



THE IMPACT OF TEAM CREATIVITY ON ORGANISATIONAL RESILIENCE IN THE SERVICE SECTOR

Birutė PAULIKIENĖ , Ligita ŠIMANSKIENĖ , Jurgita PAUŽUOLIENĖ 

Department of Management and Economics, Faculty of Social Sciences and Humanities, Klaipėda University, Klaipėda, Lithuania

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Abstract. As organisations are increasingly challenged with unforeseen crises, a need to study and identify solutions to strengthen their capacity to remain resilient during crises arises. Scholars have emphasised that team creativity (future-TC) can positively affect organisational resilience (future-OR). Taking this into consideration, a problem can be formulated: how does team creativity affect organisational resilience? A research instrument was developed, and a quantitative survey was conducted in the Lithuania service sector. Data were collected from 446 employees across organisations in the service sector. Findings of the study confirm that TC affects OR. The most significant factors affecting OR are identified as positive team climate, managerial support, friendly relations, psychological safety, and the application of innovative work methods. Practical recommendations are offered for managers seeking to develop both TC and OR.

Keywords: organisational resilience, team creativity, small, medium, and large organisations, service sector.

✉Corresponding author. E-mail: birute.paulikiene@ku.lt

1. Introduction

The early 21st century saw a growing scholarly interest in the topic of creativity, particularly around 2000, 2009, and 2015, as the demand for digital skills increased (Cai et al., 2020). Most research analysing creativity has historically focused on social psychology, examining personal, contextual, social-organisational, and physical factors (Dul & Ceylan, 2011). Creativity has been academically proven to positively affect organisational sustainability (Batoöl et al., 2022) and innovation (Mafabi et al., 2015). Shifting the focus from individual creativity to TC provides organisations with deeper insights into social dynamics, decision-making, and collective problem-solving. TC fosters idea sharing, employee participation in decision making, and the integration of diverse skills and experience (De Vreede et al., 2012). Meanwhile, global challenges such as climate change, pandemics, and military conflicts underscore the critical need for organisations to strengthen organisational resilience. Resilient organisations are those that can rapidly adapt to disruptions, continue operations, and recover effectively. Organisational resilience research is a frequent field of modern research. Originally, resilience research was examined solely in the context of ecological systems (Holling, 1973; Gunderson, 2000) and later expanded into psychology, organisational studies, and disaster management (Bruneau et al., 2003; McDonald, 2006). Recent studies emphasise the significance of human-centred factors such as leadership styles, employee well-being, and personal and professional competencies in crises situations (Richard, 2020; Niazi et al., 2021).

However, research on the relationship between TC and resilience in the service sector remains limited. Some studies suggest that resilience acts as an intermediary between organisational creativity and organisational performance (Cobbinah et al., 2025), while others suggest resilient teams are more likely to be creative (Fan et al., 2021). This discrepancy raises a problem: how does team creativity affect organisational resilience?

Considering the above, *the aim of the research* is to address this problem by evaluating the relationship between team creativity and organisational resilience across service-sector organisations of varying sizes.

2. Theoretical framework

Organisational psychology defines creativity as the generation of novel and useful ideas or products in any field (Cai et al., 2020). Creativity can be analysed at individual, team and organisational levels. Research identifies several factors that foster creativity on team and individual levels: organisational climate, leadership style, culture, resources, skills, and structural systems (Andriopoulos, 2001). While early studies emphasised individual creativity and considered teams to be solely a background social aspect, more recent work acknowledges the central role of team dynamics where the social relations of team members also generate the prerequisites for creativity. Factors such as open working groups with a rotation system in place, informal relations between team members, a climate conducive to creativity, supportive leadership, cooperation, psychological safety, opportunities for self-expression, reduction of conflict and criticism, and groups from different functional or specialist areas are strongly linked to TC (Wilkins & London, 2006).

The concept of OR is multidimensional and dynamic (Ruiz-Martin et al., 2018; Brueller et al., 2019; Burnard & Bhamra, 2019). Resilience is defined as a function of an organisation (Seville et al., 2008), a capacity (Goldschmidt et al., 2019) or a set of both of these characteristics (Ruiz-Martin et al., 2018). Resilience consists of the ability to maintain functionality and the ability to restore capacity after losses caused by an extreme event (Cimellaro et al., 2010). According to Bruneau et al. (2003), it is a threefold ability – to absorb a shock, to recover quickly from it, to reduce the likelihood of a shock. Burnard and Bhamra (2019) identify three levels of resilience by object: individual, organisational, and infrastructure. At the individual level, behaviour reveals how people cope with unexpected disasters. At the organisational level, resilience demonstrates how organisations sustain performance during disruptions and crises. At the infrastructure level, resilience defines how communities and regions endure and develop amid complex challenges. Resilience can be treated either as an outcome to be achieved or as a process to attain that outcome (Ruiz-Martin et al., 2018). Consequently, resilience relates to the capacity to recover and is often evaluated retrospectively after disruptive events; as a process, it entails effectively managing adverse events not only after they occur but also before and during them.

Research has established a link between resilience and creativity, wherein resilience influences creativity. Richtnér and Löfsten (2014) contend that cognitive, emotional, and structural resources are crucial for building OR that underpins performance. Fan et al. (2021) find that resilient teams are better equipped to cope with adversity, which in turn fosters a creative

environment through increased confidence and effectiveness. Klein (2025) suggests that centralisation and formalisation, when combined with a stable team composition, can enhance team resilience and, in turn, encourage TC.

Although the existence of a relationship between these factors is evident, the present study focuses on the potentially opposite direction. We raise the hypothesis (H_1): *Team creativity affects organisational resilience*.

3. Methodology

The quantitative research method employed in this study was a questionnaire survey. The research instrument comprised three parts: (1) demographic information, (2) a TC scale (10 statements), and (3) an OR scale (9 statements). All items were evaluated on a five-point Likert scale, where 1 indicates complete disagreement and 5 indicates complete agreement with the statement. The TC scale was developed based on Carmeli et al. (2021); Shaul et al. (2024); Stoverink et al. (2020); and Meneghel et al. (2016). The OR scale drew on Bui et al. (2019); Seville et al. (2006); Taylor (2021); Gray and Jones (2018). Following a pilot study and expert evaluation, the statements and scale of the questionnaire were clarified, and a final questionnaire was compiled and presented to respondents.

The survey questionnaire was approved by the Research Ethics Committee of Klaipėda University (approval code: MTEK-11, approval date: May 9, 2025).

The questionnaire items and their scales were encoded, and the resulting encoding scheme (Table 1) was employed in subsequent analyses.

Table 1. The questionnaire items and their scales

Team creativity	TC	Organisational resilience	OR
The team is open to innovation.	TC1	The organisation operates successfully.	OR1
The team seeks original solutions.	TC2	Roles and responsibilities are clear and well performed.	OR2
Different opinions are accepted in the team.	TC3	The organisation responds quickly to unexpected crises.	OR3
Employee behaviour is evaluated with understanding.	TC4	The organisation can secure financial resources in a crisis.	OR4
The team welcomes initiatives and innovations.	TC5	Sufficient personnel are available during crises.	OR5
Safety is felt within the team.	TC6	Work processes can be quickly reorganised in a crisis.	OR6
A positive team climate prevails.	TC7	Employees feel safe approaching managers in crises.	OR7
Team members have friendly relations.	TC8	Support from managers is felt during workplace crises.	OR8
Support from leaders and colleagues is felt.	TC9	The organisation ensures business continuity during disruptions.	OR9
Innovative work methods are frequently used.	TC10		

Research sample. The sample was selected using a simple random sampling method. According to data from the official statistics portal, there are approximately 1,300,000 employees in Lithuania. The service sector accounts for approximately 70 percent of Lithuania's economic structure. According to the selected V. Panniotto formula, in order to conduct a representative survey with a margin of error of five percent, 399 employees need to be surveyed.

The survey included employees from organizations in the Lithuanian service sector. Respondents not meeting these criteria were excluded. Participation was voluntary, anonymous, and all respondents were informed about the study's purpose and conditions.

The questionnaire was distributed electronically in May–June 2025 through service-sector associations and directly via individual organizations. The survey included employees from a wide range of service sectors, such as healthcare, logistics, banking, education, public services, IT, tourism, and more. The study population consisted of 446 employees.

The questionnaire's internal consistency was assessed using Cronbach's alpha. Values above 0.7 indicate adequate reliability; in this study, alpha ranged from 0.901 to 0.939, showing strong reliability across all statement groups.

Data analysis. Data were analysed using SPSS 27. Descriptive statistics (means, modes, and standard deviations) were calculated. Group differences were tested using the Kruskal–Wallis test ($p \leq 0.05$) by organisational position and size. Spearman's rank-order correlation was used to test the research hypothesis.

Demographic characteristics. The study sample consisted of 446 employees in the service sector. Of these, 20.4% were men, 78% were women, and 1.6% preferred not to disclose their gender. The largest group of survey respondents consisted of persons aged 40 to 49 (36.3%). Approximately 90% of respondents reported having completed higher education. The majority of respondents have 2 to 5 years of work experience (25.6%), while 24.2% reported 10 to 20 years of experience. Most respondents were employed by large organisations (36.3%), 28.5% of respondents by medium-sized enterprises, 22.4% by small enterprises, and 12.8% by very small enterprises.

Research ethics. The study adhered to established ethical principles. Goodwill was ensured by presenting the questionnaire statements in a respectful and non-invasive manner, thereby safeguarding participants' privacy. The principle of respect for persons was upheld by clearly communicating the study's purpose. Participation was entirely voluntary, with individuals free to decide whether to take part. Anonymity and confidentiality were guaranteed, and all data, results, and methods were reported with honesty and transparency. Care was taken to avoid bias in data analysis, interpretation, and decision-making.

4. Results of the research

To assess the TC scale, the mean, mode, and standard deviation were calculated. The mean of responses ranged from 3.55 to 3.98, indicating that respondents broadly agreed with the statements presented. The highest levels of agreement were observed for the following statements: TC6 ($M = 3.98$); TC8 ($M = 3.96$); TC9 ($M = 3.96$); TC5 ($M = 3.93$).

When TC was analysed in relation to organisational size, statistically significant differences emerged for several items: TC4 ($p = 0.041$), TC7 ($p = 0.006$), TC8 ($p = 0.002$), and

TC9 ($p = 0.015$) (Figure 1). Respondents employed in very small organisations were more likely to agree with these statements. By contrast, those working in large organisations expressed comparatively lower levels of agreement. The findings suggest that employees in micro and medium-sized organisations are more inclined to perceive their team environment as supportive, with initiatives and innovations being positively evaluated, interpersonal relations remaining friendly, and team behaviour being assessed with understanding. In organisations with fewer employees, creativity is easier facilitated through personal relations and flexible structures. Conversely, in larger organisations, sustaining creativity requires deliberate managerial actions and targeted personnel policies to counterbalance structural complexity and maintain an environment supportive of innovation.

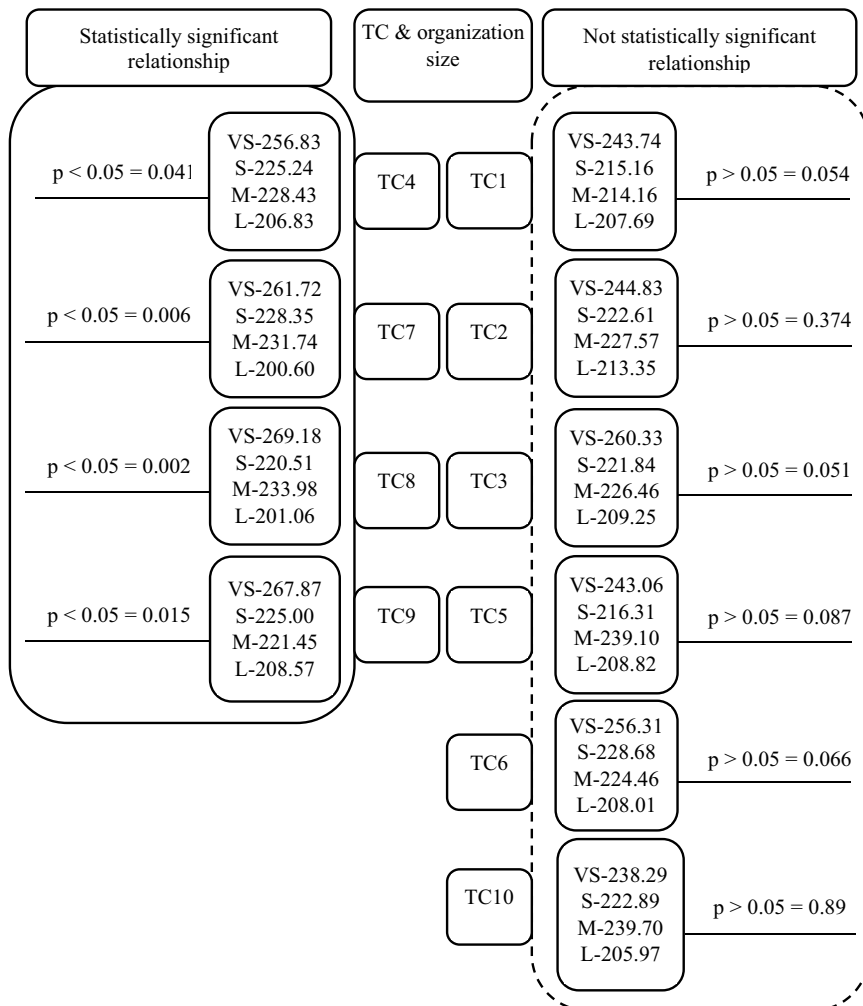


Figure 1. The relationship between the team creativity and organisational size

Note: Very small organisation (up to 10) – VS, Small organisation (11–50) – S, Medium organisation (51–250) – M, Large organisation (251 or more) – L, values represent the mean rank.

On the OR scale, task-level averages ranged from 3.51 to 4.01, indicating that the majority of respondents agreed with the statements.

In comparing OR with organisational size, nearly all items suggested that size influences respondents' choices, with the exception of item OR9 ($p = 0.099$), where the difference was not statistically significant; consequently, the accompanying Figure 2 emphasizes only statistically significant relationships. Respondents from smaller organisations more frequently concur that the organisation functions cohesively as a whole and that individuals are aware of their roles. Small and medium-sized enterprises appear better able to cope with crisis situations, likely owing to greater flexibility, faster decision-making, and a lighter bureaucratic burden. Managerial support is perceived more strongly in small and micro-organisations, reflecting closer internal communication and collaboration. These findings suggest that smaller organisations exhibit greater resilience to environmental factors and greater capacity to reorganise work processes in response to crises.

Spearman's correlation between the TC and OR scales ranges from weak correlation to strong correlation (Figure 3).

Variations in coefficient values from $\rho_s = 0.295$ to $\rho_s = 0.616$. The p-value obtained for all statements is $<0.05 = 0.000$. Thus, it can be argued that the statements of the TC and OR scales are statistically significantly correlated, therefore, we accept the *H1 hypothesis and reject H0*.

H₀: Team creativity does not affect organisational resilience ($p > 0.05$).

H₁: Team creativity affects organisational resilience ($p < 0.05$).

Statistically significant relationship	OR & organization size	Statistically significant relationship
$p < 0.05 = 0.046$ VS-246.49 S-235.15 M-227.72 L-203.68	OR1 OR5	$p > 0.05 = 0.016$ VS-203.84 S-240.51 M-241.82 L-204.06
$p < 0.05 = 0.000$ VS-265.08 S-239.25 M-240.52 L-184.69	OR2 OR6	$p > 0.05 = 0.000$ VS-226.29 S-252.48 M-244.01 L-187.20
$p < 0.05 = 0.003$ VS-237.08 S-249.95 M-227.91 L-197.65	OR3 OR7	$p > 0.05 = 0.001$ VS-261.09 S-243.44 M-223.66 L-196.70
$p < 0.05 = 0.021$ VS-234.68 S-246.03 M-227.47 L-201.24	OR4 OR8	$p > 0.05 = 0.006$ VS-233.84 S-255.83 M-218.78 L-202.30

Figure 2. The relationship between organisational resilience and organisational size

Note: Very small organisation (up to 10) – VS, Small organisation (11–50) – S, Medium organisation (51–250) – M, Large organisation (251 or more) – L, values represent the mean rank.

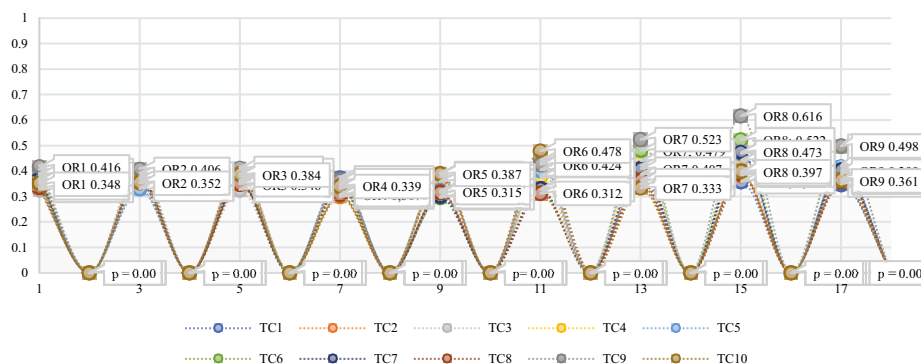


Figure 3. Correlation between team creativity and organisational resilience

5. Discussion and interpretation of results obtained

The hypothesis that *team creativity positively affects organisational resilience* aligns with findings from other research suggesting that TC can OR (Cobbinah et al., 2025). The study identifies several factors associated with TC – healthy microclimate, managerial support, friendly relations, and a sense of security within the team – as being most positively related to the organisation’s capacity to remain resilient in the face of threats. Yu and Xiang (2024) similarly argue that leadership positively influences organisational resilience, contending that charismatic, visionary, and individualised leadership enhances resilience, including the ability to respond to emergencies, adapt and solve problems during crises, and seize new opportunities. Wang et al. (2020) highlight leadership attributes such as humanity and mindfulness, which promote TC and thereby increase creative efficiency, as crucial for resilient and innovative team performance. Sharma and Mehta (2025) found a link between psychological safety and creativity, suggesting that a safe work environment fosters resilience. Considered together, these findings underscore the importance of cohesive leadership that creates a positive and secure microclimate for OR. Our study shows that openness to innovation, original solutions, tolerance of differing opinions, understanding of behaviour, positive evaluation of initiatives and innovations, and innovative working methods are also positively related to resilience. The assertion that these factors bolster resilience is supported by extensive prior research: openness to innovation enhances a company’s dynamic capacity, which is significant for resilience (Ahn et al., 2018); the ability to imagine and implement new solutions in unprecedented situations is crucial for resilience (De Saint-Julien & Courie-Lemeur, 2023); increased diversity and openness to different opinions and alternatives contribute to the robustness and flexibility of organisations (Kaz, 2019); and innovation is a critical factor in OR (Yacoubi & Tourabi, 2024).

Regarding individual TC, our findings indicate that social aspects most closely associated with creativity are safety, friendliness, cooperation, support, acceptance of innovations, and a favourable microclimate. These aspects have been identified as particularly significant for developing creativity in numerous studies (Royston et al., 2022; Sharma & Mehta, 2025). In contrast, aspects related to concrete actions – such as original solutions and innovative working methods – received slightly lower scores in our study, suggesting a potential lack of

systematic, innovative actions in the studied organisations. An additional distinction emerged: environments in small organisations appear more conducive to creativity, with closer ties and a more favourable microclimate that can positively affect TC. By contrast, larger organisations – with more formal procedures and greater gaps between managers and employees – may find it more difficult to cultivate and sustain a favourable social environment for creative teams. Castillo-Vergara et al. (2021) however, reports the opposite: small organisations may face challenges related to employees, work environment, and management.

6. Conclusions

The results confirm the hypothesis that TC positively affects OR. A favourable microclimate, managerial support, friendly relationships, a sense of security within the team, and the adoption of innovative working methods are most strongly related to the organisation's capacity to remain resilient in the face of unforeseen events.

Recommendations for leaders aiming to develop creative teams and resilient organisations:

- Implement concrete, systematic measures that demonstrate managerial support, foster a positive microclimate, cultivate friendly connections, and enhance the sense of security within the team, while promoting the use of innovative working methods to stimulate TC.
- Ensure efficient management of resources (workforce, finances, competencies) and develop organisational flexibility (rapid reorientation and process transformation).
- It is recommended that large organisations draw on the experience of smaller organisations by reducing bureaucracy, accelerating procedures, increasing procedural flexibility, and re-evaluating formal hierarchical relationships between managers and subordinates.

Limitations and future research of the study. This study has several limitations. It was conducted only in the service sector, which limits the generalizability of the findings to other contexts. In addition, convenience sampling was used, potentially reducing the applicability of the results beyond the participating organizations. All data were self-reported, which may introduce common method bias and social desirability effects. In the future, it would be interesting to conduct parallel studies in other countries to examine potential cultural effects on the relationship between TC and OR. At present, as demonstrated in the discussion part of this study, the results are generally similar those of studies conducted in other countries.

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