



# Innovativeness and Employee Job Satisfaction among Selected Fast-Moving Consumer Goods Firms in Lagos State, Nigeria

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## Abstract:

The study examined the effect of innovativeness on employees' job satisfaction in fast-moving consumer goods (FMCG) firms in Nigeria. Employee job satisfaction is a critical factor influencing organisational success, as satisfied employees are generally more productive, motivated, and committed to their jobs. The study adopted a cross-sectional survey research design. The target population comprised 3,436 employees drawn from top, middle, and lower management levels across three selected FMCG firms. Using Cochran's formula, a sample size of 345 respondents was determined. A total of 302 questionnaires were successfully retrieved, representing a response rate of 84.2%. The reliability of the research instrument was assessed using Cronbach's alpha, with results indicating a minimum coefficient of 0.80. Descriptive and inferential statistics, with the aid of SPSS version 27 were both employed. The hypothesis was tested using multiple linear regression statistics at 5% level of significance. The findings of the study revealed that innovativeness conceptualized through creativity, idea generation, market orientation, and technological savviness have a statistically significant and positive relationship with employees' job satisfaction. Notably, creativity, idea generation, and market orientation emerged as the most influential predictors of employees' job satisfaction, indicating their stronger explanatory power within the model. Innovativeness is a crucial determinant of employees' job satisfaction in FMCG firms which is also supported by dynamic capabilities theory. The study recommended that FMCG firms should create environments that encourage employees to share innovative ideas, reward creativity, continuously upgrade digital tools for training. Management should strengthen communication and inclusion to reduce resistance. Future studies could explore other factors such as organizational culture, leadership style, as mediating variables. Expanding future study beyond FMCG firms could also enhance generalizability.

**KEYWORDS:** *innovativeness, creativity, idea generation, market orientation, employees' job satisfaction.*

## 1.0 Background to the study

A significant portion of the world economy is made up of fast-moving consumer goods (FMCGs), which include necessities like food, drinks, personal hygiene products, and domestic goods with high demand and quick turnover. By bringing together producers, distributors, and consumers from many areas, the FMCG industry makes a substantial contribution to international trade, job creation, and worldwide economic growth (Euromonitor International, 2023). Deloitte (2022) claims that the FMCG sector, which accounts for a significant portion of global retail sales, is a key driver of consumer spending, especially in developing countries where demand is being fueled by rising wages and population expansion. However, evidence from extant studies indicates that employees' satisfaction has continued to experience a decline due to poor pay and benefits, uncooperative supervisor, bad work design and uncomfortable working environment. It is however posited that these challenges may be resolved with improvement in innovation through creativity, idea generation capabilities, market orientation as well as technological savviness. Hence, this study examined the effect of innovativeness on employees' job satisfaction of selected fast-moving consumer goods firms in Lagos State, Nigeria.

The need for FMCG firms to pay adequate attention to the development of its workforce in order to enhance stable job satisfaction is an integral part of firm growth. Change is a constant in human endeavor, significantly impacting both job satisfaction and organizational success. Consequently, companies in the Fast-Moving Consumer Goods (FMCG) sector must continually upskill their workforce to remain relevant. In the contemporary global economy, a firm's intellectual and systemic capabilities often outweigh its

physical assets (Ionita & Dinu, 2021). Within the Nigerian context, however, a lack of innovativeness has hindered FMCG profitability, making it increasingly difficult for these businesses to maintain a competitive edge and secure long-term employee commitment. Lekhanya et al. (2017) opined that FMCG companies show very little innovation, despite the fact that innovation is essential for an organization's survival and growth. It is therefore obvious that more creative methods are needed to address these issues and support the quickly changing consumer industry.

Employee job satisfaction is a critical factor influencing organisational success, as satisfied employees are generally more productive, motivated, and committed to their jobs. Job satisfaction, according to Tepayaku and Rinthaisong (2018), is a function of how much workers love their jobs. As a result, extrinsic and intrinsic job satisfaction should be regarded essential factors in determining job satisfaction (Liu & Chen, 2024). Employee job satisfaction in the FMCG sector has remained uneven, with only 65% of workers reporting a positive work environment due to growing job pressure and a lack of opportunities for career growth (Brown & Turner, 2023). Nevertheless, in the context of Nigerian fast-moving consumer good firms, not much has been done to establish the effect of innovativeness on job satisfaction. The FMCG industry is characterized by high operational demands, tight product lifecycles, and significant competition, which can lead to job dissatisfaction among employees. Job satisfaction in FMCG firms is influenced by factors such as compensation, workplace culture, career advancement opportunities, and job security. Jiang et al. (2024) stated that a positive work environment, job autonomy, and employee recognition are essential for fostering job satisfaction, but these factors are often challenged by the fast-paced nature of the FMCG sector.

Research indicates that employee dissatisfaction in FMCG firms is frequently linked to excessive workloads, limited opportunities for skill development, and high turnover rates, leading to significant organisational costs related to recruitment and training (Liu & Chen, 2024). Khan et al. (2023) highlights that employees facing chronic stress are more likely to experience job dissatisfaction, which can lead to lower motivation and higher absenteeism. Another issue of worthy of mention on the challenge of job satisfaction in organisation is lack of career development opportunities. Employees who feel stagnant in their roles or lack opportunities for advancement may become disengaged and dissatisfied with their jobs. Jiang et al. (2024) argue that organisations must offer clear career progression paths and ongoing training to keep employees motivated and satisfied. Additionally, poor management practices are a common cause of dissatisfaction. Unclear communication, lack of support from supervisors, and ineffective leadership can lead to a toxic work environment. Liu and Chen, (2024) emphasized that poor leadership contributes to decreased job satisfaction, as employees feel undervalued and disconnected from organisational goals. Evidence from extant studies indicates that employees' satisfaction has continued to experience a decline due to poor pay and benefits, uncooperative

supervisor, bad work design and uncomfortable working environment. There is therefore the need to fill this gap by investigating the impact of innovativeness (creativity, idea generation capabilities, market orientation and technological savviness) on organisational employees' job satisfaction in selected fast-moving consumer good firms in Lagos, Nigeria.

The study therefore investigated the influence of innovativeness on employees' job satisfaction of selected fast-moving consumer goods firms in Lagos State, Nigeria.

## **2.0 Literature Review**

### **2.1 Employees Job Satisfaction**

The degree to which people feel good or bad about their occupations, taking into account things like pay, possibilities for advancement, work-life balance, and connections at work, is known as employee job satisfaction (Usman et al., 2024). Pinheiro et al., (2025) believed that an employees' subjective degree of satisfaction with their work experience, includes emotional, cognitive, and evaluative reactions to workplace circumstances and results. Pinheiro et al. (2025) opined that job satisfaction is acknowledged as an overall evaluative judgment that is influenced by contextual factors like person-organization fit and decent work conditions, as well as intrinsic factors like autonomy and nature of work and extrinsic factors like pay, leadership, and career opportunities. According to Ruzungunde et al. (2024) and Pratama & Padmakusumah (2026), job satisfaction is a subjective and dynamic construct that is both an outcome and a predictor of organizational behaviors. It is also sensitive to evolving work environments, such as flexible work schedules and well-being initiatives.

### **2.2 Creativity**

Green et al. (2023) offer a process definition of creativity that entails interactions among cognitive, affective, and environmental elements that develop over time. He and Chiang (2024) discovered that in educational settings, the relationship between creativity motivation and creative thinking was mediated by a growth mindset toward creativity, which is the belief that one's creative abilities can be developed. However, creativity is defined as the process by which people or organizations come up with innovative and practical ideas, which forms the basis of innovativeness by turning creative thinking into worthwhile results (Runco, 2023). These developments demonstrate how creativity includes not just the innovative and useful output but also the process, the setting in which it occurs, and the internal and external components that support it. According to Celis-Bueno et al. (2025), creativity is not limited to human minds but is distributed throughout networks of people, tools, materials, and social infrastructures

### **2.3 Technological Savviness**

The ability to comfortably, competently, and adaptably use digital technologies to complete tasks, solve problems, and participate successfully in technology-driven situations is referred to as technological savviness. According to recent research, technical savviness is a higher-order notion that encompasses practical competence, confidence, ongoing

learning, and strategic use of technology in addition to fundamental digital literacy (Mentzer, 2024; Jamal et al., 2025). According to studies, people who are technologically savvy are not only adept at using digital tools but also at experimenting with new ones, adjusting to quick changes in technology, and using digital solutions to enhance performance and make better decisions (Abbas & Khan, 2024).

Technical proficiency, comfort and confidence with technology, adaptability, and problem-solving skills are core characteristics that have been identified throughout the literature. These attributes positively impact technology adoption, innovativeness, and effectiveness in educational, organizational, and financial contexts, making technological savviness a crucial competency in today's digital societies.

#### **2.4 Idea Generation**

Idea generation is the divergent stage of creativity and innovativeness, when a large number of options are generated before focusing on a single solution. Current empirical research highlights that variation and novelty in the solution space are equally as important for successful ideation as quantity. For instance, Lee et al. (2023) found that training through a hybrid learning block intervention improved both fluency and originality in idea generation by encouraging participants to generate more unconventional ideas, assume fewer constraints early on, and engage in deliberate idea selection. Students studying engineering participated in the study. Additionally, Wise and Kenett (2024) showed how automated word-recommendation tools (the "Associative Creativity Sparker") helped participants break cognitive fixation and generate more creative ideas by encouraging them to explore less-explored semantic domains.

#### **2.5 Openness to Change**

Employees' favourable cognitive and emotional orientation toward embracing and supporting organizational change initiatives is referred to as openness to change. It shows proactive participation in change processes as well as a readiness to adjust (Choi, 2011). Recent studies show that psychological resources such as psychological capital significantly enhance openness to change, especially in innovative and supportive organizational climates, leading to stronger behavioural support for change (Liu, 2021). Empirical validation further links openness to change with favourable work outcomes, including higher job satisfaction and engagement, and lower burnout, underscoring its importance for successful change implementation (Sinval et al., 2021).

#### **2.6 Market Orientation**

In order to create superior value and performance, market orientation is defined as an organizational culture and strategic posture that emphasizes the systematic generation, dissemination, and responsiveness to market intelligence concerning customers, competitors, and broader environmental forces (Kohli & Jaworski, 1990; Lafferty & Hult, 2021). Current literature conceptualizes market orientation as a multidimensional construct comprising customer orientation, competitor orientation, and inter-

functional coordination, all of which are supported by long-term focus and profitability objectives (Narver et al., 2020).

Core features of market orientation therefore include continuous market intelligence generation, cross-departmental information sharing, responsiveness to customer and competitor actions, and an adaptive learning culture, which collectively enhance innovation capability, customer satisfaction, and sustainable competitive advantage in turbulent business environments (Homburg et al., 2021; Quaye & Mensah, 2024).

### **3.0 Empirical Review**

Gazi (2024), in the study titled **Determinants of Job Satisfaction and Employee Engagement** in Regression analysis was used to assess the survey research design used by Modern Organizations in the United States, which was based on Herzberg's Two-Factor Theory. The results showed that lower turnover intentions, corporate citizenship behavior, and employee engagement are all positively correlated with job satisfaction. In a similar vein, the Pew Research Center (2024) conducted a study in the United States titled **Workplace Satisfaction and Its Drivers in the 21st Century**. Using descriptive statistics and correlation analysis based on Social Exchange Theory, they discovered that work-life balance, career prospects, compensation, and managerial support all have an impact on job satisfaction.

In the Kenyan study **Human Resource Practices and Employee Satisfaction in Emerging Economies**, Wanyama (2024) used a cross-sectional survey approach and multiple regression analysis under the Equity Theory framework. According to the report, inadequate HR procedures and budgetary limitations greatly lower employee engagement and work satisfaction.

Structural equation modeling (SEM) based on the Componential Theory of Creativity was used by Green et al. (2023) in **Creativity and Innovation Performance: A Longitudinal Analysis** carried out in the United Kingdom. The results demonstrated that through divergent thinking and team-based concept development, creativity improves performance outcomes and innovation. Similarly, de Barros (2025) used panel data analysis based on Dynamic Capabilities Theory in **Creativity, Innovation and Firm Performance: The Role of Dynamic Capabilities**, conducted in Brazil. The results showed that innovation mediates the relationship between creativity and firm performance, while absorptive capacity moderates the relationship.

In the Chinese study **"Openness to Change and Employee Adaptation during Organizational Transformation"**, Liu et al. (2021) employed hierarchical linear modeling (HLM) under the direction of Theory of Planned Behavior. The results showed that positive emotional reactions, skill acquisition, and employee adaption are all predicted by openness to change. Similar to this, Ni et al. (2025) used multilevel modeling based on Psychological Capital Theory in their study **"Team Mindfulness, Leadership and Change Implementation Effectiveness"**, which was carried out in China. They discovered that team mindfulness and

leadership behaviors improve implementation outcomes and strengthen openness to change.

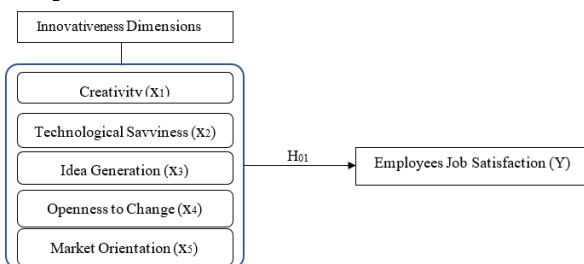
Market Orientation and Firm Performance in Volatile Business Environments, a study carried out in Nigeria by Akintola et al. (2024), employed survey data analyzed using multiple regression under Market Orientation Theory. The results demonstrated that inter-functional collaboration and customer orientation considerably improve business performance more than competitor orientation. Similarly, Khan et al. (2023) used structural equation modeling (SEM) based on Resource-Based View in Market Orientation, Innovation and Adaptive Performance: Evidence from SMEs conducted in Pakistan and discovered that market orientation has a positive impact on innovation and adaptive performance, with environmental dynamism moderating the relationship.

McKinsey (2023) used advanced analytics and regression modeling based on the Technology Acceptance Model in the report titled The State of AI and Digital Transformation in Organizations, which was conducted across many nations. Digital fluency increases AI adoption and productivity, according to the studies. In a similar vein, Ivanti (2025) discovered that technological savvy mediates the relationship between digital exposure and the use of sophisticated tools in the "Digital Employee Experience and Technology Adoption Report" conducted in the United States using survey analysis and descriptive statistics based on Diffusion of Innovation Theory.

In their South Korean study, Enhancing Ideation through Digital Collaboration and Structured Creativity Techniques, Lee et al. (2023) used ANOVA and experimental design in accordance with Creative Problem-Solving Theory. The results demonstrated that organized tools enhance the creativity and fluency of ideas. Similarly, Wise and Kenett (2024) used experimental techniques based on the Associative Theory of Creativity in Associative Thinking and Idea Generation in Collaborative Contexts, conducted in Israel, and discovered that associative prompting improves the quality of ideation. Regression analysis based on Cognitive Flexibility Theory was utilized by Suh and Lim (2023) in "Guided versus Unguided Ideation Processes in Innovation Tasks," a study carried out in South Korea. They found that guided ideation generates more original and varied ideas than unguided approaches.

**H01:** Innovativeness dimensions have no significant effect on employees' job satisfaction of selected FMCG firms in Lagos State, Nigeria.

**Conceptual Model**



**Figure 1: Conceptual Model (innovativeness dimensions and employees job satisfaction)**

Source: Author's Research Model (2025)

**4.0 Theoretical Review (Dynamic Capabilities Theory)**

Dynamic capabilities theory (DCT) proposed by Teece and Pisano (1994) is the extension from resource-based view (RBV) of the firm (Barney, 1986, 1991). DCT is a framework that explains how organisations adapt, integrate, and reconfigure internal and external resources to address rapidly changing environments. Dynamic capabilities extend the Resource-Based View by enabling firms to integrate, reconfigure, renew, and adapt internal and external resources in response to environmental changes (Dukhaykh, 2026) thus supporting sustained competitive advantage in dynamic markets. The theory highlights opportunity sensing, seizing, and transformation as key mechanisms for sustaining competitive advantage, innovation, agility, and long-term performance (Teece et al., 1997; Henderson & Cockburn, 1994). Through resource recombination and strategic renewal, DCT enables firms to balance efficiency and creativity, adapt business models during crises such as COVID-19, and remain competitive in dynamic markets (Grant, 1996b; Pisano, 1994; Teece, 2020; Deng et al., 2023).

Recent empirical research shows that dynamic capabilities are critical for enabling firms not only to adapt strategically but also to sustain performance and survival in volatile environments, particularly when such capabilities support adaptive leadership and collaborative processes that distinguish surviving firms from those that fail (Gupta, et al., 2024). This has been supported Bari et al. (2024) that dynamic capabilities significantly influence the extent to which firms can achieve and maintain competitive advantage and long-term performance by enabling them to continually sense opportunities and threats, reconfigure resources, and innovate in response to environmental change, with these capabilities acting as a key mechanism through which internal strengths translate into sustained organizational success.

Despite its strengths, DCT has been criticized for limited conceptual clarity, measurement difficulties, and weak causal links to performance outcomes (Zahra et al., 2006; Zott, 2003). Scholars argue that dynamic capabilities are complex, context-specific, and challenging to operationalize empirically, with concerns about repetitiveness and insufficient empirical validation (Winter, 2003; Zollo & Winter, 2002; Ambrosini & Bowman, 2009; Schreyögg & Kliesch-Eberl, 2007). Nevertheless, DCT remains a robust framework for digital transformation, strategic renewal, and sustainable performance, supporting organizational responsiveness, employee satisfaction, and continuous learning in volatile environments (Teece, 2020; Monash University, 2023).

**5.0 Methodology**

The study adopted a cross-sectional survey research design. The population consisted of 3,436 employees from three selected FMCG firms—Cadbury Nigeria Plc (1,499), PZ Cussons Nigeria Plc (1,182), and Unilever Nigeria Plc (755) as provided by National Bureau of Statistics. Using Cochran's formula, a sample size of 345 was determined

and proportionately allocated as 151, 118, and 76 respondents, respectively. The researcher was able to retrieve 302 questionnaires indicating a response rate of 87.5%. The respondents comprised top, middle, and lower-level managers, selected through simple random sampling. Data were collected using a structured and validated questionnaire measured on a five-point Likert scale ranging from Very High to Very Low. Reliability analysis produced Cronbach's alpha values between 0.80 and 0.91, exceeding the acceptable threshold of 0.70 (Ellis, 2021). Hypothesis was tested using multiple linear regression at a 5% significance level with SPSS version 23.

**Table 1: Reliability Results**

S/N	Variables	Cronbach's Alpha	Composite Reliability
1	Creativity	0.87	0.90
2	Technological Savviness	0.82	0.86
3	Idea Generation	0.84	0.88
4	Openness to Change	0.80	0.85
5	Market Orientation	0.89	0.88
6	Employees' Job Satisfaction	0.91	0.91

Source: Researcher's Field Survey (2025)  
Model Specification

Y= f(X)	x1= Creativity (C)
X= Innovativeness (I)	x2= Technological Savviness (TS)
Y=Employees' Job Satisfaction (EJB)	x3= Idea Generation (IG)
X= (x1, x2, x3, x4, x5)	x4= Openness to Change (OC)
	x5= Market Orientation (MO)

Source: Researcher's Compilation (2025)

**Hypothesis**

EJS= f (C, TS, IG, OC, MO)

Hypothesis One:

$EJS = \beta_0 + \beta_1C + \beta_2TS + \beta_3IG + \beta_4OC + \beta_5MO + \mu_i$   
..... Eqn

**Table 2: A priori Expectations and Decision rule**

Ho	Models	A priori Expectations IF:
Ho	$y_1 = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \mu_i$ ..... Eqn	Reject if $\beta_i \neq 0$ ; and $P \leq 0.05$ ; Otherwise, do not reject

Source: Researcher's Computation (2025)

**6.0 Data Analysis and Results**

Ho: Innovativeness dimensions have no significant effect on employees' job satisfaction.

**Table 3: Summary of Multiple Regression Analysis of the Effect of Innovativeness on Employees' Job Satisfaction**

N	Model	B	Sig.	T	Beta (β)	ANOVA	R	Adjusted R <sup>2</sup>	F
302	(Constant)	0.842	0.221	3.81		0.000 <sup>a</sup>	0.82	0.65	5.190
	Creativity	0.312	0.071	4.39	0.305				
	Technological Savviness	0.214	0.065	3.29	0.198				
	Idea Generation	0.295	0.068	4.34	0.280				
	Openness to Change	0.102	0.058	1.76	0.096				
	Market Orientation	0.261	0.064	4.08	0.243				
a. Dependent Variable: Employees' Job Satisfaction b. Predictors: (constant), Creativity, Technological Savviness, Idea Generation, Openness to Change, Market Orientation									

Source: Researcher's Field Result's, 2025

Table 3: Here, the null hypothesis indicated that innovativeness dimensions have no significant effect employees' job satisfaction in selected FMCG firms in Lagos State. The analysis reveals among the innovative dimensions considered, creativity, idea generation and market orientation exhibit statistically significant positive effects on employees' job satisfaction I selected FMCG firms. Precisely, creativity is found to have substantial impact on employees' job satisfaction, as shown in the table above ( $\beta = 0.305$  and significant t-value ( $t = 4.39, p < 0.05$ ). Also, idea generation equally has a significant positive effect on employees' job satisfaction with a coefficient of  $\beta = 0.280$  and a significant t-value ( $t = 4.34, p < 0.05$ ). Similar, marker orientation demonstrates a significant positive effect on employees' job satisfaction with a coefficient of  $\beta = 0.243$  and a significant t-value ( $t = 4.08, p < 0.05$ ). However, technological savviness significantly improves employees' job satisfaction while openness to change with  $\beta = 0.096, p > 0.05$ ) indicates a weak, non-significant effect.

Similarly, the result of the analysis further indicates that openness to change do not display statistically significant effect on employees' job satisfaction in selected FMCG firms in Lagos State, as evidenced by the non-significant ( $p > 0.05$ ). Despite its positive coefficient, the lack of statistically significant suggests that the impact of openness to change ( $\beta = 0.096$ ) on employees' job satisfaction is not statistically detectable within the scope of this analysis. Moreover, the overall significance of the model is supported by the ANOVA test result ( $F = 5,190, p < 0.05$ ), underscoring the collective impact of the innovativeness dimensions on employees' job satisfaction.

Furthermore, the result of the coefficient of determination (R) is calculated to be 0.82, which means that approximately 82% of the variability in employees' job satisfaction can be elucidated by the independent variables considered in the model. The adjusted R-square (Adjusted R<sup>2</sup>) value of 0.65 means that after adjusting for sample size,

the model still explains 65% of the variation. Which suggest that about 65% of the variability in employees' job satisfaction is explicated by innovativeness dimensions after adjusting for the number of predictors.

#### **Predictive Model**

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + U_i$$

Employees' Job Satisfaction = 0.842 + 0.312 x Creativity + 0.214 x Technological Savviness + 0.295 x Idea Generation + 0.102 x Openness to change + 0.261 Market Orientation +  $U_i$ . The model indicates that for every one-unit increase in creativity, technological savviness, idea generation and market orientation, employees' job satisfaction is anticipated to increase by 0.312, 0.214, 0.295, 0.102 and 0.261 respectively. Therefore, the null hypothesis formulated:  $H_01$ , innovativeness has no significant effect on employees' job satisfaction of selected FMCG firms in Lagos State, Nigeria was rejected.

#### **7.0 Discussion of Findings**

The study examined the effect of innovativeness on employees' job satisfaction among selected Fast-Moving Consumer Goods (FMCG) firms in Lagos State, Nigeria. Innovativeness was measured through five dimensions—creativity, technological savviness, idea generation, openness to change, and market orientation. Results from the multiple regression analysis revealed that innovativeness strongly and significantly predicts employees' job satisfaction, with an R value of 0.812 indicating a strong positive relationship and an  $R^2$  of 0.65 showing that approximately 65% of the variation in employees' job satisfaction is explained by the innovativeness variables. The F-statistics ( $F_{5, 190} = 36.28, p = 0.000$ ) confirmed the model's statistical significance, suggesting that innovativeness-related factors substantially influence how employees perceive their work and derive satisfaction within FMCG firms.

Among the innovativeness components, creativity ( $\beta = 0.312, p < 0.01$ ) and idea generation ( $\beta = 0.295, p < 0.01$ ) had the strongest effects on employees' job satisfaction, indicating that employees who are encouraged to think creatively and contribute new ideas feel more valued and motivated. Technological savviness ( $\beta = 0.214, p < 0.01$ ) also exhibited a significant positive impact, emphasizing that employees supported with digital tools and technological training experience greater satisfaction and engagement. Openness to change ( $\beta = 0.102, p = 0.081$ ) showed a positive but statistically insignificant effect, implying that while adaptability enhances satisfaction, inadequate communication or fear of uncertainty may dampen its influence. Market orientation ( $\beta = 0.261, p < 0.01$ ) significantly affected satisfaction, showing that firms responsive to customers' needs and market trends create more fulfilling work environments.

Overall, the findings indicate that innovativeness significantly influences employees' job satisfaction in FMCG firms. This is consistent with Gazi (2024), the Pew Research Center (2024), and Wanyama (2024), who link supportive practices and HR systems to improved satisfaction, as well as Green et al. (2023) and de Barros (2025), who emphasize the role of creativity and

innovation. Additionally, Liu et al. (2021) and Ni et al. (2025) highlight openness to change, while Akintola et al. (2024), Khan et al. (2023), McKinsey (2023), and Ivanti (2025) associate market orientation and technological capability with enhanced employee outcomes, further supported by Lee et al. (2023), Wise and Kenett (2024), and Suh and Lim (2023) on the importance of structured ideation processes.

The regression results indicate that the five dimensions of innovativeness jointly explain about 65% of the variation in job satisfaction, demonstrating a strong predictive relationship. Creativity, idea generation, and market orientation emerged as the most influential drivers of employee motivation, engagement, and recognition. Openness to change also showed a positive effect when supported by effective communication, while technological savviness contributed by enhancing efficiency and adaptability. Overall, fostering creativity, strengthening technological capability, and maintaining market awareness increase the likelihood of a satisfied and productive workforce in FMCG firms.

Based on these findings, the study recommends that FMCG firms promote idea sharing, reward creativity, and involve employees in decision-making to improve engagement and satisfaction. Organizations should also invest in digital tools and continuous skills development while aligning innovative efforts with market needs. In addition, management should enhance communication and inclusiveness during change processes to minimize resistance. Future research may examine mediating variables such as organizational culture, leadership style, or employee empowerment, and extend the scope beyond FMCG firms to improve generalizability.

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**Appendix 1**

**QUESTIONNAIRE ON INNOVATIVENESS AND EMPLOYEES' JOB SATISFACTION**

Where VH = Very High, H = High, MH = Moderately High, L = Low, VL = Very Low

	<b>Creativity (Independent Variable)</b>	VH	H	MH	L	VL
1	Employees in my organization are encouraged to think outside the box when solving problems					
2	My organization values employees who come up with original and unique ideas.					
3	Management supports experimentation and new ways of doing things.					
4	I feel confident sharing unconventional ideas with my team.					
5	The organization recognizes and rewards creative contributions from employees.					
	<b>Technological Savviness (Independent Variable)</b>					
6	I can easily use digital tools and technologies relevant to my job.					
7	The organization provides adequate training to improve employees' technological skills.					
8	I adapt quickly to new software and technological changes in the workplace.					
9	Technology helps me perform my job more effectively and efficiently					
10	My organization invests in up-to-date technology for business operations					
	<b>Idea Generation (Independent Variable)</b>					
11	I frequently come up with new ideas that could improve our products or processes.					
12	My supervisor encourages me to share new ideas.					
13	Brainstorming sessions are regularly organized in my department.					
14	The organization provides a platform for employees to submit innovative suggestions.					
15	My ideas are often considered when management makes decisions.					
	<b>Openness to Change (Independent Variable)</b>					
16	I am comfortable adapting to new policies and procedures					
17	My organization communicates changes effectively to all employees.					
18	Employees here view organizational change as an opportunity for growth					
19	I willingly adjust to new ways of doing things at work.					
20	Management encourages flexibility and adaptability among staff.					
21	My organization regularly collects feedback from customers to improve products					
22	Management pays close attention to competitors' activities					
23	Employees are trained to understand customers' needs and preferences					
24	The organization responds quickly to changes in market demand					
25	Customer satisfaction is a key focus of our operations					
	<b>Employees Job Satisfaction (Independent Variable)</b>					
26	I am satisfied with the nature of my job and daily responsibilities					
27	I feel appreciated and valued for the work I do					
28	My job provides me with a sense of accomplishment					
29	The organization offers fair compensation and benefits for my efforts					
30	I am satisfied with the level of communication and feedback from my supervisor					