

Remote Working Contexts, Innovation and Creativity: Do Gender Differences Play a Role?

Grazia Garlatti Costa – University of Trieste
grazia.garlatticosta@units.it

Chiara Marinelli – University of Trieste
chiara.marinelli@phd.units.it

Guido Bortoluzzi – University of Trieste
guido.bortoluzzi@deams.units.it

Summary

The paper aims to explore the effects of social isolation and work-home conflict on the relationship between Innovative Work Behavior (IWB) and creativity, focusing on gender differences. The research contributes to understand how remote working conditions influence creativity and IWB, offering insights into gender dynamics in domestic work contexts.

We collected primary data through surveys sent to 803 remote working employees from four Italian firms in spring 2020. Hierarchical regression analyses revealed a positive association between IWB and creativity in remote work for both genders. Conversely, work-home conflict and social isolation shown a negative impact on creativity, asymmetrically across gender lines.

The findings offer valuable insights for organisations and managers, who are encouraged to adopt gender-tailored policies supporting employees' well-being and performance. By underlining the asymmetrical impact of remote working across genders, we suggest it may differently affect men's and women's creativity.

Track: Organisational Studies

Words count: 6,162 words

1. Introduction

The advent of hybrid and remote working conditions has significantly transformed the landscape of modern employment, a trend accelerated by the global Covid-19 pandemic. The necessity for firms to adapt to remote working conditions has not only ensured the continuity of business operations during periods of unprecedented disruption but has also provided a new lens through which examining the dynamics of Innovative Work Behaviour (IWB) and creativity within the workforce (Bapuji *et al.*, 2020; Kniffin *et al.*, 2021).

The pandemic-induced shift to remote working has catalysed a re-evaluation of traditional workspaces, promoting a deeper understanding of how such environments influence collective and individual creativity and innovation. This transition has underlined both opportunities and challenges, particularly in fostering an environment conducive to innovation when employees are dispersed (Yang *et al.*, 2022).

Emerging research indicates that remote working can lead to increased stress due to the blurring of work-life boundaries and the influence of the adoption of new technologies (Carroll and Conboy, 2020). The dynamics of the interplay between work-home conflict and social isolation, importantly emerging from the shift to domestic working conditions, are critical to understand the impact of remote work on employees' creative and innovative capacities (Larson, Vroman and Makarius, 2020). Furthermore, gender differences play a pivotal role in how remote working is experienced and navigated. Preliminary evidence suggests divergent impacts of remote work-induced stressors on job performance between men and women, potentially reflective of societal norms and roles (Nomaguchi, 2011). This study seeks to delve into these differences, by exploring how social isolation and work-home conflict uniquely affect men's and women's IWB and creativity in remote working contexts (Wiersma, 1990; Kossek *et al.*, 2012).

By adopting a recursive approach to understanding the relationship between IWB and creativity, this paper posits that the interplay between these variables is bi-directional and influenced by gender-specific experiences of remote work (Škerlavaj *et al.*, 2016; Rosing *et al.*, 2018; Garlatti Costa *et al.*, 2022). The study aims to contribute to the growing importance of the discourse on remote work, innovation, and gender, thus offering insights into how organisations can better support their employees' creative endeavours in changing work environments.

The main contribution of this paper consists in the integration of a gendered perspective in the examination of social isolation and work-home conflict effects on the main relationship between IWB and creativity of employees in remote working environments, through an empirical study conducted during the first lockdown stage of the Covid-19 pandemic in Italy. Our analysis uncovers a gender-specific asymmetrical influence of these elements on the relationship between IWB and creativity. This research not only adds to the body of knowledge supporting the complexity perspective of IWB within remote working contexts, but also substantiates the existence of a recursive dynamic between creativity and IWB.

This investigation seeks to guide organisational and managerial strategies and policies towards fostering innovation and creativity in modern remote work settings, mindful of the varied experiences of employees along gender distinctions.

The structure of the paper is organized as follows: Section 2 outlines the theoretical framework and formulates the core hypotheses. In Section 3, we delineate the employed methodology and the primary constructs of the survey, which was conducted among employees from four Italian companies during the pandemic. After that, in Section 4 we outline the main results of the study, which are thoroughly discussed and examined in Section 5, by also including the implications of the study. In the end, the conclusion, limitations and subsequent avenues of the research are presented in Section 6.

2. Theoretical Background and Hypotheses

2.1 Innovative Work Behaviour and Creativity: An Overview and Gender Differences within Remote Work Contexts

Innovative Work Behaviour (IWB) encompasses the initiatives and behaviours exhibited by employees aimed at fostering the creation, introduction and implementation of novel ideas, methodologies, products, or processes (De Jong and Den Hartog, 2010). This concept includes efforts directed towards catalysing and applying new measures to enhance the functioning of a role, team or organisation at large (Janssen, 2000). The scholarly debate underlines the critical role of both individual and group endeavours in driving organizational innovation, underscoring the significance of the social milieu in which IWB unfolds (Amabile, 1983; Anderson, Potočnik and Zhou, 2014).

Meanwhile, creativity is differently defined across scholarly fields, and it is commonly described as the production of ideas that are both novel and apt for a given situation (Cooper and Kurland, 2002). The concept covers the spectrum of imagination, originality and the inclination to invent unique solutions to problems (Kaufman and Sternberg, 2007). Creative work is characterised by the opportunity it affords employees to acquire new knowledge, troubleshoot, refine abilities and undertake innovative endeavours (Schieman and Young, 2010).

The nexus between IWB and creativity is firmly established in the scholarly debate, positing that the pursuit of innovative actions significantly contributes to creative output (Scott and Bruce, 1994). This relationship underscores the dynamic interplay between individuals' innovative efforts and their creativity, highlighting the pivotal role of IWB in facilitating creative outputs.

Recent studies further explore this relationship, providing evidence that the digital transformation and the increasing emphasis on agile methodologies within workplaces remark the importance of understanding how IWB catalyses creativity (Venkatesh and Speier, 2000). These insights suggest that fostering an environment conducive to IWB is paramount for organizations striving for sustained innovation and adaptability in the face of rapid technological and market changes.

The relationship between IWB and creativity, particularly within the context of remote work, merits further exploration. Remote working conditions, necessitated by the pandemic, have highlighted the need for employees to maintain or even enhance their innovative and creative outputs despite the lack of traditional collaborative spaces (Hunter, Bedell and Mumford, 2007; Brem, Viardot and Nyland, 2021).

In addition, prior research hints at the role of gender in shaping the dynamics between IWB and creativity. Differences in gender experiences and expressions of creativity on workplaces can often be traced back to varying socialisation processes, organisational structures, and common gender stereotypes (Baer, 1997). It has been observed that women might approach innovation and creativity with a preference for more collaborative and participatory methods compared to men (Alessa and Durugbo, 2022).

However, empirical studies on gender differences in creativity and IWB have yielded mixed results. While some findings suggest that men and women possess equal capabilities for innovative behaviour and creative thought, societal and organizational biases may hinder the acknowledgment and cultivation of these skills (Proudfoot, Kay and Koval, 2015). Disparities are also noted in the availability of resources, networks and support, alongside variations in self-efficacy and risk tolerance, which could disproportionately affect women's ability to participate in innovative activities (Shalley, Zhou and Oldham, 2004; Greguletz, Diehl and Kreutzer, 2018).

Conversely, other studies have pointed out the existence of similar patterns of innovative behaviour and creativity across genders, with gender differences in creativity being minimal and context-dependent (Baer, 2012). Both genders demonstrate a strong inclination towards mastery, self-expression, and autonomy, crucial elements for fostering creativity and innovation (Ryan and Deci, 2000).

Building on the complexity perspective of IWB, this paper suggests that remote work significantly alters the relationship between IWB and creativity by modifying both its temporal and spatial

dimensions. Given the inconclusiveness of previous findings regarding gender differences in this relationship, we propose a positive relationship between IWB and creativity in remote work settings for both genders. This leads us to formulate the following statement:

H1: In the context of remote work, there is a positive relationship between IWB and individual creativity for both male and female employees.

Gender differences in IWB and creativity, especially in remote settings, are influenced by various factors including societal expectations, organisational structures, and individual coping mechanisms (Eagly and Carli, 2003; Heilman and Chen, 2005). The literature suggests that while men and women possess equal potential for creativity and innovation, their expressions and recognitions may be mediated by gender biases (Cheung and Halpern, 2010).

Building on these insights, our hypotheses are formulated to explore the nuanced relationship between IWB, creativity, and remote working conditions, with a particular focus on the moderating effects of social isolation and work-home conflict across genders (Mahomed, Oba and Sony, 2022).

The shift to remote work introduces significant variables into the creative process, notably social isolation and work-home conflict, which may differentially impact male and female employees (Brucks and Levav, 2022; Knight et al., 2022). Social isolation, characterized by a lack of meaningful social interactions, poses a challenge to creativity, which often thrives on collaborative energy and exchange of ideas (Simonton, 2000).

Work-home conflict, exacerbated in remote working scenarios, further complicates this dynamic. The literature highlights how the merging of professional and personal spaces can lead to a clash of obligations, with distinct implications for male and female employees' creative outputs (Greenhaus and Beutell, 1985; Kossek and Ozeki, 1998).

Given these considerations, our study posits that remote working conditions influence the interplay between IWB and creativity, with social isolation and work-home conflict serving as critical contextual factors (Kossek and Lautsch, 2018). We hypothesise a positive relationship between IWB and creativity in remote contexts for both genders but expect the influences of social isolation and work-home conflict to manifest differently for male and female employees.

2.2 Social Isolation and Gender from Remote Working Settings

Social isolation, quantified by the deficiencies in an individual's social connections, is a complex phenomenon that influences both the physical and psychological realms of employees' work lives, impacting their sense of belonging and connection with their organisations (Cooper and Kurland, 2002; Golden, Veiga and Rino, 2008). This phenomenon is further nuanced by the quality and quantity of social networks, aligning with social capital theory, which posits that these networks' value significantly affects job creativity and overall workplace innovation (Pirola-Merlo and Mann, 2004; Cloutier-Fisher and Kobayashi, 2009).

The advent of remote work, while offering autonomy, has exacerbated the issue of social isolation by limiting direct interpersonal interactions and relying heavily on digital communication methods. This shift has been observed to potentially stifle creative processes and innovation, as these thrive on open communication and the dynamic exchange of ideas within physical workspaces (Venkatesh and Speier, 2000; Reiter-Palmon and Illies, 2004; Kannan and Veazie, 2023).

Drawing from the conservation of resources (COR) theory, it is posited that the stress induced by prolonged social isolation drains vital psychological resources, leading to diminished mental health and reduced productivity, which in turn impair workplace innovation and creativity (Hobfoll, 1989). This impact varies across genders, with men and women experiencing and responding to social isolation in different ways due to distinct socialisation patterns and network structures. Women typically engage in higher-quality social relations, which may buffer against the negative effects of isolation. Conversely, men, who are reported to value a higher number of social relations, are suggested to be more susceptible to the detrimental impacts of social isolation (Vandervoort, 2000;

Smith and Colasanti, 2005; Yang, Zheng and Chen, 2020).

Despite some evidence suggesting women experience lower levels of social isolation, workplace dynamics may lead female employees to feel marginalised, impacting their sense of belonging and perceived job performance. The geographical and cultural context further complicates this dynamic, indicating that the experience of social isolation and its impact on creativity and innovation is mediated by a multitude of factors, including individual differences and societal norms (Cloutier-Fisher and Kobayashi, 2009; Liu *et al.*, 2019; Michinov and Michinov, 2021).

Gender stereotypes and systemic barriers play a significant role in this context, often limiting women's access to professional networks and resources essential for innovation, thus potentially undermining their creative contributions. This is further exacerbated by organisational biases that may undervalue female employees' innovative efforts (Ibarra, 1993; Eagly and Carli, 2003).

All in all, scholars generally report a more pronounced negative impact of social isolation on the creativity and innovative work behaviour (IWB) of male employees in remote working contexts. This leads us to the formulation of the second hypothesis of the paper:

H2: In remote working contexts, the moderation effect of social isolation on the relationship between IWB and individual is asymmetrical: it holds, namely it is significant, for male but not for female employees.

2.3 Work-Home Conflict from Remote: Male and Female Differences

The intersection of work and family life, particularly accentuated in remote working conditions, often precipitates work-home conflict, where the demands of work and family responsibilities clash, leading to potential disruptions in both domains (Bailey and Kurland, 2002). This blurring of professional and personal boundaries can challenge employees' time management and overall job performance (Gajendran and Harrison, 2007). While some researchers posit that remote working could alleviate these tensions by offering greater flexibility, others contend it may amplify family expectations and stresses (Delanoeije, Verbruggen and Germeys, 2019; Gillet *et al.*, 2022).

Remote work's inherent lack of physical workspace separation heightens the potential for work-home conflict, which potentially detracts from work engagement and hinders creative and innovative output (Grandey and Cropanzano, 1999). Although creativity has been linked to lower work-home conflict, the relationship is complex, with some findings suggesting that navigating these conflicts might, under certain personal and contextual conditions, spur creative performance through mechanisms like job crafting (Zhang, Wan and Das, 2020).

Nevertheless, we adopt a conflictual stance and depart from a negative correlation between work-home conflict and both IWB and creativity, since it is likely to lead to heightened levels of tension accompanied by less time availability and a stress-free mindset for innovative efforts (Akinola *et al.*, 2019; De Vries, Bakker and Breevaart, 2021). We posit that lower perception of work-home conflict provides adequate conditions to engagement in creative activities, thus being conducive to greater creativity from remote job contexts (Karwowski *et al.*, 2021).

Recent research indicates that remote working conditions exacerbate work-home conflict for both genders, though the underlying causes vary. According to theories on work-family boundaries and the COR one, the increase in work-home conflict in remote scenarios stems from the blurring distinction between professional and personal life, leading to a more challenging distinction of roles and responsibilities (Van der Lippe and Lippényi, 2018; Schnettler *et al.*, 2024). Social role theory suggests a differential prioritisation of domestic versus job responsibilities between women and men, with women experiencing more spillover effects from job contexts to domestic ones due to traditional gender roles and societal expectations (Eagly, 1987; Powell and Greenhaus, 2010; Van Veldhoven and Beijer, 2012). In general, women predominantly maintain household responsibilities, which may amplify the strain of balancing professional and domestic obligations, potentially diminishing their capacity for creativity and innovation (Yücel and Chung, 2023). This strain is echoed in findings that associate increased domestic burdens under remote work conditions with higher instances of role

conflict and mental health issues among women, highlighting the severe stress of work and family reconciliation (Pfefferbaum and North, 2020; Shockley *et al.*, 2021).

Evidence is not conclusive on factors triggering work-home conflict perceptions. While some studies suggest gender parity in the triggers of work-home conflict among remote workers (Emslie, Hunt and Macintyre, 2004), others identify distinct gender-specific variables, such as childcare or senior-level positions for women and non-standard work habits for men (Allen and Finkelstein, 2014).

Despite differences depending on job and economic status, the differential impact of work-home conflict is also reported for managerial and professional women. Particularly, those in full-time roles tend to experience heightened anxiety and irritability, which are known to adversely affect creativity (Schieman, Whitestone and Van Gundy, 2006).

Furthermore, job autonomy and reduced work pressures can alleviate work-family conflict and its psychological toll, by also hinting at the importance of individual coping mechanisms and resilience in mitigating their potentially negative impacts (Groenlund, 2007). Therefore, the significance of establishing a normative and cultural framework that supports gender equality in work and home responsibilities is underscored as crucial for addressing these disparities (Haggqvist, Gådin and Nordenmark, 2016). Indeed, the potential role of organisational culture in the intensification of work-home conflict, particularly for women, is critically examined by Ely and Meyerson (2000). They argue that many organizational practices inadvertently favour work over family life, creating environments that dampen creativity and innovation by fostering conditions unfavourable to creative engagement.

Given these considerations, we advocate an asymmetrical impact of work-home conflict on the relationship between IWB and creativity in remote working contexts. We therefore hypothesise:

H3: In remote working contexts, the moderation effect of work-home conflict on the relationship between IWB and individual is asymmetrical: it holds, namely is significant, for female but not for male employees.

3. Methodology

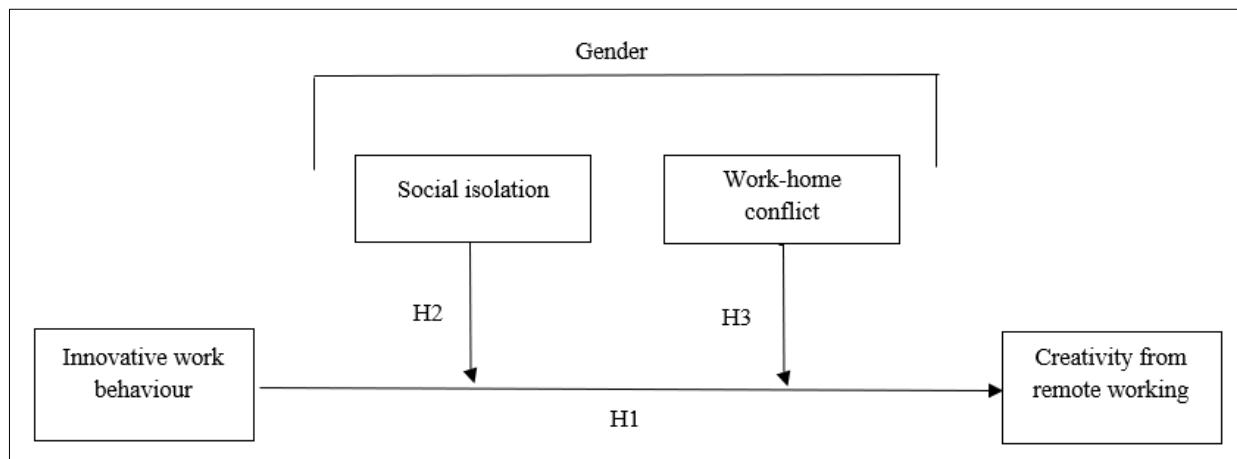


Figure 1. The research model. Source: authors' elaboration.

Data collection for the present study was conducted in Spring 2020, targeting employees from four multinational corporations in Italy operative in different sectors. An online questionnaire was distributed to employees identified by HR managers as holding particularly creative roles through convenience non-probability sampling.

Despite limitations in data completeness reporting from these companies, we achieved an estimated response rate of 87%. After excluding questionnaires with significant missing data (over 10%), a total of 803 valid responses were retained for analysis.

The survey, initially crafted in English, underwent a meticulous back-to-back translation process into Italian to ensure both linguistic accuracy and conceptual consistency, according to Brislin's (1986) guidelines. Designed to be part of a more comprehensive questionnaire, the survey incorporated several measures to reduce potential response biases, including reverse-coded items and an instructional manipulation check to verify respondent attentiveness (Oppenheimer, Meyvis and Davidenko, 2009). Each participant was assigned a unique identifier to facilitate data management. To address concerns regarding common method bias, the IWB construct was evaluated through distinct instruments for employees and their direct supervisors. As the two shown remarkable correlation ($r = 0.407$, $p < 0.01$), this suggests a minimal risk of bias in our methodological approach (Podsakoff, Mackenzie and Podsakoff, 2012). Responses to questions were articulated on five-point Likert scales, reflecting either frequency or degree of agreement with the statements provided in the survey.

Creativity in the context of remote work, our study's dependent variable, was assessed using a scale adapted from George and Zhou (2001), while IWB was measured through Janssen's (2000) scale. Both constructs underwent extensive validation to ensure the robustness of our findings against common method bias. Preliminary testing confirmed the scales' validity, enhancing our research's methodological integrity.

Assessments of work-home conflict and social isolation during the pandemic period were based on scales from Ayyagari, Grover and Purvis (2011) and Golden, Veiga and Rino (2008), respectively, each adapted to reflect the unique circumstances presented by the Covid-19 lockdown. The reliability of these measurement scales was confirmed through internal consistency checks, with all Cronbach's alpha values above the 0.70 threshold for reliability (Hair *et al.*, 2010).

To account for potential confounding variables, the study included controls such as age, education level and caregiving responsibilities, ensuring a thorough examination of how these factors might influence the observed outcomes related to performance in remote work settings.

4. Results

Statistical analyses were executed using IBM SPSS Statistics on a dataset comprising 803 employees, among which 331 women. A demographic overview reveals that the majority (53%) is between 40 to 54 years old and nearly 60% of participants has children. As for the level of education, 54.6% of participants have achieved a high school diploma, and 37.7% holds a bachelor's or master's degree. People were employed across four diverse industry sectors, ranging from engineering to frozen food.

Female employees (N=331)	Model 1	Model 2	Model 3	Male employees (N=471)	Model 1	Model 2	Model 3
Intercept	3.68 (0.38)***	3.15 (0.35)***	2.63 (0.51)	Intercept	3.950 (0.24)***	2.98 (0.35)***	3.37 (0.47)
Age	-0.05 (0.09)	-0.07 (0.08)	-0.07 (0.08)	Age	-0.06 (0.05)	-0.07 (0.04)	-0.07 (0.04)
Education	0.04 (0.09)	0.01 (0.08)	-0.01 (0.07)	Education	-0.04 (0.05)	-0.09 (0.04)*	-0.09 (0.04)**
Care for children	-0.07 (0.11)	-0.01 (0.09)	0.02 (0.09)	Care for children	-0.06 (0.08)	-0.03 (0.06)	-0.03 (0.06)
Innovative work behaviour (IWB)		0.47 (0.05)***	0.8 (0.13)***	Innovative work behaviour (IWB)		0.54 (0.04)***	0.62 (0.11)***
Social isolation		-0.28 (0.04)***	-0.5 (0.14)*	Social isolation		-0.20 (0.03)***	-0.88 (0.17)
Work-home conflict (WHC)		-0.07 (0.05)	0.16 (0.19)	Work-home conflict (WHC)		-0.18 (0.04)***	-0.04 (0.17)***
<i>Moderation effects</i>							
IWB x Social isolation			0.01 (0.04)	IWB x Social isolation			0.43 (0.04)*
IWB x WHC			-0.60 (0.05)**	IWB x WHC			-0.52 (0.05)**
WHC x Social isolation			0.40 (0.04)	WHC x Social isolation			0.56 (0.03)**
R	0.1	0.55	0.58	R	0.08	0.66	0.68
R²	0.01	0.30	0.33	R²	0.01	0.44	0.45
Adjusted R²	0.00	0.29	0.31	Adjusted R²	0.01	0.43	0.44
F	0.98	21.69	16.56	F	0.91	55.99	40.29
p	0.40	<0.001	<0.001	p	0.44	<0.001	<0.001

Tables 1-2. Regression results for women (on the left, N=331) and men (on the right, N=471). *** stands for $p < 0.001$; ** for $p < 0.01$ and * for $p < 0.05$. Standard errors in parentheses. Source: authors' elaboration.

4.1 Regression Analysis

For hypothesis testing, the dataset was stratified by gender. Then, we conducted hierarchical regression analyses separately on both datasets. Model 1 includes control variables (age, education and care), while Model 2 includes the main independent variables (IWB, social isolation, work-home conflict). Analyses from Model 2 prove the presence of a positive relation between IWB and remote work creativity for both genders ($\beta = 0.54$ for males and $\beta = 0.47$ for females, $p < 0.001$). The coefficient indicates that an increment in IWB produces a rise of about half a unit in creativity levels for both men and women.

Conversely, Model 2 reveals a negative impact of work-home conflict ($\beta = -0.18$ for males and $\beta = -0.07$ for females) and social isolation ($\beta = -0.2$ for males and $\beta = -0.28$ for females) on creativity in remote contexts, though for women the work-home conflict coefficient is not statistically significant ($p > 0.05$).

Model 3 introduces interaction terms to assess moderation effects. First, we notice that Hypothesis 1 is supported, so that one unit increase in IWB contributes to a 0.8 unit increase in creativity for women and 0.62 for men ($p < 0.001$ for both genders). Then, the interaction between IWB and social isolation is significant only for males ($\beta = 0.43$, $p < 0.05$), supporting Hypothesis 2. Indeed, the (surprisingly) positive effect of social isolation on the IWB-creativity relationship is supported for male employees. Conversely, the effect of social isolation on females is not significant ($\beta = 0.01$, $p = 0.98$).

Work-home conflict negatively influences the IWB-creativity relationship for both genders, with the interaction term (IWB x work-home conflict) indicating a substantial decrement in creativity of

around half a unit according to standardised β coefficients ($\beta = -0.52$ for females and $\beta = -0.6$ for males, $p < 0.01$). Given that, Hypothesis 3 is partially supported.

The adjusted R^2 values suggest a better model fit for male employees across all three models, with Model 3 accounting for approximately 44% and 31% of the variance for males and females, respectively.

5. Discussion

The Covid-19 pandemic has enhanced the shift to remote working as a common practice across numerous organizations, with its likely persistence within conventional work arrangements in the forthcoming years (Bernhardt, Recksiedler and Linberg, 2022). This study's findings corroborate the hypothesis that employees exhibiting high IWB levels tend to show greater creativity within remote work environments, which is a phenomenon observable across genders. However, this relationship is affected by the influence of factors such as social isolation and work-home conflict, which asymmetrically impact on the creative output of male and female employees in these settings.

5.1 Theoretical Contributions

The present paper advances the understanding of innovative work behaviour (IWB) and creativity within the context of remote working, offering a nuanced exploration of the complexity perspective on IWB. This theory, which highlights the recursive interaction between creativity and IWB, gains further empirical support, suggesting that the creative process and innovation are deeply interconnected and continuously influence each other in remote work settings (Schroeder *et al.*, 1989; Rosing *et al.*, 2018). Importantly, the study introduces a gender-focused analysis, challenging traditional views on creativity differences between genders by considering the unique dynamics introduced by remote and hybrid working arrangements.

In delving into the influence of domestic environments on creativity, the research underscores the necessity for individuals to maintain a balance between personal life, social connections, and professional responsibilities. Achieving such equilibrium is particularly challenging within domestic settings, where boundaries among spheres are often blurred (Aleksić *et al.*, 2017). The empirical evidence presented here illustrates that social isolation and work-home conflict are distinctly experienced by men and women, suggesting the need for a more nuanced approach in theories related to work-life balance and the role of social dynamics within professional contexts.

The study's findings that work-home conflict adversely affects both genders equally contribute to expanding the dialogue on the work-family interface. This challenges the dominant narrative that primarily views work-home conflict as a concern for women, by demonstrating that men, too, are significantly impacted in remote work scenarios. This observation suggests that both men and women encounter difficulties in navigating the demands of work and family life, though possibly for different reasons. It is likely that, for women, this is due to common expectations of managing home responsibilities, while men because they have less experience in balancing job and family tasks, especially within remote working arrangements (Greenhaus and Beutell, 1985; Gajendran and Harrison, 2007).

Moreover, our research critically examines the role of social isolation in moderating the relationship between IWB and creativity, revealing gender-specific effects. While social interaction is foundational for fostering creativity, the findings indicate that men's creativity is more adversely affected by social isolation compared to women, who may benefit from more robust social networks that mitigate the negative effects of isolation. This distinction calls for a deeper understanding of how social isolation influences creativity, highlighting the importance of considering individual coping strategies, socialisation patterns, and societal norms in this equation (Amabile, 1983; Perry-Smith and Shalley, 2003).

By integrating a gendered perspective into the analysis of IWB and creativity in remote working environments, this study also enriches the fields of innovation management and organisational research. It underscores the importance of recognising and addressing the varied experiences and challenges faced by men and women due to work-home conflict and social isolation. These insights are crucial for developing more inclusive theories of work-life balance, innovation and social identity that actively consider the complex interplay among personal life, workplace dynamics and social interactions (Tajfel and Turner, 2000).

Ultimately, this research underlines the pivotal influence of contextual factors - such as work-home conflict and social isolation – on innovative and creative capacities within organisations. It advocates for a gender-informed approach to exploring these dynamics, emphasizing the significance of such perspectives for creating a supportive and innovative organisational culture. This approach is key to nurturing an environment that facilitates innovation and creativity, acknowledging the evolving nature of work and the diverse needs of the workforce.

5.2 Managerial Implications

Remote work has emerged as a transformative trend in the global employment arena, necessitating a strategic rethink in organisational approaches to ensure sustained creativity and innovation (Wang *et al.*, 2021; Camp, Young and Bushardt, 2022; Gillet *et al.*, 2022). This shift towards remote and hybrid work models remarks the critical need for organisations to adapt their policies and practices to support a diverse workforce, with a particular focus on addressing the unique challenges and preferences of male and female employees. The objective is to strike a harmonious balance between enhancing employees' work-life balance and long-term corporate competitiveness in an evolving job market. This requires adaptive approaches to foster creativity and innovation within workplaces, also from remote or hybrid work contexts.

Notably, this study highlights the crucial role of Human Resources and Research and Development managers in leveraging gender-oriented tools to refine remote working environments, thus fostering ecosystems of thriving corporate creativity and heightened performance. Recognising the gender disparities in the experiences and management of work-related stressors is the first step towards crafting responsive, gender-tailored policies that promote employees' well-being while driving organisational innovation (Mahomed, Oba and Sony, 2022). Therefore, on the groundings of our research results we propose the following strategic recommendations.

Encourage Diversity of Perspectives

The innovation process thrives on the diversity of thoughts and ideas (Amabile, 1983). Creating environments that encourage employees to share their insights openly can help mitigate the challenges posed by remote working and reduce gender-based prejudices. This strategy not only enriches the pool of available ideas, but also fosters a sense of belonging and inclusivity among team members, irrespective of their remote or hybrid work contexts (Pearsall, Ellis and Evans, 2008).

Therefore, we encourage managers to promote regular practices fostering the proliferation of perspectives and ideas also in remote working settings. As we acknowledge that creative processes work best in collective contexts, creating channels for open communication where employees feel empowered and free to share their insights could be fruitful to foster creative processes within organisations. In order to fit different employees' personalities, anonymised open communication channels could be complemented by other targeted initiatives, such as team-level brainstorming opportunities, one-to-one meetings with R&D personnel, events with experts and so on. All these activities show potential to stimulate creativity and innovative approaches by also fitting different employees' approaches and personalities. These can effectively reduce negative feelings on workplaces as well as prejudices on gender differences, encouraging male and female employees' contributions to ideas from which innovative solutions can emerge (Pearsall, Ellis and Evans, 2008).

Foster Collective Innovation and Team Cohesion

Tailored training programs that focus on collective brainstorming and innovative thinking are pivotal to strengthen team cohesion and boost creativity among remote working teams. Providing top-down programs that raise employees' awareness on the importance of out-of-the-box thinking and free communication can encourage their creative potential and foster bottom-up innovations within organisations. Additionally, by educating employees on the value of collaboration and collective teamwork, teams could learn to work together in a cooperative and flexible manner from remote contests, too (Anderson, Potočnik and Zhou, 2014). Through team and capacity building initiatives, in presence and from remote, organisations can cultivate inclusive corporate cultures that are open-minded and receptive to innovations. These activities allow teams to transcend traditional gender roles and job positions and enhance cultures of mutual support within firms.

Thanks to constant confrontations and feedback with colleagues, even from remote, the negative impacts of work-home conflict and social isolation can be mitigated and everybody's contributions enhanced (Hunter, Bedell and Mumford, 2007). This can entail benefits both in creative output terms as well as in employees' well-being, with the possibility of implementing adaptive solutions that ensure all team members' adequate contributions to firms' innovation.

Enhance Flexible Work Arrangements

Adapting job measures to support flexible schedules and remote work preferences plays a critical role in addressing the needs of employees. This approach is particularly beneficial in mitigating the gender-specific challenges associated with remote work, such as balancing professional responsibilities with caregiving duties, which predominantly affect women. By implementing flexible work arrangements, organisations can significantly improve work-life balance, reducing stress and fostering environments conducive to creativity and innovation (Kinnunen, Geurts and Mauno, 2004; McElwain, Korabik and Rosin, 2005). Job flexibility is particularly suitable to contrast work-home conflict episodes which may occur within remote working conditions, by allowing employees to adapt to contextual situations and find the best conditions to innovate (Golden, Veiga and Şimşek, 2006). Higher work flexibility would leave more freedom to think and, in turn, foster creativity and innovativeness.

Collecting remote workers' advice to improve work flexibility could also be a good participative exercise to ensure that employees' necessities are addressed at best, to the benefit of firms as a whole. Given that, we also alert managers on the need to constantly monitor the status of acceptance and implementation of internal policies measures. This would allow a smooth and collaborative process of integration of initiatives that are not imposed, but fit the specificities of different workplaces and encourage changes in employees' mindsets, too.

Employee Well-being and Supportive Practices

Prioritising the well-being of employees by considering their domestic work environments and offering supportive resources is essential. Such considerations can create a supportive and empathetic work culture that values and is beneficial to the well-being and creativity of all employees, regardless of gender (Mahomed, Oba and Sony, 2022).

On the one hand, managers could provide tangible support in terms of technological devices, IT communication tools, incentives or subsidies for digital literacy training. On the other hand, companies could ensure the availability of psychological and mental health services to employees, especially those working from remote. Ensuring free access to diversified resources and support systems for remote workers can lead to higher employees' satisfaction and willingness to actively engage in firms' activities. Consequently, these targeted practices can contribute to reduce work-home conflict or stress and support creative and innovative work behaviours within organisations.

To sum up, caring for remote workers' well-being entails forecasting organisational measures that fit diverse employees' segments, such as adopting specific gender-tailored tools to support remote

workers and ensuring adequate domestic working environments for all. Employees' segmentation regarding these initiatives would allow for proper accommodation of personal, work and family needs, potentially leading to positive spillover effects also in innovation terms (Powell & Greenhaus, 2010). The balance between professional commitments with caregiving responsibilities, indeed, contributes to improve employees' well-being and positively impacts on job performances overall (Van der Lippe & Lippényi, 2018).

The Role of Leadership for an Inclusive Culture

The role of leadership in modelling inclusive behaviour and championing a culture of diversity and innovation cannot be overstated. Inclusive leadership consists in both setting policies as well as embodying behaviours that champion diversity and innovation. This leadership approach is instrumental in empowering employees to explore creative avenues and contribute unique insights that drive organisational growth and innovation, beyond gender differences (Mumford *et al.*, 2002; Zhang and Bartol, 2010).

Leaders who actively demonstrate their commitment to diversity and inclusion can inspire their teams, by promoting open perspectives that are key to thriving environments for innovation. Inclusive approaches to leadership can ensure equal opportunities for all and support the implementation of gender-inclusive policies. As they show their commitment to diversity and inclusion within workplaces, leaders can reinforce organisational standards where open communication, authentic exchanges among team members, diverse backgrounds and perspectives are appreciated and valued. Additionally, firms' leaders can encourage employees to be creative and give them the opportunity share their ideas, thus facilitating collaborative and innovative workplaces where diverse perspectives are leveraged to fuel organisational growth (Aleksić *et al.*, 2017). In brief, an adequate leadership style is key to provide employees with the suitable conditions that encourage them to be inclusive, open-minded and drivers of innovation within organisations.

Overall, organisations are at the forefront of enhancing their creative capacities and innovation potential, by also embracing comprehensive strategies that consider diversity, work-life balance, and the nuances of social isolation through a gendered lens. Inclusive and gender-specific approaches do not only address the challenges posed by the shift to remote work, but also lay the groundwork for more innovative, creative and dynamic workplaces. By committing to these gender-sensitive strategies, organisations can ensure that they are well-positioned to navigate the complexities of the modern employment landscape, fostering a corporate culture of innovation among employees of all genders.

6. Conclusions

This study illuminates the roles of social isolation and work-home conflict in influencing creativity within a remote work environment, emphasizing their differential impacts on male and female employees. By delving into the nexus between IWB and creativity in remote working contexts, this research enriches the discourse on gender disparities concerning the effects of social isolation and work-home conflict. We document the asymmetric influences of these factors on men and women, underscoring both theoretical and practical implications of our results.

Our findings call for nuanced managerial strategies that recognize and address these gender-based differences, suggesting that organisational interventions tailored to mitigate the specific challenges faced by each gender could significantly enhance innovation and creativity in remote settings.

Overall, this paper contributes to advance our understanding of how remote work conditions intersect with gender to impact creativity, advocating for targeted organisational strategies fostering environments favourable to innovation across the gender spectrum.

6.1 Limitations

We acknowledge some limitations in our study. Firstly, the cross-sectional methodology employed for the research restricts our ability to deduce causality, prompting a recommendation for future research to adopt longitudinal approaches for a more definitive exploration of these dynamics.

Moreover, the reliance on self-reported measures introduces the potential for common method bias, particularly in assessing creativity. Although self-reporting is widely used for creativity assessments, it is a variable inherently subjective and complex to measure. Despite precautions to mitigate this bias, the inherent limitations of self-reported data caution in interpretation.

Additionally, the limited explanatory power of Model 3, despite the introduction of interaction terms between IWB and social isolation, IWB and work-home conflict, invites further scrutiny into the gender-specific responses highlighted by our analysis. The quest to understand gender similarities and differences within workplaces necessitates continued investigation, which we aim at conducting in the future through different methods of analysis.

Finally, the adaptation of work-home conflict scales to the unique context of the Covid-19 pandemic restricts the scope of our analysis, particularly as we neglected the family-to-work conflict dimension. Future research is encouraged to explore these dynamics more comprehensively, potentially offering richer insights on the complex interplay between remote work, gender, and creativity.

References

- Akinola, M. *et al.* (2019) 'Incorporating Physiology into Creativity Research and Practice: The Effects of Bodily Stress Responses on Creativity in Organizations', *Academy of Management Perspectives*, 33(2), pp. 163-184.
- Aleksić, D. *et al.* (2017) 'Interactive effects of perceived time pressure, satisfaction with work-family balance (SWFB), and leader-member exchange (LMX) on creativity', *Personnel Review*, 46(3), pp. 662-679.
- Alessa, H.S. and Durugbo, C. (2022) 'Understanding innovative work behaviour of women in service firms', *Service Business*, 16(4), pp. 825-862.
- Allen, T.D. and Finkelstein, L.M. (2014) 'Work-family conflict among members of full-time dual-earner couples: An examination of family life stage, gender, and age', *Journal of Occupational Health Psychology*, 19(3), pp. 376-384.
- Amabile, T.M. (1983) 'The social psychology of creativity: A componential conceptualization', *Journal of Personality and Social Psychology*, 45(2), pp. 357-376.
- Anderson, N., Potočnik, K. and Zhou, J. (2014) 'Innovation and creativity in organizations', *Journal of Management*, 40(5), pp. 1297-1333.
- Ayyagari, R., Grover, V. and Purvis, R.L. (2011) 'Technostress: Technological antecedents and implications', *Management Information Systems Quarterly*, 35(4), p. 831.
- Baer, J. (1997) 'Gender differences in the effects of Anticipated Evaluation on Creativity', *Creativity Research Journal*, 10(1), pp. 25-31.
- Baer, M. (2012) 'Putting creativity to work: the implementation of creative ideas in organizations', *Academy of Management Journal*, 55(5), pp. 1102-1119. <https://doi.org/10.5465/amj.2009.0470>.
- Bailey, D. and Kurland, N.B. (2002) 'A review of telework research: findings, new directions, and lessons for the study of modern work', *Journal of Organizational Behavior*, 23(4), pp. 383-400.
- Bapuji, H. *et al.* (2020) 'Corona crisis and inequality: Why management research needs a societal turn,' *Journal of Management*, 46(7), pp. 1205-1222.
- Bernhardt, J., Recksiedler, C. and Linberg, A. (2022) 'Work from home and parenting: Examining the role of work-family conflict and gender during the COVID-19 pandemic', *Journal of Social Issues*, 79(3), pp. 935-970.
- Brem, A., Viardot, É. and Nylund, P.A. (2021) 'Implications of the coronavirus (COVID-19) outbreak for innovation: Which technologies will improve our lives?,' *Technological Forecasting and Social Change*, 163, p. 120451.
- Brislin, R.W. (1986) 'The wording and translation of research instruments', in Lonner, W.J. and Berry, J.W. (Eds) *Field Methods in Cross-Cultural Research*, Beverly Hills, CA: Sage, pp. 137-164.
- Brucks, M.S. and Levav, J. (2022) 'Virtual communication curbs creative idea generation', *Nature*, 605(7908), pp. 108-112.
- Camp, K.M., Young, M. and Bushardt, S.C. (2022) 'A millennial manager skills model for the new remote work environment', *Management Research Review*, 45(5), pp. 635-648.
- Carroll, N. and Conboy, K. (2020) 'Normalising the 'new normal': Changing tech-driven work practices under pandemic time pressure', *International Journal of Information Management*, 55, p. 102186.
- Cheung, F.M. and Halpern, D.F. (2010) 'Women at the top: Powerful leaders define success as work + family in a culture of gender,' *American Psychologist*, 65(3), pp. 182-193.
- Cloutier-Fisher, D. and Kobayashi, K. (2009) 'Examining social isolation by gender and geography: conceptual and operational challenges using population health data in Canada', *Gender, Place and Culture*, 16(2), pp. 181-199.
- Cooper, C.D. and Kurland, N.B. (2002) 'Telecommuting, professional isolation, and employee development in public and private organizations', *Journal of Organizational Behavior*, 23(4), pp. 511-532.

- De Jong, J.P.J. and Den Hartog, D. (2010) 'Measuring innovative work behaviour', *Creativity and Innovation Management*, 19(1), pp. 23–36.
- De Vries, J.D., Bakker, A.B. and Breevaart, K. (2021) 'Sports lunch breaks, vigor, and creativity at work: A test of the work-home resources model', *International Journal of Sport and Exercise Psychology*, 20(6), pp. 1594–1616.
- Delanoëije, J., Verbruggen, M. and Germeys, L. (2019) 'Boundary role transitions: A day-to-day approach to explain the effects of home-based telework on work-to-home conflict and home-to-work conflict', *Human Relations*, 72(12), pp. 1843–1868.
- Eagly, A.H. (1987) *Sex Differences in Social Behavior: A Social-role Interpretation*. Psychology Press.
- Eagly, A.H. and Carli, L.L. (2003) 'The female leadership advantage: An evaluation of the evidence', *The Leadership Quarterly*, 14(6), pp. 807–834.
- Ely, R. and Meyerson, D. (2000) 'Advancing gender equity in Organizations: The challenge and importance of maintaining a gender narrative', *Organization*, 7(4), pp. 589–608.
- Emslie, C., Hunt, K. and Macintyre, S. (2004) 'Gender, work-home conflict, and morbidity amongst white-collar bank employees in the United Kingdom', *International Journal of Behavioral Medicine*, 11(3), pp. 127–134.
- Gajendran, R.S. and Harrison, D.A. (2007) 'The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences', *Journal of Applied Psychology*, 92(6), pp. 1524–1541.
- Garlatti Costa, G., Bortoluzzi, G., Černe, M. (2022) 'Can innovative work behaviour spur creativity while working remotely? The role of work-home conflict and social isolation', *Management Research Review*, 46(8), pp. 1132–1148.
- George, J.M. and Zhou, J. (2001) 'When openness to experience and conscientiousness are related to creative behavior: An interactional approach.', *Journal of Applied Psychology*, 86(3), pp. 513–524.
- Gillet, N. et al. (2022) 'Remote working: a double-edged sword for workers' personal and professional well-being', *Journal of Management and Organization*, 27(6), pp. 1060–1082.
- Golden, T.D., Veiga, J.F., Şimşek Z. (2006), 'Telecommuting's differential impact on work-family conflict: Is there no place like home?', *Journal of Applied Psychology*, 91(6), pp. 1340–1350.
- Golden, T.D., Veiga, J.F. and Dino, R.N. (2008) 'The impact of professional isolation on teleworker job performance and turnover intentions: Does time spent teleworking, interacting face-to-face, or having access to communication-enhancing technology matter?', *Journal of Applied Psychology*, 93(6), pp. 1412–1421.
- Greenhaus, J.H. and Beutell, N.J. (1985) 'Sources of conflict between work and family roles', *Academy of Management Review*, 10(1), pp. 76–88.
- Greguletz, E., Diehl, M. and Kreutzer, K. (2018) 'Why women build less effective networks than men: The role of structural exclusion and personal hesitation', *Human Relations*, 72(7), pp. 1234–1261.
- Groenlund, A. (2007) 'More control, Less conflict? Job Demand–Control, Gender and Work–Family conflict', *Gender, Work and Organization*, 14(5), pp. 476–497.
- Hagqvist, E., Gådin, K.G. and Nordenmark, M. (2016) 'Work–Family Conflict and Well-Being across Europe: The role of gender context', *Social Indicators Research*, 132(2), pp. 785–797.
- Hair, J. et al. (2010) *Multivariate Data Analysis*, 7th ed. Upper Saddle River, NJ: Prentice-Hall.
- Heilman, M.E. and Chen, J.J. (2005) 'Same behavior, different consequences: reactions to men's and women's altruistic citizenship behavior', *Journal of Applied Psychology*, 90(3), pp. 431–441.
- Hobfoll, S.E. (1989) 'Conservation of resources: A new attempt at conceptualizing stress', *American Psychologist*, 44(3), pp. 513–524.
- Hunter, S.T., Bedell, K.E. and Mumford, M.D. (2007) 'Climate for Creativity: A Quantitative review', *Creativity Research Journal*, 19(1), pp. 69–90.
- Ibarra, H. (1993) 'Personal Networks of Women and Minorities in Management: A Conceptual framework', *Academy of Management Review*, 18(1), pp. 56–87.

- Janssen, O. (2000) 'Job demands, perceptions of effort-reward fairness and innovative work behaviour', *Journal of Occupational and Organizational Psychology*, 73(3), pp. 287–302.
- Kannan, V.D. and Veazie, P.J. (2023) 'US trends in social isolation, social engagement, and companionship — nationally and by age, sex, race/ethnicity, family income, and work hours, 2003–2020', *SSM-Population Health*, 21, p. 101331.
- Karwowski, M. *et al.* (2021) 'Creative Lockdown? A daily diary study of creative activity during pandemics', *Frontiers in Psychology*, 12.
- Kaufman, J.C. and Sternberg, R.J. (2007) 'Creativity', *Change*, 39(4), pp. 55–58.
- Kinnunen, U., Geurts, S.A.E. and Mauno, S. (2004) 'Work-to-family conflict and its relationship with satisfaction and well-being: a one-year longitudinal study on gender differences', *Work and Stress*, 18(1), pp. 1–22.
- Kniffin, K.M. *et al.* (2021) 'COVID-19 and the workplace: Implications, issues, and insights for future research and action.', *American Psychologist*, 76(1), pp. 63–77.
- Knight, C. *et al.* (2022) 'The loneliness of the hybrid worker', *MIT Sloan Management Review*, 63(4), pp. 10–12.
- Kossek, E.E. *et al.* (2012) 'Work–nonwork boundary management profiles: A person-centered approach,' *Journal of Vocational Behavior*, 81(1), pp. 112–128. <https://doi.org/10.1016/j.jvb.2012.04.003>.
- Kossek, E.E. and Lautsch, B.A. (2018) 'Work–Life flexibility for whom? Occupational status and Work–Life inequality in upper, middle, and lower level jobs', *The Academy of Management Annals*, 12(1), pp. 5–36.
- Kossek, E.E. and Ozeki, C. (1998) 'Work–family conflict, policies, and the job–life satisfaction relationship: A review and directions for organizational behavior–human resources research,' *Journal of Applied Psychology*, 83(2), pp. 139–149.
- Larson, B.Z., Vroman, S.R. and Makarius, E.E. (2020) 'A guide to managing your (newly) remote workers', *Harvard Business Review*, 18(2), pp. 27–35.
- Liu, H. *et al.* (2019) 'Gender differences in the influence of social isolation and loneliness on depressive symptoms in college students: a longitudinal study', *Social Psychiatry and Psychiatric Epidemiology*, 55(2), pp. 251–257.
- Mahomed, F., Oba, P. and Sony, M. (2022) 'Exploring employee well-being during the COVID-19 remote work: evidence from South Africa', *European Journal of Training and Development*, 47(10), pp. 91–111.
- McElwain, A.K., Korabik, K. and Rosin, H.M. (2005) 'An examination of gender differences in work-family conflict', *Canadian Journal of Behavioural Science*, 37(4), pp. 283–298.
- Michinov, E. and Michinov, N. (2021) 'Stay at home! When personality profiles influence mental health and creativity during the COVID-19 lockdown', *Current Psychology*, 42(7), pp. 5650–5661.
- Mumford, M.D. *et al.* (2002) 'Leading creative people: Orchestrating expertise and relationships', *The Leadership Quarterly*, 13(6), pp. 705–750.
- Nomaguchi, K. (2011) 'Marital status, gender, and Home-to-Job conflict among employed parents', *Journal of Family Issues*, 33(3), pp. 271–294.
- Oppenheimer, D.M., Meyvis, T. and Davidenko, N. (2009) 'Instructional manipulation checks: Detecting satisficing to increase statistical power', *Journal of Experimental Social Psychology*, 45(4), pp. 867–872.
- Pearsall, M.J., Ellis, A.P.J. and Evans, J.M. (2008) 'Unlocking the effects of gender faultlines on team creativity: Is activation the key?', *Journal of Applied Psychology*, 93(1), pp. 225–234.
- Perry-Smith, J. and Shalley, C.E. (2003) 'The social side of Creativity: A static and dynamic social network perspective', *Academy of Management Review*, 28(1), p. 89.
- Pfefferbaum, B. and North, C.S. (2020) 'Mental health and the COVID-19 pandemic', *The New England Journal of Medicine*, 383(6), pp. 510–512.

- Pirola-Merlo, A.J. and Mann, L. (2004) 'The relationship between individual creativity and team creativity: aggregating across people and time', *Journal of Organizational Behavior*, 25(2), pp. 235–257.
- Podsakoff, P.M., Mackenzie, S.B. and Podsakoff, N.P. (2012) 'Sources of method bias in social science research and recommendations on how to control it', *Annual Review of Psychology*, 63(1), pp. 539–569.
- Powell, G.N. and Greenhaus, J.H. (2010) 'Sex, Gender, and the Work-to-Family Interface: Exploring negative and positive interdependencies', *Academy of Management Journal*, 53(3), pp. 513–534.
- Proudfoot, D., Kay, A.C. and Koval, C.Z. (2015) 'A gender bias in the attribution of creativity', *Psychological Science*, 26(11), pp. 1751–1761.
- Reiter-Palmon, R. and Illies, J.J. (2004) 'Leadership and creativity: Understanding leadership from a creative problem-solving perspective', *The Leadership Quarterly*, 15(1), pp. 55–77.
- Rosing, K. et al. (2018) 'The temporal pattern of creativity and implementation in teams', *Journal of Occupational and Organizational Psychology*, 91(4), pp. 798–822.
- Ryan, R.M. and Deci, E.L. (2000) 'Intrinsic and Extrinsic Motivations: Classic definitions and new directions', *Contemporary Educational Psychology*, 25(1), pp. 54–67.
- Schieman, S., Whitestone, Y. and Van Gundy, K.T. (2006) 'The nature of work and the stress of higher status,' *Journal of Health and Social Behavior*, 47(3), pp. 242–257.
- Schieman, S. and Young, M. (2010) 'The demands of creative work: Implications for stress in the work–family interface', *Social Science Research*, 39(2), pp. 246–259.
- Schnettler, B. et al. (2024) 'Intra- and Inter-Individual Associations of Family-to-Work Conflict, Psychological Distress, and Job Satisfaction: Gender Differences in Dual-Earner Parents during the COVID-19 Pandemic', *Behavioral Sciences*, 14(1), p. 56.
- Schroeder, R.G., et al. (1989) *The development of innovation ideas*, in Van de Ven, A.H., Angle, H.L. and Poole, M.S. (eds) *Research on the Management of Innovation: The Minnesota Studies*. New York: Oxford University Press.
- Scott, S.G. and Bruce, R.A. (1994) 'Determinants of innovative behavior: A path model of individual innovation in the workplace', *Academy of Management Journal*, 37(3), pp. 580–607.
- Shalley, C.E., Zhou, J. and Oldham, G.R. (2004) 'The Effects of Personal and Contextual Characteristics on Creativity: Where Should We Go from Here?', *Journal of Management*, 30(6), pp. 933–958.
- Shockley, K.M. et al. (2021) 'Work-family strategies during COVID-19: Examining gender dynamics among dual-earner couples with young children', *Journal of Applied Psychology*, 106(1), pp. 15–28.
- Simonton, D.K. (2000) 'Creativity: Cognitive, personal, developmental, and social aspects,' *American Psychologist*, 55(1), pp. 151–158.
- Škerlavaj, M. et al. (2016) *Succeeding with capitalizing on creativity: An integrative framework*. Edward Elgar Publishing eBooks.
- Smith, J. and Colasanti, T. (2005) 'The influences of gender, race and ethnicity on workplace experiences of institutional and social isolation: An exploratory study of university faculty', *Sociological Spectrum*, 25(3), pp. 307–334.
- Tajfel, H. and Turner, J. (2000) 'An integrative theory of intergroup conflict', in *Oxford University Press eBooks*, pp. 56–65.
- Van der Lippe, T. and Lippényi, Z. (2018) 'Beyond formal access: Organizational context, working from home, and Work–Family conflict of men and women in European workplaces', *Social Indicators Research*, 151(2), pp. 383–402.
- Van Veldhoven, M.J.P.M. and Beijer, S. (2012) 'Workload, Work-to-Family Conflict, and Health: Gender Differences and the Influence of Private Life context', *Journal of Social Issues*, 68(4), pp. 665–683.
- Vandervoort, D.J. (2000) 'Social isolation and gender', *Current Psychological Research and Reviews*, 19(3), pp. 229–236.

- Venkatesh, V. and Speier, C. (2000) 'Creating an effective training environment for enhancing telework', *International Journal of Human-Computer Studies*, 52(6), pp. 991–1005.
- Wang, B. *et al.* (2021) 'Achieving effective remote working during the COVID-19 Pandemic: A work design perspective', *Applied Psychology*, 70(1), pp. 16–59.
- Wiersma, U.J. (1990) 'Gender differences in job attribute preferences: Work-home role conflict and job level as mediating variables', *Journal of Occupational Psychology*, 63(3), pp. 231–243.
- Yang, L. *et al.* (2022) 'The effects of remote work on collaboration among information workers', *Nature Human Behaviour*, 6(1), pp. 43–54.
- Yang, L., Zheng, Y. and Chen, R. (2020) 'Who has a cushion? The interactive effect of social exclusion and gender on fixed savings', *Journal of Consumer Affairs*, 55(4), pp. 1398–1415.
- Yücel, D. and Chung, H. (2023) 'Working from home, work–family conflict, and the role of gender and gender role attitudes', *Community, Work and Family*, 26(2), pp. 190–221.
- Zhang, X. and Bartol, K.M. (2010) 'Linking empowering leadership and employee creativity: the influence of psychological empowerment, intrinsic motivation, and creative process engagement,' *Academy of Management Journal*, 53(1), pp. 107–128.
- Zhang, M., Wang, F. and Das, A.K. (2020) 'Work–Family Conflict on Sustainable Creative performance: Job Crafting as a mediator', *Sustainability*, 12(19), p. 8004.