34 | 9.2 | 9.2 | 100.0 |
| **Age** | Below 21 | 5 | 1.4 | 1.4 | 1.4 |
| | 21-30 | 124 | 33.7 | 33.7 | 35.1 |
| | 31-40 | 183 | 49.7 | 49.7 | 84.8 |
| | Above 40 | 56 | 15.2 | 15.2 | 100.0 |
| **Education** | High School Graduate | 4 | 1.1 | 1.1 | 1.1 |
| | 14th Grade | 27 | 7.3 | 7.3 | 8.4 |
| | Bachelor | 287 | 78.0 | 78.0 | 86.4 |
| | Master | 47 | 12.8 | 12.8 | 99.2 |
| | PHD | 3 | .8 | .8 | 100.0 |
| **Years of Experience** | Less than 3 years | 24 | 6.5 | 6.5 | 6.5 |
| | 3-5 years | 140 | 38.0 | 38.0 | 44.6 |
| | 6-9 years | 167 | 45.4 | 45.4 | 89.9 |
| | above 9 years | 37 | 10.1 | 10.1 | 100.0 |

*Source:* Created by the authors

## 4.3 Data Reliability Test

*Cronbach's Alpha test findings for each individual variable. According to that, 6 items for the telework, 3 items for the employee creativity and role clarity containing 3 items. All are greater than 0.6, which indicates internal consistency between the elements of related variables.*

**Table 4.3**

*Reliability Analysis*

| SN | Construct | Cronbach's Alpha | No of item |
|----|-----------|------------------|------------|
| 1 | Telework | .807 | 6 |
| 2 | Employee Creativity | .820 | 3 |
| 3 | Role Clarity | .903 | 3 |

*Source: Created by the authors*

## 4.4 Discussion on Data Normality

As shown in Table 4.8 below, the Skewness value for each variable is between (-3, +3); the Kurtosis value for each variable is similarly between (-10, +10). Therefore, the information indicates that the data is normal. Since the data is normally distributed, parametric tests should be used to find the relationship between the variables.

**Table 4.4**

*Descriptive Statistics*

| | N | Skewness | | Kurtosis | |
|---|---|----------|---|----------|---|
| | Statistic | Statistic | Std. Error | Statistic | Std. Error |
| Telework | 368 | .871 | .127 | -.093 | .254 |
| Employee Creativity | 368 | .153 | .127 | -1.274 | .254 |
| Role Clarity | 368 | 1.016 | .127 | -.629 | .254 |
| Valid N (listwise) | 368 | | | | |

*Source:* Created by the authors

## 4.5 Hypothesis Test

**Interpretation:** The significant value in the table below shows the exact effect level of the relationship between variables. The first value indicates that the relationship between Telework and Employee Creativity is insignificant since the .483 value is greater than (0.05), meaning that telework has no direct effect on employee creativity. The sig. value of the moderating variable (Role Clarity) is 114, which is greater than (0.05) and insignificant; hence, Role Clarity does not directly moderate the relationship between Telework and Employee Creativity.

Meanwhile, the significant value of the interaction effect (Telework x Role Clarity) is (.005) as it is less than .005 and significant; therefore, role clarity plays a moderating role between telework and employee creativity.

**Table 4.5**

*Hypothesis Testing & Path Coefficient*

|  | Standardized Coefficients Beta | Std. Error | T-Value | Significant Value |
|---|---|---|---|---|
| **Telework** | -.091 | .166 | -.702 | .483 |
| **Role** | -.279 | .152 | -1.586 | .114 |
| **Clarity** | .711 | .048 | 2.854 | .005 |
| **TW x RC** | | | | |

*Note:* TW = Telework and RC = Role Clarity

*Source:* Created by the authors

### 4.6 Pearson Correlation

Table 4.10 shows that the Correlation Coefficient value between Telework and Employee Creativity is 0.336, greater than "0". Therefore, it confirms a positive weak relationship between Telework and Employee Creativity. The Correlation Coefficient value between Telework and Role Clarity is 0.447, greater than "0". Therefore, it confirms a positive moderate relationship between Telework and Role Clarity. The Correlation Coefficient value between Employee Creativity and Role Clarity is 0.309, greater than "0". Therefore, it also confirms a positive weak relationship between Telework and Role Clarity.

**Table 4.6**

*Correlations*

|  |  | TW | EC | RC | TW X RC |
|---|---|---|---|---|---|
| Telework | Pearson Correlation | 1 | .336** | .447** | .775** |
|  | Sig. (2-tailed) |  | .000 | .000 | .000 |
| Employee Creativity | Pearson Correlation | .336** | 1 | .309** | .394** |
|  | Sig. (2-tailed) | .000 |  | .000 | .000 |
| Role Clarity | Pearson Correlation | .447** | .309** | 1 | .884** |
|  | Sig. (2-tailed) | .000 | .000 |  | .000 |
| Telework X Role Clarity | Pearson Correlation | .775** | .394** | .884** | 1 |
|  | Sig. (2-tailed) | .000 | .000 | .000 |  |

**. Correlation is significant at the 0.01 level (2-tailed).

*Source:* Created by the authors

**Table 4.7**

*Hypthoes Status*

| S. N | Hypothesis | Status |
|------|------------|--------|
| 1 | H1: Telework will have a positive significant effect on employee creativity. (P = .483) => (P > .005) | Rejected |
| 2 | H2: If the role clarity is high, the relationship between employee creativity and telework will be stronger. (P = .005) = (P < 0.05) | Accepted |

*Source:* Created by the authors

**Figure 4.1**

*Moderating variable TW and RC*
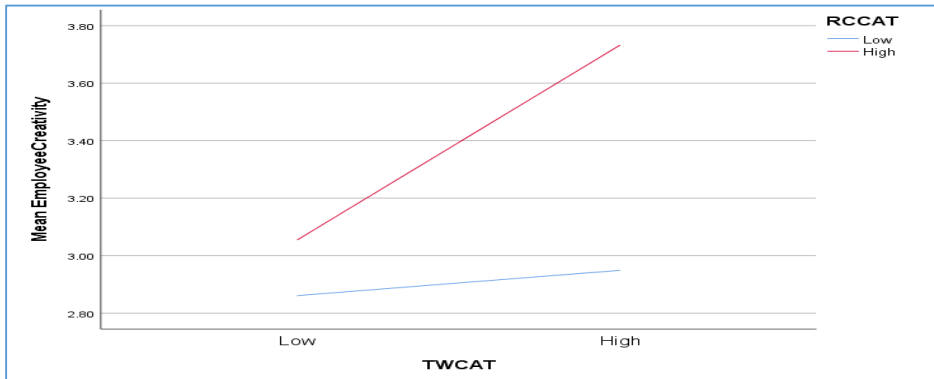


*Source:* Created by the authors

The figure shows that the RC is a moderating variable divided into low and high categories. Besides that, the red line shows high, and the blue line shows low. It indicates that the relationship between employee creativity (dependent variable) and telework (independent variable) is stronger when the role clarity (moderating variable) is high.

## 5. Conclusion and Discussion

This study intended to find out the effect of telework on employee creativity with the moderating character of role clarity for employees working in international humanitarian organizations in Afghanistan. The findings of current research data analysis indicated that telework has an insignificant effect on employee creativity, which means there is no direct effect of an independent variable on the dependent variable. Role clarity does not directly mediate between telework and employee creativity. On the other hand, the interaction effect of telework and role clarity significantly and positively affected employee creativity. Therefore, H1 is rejected, and H2 is accepted.

According to (Vega et al. 2015), telework positively influences creativity, and telework is excellent for individuals since it is less sensitive to problems and interruptions. Working alone in a private environment is also excellent for creativity since it allows individuals to think independently, which is necessary for creative thinking and the production of unique ideas (Nouri et al., 2015). Furthermore, telework has improved focus and has a good effect. It has become a popular method for designing employment since it allows employees to work from home or other remote places (Biron et al. 2016). Based on recent empirical findings, we believe telework will favourably influence creativity. According

to surveys of teleworkers in the UK and USA, the key benefits of telework are the time saved on travelling, allowing employees to work more efficiently (Mihalca et al., 2021).

Previous research has found that information-seeking behaviour (Brown et al. 2001), job control perception (Elovainio et al. 2001), work-related interdependencies clarity (Wong et al. 2007), managerial support (Whitaker et al. 2007), and transformational leadership (Mackenzie et al. 2001) can all help employees understand their roles. Furthermore, (Organ et al.1981) revealed that organizational framework workers are related to role clarity. Furthermore, the degree to which responsibilities are specified may indirectly affect task effort (Sawyer, 1992). However, it demonstrates that telework has a favourable influence on role clarity and leads to an increase in work effort, indicating that telework has a beneficial effect on role clarity. Having defined roles and duties promotes creativity when individuals work remotely. Similarly, clear hierarchical structures assist both employees and managers in fostering professional connections, which results in employee innovation.

### 5.1 Theoretical Implications
This study reinforces the importance of employee creativity in achieving organizational competitiveness and sustainability. It confirms that creativity enables organizations to navigate dynamic environments effectively. The findings highlight the critical role of role clarity in enhancing the effectiveness of telework. While telework alone does not directly impact creativity, clear roles and responsibilities significantly boost creative outcomes. The interaction between telework and role clarity fosters employee creativity, emphasizing the need for well-defined roles and duties in remote work settings.

### 5.2 Theoretical Implications

Organizations should adopt telework practices, ensuring that employees have the flexibility to work remotely. This can lead to increased efficiency and focus, as employees save time on commuting and experience fewer interruptions. Managers should prioritize establishing clear roles and responsibilities for remote workers. Providing detailed job descriptions and expectations can alleviate stress and enhance employee creativity. Training managers to support teleworkers effectively and fostering transformational leadership can significantly improve role clarity and creative outcomes.

### 5.3 Limitations and Future Research Directions
The study's findings are specific to international humanitarian organizations in Afghanistan, which may limit the generalizability of the results. Future research could explore similar dynamics in different sectors and geographic locations to validate and extend the findings. Future research could investigate other moderating variables, such as organizational culture, technological infrastructure, and employee personality traits, to better understand the conditions that enhance or hinder creativity in telework settings.

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