

INNOVATION IN EVENT MANAGEMENT: DO CREATIVE CULTURE AND RESILIENCE MATTER?

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Abstract: This current study investigates the relationships between job demands, creative culture, employee resilience, and innovative work behavior within event management firms in Pekanbaru, Indonesia, utilizing a sample of 112 respondents and employing Hayes PROCESS Macro model 4 and model 8. Drawing on the Job Demands-Resources (JD-R) theory, the research found that job demands negatively impacted creative culture. Creative culture fully mediated the relationship between job demands and innovative work behavior, underscoring its vital role as a job resource. However, despite visual trends, employee resilience did not statistically moderate the effect of job demands on either creative culture or innovative work behavior. These findings suggest that in high-pressure event management contexts, organizational resources like creative culture are more potent in fostering innovation than individual resilience in buffering job demands. The study contributes to JD-R theory by extending its application to a dynamic sector and offers practical implications for cultivating creative environments.

Keywords: Employee Resilience, Job Demands, Creative Culture, Innovative Work Behavior, Event Management Firms

INTRODUCTION

The event management industry employees face unique and demanding job characteristics, such as irregular schedules, multitasking, and high mobility, which can create significant pressure (Muskat & Judith, 2020). Although creativity and innovativeness are crucial for success in this sector (Choi et al., 2021), these high job demands can hinder employees' ability to generate new ideas and exhibit innovative work behavior (Li & Li, 2016; Dedi et al., 2018; Rafiansyah & Pradana, 2022). This creates a phenomenon where the environment requiring innovation can also suppress it.

A similar phenomenon also occurs in Indonesia's event management and creative industries. As documented by Hung & Kembaren (2024), firms in this sector navigate a paradoxical landscape

where the very job demands that define their operational model—such as irregular hours and high-stakes projects—often directly threaten the creativity and innovative work behavior essential for their success. This creates a critical tension between the need for operational agility and nurturing a creative environment.

While innovative work behavior, which refers to a concept of personal behavior characteristics that create new ideas and promote work operations through creativity as tangible benefits (Khahan et al., 2024), is crucial for the success of the event management business, excessive job demands may hinder its emergence. Hence, supporting job resources, such as creative work culture, can play a vital role in coping with the demands to sustain employees' innovation at work.

According to Maxwell et al. (2019), creative work refers to shared beliefs, values, and behaviors in organizations that encourage new and original ideas. In a work environment with a strong creative culture, job demands can transform into positive challenges that bolster new ideas as employees feel psychologically supported and valued (Asbari et al., 2019; Valentine et al., 2011). Led by these findings, the Job Demand-Resource (JD-R) theory (Bakker et al., 2007) can be an appropriate theoretical approach to explain the link between job demands, creative culture—representing job resource—and innovative work behavior.

The JD-R theory has been extensively applied to understand work dynamics in various sectors, including public sectors (e.g., Choi et al., 2021), higher education (Mete, 2017), and healthcare (Han et al., 2010). Nevertheless, its application within the specific context of the event management sector has barely been studied. This oversight represents a significant void in the literature, particularly given the unique and intense job demands—such as erratic schedules and high pressure—that define this industry. Consequently, the existing understanding of how job resources and demands influence employee innovation in event management is largely theoretical, lacking the robust empirical support in other fields.

Furthermore, the current study raises the possibility of employees' resilience—worker's ability to overcome obstacles, adapt to changing situations, and show resilience in the face of adversity (Khahan et al., 2024)—to moderate the impact of job demands on creative culture and innovative work

behavior. In the context of event management firms—where employees routinely face indefinite working hours, high mobility, and intense pressure from clients and vendors—the urgency of addressing team member resilience cannot be overlooked. These high-pressure, unpredictable environments may significantly elevate the risk of stress, burnout, and diminished productivity, undermining creativity and innovativeness (Hung & Kembaren, 2024).

While employees' resilience is a well-established factor linked to job demands, work culture, and innovation across a wide array of industries—from tourism (Nassani et al., 2024), retailing (Huang et al., 2019), logistics (Khahan et al., 2024), international corporations (Kunzelmann & Rigotti, 2022), insurance (Lisbet et al., 2023), education (Lu et al., 2024; Namono et al., 2022), healthcare (Mazzetti et al., 2024; Yu et al., 2019), transportation (Rafiansyah & Pradana, 2022; Van Doorn & Hülshager, 2015), and banking (Suhandiah et al., 2023)—its specific role within the event management sector remains a significant, under-explored area. This lack of research creates a critical gap in the literature, as the unique, high-pressure, and often unpredictable nature of the event management business makes employee resilience an especially crucial, yet unexamined, variable for fostering innovative work behavior. This study aims to fill that contextual void.

Building on the JD-R framework, this study addresses the overlooked dynamics within the event management sector by investigating the relationships between job demands, creative culture, and innovative work behavior. Furthermore, it explores the moderating role of employees' resilience, a crucial factor for navigating

the demanding and unpredictable nature of the event management business, where it has been relatively understudied despite its recognized impact in other sectors. As such, the current study aims to answer the following questions: (1) How do job demands influence innovative work behavior in event management firms? (2) How does creative culture mediate the link between job demands and innovative work behavior? (3) Does employees' resilience moderate the effect of job demands on creative culture and innovative work behavior? The findings of this study are expected to offer significant theoretical contributions by extending the JD-R theory to a new context and providing empirical insights into the interplay of job demands, creative culture, and employee resilience in fostering innovation within the event management sector.

LITERATURE REVIEW

Job Demand-Resources

First coined by Bakker et al. (2007), JD-R states that every job has certain demands and resources. Job demands refer to a job's physical, psychological, or organizational factors that require sustained effort and are linked to certain costs and strains. They include heavy workloads, time constraints, conflicting tasks, and workplace emotional impacts. Job resources, on the other hand, refer to psychological, physical, organizational, or social factors of a job to obtain goals, reduce job demands, and foster personal growth and development. They include autonomy, social support, feedback, training and development, and job control. Previous studies have investigated the effectiveness of job

resources in reducing job demand effects (Dediu et al., 2018), which, in turn, will impact individuals' innovative work behavior (Bysted, 2013; Mete, 2017).

Linking job demands to creative culture and innovative work behavior

Working under stress will likely increase individuals' efforts to meet high job demands. Effective management of job demands can potentially induce employees' innovative work behavior (Hasanah et al., 2019; Dixit & Upadhyay, 2021; Lestari et al., 2024). Especially in creative-based organizations such as event management, creativity and innovation have become a must, including event planning, conceptualization, production, and up to post-event evaluation (Hung & Kembaren, 2024). These may lead to hectic burnout and stress easily for the workers.

However, if well-managed, these demanding tasks may trigger employees' enhancing efforts. Shao et al. (2019) concluded that under low work demands, creativity tends to be slower; contrarily, it increases along with high work demands. In turn, such creative work cultures will foster innovative work behavior (Asbari et al., 2019). Volery and Tarabashkina (2021) found that an organizational, creative climate can increase employees' innovative work behavior by enabling them to manage job demands effectively. Particularly in Indonesia, Wijayanti et al. (2024) also found that fostering creative confidence and culture can significantly enhance innovation at work. These empirical findings are consistent with Robbins and Judge (2022), who wrote in their well-known book on organizational behavior, suggesting that proper management of job demands will

encourage innovative behavior. Led by these thoughts, we may predict that:

H1 Job demands induce a direct positive and significant impact on innovative work behavior.

H2 Mediated by creative culture, job demands significantly influence innovative work behavior.

Moderation effect of employees' resilience

Li and Li (2016) found that job demands can invoke higher creativity. Employees who see demands as meaningful and growth-oriented are more likely to respond with more energy, stronger engagement, and creative output. On the contrary, those who consider job demands hindrances may encounter emotional burnout and lower work engagement, both of which can suppress creativity. In this case, resilience is perhaps the most important positive resource to help navigate a stressful workplace (Huang et al., 2019). Resilience is more challenging when job demands are high unless counterbalanced by strong job resources, such as creativity. Resilience helps employees cope with job demands by acting as a buffer against strain and a catalyst for growth, depending on how those demands are experienced (Kunzelmann & Rigotti, 2022). Well-managed jobs demand positive and significant increases in creativity (Rafiansyah & Pradana, 2022).

In addition, resilience can also positively influence innovative work behavior. As found by Lisbet et al. (2023), highly resilient employees can better cope with stressful working environments; thus, they can bounce back from challenges to be more innovative at work. This finding is supported by a

recent study by Nassani et al. (2024), suggesting that employees' resilience positively and significantly influences innovative work behavior in the tourism sector.

Findings from studies by Havnen et al. (2020) and Pratama & Tondok (2023) consistently establish resilience as a significant moderator in the context of stress and psychological well-being. However, despite its proven role in mitigating the effects of stress, the moderating impact of resilience on the relationship between job demands, creative culture, and innovative work behavior has not been explored in the existing literature. This represents a critical and unaddressed theoretical void, as resilience could be vital in transforming demanding work environments into positive challenges that foster innovation. This study is the first to directly investigate this relationship, aiming to fill this significant gap.

Therefore, we may predict that employees' resilience has the potential to moderate the impact of job demands on creative culture and innovative work behavior in the event management sector. As such, the hypotheses are:

H3 Employees' resilience moderates the effect of job demands on creative culture (a) and innovative work behavior (b).

All hypotheses can be illustrated in the following research model:

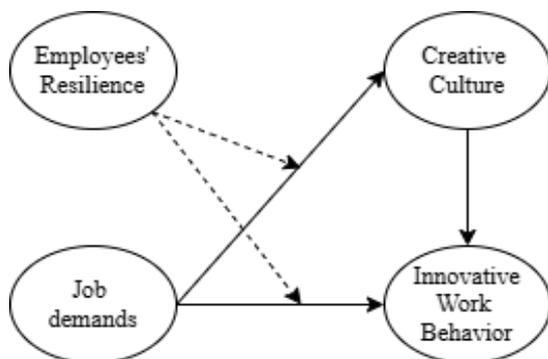


Figure 1. Research model
Source : Authors own model

RESEARCH METHODS

Sample

The population of this study was 112 workers from several event management firms in Pekanbaru, Province of Riau, particularly those who often engage in training, seminars, and exhibition events. A non-probability sampling was conducted. To determine the appropriateness of the sample size, we run a priori power analysis with G*Power (2018). By setting the effect size limit f^2 of 0.15 and 95% power with three predictors, the minimum sample size was 89 respondents. Therefore, the 112 respondents used in this study have met the minimum sample size requirement.

To ensure data validity, this study's sample was limited to participants with at least one year of experience in the event management sector. This eligibility criterion ensures they have sufficient knowledge to provide reliable assessments of the industry's job demands, creative culture, and innovative work behaviors.

Table 1. Respondents' Characteristics

| Aspects | | Freq. | % |
|------------|---------------|-------|------|
| Gender | Male | 51 | 45.5 |
| | Female | 61 | 54.5 |
| Education | High school | 38 | 33.9 |
| | Diploma | 22 | 19.6 |
| | Bachelor | 48 | 42.9 |
| | Post Graduate | 4 | 3.6 |
| Age | Min. | 26 | |
| | Max. | 45 | |
| | Average | 35.7 | |
| Experience | 1 | 18 | 9.2 |

Source: Data processing results (2025)

Forty-five point five percent were male workers, while the other 54.5% were females. The average age was 35.7 years old; the youngest was 26, and the oldest was 45. Most respondents had a bachelor's degree (42.9%), work experience in the same field between 1 and 18 years and an average of 9.2 years.

Measurement

Adopting Lestari and Zamralita (2017), job demand was used as the independent variable, measured with five indicators ($\alpha = .701$). A reversed five-point Likert scale ranged from 5 (extremely high) to 1 (extremely low). Innovative work behavior was the dependent, measured by nine items ($\alpha = .808$) modified from Mete (2017). A five-point Likert scale was employed, ranging from 1 (strongly disagree) to 5 (strongly agree). Modifying Maxwell et al. (2019), creative culture ($\alpha = .743$) was employed as the mediation variable, using four items, ranging from 1 (strongly disagree) to 5 (strongly agree). Lastly, employees' resilience ($\alpha = .802$) was used as the moderator. Adapting from Nassani et al. (2024), the variable was measured with six indicators.

Table 2. Instrument Test Results

| Measurement | ^a Rel. | ^b Val. |
|------------------------------------|-------------------|-------------------|
| <i>Job demand</i> | .701 | - |
| Stress at work | .717 | .534 |
| Emotion at work | .786 | .370 |
| Job complexity | .765 | .633 |
| Role conflict | .783 | .380 |
| Cognitive complexity at work | .783 | .384 |
| <i>Creative culture</i> | .743 | - |
| Risk taking | .751 | .421 |
| Solid team work | .736 | .618 |
| Job autonomy | .715 | .653 |
| Transparency at work | .720 | .468 |
| <i>Innovative work behavior</i> | .888 | - |
| Producing new ideas | .875 | .656 |
| Using alternative work methods | .889 | .458 |
| Using alternative work instruments | .881 | .574 |
| Offering solutions | .877 | .622 |
| Mobilizing ideas | .873 | .668 |
| Being enthusiastic on new ideas | .864 | .771 |
| Attempting to implement new ideas | .866 | .747 |
| Socializing new ideas to others | .872 | .683 |
| Evaluating new ideas | .880 | .585 |
| <i>Resilience</i> | .802 | - |
| On stressful events | .763 | .597 |
| On set-backs in life | .779 | .525 |
| On difficult times | .763 | .597 |
| On bad things happened | .776 | .546 |
| On recovering from stress | .774 | .551 |
| On recovery time | .774 | .560 |

^aReliability: *rule of thumb* ≥ 0.70

^bValidity: *rule of thumb* ≥ 0.30

Source: Data processing results, (2025)

Table 2 reveals that all Cronbach's alpha scores exceeded 0.70, indicating that all indicators of each variable were reliable. At the same time, the correlation scores exceeded 0.30, confirming that all indicators of each construct were valid.

Data analysis

A self-administered cross-sectional survey, both printed and G-Form questionnaires, was launched to collect data from selected respondents. Before data collection, informed consent was secured from all respondents, containing respondents' approval to participate in the survey. The direct and indirect effects were analyzed using PROCESS Macro model 4, while the moderating effect was tested using PROCESS Macro model 8.

RESULTS AND DISCUSSION

The descriptive analysis, as shown in Table 3, reveals that, on a scale of 1 to 5, the workers in the event management business experienced relatively high job demands ($M = 2.02$). The creative culture was moderately strong ($M = 3.66$), while employees' innovative work behavior was also moderate ($M = 3.54$).

Table 2 shows that job demands negatively and significantly affected creative culture ($\beta = -.44$; $t = -4.32$; $p = .00^{***}$). Furthermore, innovative work behavior was positively but insignificantly influenced by job demands ($\beta = .03$; $t = .31$; $p = .76$), thus rejecting H1.

Table 3. Direct and Indirect Effects

| Model | M | β | t | ^a Sig. | ^b CI | |
|-----------|------|-------------------|------------------|--------------------|-------------------|-------------------|
| | | | | | LL | UL |
| JD | 2.02 | - | - | - | - | - |
| CC | 3.66 | - | - | - | - | - |
| IWB | 3.54 | - | - | - | - | - |
| JD→CC | - | -.44 | -4.32 | .00 ^{***} | -.64 | -.24 |
| JD→IWB | - | .03 | .31 | .76 | -.17 | .24 |
| CC→IWB | - | .23 | 2.56 | .01 ^{***} | .05 | .41 |
| JD→CC→IWB | - | -.10 ^c | .04 ^d | - | -.20 ^e | -.03 ^f |

JD: Job demands; CC: Creative culture; IWB: Innovative work behavior

^a***significant at 99% confidence interval ($p < .01$); **significant at 95% confidence interval ($p < .05$)

^b significant if lower CI (LL) and upper CI (UL) have the same slope (both positive or negative)

^c Effect

^d BootSE

^e BootLLCI

^f BootULCI

Source: Hayes PROCESS results (2025)

At the same time, creative culture positively and significantly influenced innovative work behavior ($\beta = .23$; $t = 2.56$; $p = .01^{***}$). This finding led to a full mediation role of creative culture on the indirect effect of job demands on innovative work behavior (CI [-.20, -.03]), thus supporting H2.

Table 4 demonstrates that employees' resilience did not significantly moderate the effect of job demands either on creative culture (*CI* [-.36, .42]) or innovative work behavior (*CI* [-.44, .12]).

Table 4. Moderating Effects

| Model | ^a <i>CI</i> | |
|-------------|------------------------|-----------|
| | <i>LL</i> | <i>UL</i> |
| JD*ER→CC | -.36 | .42 |
| JD*ER→IWB | -.44 | .12 |
| Lower ER | -.05 | .27 |
| Moderate ER | -.08 | .19 |
| Higher ER | -.16 | .16 |

JD: Job demands; CC: Creative culture; IWB: Innovative work behavior; ER: Employees' resilience

^a significant if lower *CI* (*LL*) and upper *CI* (*UL*) have the same slope (both positive or negative)

Source: Hayes PROCESS results (2025)

To elaborate on the moderation testing results, Figures 2 and 3 visually depict the relationships between job demands, employees' resilience (ER), and the outcomes of creative culture and innovative work behavior, respectively.

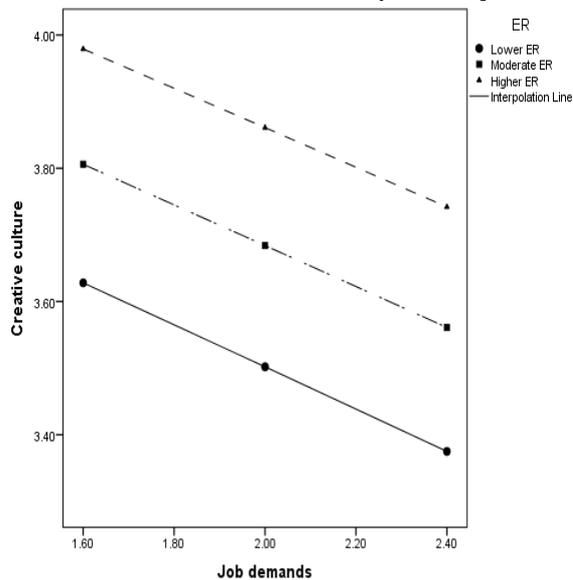


Figure 2. Moderating effect of employees' resilience towards the impact of job demands on creative culture

Source : Hayes PROCESS results (2025)

Figure 2, illustrating the potential moderation effect on creative culture, shows that as job demands increased, creative culture appeared to decline across all levels of employees' resilience (ER). While the lines for lower, moderate, and higher ER suggested different slopes, with higher resilience seemingly mitigating the negative impact, these visual trends must be interpreted in light of the statistical analysis. Similarly, Figure 3 depicts the potential moderation effect on innovative work behavior (IWB), showing relatively distinct patterns. For lower resilience, IWB increased slightly with job demands. Moderate resilience remained relatively stable or slightly increased, and higher resilience remained largely constant despite changes in job demands.

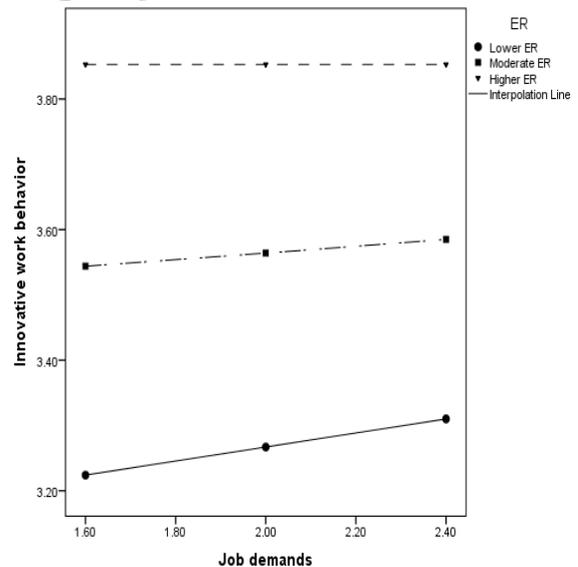


Figure 3. Moderating effect of employees' resilience towards the impact of job demands on innovative work behavior

Source: Hayes PROCESS results (2025)

Nevertheless, despite these graphical representations, the results in Table 4 indicate that employees' resilience did not statistically moderate the relationship between job demands and either creative culture or innovative work behavior. Hence, while the figures provide a descriptive overview of the observed trends, the formal statistical analysis suggested that Hypothesis H3 (a) and (b)—that employees' resilience moderates the effect of job demands on creative culture and innovative work behavior, respectively—was not supported. This implies that the observed differences in the slopes across employees' resilience levels in the figures were not statistically significant.

The findings show that job demands negatively and significantly affected creative culture. As such, it supports previous studies suggesting that high job demands can hinder employees' creativity if not well-managed. This is consistent with studies by Li and Li (2016) and Rafiansyah and Pradana (2022), reinforcing the notion that excessive demands can undermine the conditions necessary for a creative environment.

However, the study also found that job demands positively but insignificantly influenced innovative work behavior. This contradicts some literature, such as Hasanah et al. (2019) and Robbins and Judge (2022), who suggest that effective management of job demands can induce innovative work behavior. This contradiction highlights that while job demands may impede creative culture, their direct effect on innovative work behavior might be more complex or indirect, especially within the demanding event management environment.

While the JD-R model has been widely used to explore work dynamics in

various sectors, the specific role of creative culture as a mediating job resource remains largely unexplored. Previous research has primarily focused on its effects in an isolation model. For example, on innovative work behavior (e.g., Asbari et al., 2019; Volery & Tarabashkina, 2021; Wijayanti et al., 2024). This study's findings, demonstrating the full mediation effect of creative culture on job demands in affecting innovative work behavior, therefore, highlight an important contextual void by investigating creative culture as the mechanism through which job demands influence innovative work behavior within the unique, high-pressure environment of event management firms. By doing so, our research not only extends the application of the JD-R theory (Bakker et al., 2007) to a new and relevant context but also provides novel empirical evidence for the critical role of organizational culture in fostering innovation.

Furthermore, while descriptive observations from Figures 1 and 2 initially suggested potential moderating roles for team member resilience, the formal statistical analysis indicated that employees' resilience did not significantly moderate the relationship between job demands and either creative culture or innovative work behavior.

This non-significant moderation by employee resilience, particularly for creative culture, stands in contrast to some existing literature that highlights resilience as a vital positive resource for navigating stressful workplaces and potentially buffering the adverse effects of job demands on creativity. For instance, Huang et al. (2019) emphasize resilience's role in stress management, and Kunzelmann and Rigotti (2022) suggest it acts as a buffer against strain. While Li and Li (2016) found that job demands can invoke higher creativity when employees perceive

demands as growth-oriented, the current study's non-significant moderation implies that, in the event management context, individual resilience, as measured, may not significantly alter how job demands translate into creative culture or innovative work behavior. This could suggest that the inherent stressors and unique work characteristics of event management, such as irregular schedules, multitasking, and high mobility, might present challenges that even varying levels of individual resilience cannot statistically mitigate in terms of the specific moderation hypothesized. Alternatively, the observed trends in Figures 1 and 2, while not statistically significant, might still indicate a nuanced, albeit weaker, buffering effect that did not reach the conventional threshold of significance within this specific sample or measurement.

CONCLUSION AND SUGGESTIONS

While job demands negatively impact creative culture, a robust creative culture significantly fosters innovative work behavior, fully mediating the relationship between job demands and innovative work behavior. Crucially, despite initial visual indications, employee resilience did not statistically moderate the effects of job demands on either creative culture or innovative work behavior.

This study extends the JD-R framework by showing that creative culture plays a pivotal role as a job resource in mitigating the negative impact of job demands on innovative work behavior within a highly dynamic sector. Specifically, the full mediation of creative culture highlights that for event management professionals, the *presence of a supportive creative environment* is a more direct and potent mechanism for

sustaining innovation under pressure, rather than individual resilience acting as a direct buffer against job demands. This suggests a refinement to the JD-R model in this context, emphasizing the importance of organizational-level resources (like culture) over individual-level resources (like resilience) in transforming the strain of demands into productive outcomes, especially when demands are inherent and intense. It prompts further exploration into the conditions under which individual resources like resilience become more salient moderators within the JD-R framework.

From the lens of practical contributions, the findings suggest that event management firms should strategically invest in cultivating a strong creative culture; for example, implementing practices that encourage idea generation, open communication, experimentation, and a tolerance for failure. Managers should actively promote an environment where employees feel psychologically safe to propose novel solutions and approaches to demanding tasks, as this study demonstrates its direct link to innovative work behavior, even amidst high job demands.

The current study has a few limitations. First, the non-significant moderation effect of team member resilience suggests that the conceptualization or measurement of resilience, or its specific interaction with job demands within the event management context, might require further theoretical refinement. Future studies can explore alternatives, such as collective resilience or team resilience, or investigate curvilinear relationships between job demands, resilience, and outcomes.

Second, the use of 112 respondents of event management companies in Pekanbaru, though meeting the minimum sample size

requirement, may limit the generalizability of the findings. Future studies could benefit from expanding the sample size and geographical scope. This would involve collecting data from a larger and more diverse population of event management professionals across different regions or even countries. Furthermore, including respondents from a wider variety of event types (e.g., corporate, private, public, sports events) could enhance the external validity of the findings and provide a more comprehensive understanding of the relationships between job demands, creative culture, resilience, and innovative work behavior within the broader event management sector.

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