



## Exploring the Role of Person-Job Misfit and Psychological Capital in Mediating and Moderating Resistance to Innovation Performance

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### Abstract

This study investigates the resistance barriers encountered within the IT management community in Taiwan's industry, where resistance often stems from a lack of alignment with established systems. Utilizing a job demand-resource theory and a social cognitive approach, this research explores the impact of psychological capital on the expressions of job misfit and resistance to innovation among corporate employees, mediated through psychological distress and behavior. The study involved the distribution of survey questionnaires to 290 IT managers in Taiwan's private sector, forming the foundation of the investigation into job misfits within the IT sector and managerial resistance to innovation in the Taiwanese industry. Data synthesis was a crucial step in interpreting the results, and future studies should consider a broader range of methodologies beyond questionnaires. The study concludes with several noteworthy recommendations, questions for future research, and theoretical and practical implications.

### Keywords

Person-Job Misfit, Resistance to Innovation, Job Resource Theory, Psychological Distress, Psychological Capital.

### Article Information

Received 13 April 2023

Revised 16 August 2023

Accepted 05 Nov 2023

<https://doi.org/10.54433/JDIIS.2023100028>

ISSN 2749-5965

## 1. Introduction

Person-job misfit, a phenomenon that often goes unnoticed, can significantly impact organization. Misfit employees, as characterized by Follmer et al. (2018), bring fresh perspectives to the table, challenging established norms and the status quo. While such individuals cannot be ignored, it is essential to consider how their unique attributes align with the requirements of their job roles. Job fit, defined by factors such as knowledge, skills, aptitude, and abilities, plays a pivotal role in determining an employee's performance. A misfit between an individual's skills and job demands can lead to friction between employees and their superiors, affecting overall organizational performance (Kim et al., 2020). Recruitment and retention strategies in organizations are increasingly focusing on aligning employees with job roles where they excel, as (An, 2019) emphasized. Creating a conducive work environment is crucial for promoting positive attitudes and actions among employees, as Akhtar et al. (2020) highlighted. However, the interplay between person-environment fit and its influence on employee innovation and job performance remains underexplored. The significance of employees in driving innovation, the lifeblood of business success, cannot be overstated (Niesen et al., 2018). Innovative employees bring new approaches to problem-solving, challenging conventions, pushing boundaries, and creating new possibilities, all of which contribute to the sustainability and triumph of organizations.

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The importance of individual and organizational congruence is evident in studies such as that by Chi et al. (2020), which suggests that employees who share values, personality traits, or other qualities with their organization or colleagues exhibit higher engagement and commitment. On the contrary, poor alignment between management and employees can lead to resistance to innovation and change. Resistance often stems from management's reluctance to embrace change due to conflicting values or the disruption it may cause within the established system (Drosos et al., 2021). Coch and French (2018); Garcia et al. (2007) point out that resistance to innovation typically manifests as a stubborn unwillingness to adopt new approaches. Employees express their resistance through overt opposition or covert actions, as observed by Senbeto et al. (2021). Rational development and administration offer effective strategies for boosting morale and addressing innovation-related issues (Li, 2022). Job strain and psychosocial factors in the workplace can subject employees ill-suited for management positions to significant mental stress. The way individuals cope with workplace stress can moderate the link between job fit and psychological distress (Jun et al., 2019). Consequently, meeting employees' emotional needs and addressing their psychological health becomes paramount for enhancing innovative performance (Li, 2022). Studies indicate a strong connection between job dissatisfaction and more severe mental distress symptoms, underlining the interdependence of employee happiness and mental well-being in the workplace (Satuf et al., 2018). The perception of fulfillment in one's work, a sense of empowerment and mastery over one's life, plays a vital role in mental health, as acknowledged by Ho et al. (2010).

In today's globalized business landscape, innovation has become the linchpin for a company's success or failure. Increased competition between firms necessitates a constant drive for innovation (Chaubey et al., 2019). Technological innovation, in particular, is regarded as essential for the survival of many businesses. However, employees' fear of job insecurity and the subsequent stress it generates can impede creativity, a warning sign of potential job-related stress (Kim & Lee, 2021). To mitigate the negative impact of job-related stress, an individual's psychological capital comes into play. As a second-order personality construct, psychological capital encompasses one's ability to effectively cope with stress and its disruptive effects in the workplace (Samaninia, 2016). Understanding psychological capital from both a theoretical and empirical standpoint is imperative (Safavi & Bouzari, 2019). In the IT sector in Taiwan, for instance, a manager's optimistic outlook, driven by hard work and persistence, serves as a form of psychological capital. This positive mindset aids individuals in realistically assessing their environment and self-regulating, facilitating the overcoming barriers to innovation and increased workplace engagement (Gan & Yusof, 2018). Intrinsically motivated employees find meaning and value in their work, perceiving their contributions as directly impacting the world (Khan et al., 2022). The significance of substantial psychological capital lies in its ability to fuel personal growth, encourage ambitious thinking, and contribute to the accumulation of financial and material capital (Tang, 2020).

## **2. Literature review**

### ***2.1 COR Theory and Social Cognitive Theory***

Conservation of Resources (COR) Theory, a widely accepted theory of stress response, underpins the examination of the relationship between stress and innovative problem-solving within the framework of the Job Demand-Resource Theory (Demerouti et al., 2001). In accordance with COR Theory, employees strive to safeguard and allocate their resources to harmonize with the organizational environment. The term "resource" typically denotes elements significantly enhancing individuals' well-being and facilitating their adaptability to new surroundings. As per the job demand-resources theory, the tools and resources available in the workplace meet employees' needs, encompassing factors such as compensation, advancement opportunities, and benefits. Employees want to encompass values, goals, interests, and psychological desires (Chi et al., 2020).

In exploring how social interactions, emotions, and cognitive processes impact individuals who are ill-suited for their jobs, it is crucial to examine the workings of the human mind during work (Schunk & DiBenedetto, 2020). Cognitive theory plays a pivotal role in encouraging employees to draw informed conclusions. Employees engaged in activities that require informed speculation about outcomes have a heightened probability of experiencing positive surprises when confronted with real-world scenarios (Otake-Ebede et al., 2020). When designing educational courses, it is essential to employ novelty judiciously to maintain student interest, ultimately leading to higher engagement and retention levels. This utility is underscored through a series of experiments employing a simulated organizational setting and managerial decision-making scenarios to apply cognitive theory practically. As part of the causal interactional structure, the research also examines organizational attributes and belief systems that facilitate or hinder self-regulatory antecedents (Ozyilmaz et al., 2018).

## **2.2 Person-Job Misfit**

The concept of needs-supply fit is rooted in the idea that individuals thrive when their needs and wants are met in their job environment but struggle when the workplace fails to provide for these needs. These theories imply that excessive resources may lead to unfavorable outcomes (Bergqvist & Tisell, 2022). The “Person-Job Fit” concept encapsulates the alignment between an employee’s personality, skill set, and an organization’s requirements (Wiegand et al., 2021). Differentiation between low and high levels of individual and environmental variables and specific types of misfits (excess and deficiency in the environment) is taken into account (Wiegand et al., 2021). The notion of “misfit symmetry” suggests that environmental excess and deficiency pose equal challenges. Our research focuses on the central hypothesis that misfits display asymmetry, and the abundance or scarcity of a specific factor in one’s work environment significantly influences job satisfaction (Sheehan et al., 2019). By incorporating person-job misfit into our understanding of interests, we propose that interest fit is associated with job satisfaction. Two key assertions emerge: first, the enjoyment an individual experiences typically increases as they transition from a state of deficit to one of alignment. Second, the impact of this transition on satisfaction is contingent on how the workplace is perceived (Berisha & Lajçi, 2020). Under subjective fit assessments (i.e., self-ratings of person and environment), increasing interest levels are anticipated to lead to reduced job satisfaction. In contrast, a decrease in job satisfaction is expected when comparing one’s interests to those specific to a given job (Vogel et al., 2020). Employee commitment to the organization and their suitability for their roles are pivotal in determining whether they intend to stay or leave. Compared to the indirect effect mediated by organizational commitment and job satisfaction, job misfits exert a more direct impact on the intention to leave (Hirschi & Spurk, 2021).

## **2.3 Resistance to Innovation Performance**

In the workplace, innovation encompasses developing and implementing novel approaches to enhance productivity for individuals, teams, and the entire organization (Gashema & Kadhafi, 2020). Organizations need a well-defined innovation strategy to gain a competitive edge that outlines how they plan to achieve their innovation goals (Chen et al., 2018). Organizational perspectives and their interactions with the external environment have been recognized as significant impediments to adopting an innovation strategy. The backing of upper management can enable successful innovation in small and medium-sized businesses. Managers need to cultivate innovation, recognizing it as a long-term investment. The benefits of innovation can only be realized when managers anticipate the temporary decline in output that may occur during the implementation of novel strategies (Maier et al., 2016). Extensive research has been conducted on change and the strategies to facilitate successful transitions. Transition curves offer valuable insights into the mechanics of the transition process. Organizational innovations often enhance organizational performance by reducing transaction and administrative costs, boosting employee job satisfaction, providing access to non-tradable assets, and reducing supply costs. However, most innovative approaches encounter significant resistance from staff members.

Management emphasizes the importance of selecting the right approach to innovation (Drosos et al., 2021).

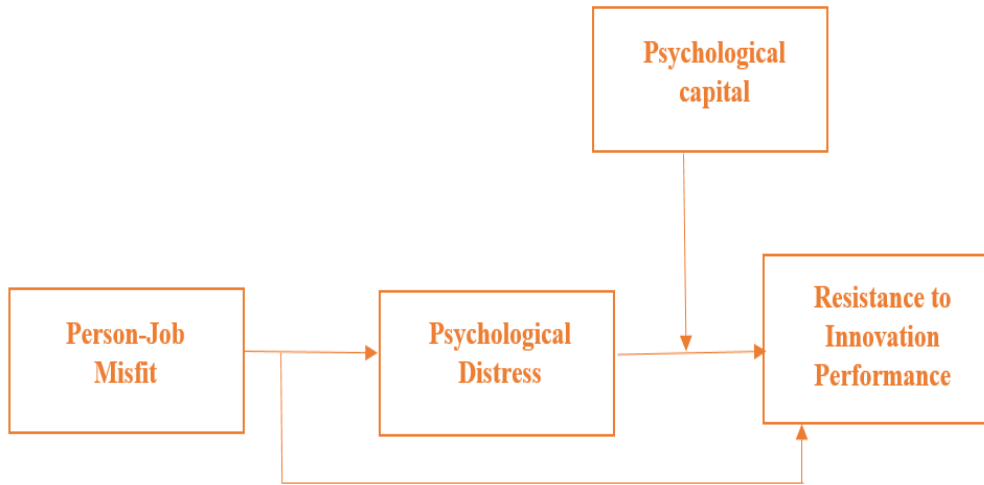


Figure 1: Conceptual Model

#### ***2.4 Person-job misfit and psychological distress***

The workplace stress experience is a complex interplay between organizational factors and individual interactions with the immediate work environment (Trougakos et al., 2020). A workplace emphasizing the balance between work, family, and personal responsibilities can be highly advantageous, allowing individuals to leverage their skills and commitments productively. However, when employees are burdened with excessive demands, it can lead to role conflict and psychological stress (Williamson & Perumal, 2021). Employees endowed with a high level of psychological capital play a pivotal role in enhancing an organization's resource pool and effectively transforming the limited resources provided by their employer. This synergy expands the available resources and amplifies their utility (Cheng et al., 2018). These insights hold significant practical implications for how companies approach issues such as staffing, training, retention, and motivation. Individuals with greater emotional stability tend to be more receptive to financial incentives and are more likely to translate these incentives into positive action within their organizations. Such individuals are often characterized by their resilience, optimism, hopefulness, and self-assuredness (Plessis & Boshoff, 2018).

The introduction of more autonomy at work can serve as a means for employees to alleviate stress by attending to their daily needs. Workplace stress levels have surged in recent decades, leading to its declaration as a global epidemic due to the detrimental impact on individuals' health, well-being, and overall quality of life. It is well-established that workplace stress can adversely affect an individual's psychological health (Ahmad et al., 2020). Furthermore, the level of stressors experienced by individuals can shape their perception of these stressors as either obstacles or challenges, influencing the relationship between stressors and performance. More than personal hindrances, personal challenges have been associated with enhanced performance, as indicated in a recent study (Muschalla, 2019).

H1: Person-job misfit exhibits a substantial relationship with psychological distress.

## ***2.5 Person job misfit and resistance to innovation performance***

In the pursuit of innovation, numerous factors come into play, and some, such as time constraints and workplace stress, can act as either catalysts or hindrances. The relationship between stress and creativity is multifaceted, with findings indicating varied effects. Stress's influence on creativity is not one-dimensional; instead, it carries a dual nature, capable of stimulating and impeding employees' inventiveness (Pollok et al., 2019). Creativity is a composite of innate innovative thinking, along with one's intrinsic capabilities, skills, and domain knowledge pertinent to their job responsibilities. When employees lack the essential skills required for their roles, it inevitably impairs their performance, creating challenges for themselves and their superiors and colleagues.

Further examination examines how different types of stress, particularly challenge and hindrance stress, can exert distinct impacts on creative output (Pudjiarti & Hutomo, 2020). Research findings suggest that factors such as time pressure, interruptions, and excessive workloads can potentially reduce an employee's innovative potential by a significant margin, up to 50%. It is well-established that innovation thrives in environments where individuals are willing to take risks, tackle complex problems, and think beyond conventional boundaries. Adaptability to new conditions and formulating effective strategies are pivotal to this process. The inclination to seek enhancements and take proactive measures in the face of challenges indicates an innovative mindset. However, when employees are inundated with time constraints and an excessive workload, they tend to rely on established methods and are less likely to generate novel ideas or alternative approaches to problem-solving (Zeng, 2022).

H2: Person-job misfit demonstrates a noteworthy association with resistance to innovation performance.

## ***2.6 Mediating Role of Psychological distress***

Resistance and incompatibility in workplace interactions hold significant implications for organizations. Research reveals a noteworthy correlation between the job fit of IT managers in Taiwan and the degree to which their employees function effectively within the organization (Van Zoonen & Sivunen, 2022). When individuals grapple with innovation, perceiving themselves as ill-equipped to respond effectively it can lead to substantial psychological distress. Stress and anxiety escalate when organizational changes are perceived as threatening, repetitive, and undesirable. Lingering negative thoughts can weaken one's capacity to cope with stressful situations, contributing to psychological distress (Sirois & Owens, 2021). In the workplace, negative emotions and hopelessness are recognized symptoms of psychological distress, often stemming from job dissatisfaction, the challenge of adapting to new expectations, and the strain of technological advancements (Bowen et al., 2018). Psychological distress emanating from internal and external stressors in the workplace can exert a significant impact on an individual's mental well-being and even manifest as personality disorders. It is imperative that interventions aimed at mitigating psychological distress among professionals, particularly among those with limited experience, focus on work-life boundary permeability and addressing personality conflicts. A pivotal insight from this study underscores the crucial role of job pressure, both as a direct and indirect factor, in the genesis of workplace stress (Kagan & Itzick, 2019).

H3: Psychological distress is a mediating factor in the relationship between person-job misfit and resistance to innovation performance.

## ***2.7 Moderating role of psychological capital***

The moderating influence of psychological empowerment is instrumental in enhancing intrinsic motivation toward task-oriented innovation, contingent upon an employee's perception of the task's relevance, competence, job context, and potential outcomes in their role (Ozturk & Karatepe, 2019). As

conceptually defined by Luthans et al. (2005), psychological capital represents an individual's belief in their abilities and psychological well-being, coupled with an optimistic outlook on their future. Employees within Taiwan's IT sector form their perceptions of social support based on their unique circumstances, often receiving support from superiors as they navigate challenges within the organization. A myriad of internal and external psychological and personal attributes can guide social interactions by influencing individuals' self-regulation and adaptability in response to social cues (Luthans & Youssef-Morgan, 2017). This notion of "psychological capital," characterized by elements such as hope, resilience, efficacy, and optimism, has been examined in the context of innovative thinking. It has been posited as a resource with a motivational effect that bolsters creativity. Prior research underscores the motivational mechanisms that underpin creativity, with psychological capital and its constituents emerging as significant sources of inspiration (Sweetman et al., 2011).

H4: Psychological capital serves as a moderator in the relationship between psychological distress and resistance to innovation performance.

### 3. Methodology

#### 3.1 Participants

This study involved managers from prestigious IT firms in Taiwan, although some may have initially seemed ill-suited for their roles. Prior to participation, all participants received a comprehensive briefing on the study's objectives and the psychometric instruments to be utilized. They were also assured of their identities' confidentiality and allowed to participate voluntarily. While 310 managers were invited to participate in the study, 290 managers consented to complete the survey, resulting in a robust response rate of 94%. Permission for the study was obtained from the IT management. Participation in this research necessitated the completion of questionnaires by the participants, each of whom provided written consent for their inclusion in the study. The survey was administered to the managers, who were instructed to complete the provided questionnaire. Self-reports were used exclusively to assess all indicators. Unless otherwise specified, all scales exhibited a straightforward factor structure. All variables were measured using a 5-point Likert scale, with necessary adaptations made to the questionnaire based on established scales. A detailed representation of the scale can be found in the appendix.

### 4. Result

Table 1 presents demographic profile information and descriptive statistics concerning the study sample (N=290) following an initial examination of respondent data. The validation of structural and measurement models was conducted using SmartPLS3.

Table 1: Demographic profile

	Description	No. of Responses	%
<b>Gender</b>	Male	160	55
	Female	130	45
<b>Age</b>	25-35	150	52
	Above 35	140	48
<b>Qualification</b>	BS	180	62
	MS	110	38

Table 1 shows that 52% of male IT professionals in Taiwan's IT firms fall within the age range of 25-35, while 48% are above 35. A substantial 62% of respondents hold a BS qualification, whereas

38% possess an MS qualification. The gender distribution among IT professionals in Taiwan's IT firms reveals that males account for 55%, while females comprise 45% of the sample.

#### 4.1 Measurement model

The data collected from 290 IT firms in Taiwan underwent an initial analysis utilizing PLS-SEM to assess factor loadings, validity, and reliability. The factor loadings, validity, and reliability of the test items for the PLS measurement model are displayed in Table 2. Cronbach's alpha, typically employed to gauge an item's internal consistency, exhibited values greater than or equal to 0.70, thus meeting the recommended threshold (Fornell & Larcker, 1981). Both Cronbach's alpha and CR values for the considered variables exceeded 0.70, reinforcing their reliability. The AVE values surpassed 0.50, thus confirming convergence validity and establishing high reliability (Fornell & Larcker, 1981). Composite reliability (CR) values were consistently above the 0.70 threshold, ranging from 0.811 to 0.925.

Table 2: Composite reliability, Cronbach's Alpha and AVE values

Constructs/Items	CA	Rho-A	CR	AVE
<b>Person-job misfit</b>	0.696	0.914	0.811	0.632
<b>Psychological capital</b>	0.844	0.861	0.889	0.616
<b>Resistance to innovation performance</b>	0.892	0.892	0.925	0.755
<b>Psychological distress</b>	0.796	0.813	0.868	0.622

Note: CR=composite reliability; AVE=average variance extracted; CA= Cronbach's Alpha

Furthermore, establishing discriminant validity, which signifies "the extent to which a given latent variable differs from other latent variables," was deemed crucial (Fornell & Larcker, 1981). After confirming that all variables met the criteria for reliability and validity, additional research was conducted for structural analysis. Discriminant validity was reinforced by HTMT values below 1 (Hair Jr et al., 2020), as highlighted in Table 3.

Table 3: Discriminant validity

	PC	RIP	PS	PJM
<b>Person-job misfit</b>	0.795			
<b>Psychological capital</b>	0.617	0.785		
<b>Resistance to innovation performance</b>	0.604	0.763	0.869	
<b>psychological distress</b>	0.706	0.748	0.670	0.789

#### 4.2 Structural Equation Model

The data analysis reveals a statistically significant correlation between job-person misfit and psychological distress ( $\beta = 0.706$ ,  $t = 16.180$ ,  $p = 0.000$ ), affirming the acceptance of H1. Additionally, a significant correlation is observed between job-person misfit and resistance to innovation performance ( $\beta = 0.160$ ,  $t = 2.260$ ,  $p = 0.024$ ), supporting the acceptance of H2.



Table 4: Direct Relation

	Original Sample	T Statistics	P Values	Decision
<b>Person-job misfit -&gt; psychological distress</b>	0.706	16.180	0.000	Supported
<b>Person-job misfit -&gt; Resistance to innovation performance</b>	0.160	2.260	0.024	Supported

#### 4.3 Mediating and Moderating Effect

Further investigation into the relationship between person-job misfit and resistance to innovation performance, taking psychological distress into account as a mediating variable, still yielded a significant association ( $\beta = 0.097$ ,  $t = 1.971$ ,  $p = 0.049$ ). In Table 5, the data also indicates that psychological capital moderates the relationship between psychological distress and resistance to innovation performance, supporting the hypothesis ( $B = 0.187$ ,  $P = 0.021$ ).

Table 5: Mediating and Moderating Effect

	Original Sample (O)	T Statistics	P Values
<b>Person-job misfit -&gt; psychological distress -&gt; Resistance to innovation performance</b>	0.097	1.971	0.049
<b>Psychological Distress*Psychological Capital -&gt; Resistance to Innovation Performance</b>	0.187	3.176	0.021

## 5. Discussion

In this study, the term “misfit” pertains to employees who find themselves ill-suited for their roles in Taiwan’s IT sector, which often translates into resistance to embracing novel ideas and innovations (Chi et al., 2020). Organizations must continually adapt and implement new practices and procedures in a rapidly evolving business landscape across various sectors. However, it is not uncommon for employees to exhibit resistance to change. Many individuals, including managers, favor stability and the comfort of the familiar in their personal and professional lives. Although routines can be comforting, change is inevitable, especially in the ever-transforming business world. Companies that can effectively adapt to new circumstances gain a competitive edge. When organizations make the mistake of hiring either overqualified or underqualified employees, it can lead to a range of issues, including prolonged effects and innovation resistance. Job misfits can occur due to overqualification, underqualification, the pace of change, employee autonomy, and their overall mindset. In the case of IT professionals, some may have the necessary qualifications but lack a deep understanding of their field, making them resistant to innovation (Chi et al., 2020). The fear of losing one’s job can often be attributed to employee resistance to organizational change, as companies must evolve to meet the demands for increased productivity, reduced waiting times, or improved worker efficiency. Conversely, many managers who resist innovation can easily find alternative employment within their field if they face layoffs. These professionals tend to have broader and more supportive networks, which is not surprising. Those who take unconventional career paths may not achieve the same level of success as those who follow more traditional routes (Ma et al., 2019). Workplace misfits can significantly benefit from networking with individuals from diverse backgrounds and industries.

In Taiwan’s IT sector, employees who don’t neatly fit into the traditional mold can positively impact a company’s growth. These “misfits,” often labeled as rebels or troublemakers, are unafraid to challenge the status quo and disrupt conventional thinking during meetings. They bring a fresh



perspective and stimulate the organization to rethink its approach. Innovation is a driving force behind economic growth, and while it is widely recognized as crucial in today's competitive business environment, some will always resist change. This study encourages business leaders to move beyond their initial resistance to novel ideas and recognize innovation's pivotal role in propelling their companies forward. The core focus of this research revolves around corporate IT employees, their levels of psychological distress, and their psychological capital. In a world without challenges, it is not easy to imagine the market constantly evolving and rearranging itself, resulting in outliers. Companies value nurturing a sense of uniqueness and belonging among their employees. The study highlights the substantial influence of the misfit between employees and their job roles on resistance to risk-taking, particularly in creative activities. It emphasizes that psychological capital moderates psychological distress, further underscoring its importance in enhancing innovative performance. Job dissatisfaction is associated with decreased job fulfillment and increased experiences of depression, anxiety, and anger. Psychological capital reveals hitherto unrecognized perspectives in the existing literature, ultimately contributing to the pursuit of the best corporate-fit strategy.

### ***5.1 Implications***

The findings of this study underscore the need for further exploration into the factors influencing both success and resistance to change. These results carry several important implications for practice. Organizations aspiring to cultivate innovative behaviors among their employees should actively seek out managers who demonstrate a proclivity for collaboration and teamwork. Psychological criteria can be effectively utilized to screen out unsuitable candidates for managerial positions. Initiating change, especially at the outset, demands preparation. Challenges arise when managers and advisors are tasked with executing these transformative initiatives. Managers need to assume the role of proactive change agents and effective communication between the executive and average employees. Engaging with individuals who resist change is a prudent approach for companies. Managers must also be equipped with the knowledge and skills necessary to establish an environment where employees feel valued, their voices are heard, and innovative ideas are welcomed and implemented.

Managers can be pivotal in empowering employees to exhibit a sense of psychological agency. This can be accomplished by setting a personal example of agency, delegating decision-making authority and resources, and providing timely and constructive feedback. A successful transition to a new paradigm can be jeopardized if managers are relegated to mere messengers, foretelling a complete overhaul of established practices without active involvement. Trust within the workforce is crucial, as a lack of trust can precipitate a decline in organizational performance. To mitigate the adverse impacts of resistance from management and enhance overall effectiveness in organizations, future research should concentrate on identifying innovative personality traits among corporate employees and novel approaches to driving behavioral change.

### ***5.2 Limitations and future research***

Before arriving at definitive conclusions, it is essential to consider the limitations of the present study. The study's static approach does not account for the dynamic nature of various aspects of a job or a person, such as job assignments and employee skill development, which can change over time. This study also cannot predict or investigate how employees will respond to these changes, among other limitations. Future research should consider incorporating horizontal and vertical field survey techniques for a more comprehensive examination. Ensuring the reliability and validity of the findings across different contexts will necessitate more extensive research. To maintain consistency with previous studies, utilizing questions analogous to those employed in earlier research will help avoid potential deviations from a same-source strategy. Moreover, including additional variables in future studies, such as job characteristics, manager-subordinate relationships, external interference, and workplace strategies, can contribute to a more comprehensive understanding of the subject matter.

### ***5.3 Conclusion***

When devising innovative corporate strategies, organizations can harness psychological capital to bolster employee motivation and performance. Encouraging employees to voice their concerns actively can lead to timely resolutions. Giving managers a platform to express their opinions conveys a message of value and inclusion. This study reveals a positive correlation between management style and innovative performance with psychological capital. Managers can stimulate the creative thinking of their teams through various innovative strategies. Ultimately, the support employees receive from their work environment influences their psychological capital, innovative behaviors, and creative performance. This study highlights the significance of both direct and indirect job pressures in the emergence of workplace stress. Several hypotheses were explored in this research, focusing on the relationships between job dissatisfaction, psychological distress, resistance to change, and psychological capital. A key finding is the impact of job resource support and employee job engagement on managerial resistance behavior. The presence of psychological capital acts as a buffer, safeguarding psychological well-being against the adverse effects of job dissatisfaction.

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**Person-Job Misfit**

There needs to be a better fit between what my job offers me and what I am looking for in a job.  
The attributes I look for in a job could be fulfilled better by my present job.  
The job I currently hold only gives me about everything I want from a job.  
(Huang et al., 2019)

**Psychological Distress**

I was intolerant of anything that kept me from getting on with what I was doing.  
I felt that I was rather touchy.  
I found it difficult to relax.  
I felt that I was using a lot of nervous energy.  
(Samaninia, 2016)

**Psychological Capital**

I feel confident in analyzing a long-term problem to find a solution.  
I feel confident contacting people outside the company (e.g., suppliers, customers) to discuss problems.  
Although supervisor assigns me an extra job which I never had done it, I still believe in my ability that I can do it.  
If I have to face with bad situation, I believe that everything will change to be better.  
I am confident in my performance that I can work under pressure and challenging circumstances.  
(Samaninia, 2016)

**Resistance to Innovation Performance**

Coming up with new ideas.  
Working to implement new ideas.  
Finding improved ways to do things.  
Creating better processes and routines  
(Gupta et al., 2022)