



The Effect of Workforce Agility and Employee Creativity on Freelance Crew Performance Mediated By Job Satisfaction at Cv. Menata Wedding

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Abstract: This study examines the effects of workforce agility and employee creativity on freelance crew performance, with job satisfaction serving as a mediating variable at CV. Menata Wedding, Cirebon. The study employed a quantitative explanatory research design. The population and sample consisted of 107 freelance crew members with experience in wedding events, and data were collected using a five-point Likert questionnaire. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS, including measurement-model evaluation, structural-model evaluation, bootstrapping, and indirect-effect testing. The results show that workforce agility has a positive and significant effect on freelance crew performance ($\beta = 0.577$; $t = 7.682$; $p < 0.001$), while employee creativity also has a positive and significant effect ($\beta = 0.239$; $t = 3.177$; $p = 0.002$). Workforce agility does not significantly affect job satisfaction ($\beta = 0.179$; $t = 1.778$; $p = 0.0783$), whereas employee creativity significantly affects job satisfaction ($\beta = 0.297$; $t = 3.532$; $p = 0.0006$). Job satisfaction positively and significantly affects performance ($\beta = 0.319$; $t = 3.042$; $p = 0.003$). Job satisfaction also significantly mediates the effects of workforce agility (indirect effect = 0.182; $t = 2.625$; $p = 0.0087$) and employee creativity (indirect effect = 0.077; $t = 1.988$; $p = 0.0468$) on performance. The findings indicate that workforce agility is particularly important for direct performance, while employee creativity contributes to both performance and job satisfaction.

Keywords: workforce agility; employee creativity; job satisfaction; freelance crew; performance; wedding organizer

I. Introduction

Wedding organizer businesses operate in an event-based environment in which service quality depends heavily on the ability of personnel to respond to changing conditions. In Cirebon, the development of the wedding organizer industry has created opportunities as well as stronger competition in service quality, creativity, pricing, and digital promotion. CV. Menata Wedding is one of the wedding planners and organizers operating in Cirebon and relies substantially on freelance crew to support event implementation, including guest handling, rundown management, vendor coordination, and technical control.

The work characteristics of freelance crew are dynamic because event conditions can change rapidly. Changes in the rundown, unexpected client requests, vendor delays, technical problems, and time pressure require crew members to adapt quickly and coordinate effectively. The preliminary observations and interviews reported in the thesis indicate several performance problems, including work that still requires rechecking, incomplete task completion when workload increases, and delays in responding to changes in the rundown. A preliminary survey of 30 freelance crew members also showed that 40% reported difficulty

maintaining work quality, 43% reported difficulty completing all assigned tasks, and 47% reported difficulty completing work according to the predetermined schedule.

These conditions suggest that performance is not determined only by the ability to execute routine tasks. Freelance crew members also need the capacity to respond to change, make decisions, communicate information, collaborate, learn from experience, and organize their work. These characteristics are closely related to workforce agility. Petermann and Zacher (2022) conceptualize workforce agility as a multidimensional capacity involving responses to change, decision making, information sharing, collaboration, reflection, user orientation, incremental improvement, experimentation, self-organization, and continuous learning. In an event-based workplace, such capabilities can help employees maintain performance when planned conditions change.

Employee creativity is another relevant factor because event implementation frequently requires improvisation and alternative solutions. The thesis identifies problems related to employee creativity, including incomplete understanding of event concepts and technical work, dependence on coordinator instructions when technical problems occur, and limited initiative in offering ideas. The preliminary survey found that 40% of respondents had not fully understood the assigned tasks and event concepts, 47% had difficulty finding alternative solutions and new ways of working, and 43% lacked a strong internal drive to work creatively and contribute actively. These findings support the relevance of creativity in a workplace where unexpected problems must be resolved directly in the field.

Job satisfaction is included as a mediating variable because the experience of working as freelance crew is also influenced by recognition, relationships with colleagues and coordinators, compensation, physical working conditions, job security, and the use of skills. The thesis preliminary survey indicates that dissatisfaction was particularly visible in physical workload and compensation, while perceptions of recognition, supervisor support, and job security also remained areas for improvement. Locke (1970) describes job satisfaction as a positive emotional state resulting from an individual's appraisal of the job or work experience, while Macdonald and MacIntyre (1997) developed the Generic Job Satisfaction Scale as a global measure of satisfaction.

Previous research has examined workforce agility, employee creativity, job satisfaction, and employee performance, but the thesis identifies a research gap in integrating these constructs in the context of freelance workers in the wedding organizer industry. The novelty of the study lies in examining workforce agility and employee creativity as predictors of freelance crew performance while positioning job satisfaction as a mediating mechanism in a wedding organizer setting. Accordingly, this study aims to analyze the direct effects of workforce agility and employee creativity on freelance crew performance, their effects on job satisfaction, the effect of job satisfaction on performance, and the mediating roles of job satisfaction.

II. Review of Literature

Workforce agility refers to the capacity of workers to respond appropriately to change and to use changing conditions as opportunities. Petermann and Zacher (2022) treat workforce agility as a multidimensional construct that includes accepting change, rapid decision making, information openness, collaboration, reflection, user orientation, incremental improvement, experimentation, self-organization, and continuous learning. In this study, the concept is contextualized into five practical indicators for freelance crew: the ability to accept and adapt, decision-making speed, communication and information transparency, work collaboration, and the ability to learn and organize oneself.

Employee creativity is the ability of employees to generate and apply new and useful ideas, methods, or solutions. Amabile et al. (1996) emphasize the role of the work environment in supporting creativity, while Yesuf et al. (2023) highlight relevant skills, creative-thinking processes, and intrinsic motivation. In the present study, employee creativity is measured through generating new ideas, finding alternative solutions, work improvisation, developing work methods, and applying creative ideas. These indicators reflect the practical nature of event work, where ideas must often be translated into immediate action.

Job satisfaction represents an individual's affective evaluation of work. Locke (1970) defines satisfaction as a positive emotional state resulting from appraisal of one's job experiences, while Spector (2012) views it as the extent to which people like or dislike their jobs. The Generic Job Satisfaction Scale of Macdonald and MacIntyre (1997) provides a global measure covering recognition, relationships with colleagues, enjoyment of work, security, supervisor care, physical health, pay, use of talents and skills, relationships with supervisors, and overall satisfaction. In this study, job satisfaction is treated as the mechanism through which work experiences and employee capabilities may be connected with performance.

Employee performance in this study focuses on job quality, job quantity, and job time. These dimensions are consistent with the performance indicators discussed in the thesis and are particularly relevant to event work because freelance crew must deliver work accurately, complete the required workload, and follow the event schedule. Based on the theoretical framework, workforce agility and employee creativity are expected to improve performance, while employee creativity and workforce agility are expected to contribute to job satisfaction. Job satisfaction is then expected to improve performance and mediate the relationships between the independent variables and performance.

III. Research Methods

This study used a quantitative explanatory research design to examine the relationships among workforce agility, employee creativity, job satisfaction, and freelance crew performance at CV. Menata Wedding. The research was conducted in April 2026 in the creative wedding organizer and planner business operated by CV. Menata Wedding in Cirebon.

The population consisted of 107 freelance crew members who were directly involved in wedding event implementation and had at least one year of relevant work experience. The study used saturated sampling, meaning that all 107 members of the population were included as respondents. The questionnaire employed a five-point Likert scale ranging from strongly disagree to strongly agree.

Workforce agility was measured using five indicators: accepting and adapting to change, decision-making speed, communication and information transparency, work collaboration, and learning and self-organization. Employee creativity was measured using five indicators: generating new ideas, seeking alternative solutions, work improvisation, developing work methods, and applying creative ideas. Job satisfaction was measured using ten indicators based on the Generic Job Satisfaction Scale, while performance was measured through work quality, work quantity, and timeliness.

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. The analysis included evaluation of convergent and discriminant validity, construct reliability, the structural model through R-square, F-square, and Q-square, and hypothesis testing through bootstrapping. A relationship was considered significant when the t-statistic exceeded 1.96 and the p-value was below 0.05 at a 5% significance level. Mediation was assessed through the specific indirect effect.

IV. Result and Discussion

The measurement model met the required criteria. All indicators had outer loadings above 0.70 and all constructs had Average Variance Extracted (AVE) values above 0.50. Reliability was also established, with Cronbach's alpha values of 0.893 for workforce agility, 0.897 for employee creativity, 0.946 for job satisfaction, and 0.793 for freelance crew performance. Composite reliability values were 0.921, 0.924, 0.954, and 0.878, respectively. These results indicate adequate internal consistency and support the use of the constructs in the structural model.

The structural model showed strong explanatory power. Workforce agility and employee creativity jointly explained 78.1% of the variance in job satisfaction ($R^2 = 0.781$), while workforce agility, employee creativity, and job satisfaction jointly explained 82.4% of the variance in freelance crew performance ($R^2 = 0.824$). The predictive relevance values were also positive, with $Q^2 = 0.572$ for job satisfaction and $Q^2 = 0.598$ for performance. The f^2 values indicated medium effects for employee creativity on job satisfaction (0.287), job satisfaction on performance (0.265), and employee creativity on performance (0.231), while workforce agility had a small effect on performance (0.178).

Workforce agility had a positive and significant effect on freelance crew performance ($\beta = 0.577$; $t = 7.682$; $p < 0.001$). This was the strongest direct relationship in the model. The

result is consistent with the dynamic nature of wedding organizer work, where crew members must respond to changes in rundown, client requests, vendor issues, and technical problems. The descriptive analysis showed a workforce agility mean of 3.929, with accepting and adapting to change obtaining the highest indicator mean of 3.972. These findings are consistent with Petermann and Zacher (2022) and Saptarini and Mustika (2023), who associate agility with work-related outcomes and adaptive performance.

Employee creativity also had a positive and significant effect on freelance crew performance ($\beta = 0.239$; $t = 3.177$; $p = 0.002$). The result indicates that crew members who can generate ideas, identify alternative solutions, improvise, develop work methods, and apply creative ideas tend to show better performance. The employee creativity mean was 3.882, with applying creative ideas receiving the highest mean of 3.916. This supports the view that creativity in event work is not limited to idea generation but also involves converting ideas into practical actions. The result is in line with Kurniawan and Nugroho (2021) and Yesuf et al. (2023).

Workforce agility did not have a statistically significant direct effect on job satisfaction ($\beta = 0.179$; $t = 1.778$; $p = 0.0783$). Although the coefficient was positive, the evidence was insufficient to support H3. The finding suggests that being agile may be a necessary job capability without automatically increasing satisfaction. Freelance crew members can adapt effectively to changing event conditions while still evaluating their jobs based on compensation, recognition, supervisor support, physical workload, and job security. The descriptive results reinforce this interpretation: workforce agility had a mean of 3.929, whereas job satisfaction was lower at 3.734.

Employee creativity had a positive and significant effect on job satisfaction ($\beta = 0.297$; $t = 3.532$; $p = 0.0006$). The result suggests that the opportunity to use ideas, improvise, solve problems, and contribute creatively can make work more meaningful and satisfying. The finding is consistent with Kurniawan and Nugroho (2021), who reported a relationship between employee creativity and job satisfaction. In the context of CV. Menata Wedding, creativity provides crew members with opportunities to use their skills rather than merely wait for instructions.

Job satisfaction had a positive and significant effect on freelance crew performance ($\beta = 0.319$; $t = 3.042$; $p = 0.003$). This finding indicates that a more positive work experience is associated with better performance. Job satisfaction had a mean of 3.734, while performance had a mean of 4.187. Among the satisfaction indicators, feeling happy working in the company had the highest mean (3.785), whereas confidence that supervisors care about the crew had the lowest mean (3.673). This indicates that satisfaction should be managed not only through compensation but also through recognition, communication, supervisor support, and working relationships.

The mediation analysis showed that job satisfaction significantly mediated the relationship between workforce agility and performance (indirect effect = 0.182; $t = 2.625$; $p = 0.0087$). This indirect effect was stronger than the corresponding mediation effect of employee creativity. The finding indicates that job satisfaction remains part of the mechanism linking agility with performance even though the direct path from workforce agility to job satisfaction was not statistically significant. The relationship should therefore be interpreted within the overall structural model rather than through a single direct path.

Job satisfaction also significantly mediated the relationship between employee creativity and performance (indirect effect = 0.077; $t = 1.988$; $p = 0.0468$). This finding is supported by the significant direct effects of employee creativity on both job satisfaction and performance. Thus, creative work can contribute to performance through more than one pathway: directly through better problem solving and task execution, and indirectly through the positive work experience associated with using one's creativity. Overall, six of the seven hypotheses were supported, while H3 was not supported.

Table 1. Hypothesis Testing Results

Hypotheses	Relationship	Coefficient t	t-statistic	p-value Decision	/
H1	Workforce agility → Performance	0.577	7.682	0.000 Accepted	/
H2	Employee creativity → Performance	0.239	3.177	0.002 Accepted	/
H3	Workforce agility → Job satisfaction	0.179	1.778	0.0783 Rejected	/
H4	Employee creativity → Job satisfaction	0.297	3.532	0.0006 Accepted	/
H5	Job satisfaction → Performance	0.319	3.042	0.003 Accepted	/
H6	Workforce agility → Job satisfaction → Performance	0.182	2.625	0.0087 Accepted	/
H7	Employee creativity → Job satisfaction → Performance	0.077	1.988	0.0468 Accepted	/

V. Conclusion

The study concludes that workforce agility and employee creativity are important predictors of freelance crew performance at CV. Menata Wedding. Workforce agility has the strongest direct effect on performance, while employee creativity also contributes positively and significantly. Employee creativity significantly improves job satisfaction, and job satisfaction itself contributes positively to performance. In contrast, workforce agility does not have a significant direct effect on job satisfaction.

Job satisfaction nevertheless plays a significant mediating role in both relationships tested. It mediates the effect of workforce agility on performance with an indirect effect of 0.182 and mediates the effect of employee creativity on performance with an indirect effect of 0.077. These findings indicate that management should strengthen crew agility through briefing, scenario-based problem solving, clearer task allocation, and appropriate decision-making autonomy; provide space for crew creativity and post-event idea sharing; and improve job satisfaction through recognition, supportive communication, supervisor attention, and clearer information about work responsibilities.

For future research, the thesis recommends considering other variables such as work environment, workload, leadership, compensation, and work engagement, and extending the research to multiple wedding organizers or other event-industry settings.

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