

## Impact of Innovation and Openness to Change on Job Satisfaction in Creative and IT Professionals

Nilaksha Sen<sup>1\*</sup>, Dr. Arathi Venkatesh<sup>2</sup>

### ABSTRACT

Job satisfaction shapes commitment, motivation, and the capacity to accomplish goals at work. There has been a dramatic rise in employee satisfaction in the current times, vital for anticipating corporate performance and productivity. This paper investigates how innovation and openness to change affect job satisfaction. A survey comprising the Short Index of Job Satisfaction, the Openness Toward Organizational Change Scale, and the Innovation Competencies Development and Assessment was used to glean data from 400 people. The figures were analysed using regression analysis, Spearman's correlation coefficient, and the independent sample test. Findings reveal that innovation and openness to change significantly impact job satisfaction among IT and creative professionals, with the varying influence of demographic characteristics.

**Keywords:** *Innovation, Job Satisfaction, Openness to Change*

One of the most important predictors of work behaviours is job satisfaction. It has been linked to various psychosocial difficulties, the changing world of work, and organisational characteristics ranging from leadership to job design.

Job satisfaction refers to a person's level of satisfaction with their job. This experience is primarily based on a person's perception of satisfaction. It can be influenced by a person's ability to fulfil required duties, the organisation's level of communication, and management's treatment of personnel. Adequate job satisfaction refers to an overall emotional reaction to work (Bach et al., 2016). "The pleasurable emotional state coming from the appraisal of one's employment as attaining or aiding the attainment of one's job values," writes E. A. Locke.

Job satisfaction, without question, is a significant component of employee engagement and the amount of discretionary effort that team members are likely to put in. It is influenced by various factors, including compensation, advancement prospects, fringe benefits, job stability, relationships with coworkers and superiors, and so on (Jha, 2020). Two other significant factors affecting job satisfaction are organisational innovation and change readiness.

<sup>1</sup>Student, M. Sc. Psychology (HRDM), Department of Psychology, Christ (Deemed to be) University, Bangalore

<sup>2</sup>Professor, Department of Psychology, Christ (Deemed to be) University, Bangalore

\*Corresponding Author

Received: May 11, 2023; Revision Received: August 26, 2023; Accepted: August 29, 2023

## **Impact of Innovation and Openness to Change on Job Satisfaction in Creative and IT Professionals**

Openness to change refers to a person's willingness to accept and be mindful of the possibility that change may be required in various situations and the desire or drive to make that change. The economy can have a beneficial or harmful impact on businesses, and both can be unpleasant. Companies must do an excellent job of assessing their employees' talents and then closing any gaps. While the shift may be disruptive initially, it tends to boost productivity and service delivery in the long run (Chron, 2020).

Turning novel and inventive ideas into reality is recognised as innovation. Language, art, scientific theories, and technological advancements are outcomes of innovative thinking. Innovative people are continually asking questions and looking for new perspectives. They are more willing to try new ideas at work, leading to new methods that benefit everyone (Kirthi et al., 2018). The creative process is the flow of thoughts and actions that leads to the final shape of an idea. Critical thinking and problem-solving abilities are prerequisites to innovation. Innovation can be broken down into various types and methods. Graham Wallas, a social psychologist and co-founder of the London School of Economics, first described these stages in his 1926 book *The Art of Thought*, which outlined the basic types of the innovative process (Krishna & Ghosh, 2019).

Instead of being instructed on what to do, employees in an innovative workplace can develop innovative solutions to problems. Many employees willingly provide ideas to enhance operations and make the company more efficient if given the opportunity. Employee innovation is linked to the creative industry. Their attitude about their work heavily influenced creative employees' performance. Companies in the creative business need to understand and create a job with features that creative individuals find engaging and challenging. Brahmana et al. (2022) designed a study to examine the relationship between job qualities and employee job satisfaction in the creative business. Data was gathered from 114 creative employees in the design, advertising, architecture, and fashion industries. According to this study, their innovative mindset positively and significantly affected employee satisfaction in the creative business. Innovation and adaptability have long been regarded as essential components of organisational success. Organisations demand innovation, and it has been seen that only certain artists were successful in those circumstances.

Employees' willingness to change, share knowledge goals, and creativity affect performance. The mediating effects of knowledge production practice between openness to change and innovation and knowledge sharing intention and innovation were investigated in a Korean public sector setting. Structural equation modelling and model comparison identified the structural linkages and mediation effects. The findings demonstrated strong links between open-mindedness and knowledge generation methods but no direct link between innovation and open-mindedness (Park et al., 2015; Jain & Das, 2017; Alolabi et al., 2020; Arshi & Rao, 2020).

In the service industry, ensuring customer pleasure is critical to success. Customers want employees to respond quickly to their requests and to behave creatively. In an empirical study by Akgunduz et al. (2018), a questionnaire survey was used to investigate the impact of job satisfaction and the meaning of work on employee innovation for employees working at EXPO 2016 in Antalya, Turkey. Hierarchical regression was used to analyse the 266 completed questionnaires. Employee innovation is directly influenced by intrinsic job happiness (skill and opportunity) and work meaning. Organisation managers were advised to use employee innovation, particularly in facilities with close customer-employee interaction.

## **Impact of Innovation and Openness to Change on Job Satisfaction in Creative and IT Professionals**

It has been demonstrated that failing to manage change effectively negatively influences job satisfaction. Bordia et al. (2021) created and tested a model of the consequences of poor change management history (PCMH) on employee attitudes (trust, work satisfaction, turnover intentions, change scepticism, and openness to change), as well as actual turnover. PCMH beliefs reduced confidence, work satisfaction, exposure to change, and higher cynicism and turnover intentions. PCMH views also predicted employee turnover for two years.

It must be highlighted that encouraging positive attitudes in the workplace pays well. When most employees are satisfied with their jobs, they support rather than oppose innovation and collaborate to implement and generate innovative solutions. To study the relationship between aggregate job satisfaction and organisational innovation, Shipton et al. (2017) revealed that aggregate job satisfaction strongly predicted subsequent corporate innovation and profitability even after controlling for earlier organisational innovation and profitability.

"In a finite environment, innovation is the only way humanity can continue economic and social development," Jacqueline McGlade explains. Spanjol et al. (2017) investigated how aligning personal and firm-level environmental values (or misalignment) influences employee job satisfaction and innovation. Job satisfaction increases when the employee and the organisation show great concern for the work environment. Intense governmental pressure to comply with environmental standards reduces the good fit effect on job satisfaction for people working in businesses that match their ecological orientation.

Similarly, innovation has become a crucial determinant of company competitiveness in the age of the knowledge-based economy. Niu (2014) investigated the moderating effect of job satisfaction on the link between personality and individual inventive behaviour in the service sector. Six hundred twenty-six employees from five service industry categories were surveyed in Taiwan's service industry. Hierarchical regression and descriptive statistical techniques were used. According to the findings, job satisfaction benefits individual inventive behaviour and moderates the influence on personality traits and innovative behaviour.

Furthermore, Hayajneh et al. (2021) looked at innovation as a mediating factor linking organisational change and job satisfaction in Jordan's service industry. The findings show that organisational transformation is significantly associated with work satisfaction and innovation. According to the results, increasing employees' job satisfaction requires increasing their creativity throughout corporate transformation operations.

Change is the only constant in life, and maintaining an open mind about it at work benefits us both as individuals and as an organisation. Employees' ability to adapt to change in the workplace is becoming increasingly crucial. Employee openness (i.e., change acceptance and optimistic perspective of changes) toward a series of workplace changes was investigated in this longitudinal study by Wanberg & Banas (2020). Higher degrees of change acceptance were linked to personal resilience (a composite of self-esteem, optimism, and perceived control). Three context-specific variables predicted employee openness to changes: information received about the changes, self-efficacy for coping with the changes, and engagement in the change decision process. Lower levels of change acceptance were linked to lower job satisfaction, increased work annoyance, and increased quitting intentions.

The role of organisational innovation as a mediating element in the link between change management in the workplace and job satisfaction was examined by Al Anazi et al. (2022). Corporate innovation, as expected, was found to mitigate the relationship between change

adaptation and job satisfaction. Training can be delivered in traditional classroom settings or through online learning options. Simply asking "Why?" can spark new ideas and improvements directly impacting the bottom line.

### ***Theoretical Framework***

Satisfaction is a psychological trait that affects people. It is invisible and impossible to quantify. However, it is comprehensible how it manifests in the human psyche. Job satisfaction refers to an employee's contentment with their assigned task and ability to fulfil their responsibilities satisfactorily. Theories of job satisfaction and concepts of human motivation have a lot in common, as seen in their shared models. (Cole, 2017; Hassard et al., 2015).

#### *Abraham Maslow's Needs Hierarchy Theory*

Maslow's theory depicts a pyramid-shaped hierarchy of needs, with basic needs at the bottom and high-level, intangible needs at the top. According to Maslow, humans must first take care of their basic physiological demands before progressing to the next degree of fulfilment. Ego-driven needs like self-respect and self-esteem is among the higher needs, starting with esteem. The highest level of Maslow's pyramid, self-actualisation needs, is attaining one's greatest potential.

#### *Frederick Herzberg's Two-Factor Theory*

The two-factor motivation theory, also known as Herzberg's motivation-hygiene theory or dual-factor theory, claims that two sets of mutually exclusive factors generate job satisfaction or unhappiness in the workplace (Herzberg, 1966; 1982; 1991; Herzberg, Mausner, & Snyderman, 1959).

### ***Statement of the problem***

To be sustainable, a company must constantly innovate. Organisational innovation has garnered minimal attention in job satisfaction, while individual readiness to change has gained even lesser. Consequently, this research concentrates on the need for innovation and openness to change in the creative and IT industries and their impact on job satisfaction. Because innovation and change readiness manifest when individuals feel satisfied with their work, a positive affective and motivational state mediates the link between the variables (Cheng et al., 2020). This research will contribute to gaining more insights into change and innovation in individual satisfaction at work. The problem statement may be articulated by demonstrating the necessity for a bridge between the variables.

### ***Rationale of the study***

Creative and IT are innovative fields that plan to develop something new and unique. These industries have a constant and consistent need for innovation and open-mindedness. Problem-solving, reaching goals, and inspiring teams to devise unique viewpoints all benefit from the same (Miller, 2022; Langford, 2020; Smith et al., 2019). The perpetual need to be inventive in these sectors is the main impetus for exploring the influence of innovation and openness to change on job satisfaction.

Furthermore, a dearth of research in the Indian creative sector is motivated to establish a link between the variables. This research study is being carried out because it will assist Indian firms in understanding the impact of innovation and openness to change on job satisfaction. The outcomes of this study will also aid in understanding how managing the variables is critical to job satisfaction in the creative and IT industries.

***Objectives of the study***

1. The study intends to study the relationship and its subsequent impact on innovation, openness to change, and job satisfaction in the creative and IT industries.
2. The study aims to understand the influence of demographic variables, gender and tenure on job satisfaction with innovation and openness to change.

***Research Question***

1. Is there a relationship between innovation, openness to change and job satisfaction amongst Indian working professionals in the creative and IT industries?
2. Do innovation and openness to change impact job satisfaction amongst Indian working professionals in the creative and IT industries?
3. Does tenure influence the impact of innovation and openness to change on job satisfaction?
4. Does gender influence the impact of innovation and openness to change on job satisfaction?
5. Does sector influence the impact of innovation and openness to change on job satisfaction?

***Hypotheses***

The study intends to learn about the relationship between innovation, openness to change, and job satisfaction in the creative and IT industries.

- *H1. There will be a significant relationship between innovation, openness to change and job satisfaction in the creative and IT sectors.*

The study aims to understand the influence of the different demographic variables on job satisfaction with innovation and openness to change.

- *H2. Innovation, openness to change and job satisfaction will differ with varying gender, sector and tenure.*

The study intends to learn about the impact of innovation and openness to change on job satisfaction in the creative and IT industries.

- *H3. Innovation will impact job satisfaction among Indian working professionals in the creative and IT industries.*
- *H4. Openness to change will impact job satisfaction in Indian working professionals in the creative and IT industries.*

**METHODOLOGY**

***Sample***

The data was gathered from 400+ Indian working professionals in the creative and IT industries. The creative sector accounted for half of the participants, while IT accounted for the other half. This was further classified based on tenure and gender. The participants chosen are from India. Data was collected via QuestionPro, which has proven to be dependable.

The data was acquired using purposive sampling. Purposive sampling, also known as judgmental, selective, or subjective sampling, is a non-probability sampling in which researchers choose members of the population to participate in their surveys based on their judgement. The sample was split according to gender, tenure, and industry. Men and women

## **Impact of Innovation and Openness to Change on Job Satisfaction in Creative and IT Professionals**

from the IT and creative sectors with less than, equal to, or more than three years of expertise make up the population.

Gender, tenure, and sector are standard demographics used in studies on job satisfaction, as they can influence an individual's work experience and job satisfaction.

Gender has been shown to impact job satisfaction, with research suggesting that men and women may have different preferences and priorities in the workplace. For example, women may emphasise work-life balance and supportive organisational policies, while men may prioritise career advancement opportunities.

Tenure, or when an employee has worked for an organisation, is also a crucial demographic variable. Research has shown that job satisfaction tends to increase with tenure. This may be because employees with longer tenure have more experience and knowledge of their job and organisation and therefore feel more invested and engaged in their work.

Finally, sector refers to the industry or field in which an employee works. Different industries may have other work cultures, job demands, and organisational policies that can influence job satisfaction. For example, the demands and stressors of healthcare work may differ significantly from those in the tech industry. By examining the sector's impact on job satisfaction, researchers can gain insights into the unique factors contributing to job satisfaction in different industries.

### *Inclusion criteria*

- i. Only working professionals in India can contribute to the study.
- ii. The participants should be from the creative and IT industries.
- iii. Employees with at least three years of work experience can partake in the study.

### *Exclusion criteria*

- i. Working professionals who do not understand English cannot participate in this study.

### ***Operational definition***

#### *Innovation*

Workplace innovation can be described as generating or developing original work, theories, techniques, or thoughts. The focus on innovation as a byproduct, rather than the mental process by which creative ideas emerge, will make it possible to quantify innovation with relative ease and agreement.

#### *Openness to change*

The willingness to accept and be cognizant that change may be necessary for specific situations and the desire or drive to accomplish that change is referred to as openness to change in the organisation.

#### *Job satisfaction*

Job satisfaction, also known as employee satisfaction, measures workers' satisfaction with their jobs, whether they like the job or specific components, such as the nature of the work or supervision.

**Research design**

The research was conducted in a cross-sectional quantitative design to determine the relationship between innovation and openness to change and their impact on job satisfaction.

**Tools used**

*Short Index of Job Satisfaction (SJIS) by Brayfield and Rothe (1951)*

Brayfield and Rothe developed the Index of Job Satisfaction, a self-report psychometric instrument. Subjects are asked to check a five-point scale for each item (1 – "Strongly Disagree," 2 – "Disagree," 3 – "Undecided," 4 – "Agree," 5 – "Strongly Agree"), with two of the items reversed. This shortened five-item version provided good internal consistency evidence ( $=.89$ ) in terms of validity evidence based on the internal structure in terms of reliability.

*Openness Toward Organisational Change (OTOCS) by Miller, Johnson and Grau*

Miller, Johnson, and Grau proposed the OTOCS as a psychometric tool. This is a self-report measure with five items (two of which are reversed) to be answered on an ordinal scale oscillating from 1 to 5, with one indicating "to a very little extent" and five indicating "to a very big extent." It assesses people's willingness to support organisational change and their positive attitude toward change. The OTOCS had acceptable reliability ( $=.80$ ; CR  $=.80$ ) and a unidimensional structure in the original investigation, with indications of convergent validity (in terms of internal structure) that was virtually acceptable (AVE  $=.45$ ).

*Innovation Competencies Development and Assessment (FINCODA) by Butter & Beest*

Work innovation was measured using Butter & Beest's 29-item scale, where statements are measured on a 5-point Likert-type scale from 1 (strongly disagree) to 5 (strongly agree), where participants indicated how much they agree with the items they perform at work. The Cronbach's alpha for the tool was 0.80. Since the tools have not been administered in the Indian context, a pilot study with a small sample was conducted initially, followed by establishing the Cronbach Alpha for application to the entire population, refer to Table 1.

**Table 1 Cronbach's Alpha for Scales**

<b>Scales</b>	<b>N</b>	<b>Items</b>	<b>Cronbach's <math>\alpha</math></b>
Short Index of Job Satisfaction (SJIS)	50	5	0.766
Openness Toward Organisational Change (OTOCS)	50	5	0.672
Innovation Competencies Development and Assessment (FINCODA)	50	29	0.977

Note: 'N' = Minimum n used for computing reliability.

**Procedure**

The data collection was placed in India from May through June 2022. A total of 400 Indian employees were included in the sample. Consent forms for the sample and the tools were created and distributed. Online platforms were used to collect responses. After the data had been collected, it was turned into a spreadsheet and analysed using the Statistical Package for the Social Sciences (SPSS) v 23 software.

**Data analysis**

The Statistical Package for the Social Sciences (SPSS) v 23 software was used after the successful collection of data. The preliminary analysis of the data was conducted using the population distribution wrt gender. Shapiro-Wilk p ( $<.001$ ) shows that the sample is not normally distributed. Spearman's Rank Coefficient Correlation was performed to establish

## Impact of Innovation and Openness to Change on Job Satisfaction in Creative and IT Professionals

the relationship between the variables. Comparative analysis was done using the Mann-Whitney test. Multiple Linear Regression was administered to learn about the influence of innovation and openness to change on job satisfaction (see Table 2).

**Table 2 Preliminary Analysis**

	Gender	OTOCS	SJIS	FINCODA
Shapiro-Wilk W	1	0.77	0.95	0.89
	2	0.89	0.93	0.88
Shapiro-Wilk p	1	<.001	<.001	<.001
	2	<.001	<.001	<.001

## RESULTS

**Table 3 Descriptive Statistics and Correlations for Study Variables**

	n	M	SD	1	2	3
1. Innovation	390	115	25.5	-		
2. Openness to Change	390	17.2	3.70	0.441***	-	
3. Job Satisfaction	390	17.8	3.72	0.326***	0.628***	-

Note: \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ . n: Frequency, M: Mean, SD: Standard Deviation.

Table 3 indicates a moderately positive and statistically significant correlation among the variables,  $\mu(95) = 0.441, 0.326$  and  $0.628$ ,  $p = < .001$  for innovation, openness to change and job satisfaction, respectively, thus accepting hypothesis H1 as true.

**Table 4 Gender Difference in the Study Variables**

	Gender	n	M	SD	SE	Mean Difference	p
Innovation	1	226	15.3	1.46	0.0974	-6.00	<.001
	2	164	19.8	4.20	0.328		
Openness to Change	1	226	111.0	27.58	1.8345	-8.00	<.001
	2	164	120.0	21.24	1.658		
Job Satisfaction	1	226	15.9	2.42	0.1609	-5.00	<.001
	2	164	20.4	3.65	0.285		

Note: n: Frequency, M: Mean, SD: Standard Deviation, SE: Standard Error, Gender: 1 – Male, 2 – Female.

**Table 5 Tenure Difference in the Study Variables**

	Tenure	n	M	SD	SE	Mean Difference	p
Innovation	1	197	17.3	3.78	0.269	-4.64	0.962
	2	193	17.1	3.62	0.261		
Openness to Change	1	197	108.0	27.68	1.972	-13.00	<.001
	2	193	121.7	20.87	1.502		
Job Satisfaction	1	197	18.0	3.96	0.282	-0.14	0.136
	2	193	17.5	3.47	0.250		

Note: n: Frequency, M: Mean, SD: Standard Deviation, SE: Standard Error, Tenure: 1 –  $< / = 3y$ , 2 –  $> 3y$ .



**Table 6 Sector Difference in the Study Variables**

	Sector	n	M	SD	SE	Mean Difference	p
Innovation	1	130	20.4	3.99	0.350	6.00	< .001
	2	260	15.6	2.18	0.135		
Openness to Change	1	130	121.6	18.54	1.626	10.00	< .001
	2	260	111.4	27.71	1.719		
Job Satisfaction	1	130	20.7	3.61	0.317	5.00	< .001
	2	260	16.3	2.77	0.172		

Note: n: Frequency, M: Mean, SD: Standard Deviation, SE: Standard Error, Sector: 1 – IT Industry, 2 – Creative Industry.

Table 4 reports that females have a higher degree of innovation and job satisfaction,  $M = 19.8$ ,  $120.0$  and  $20.4$ , respectively, than males. Furthermore, Table 5 accounts for increased innovation and job satisfaction in employees with  $\leq 3y$  of experience ( $M = 17.3$  and  $18.0$ , respectively) compared to the population with  $> 3y$  of expertise. However, openness to change is higher with employees with more than three years of tenure ( $M = 121.7$ ). Additionally, for the deciding set of sectors, it was found that the IT sector had higher levels of innovation and job satisfaction ( $M = 20.4$ ,  $121.6$  and  $20.7$ , correspondingly) than creative professionals, as seen in Table 6.

**Table 7 Regression Coefficient of Predictor Variables**

	$\beta$	Estimate	SE	t	df	p
Intercept	-	4.12173	0.67954	6.07	-	< .001
Innovation	0.0595	0.00870	0.00538	1.62	1	0.107
Openness to Change	0.7302	0.73494	0.03703	19.85	1	< .001

Note:  $\beta$ : Standard Estimate, SE: Standard Error.

**Table 8 Overall Model Testing**

Model	R	R <sup>2</sup>	F	Overall Model Test		
				df1	df2	p
1	0.758	0.574	261	2	387	<.001

Table 7 denotes the significant impact of innovation and openness to change on job satisfaction ( $p = <.001$ ) on the overall model.  $R^2 = 0.572$  indicates that innovation and openness to change account for 57.4% of the variance. The results of Table 8 state that openness to change significantly impacts job satisfaction ( $p = <.001$ ). Innovation has been found to have a favourable impact on job satisfaction, albeit this effect is not statistically significant ( $p = .107$ ). The outcomes conclude that hypotheses H3 and H4 are accepted.

## DISCUSSION

Previous studies have shown that innovative thinking and change readiness positively correlate to job satisfaction. It has long been believed that organisational innovation is the most effective way to boost job satisfaction within a company. Using the 2013 U.S. Federal Employee Viewpoint Survey findings, Park et al. (2015) concluded how innovative practices improve public employees' job satisfaction (FEVS). However, the absence of research on how innovation and openness to change affects employees' job satisfaction in the IT and creative industries was a catalyst for this study.

## **Impact of Innovation and Openness to Change on Job Satisfaction in Creative and IT Professionals**

The present study aimed to learn about the impact of innovation and openness to change on job satisfaction. The results of this study are similar. The findings show a positive relationship between the variables, proving hypothesis H1. Similarly, Lounsbury et al. (2013), after studying 5,932 people in career transition, established that personality qualities like change readiness had a favourable impact on career satisfaction and job satisfaction. Being open-minded requires us to explore the potential for adapting to better perspectives and concepts by listening to others' points of view. It encourages us to examine our viewpoints, which may not always be as precise as we sometimes believe. The environment of an organisation changes as it expands. Success in work depends on having an open mind to change because some issues can't be resolved with conventional methods (Schneider and Snyder, 1975; Locke, 1976).

Hypothesis H2 comprehends how the demographic factors of gender, sector and tenure affect job satisfaction with innovation and change openness. The findings of the study align with previous studies that show similar results. In terms of gender, females scored higher in all the variables. Women are happier despite making less money. Again, this is consistent with data demonstrating that women earn less due to their personal life decisions. This makes them more comfortable since they live more balanced lives instead of focusing solely on one thing, as males often do.

As for tenure, the findings show that innovation and job satisfaction are higher in employees with less than three years of experience, as opposed to openness to change, which is higher in employees with more than three years of experience. Open-minded coworkers and leaders become valuable assets with more experience and time in the corporate world. Because of them, organisations develop through creativity, innovation, a different approach, better performance, higher engagement levels, and a host of other benefits (Lord, 2015).

Lastly, differences in the sector lie with IT professionals showing a higher degree of innovation, openness to change and job satisfaction than creative professionals. The IT sector has been well-established in India for aeons, while the creative industries are relatively new and budding. The high level of job satisfaction in the technology industry is due to numerous factors. These jobs offer competitive income, flexible work hours, and a healthy work-life balance. Several technological organisations implement a more laid-back work environment. Offices frequently include open floor plans and gathering spaces to facilitate collaboration. Because technology organisations are founded on innovation, many technology occupations enjoy high job satisfaction scores (Acevedo, 2021). People in the technology sector advance the field and team up with equally innovative and brilliant peers. It encourages creative freedom, which makes employees feel important to the business.

Aslan & Atesoglu (2021) demonstrated how psychological ownership manifests in organisational principles like innovation and open-mindedness impact job satisfaction. Similarly, this study's results show a significant impact of innovation and openness to change on job satisfaction, thus, proving hypotheses H3 and H4 correct. An innovative and open-minded workplace means more than just increased participation and efficiency. It entails improved collaboration, talent retention, and bonding. The organisation gets the dual benefits of innovative thinking and higher productivity when the business fosters an environment of interaction, engagement, and respect at work, boosting job satisfaction.

### ***Implications***

The findings of this study have significant implications for organisations in terms of managing job satisfaction and fostering a culture of innovation and openness to change. By promoting innovation competencies and increasing employees' willingness to change, organisations can boost job satisfaction, leading to improved productivity and overall job performance. This study highlights the importance of investing in innovation and change management training programs for IT and creative professionals, as they are the ones who are most likely to benefit from such initiatives.

### ***Limitations***

While this study provides valuable insights into the relationship between innovation, openness to change, and job satisfaction, there are several areas for future research to explore. For instance, the study only focused on IT and creative professionals, and it would be interesting to examine whether the same findings apply to other industries or professions. Additionally, the study relied on self-reported data, which may be subject to social desirability bias. Future research could use a mix of qualitative and quantitative methods to validate the findings of this study. Finally, the study did not explore how innovation and openness to change affect job satisfaction. Future research could investigate the underlying processes that link these variables to job satisfaction, which could inform more targeted interventions to improve job satisfaction in the workplace.

Limitations of this study include limited generalisability due to the smaller sample size. Moreover, the sample was heterogeneous in job designation and department of employment. In addition, the variables may be independently influenced by factors like work environment, company policies, co-workers, personalities and contextual conditions (COVID-19), which can differ in the population and the chosen sample. The study leaves scope for further investigation with a larger model, and more specific groups can be used to explore the variables. This should help eradicate the problem of generalisability and heterogeneous samples.

## **CONCLUSION**

The findings prove that innovation and openness to change impact job satisfaction, as hypothesised. Additionally, establishing a positive significant relationship exists between the variables – the higher the individual scores in innovation and openness to change, the higher their job satisfaction will be. Furthermore, it was concluded that demographic variables impact these variables differently. Performance, associated with higher profits, is linked to high job satisfaction. Employees comfortable with their jobs are likelier to approach their work with passion and dedication, ultimately increasing their productivity. It has been demonstrated that investing in employees through training, up-skilling, mentoring, or coaching increases their satisfaction and engagement with the company. As an employer, one may gain from happier employees and the unique skills and knowledge they provide through innovation and keeping an open mind to the ever-changing work environment.

## **REFERENCES**

- Akgunduz, Y., Bardakoglu, O., & Koba, Y. (2018). The effects of job satisfaction and meaning of work on employee creativity: An investigation of EXPO 2016 exhibition employees. *Tourism & Management Studies*, 16(4), 15–22. <https://doi.org/10.18089/tms.2020.160302>
- Al-Ajlouni, M. I. (2020). Can high-performance work systems (HPWS) promote organisational innovation? Employee perspective-taking, engagement and creativity

- in a moderated mediation model. *Employee Relations: The International Journal*, 43(2), 373–397. <https://doi.org/10.1108/er-09-2019-0369>
- AlAnazi, A. A., Kura, K. M., Suleiman, E. S., & Abubakar, R. A. (2021). Mediating effect of organisational innovation in the prediction of change-orientation on organisational satisfaction. *International Journal of Innovation Science*, 14(1), 138–156. <https://doi.org/10.1108/ijis-03-2021-0051>
- Arshi, T., & Rao, V. (2019). Assessing impact of employee engagement on innovation and the mediating role of readiness for innovation. *International Journal of Comparative Management*, 2(2), 174. <https://doi.org/10.1504/ijcm.2019.100857>
- Aslan, M., & Atesoglu, H. (2021). The effect of innovation and participation as workplace values on job satisfaction and the mediating effect of psychological ownership. *SAGE Open*, 11(4), 615–714. <https://doi.org/10.1177/21582440211061530>
- Bordia, P., Restubog, S. L. D., Jimmieson, N. L., & Irmer, B. E. (2021). Haunted by the past: effects of poor change management history on employee attitudes and turnover. *Academy of Management Proceedings*, 2007(1), 1–6. <https://doi.org/10.5465/ambpp.2007.26518268>
- Brayfield, A. H., & Rothe, H. F. (1951). An index of job satisfaction. *Journal of Applied Psychology*, 35(5), 307–311. <https://doi.org/10.1037/h0055617>
- Chai, D. S., Song, J. H., & You, Y. M. (2020). Psychological Ownership and Openness to Change: The Mediating Effects of Work Satisfaction, and Knowledge Creation. *Performance Improvement Quarterly*, 33(3), 305–326. <https://doi.org/10.1002/piq.21326>
- Chou, D. C., & Chou, A. Y. (2007). Knowledge management for organisational innovation and change: a cross-functional analysis. *International Journal of Information Systems and Change Management*, 2(3), 291. <https://doi.org/10.1504/ijiscm.2007.015601>
- Chron, C. (2021, May 25). *Innovation & Change in Business*. Small Business - Chron.Com. <https://smallbusiness.chron.com/innovation-change-business-1501.html>
- Cole, J. (2001, May 16). *How Important is Job Satisfaction in Today's Workplace?* Villanova University. Retrieved April 10, 2022, from <https://www.villanovau.com/resources/hr>
- Gomes, C., Curral, L., & Caetano, A. (2015). The Mediating Effect of Work Satisfaction on The Relationship Between Change and Individual Innovation. *International Journal of Innovation Management*, 19(01), 155–167. <https://doi.org/10.1142/s1363919615500097>
- Hassard, A. (2018, April 25). *Job satisfaction: theories and definitions: OSHwiki*. OSHwiki. Retrieved April 8, 2022, from [https://oshwiki.eu/wiki/Job\\_satisfaction:\\_theories\\_and\\_definitions](https://oshwiki.eu/wiki/Job_satisfaction:_theories_and_definitions)
- Hayajneh, N., Suifan, T., Obeidat, B., Abuhashesh, M., Alshurideh, M., & Masa'deh, R. (2021). The relationship between organisational changes and job satisfaction through the mediating role of job stress in the Jordanian telecommunication sector. *Management Science Letters*, 8(4), 315–326. <https://doi.org/10.5267/j.msl.2020.8.001>
- Langford, P. H. (2009). Measuring organisational climate and employee satisfaction: Evidence for a 7 Ps model of work practices and outcomes. *Australian Journal of Psychology*, 61(4), 185–198. <https://doi.org/10.1080/00049530802579481>
- Lounsbury, J. W., Loveland, J. M., Sundstrom, E. D., Gibson, L. W., Drost, A. W., & Hamrick, F. L. (2003). An investigation of personality traits in relation to career satisfaction. *Journal of Career Assessment*, 11(3), 287–307. <https://doi.org/10.1177/1069072703254501>

- Mariam, S. (n.d.). *Why Creativity Isn't Just for Creatives and How to Find It Anywhere*. BetterUp. Retrieved April 10, 2022, from <https://www.betterup.com/blog/creativity-in-the-workplace#>
- Matthysen, M., & Harris, C. (2018). The relationship between readiness to change and work satisfaction: A case study in an accounting firm undergoing change. *SA Journal of Human Resource Management*, *16*, 156–177. <https://doi.org/10.4102/sajhrm.v16i0.855>
- Medium, W. F. (2019, July 25). *Openness at Work - Workplace from Facebook*. Medium. Retrieved April 10, 2022, from <https://medium.com/workplace-by-facebook/openness-at-work-4ef0f51bb606>
- Miller, J., Johnson, V., & Grau, J. (2021). Openness Toward Organisational Change Scale (OTOCS): Validity evidence from Brazil and Portugal. *PLOS ONE*, *16*(4), e0249986. <https://doi.org/10.1371/journal.pone.0249986>
- Niu, H. J. (2014). Is innovation behavior congenital? Enhancing job satisfaction as a moderator. *Personnel Review*, *43*(2), 288–302. <https://doi.org/10.1108/pr-12-2012-0200>
- Park, C. H., Song, J. H., Lim, D. H., & Kim, J. W. (2015). The influences of openness to change, knowledge sharing intention and knowledge creation practice on employees' creativity in the Korean public sector context. *Human Resource Development International*, *17*(2), 203–221. <https://doi.org/10.1080/13678868.2013.876256>
- Park, S., Tseng, Y., & Kim, S. (2015). The impact of innovation on job satisfaction: Evidence from U.S. Federal Agencies. *Asian Social Science*, *12*(1), 274–280. <https://doi.org/10.5539/ass.v12n1p274>
- R Core Team (2021). *R: A Language and environment for statistical computing*. (Version 4.1) [Computer software]. Retrieved from <https://cran.r-project.org>. (R packages retrieved from MRAN snapshot 2022-01-01).
- Revelle, W. (2019). *psych: Procedures for Psychological, Psychometric, and Personality Research*. [R package]. Retrieved from <https://cran.r-project.org/package=psych>.
- Runco, M. A. (2015). The Creativity and Job Satisfaction of Artists in Organisations. *Empirical Studies of the Arts*, *13*(1), 39–45. <https://doi.org/10.2190/4jfc-6j57-r2wu-ae3y>
- Shipton, H. J., West, M. A., Parkes, C. L., Dawson, J. F., & Patterson, M. G. (2017). When promoting positive feelings pays: Aggregate job satisfaction, work design features, and innovation in manufacturing organisations. *European Journal of Work and Organizational Psychology*, *15*(4), 404–430. <https://doi.org/10.1080/13594320600908153>
- Spanjol, J., Tam, L., & Tam, V. (2017). Employer–Employee Congruence in Environmental Values: An Exploration of Effects on Job Satisfaction and Creativity. *Journal of Business Ethics*, *130*(1), 117–130. <https://doi.org/10.1007/s10551-014-2208-6>
- The jamovi project (2022). *jamovi*. (Version 2.3) [Computer Software]. Retrieved from <https://www.jamovi.org>.
- Tongchaiprasit, P., & Ariyabuddhiphongs, V. (2016). Creativity and turnover intention among hotel chefs: The mediating effects of job satisfaction and job stress. *International Journal of Hospitality Management*, *55*, 33–40. <https://doi.org/10.1016/j.ijhm.2016.02.009>
- Vakola, M. (2014). What's in there for me? Individual readiness to change and the perceived impact of organisational change. *Leadership & Organization Development Journal*, *35*(3), 195–209. <https://doi.org/10.1108/lodj-05-2012-0064>

## Impact of Innovation and Openness to Change on Job Satisfaction in Creative and IT Professionals

- Wanberg, C. R., & Banas, J. T. (2020). Predictors and outcomes of openness to changes in a reorganising workplace. *Journal of Applied Psychology, 85*(1), 132–142. <https://doi.org/10.1037/0021-9010.85.1.132>
- Weber, P. S., & Weber, J. E. (2001). Changes in employee perceptions during organisational change. *Leadership & Organization Development Journal, 22*(6), 291–300. <https://doi.org/10.1108/01437730110403222>
- Wei, Y. S., O’Neill, H., Lee, R. P., & Zhou, N. (2012). The Impact of Innovative Culture on Individual Employees: The Moderating Role of Market Information Sharing. *Journal of Product Innovation Management, 30*(5), 1027–1041. <https://doi.org/10.1111/j.1540-5885.2012.01000.x>

### **Acknowledgement**

The author(s) appreciates all those who participated in the study and helped to facilitate the research process.

### **Conflict of Interest**

The author(s) declared no conflict of interest.

**How to cite this article:** Sen, N. & Venkatesh, A. (2023). Impact of Innovation and Openness to Change on Job Satisfaction in Creative and IT Professionals. *International Journal of Indian Psychology, 11*(3), 2842-2855. DIP:18.01.270.20231103, DOI:10.25215/1103.270