



## Consequences of Organization Job Misfit: The Moderating Role of Financial Compensation Among Taiwanese Healthcare Workers

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### Abstract

This article examines the relationship between financial compensation, person-job misfits, and stress among Taiwanese healthcare workers. Employing Richard Lazarus's appraisal model, this study investigates the detrimental impact of job stress on workers' productivity and creativity arising from a misalignment between their skills and their employer's demands. Drawing on responses from 415 Taiwanese medical professionals, the research encompasses aspects such as performance, creative output, organizational job misfits, and professionals in Taiwan's healthcare sector. The researcher employed data synthesis and integration techniques to make sense of the findings. High levels of innovation and creativity are imperative in service-oriented jobs, as they significantly enhance service quality. The contemporary healthcare sector, characterized by intense competitiveness, imposes ever-increasing expectations on employee performance. The study not only provides valuable insights into these relationships but also raises important questions and implications, both theoretical and practical. It highlights the critical role of financial compensation in moderating the effects of job stress and person-job misfits in the healthcare industry, shedding light on how these factors impact performance and creativity. This research contributes to a deeper understanding of the complex interplay among these variables in the context of Taiwanese healthcare workers.

### Keywords

Organizational Job Misfit, Job Stress, Financial Compensation, Performance, Creative Performance.

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## 1. Introduction

The healthcare sector is a critical domain where the relationship between individuals and organizations plays a pivotal role, impacting patients' and healthcare workers' well-being (Jessica et al., 2019). In recent years, increasing attention has been directed toward understanding how workplace culture can influence productivity and staff retention (Nyashanu et al., 2020). Creative and innovative contributions from employees flourish when their skills align harmoniously with the organization's mission and values (Rajper & Ghumro, 2020). Particularly in healthcare, young individuals necessitate a system that accommodates their unique social, emotional, and developmental needs, coupled with policies that facilitate their transition into adulthood (Chiao, 2019). The adaptability of healthcare organizations is recognized as a paramount factor in their ability to prosper and endure, often achieved through systematic alignment with technological advancements (Sinclair et al., 2020). Central to this adaptability is the management of human resources within the organization, as the quality and effectiveness of personnel are pivotal for business success (Cooper et al., 2019). Workplace stress is a complex phenomenon that arises from the interplay between external factors and individual dispositions. Job stress, a chronic and adverse mental state, manifests through symptoms like exhaustion, distress, diminished effectiveness, reduced motivation, and the emergence of dysfunctional

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attitudes and behaviors in the workplace (Klein et al., 2020). While an organization's performance standards may be designed to benefit professionals, they often unintentionally contribute to employee stress (Wang & Li, 2019). Monotony and the lack of workplace incentives can lead to employee burnout, which, in turn, directly impacts the quality of care and the experiences of hospital patients (Hon, 2011). One lens through which we can understand the causes of workplace stress is the person-organization misfit paradigm, which examines how individuals perceive their identities in relation to their organizations (Mi et al., 2020). In the workplace context, stress emerges as a chronic condition due to persistently challenging situations in one's physical, social, and environmental surroundings. Its detrimental effects on employees' physical and mental health are widely acknowledged (Chiao, 2019). Notably, a recent study highlights that job stress in the healthcare sector is further exacerbated by financial concerns (Bhui et al., 2016).

Excessive stress in the healthcare sector can undermine employees' ability to cope with their environment and impair their overall performance (Chi et al., 2020). Management strategies to enhance employee performance can take various forms (Brown et al., 2020). In successful organizations, qualified employees are the backbone, possessing diverse skills, a unique sense of purpose, and critical importance in achieving organizational goals (Siruri & Cheche, 2021). To effectively implement a performance improvement strategy, the organization must clearly define its desired outcomes, recognizing that human resources are central to its functioning (De Clercq et al., 2019). It is imperative to acknowledge that managers are the most valuable resource within an organization, as they are responsible for formulating and executing strategy (Hamadamin & Atan, 2019). In the form of compensation, financial rewards can significantly influence performance and innovation (Nnaeto & Juliet Anulika, 2018). Inadequate compensation, whether in monetary or social forms, can leave employees feeling undervalued, contributing to heightened job-related stress (Yousaf et al., 2014). Healthcare professionals require appropriate support to enhance their productivity and maintain motivation. Those who have accrued experience in the healthcare sector, feel their skills align with the demands of their roles, and are compensated accordingly are more likely to experience a sense of psychological empowerment (Turnipseed & VandeWaa, 2020). Financial compensation's impact on healthcare workers' performance is substantial, as employees who receive fair compensation are more inclined to contribute enthusiastically to their roles. Furthermore, it is the responsibility of management to ensure that each worker receives appropriate remuneration, be it through salaries or other perks specific to their positions (Onuorah et al., 2019). As healthcare professionals witness improvements in their financial well-being, their job-related stress tends to diminish, motivating them to excel for the betterment of the organization.

## **2. Literature review**

### **2.1 Theory**

Richard Lazarus's appraisal theory of stress forms the foundation for understanding how individuals perceive and respond to stressors in various environments (Lazarus et al., 1952). According to this theory, evaluating stress-inducing events is subjective, as perceptions and emotions play a pivotal role in determining whether these events lead to positive or negative stress. When individuals encounter potentially stressful situations, they typically use two cognitive processes to make sense of the situation and determine an appropriate course of action. This theory acknowledges that people exposed to the same stress level can exhibit vastly different reactions. The individual responses to stressors are influenced by a multitude of factors, including prior experiences and the personal resources and coping skills individuals have developed (Lazarus et al., 1952). Thus, it is not solely the objective severity of the event that dictates stress levels. (Lazarus & Folkman, 1986) extend this theory by highlighting the dynamic nature of stress. They propose that a person's response to environmental stressors and the potential to generate additional ones are integral to the stress process. In this context, the relationship between job fit and job stress is examined in the framework of career trajectories and the evolution of social networks over time. An important aspect of this examination involves analyzing how individuals'

career paths align or deviate from established organizational patterns (Lazarus & Folkman, 1986). This perspective on stress aligns with categorization theories, which serve as a valuable starting point for understanding the implications of typical and atypical job stress. The focus shifts to conformity to or deviation from predetermined job categories and the ensuing allocation of credibility within the organizational context (Obbarius et al., 2021). Within this theoretical framework, we can begin to explore the consequences of organizational job misfits on job stress among Taiwanese healthcare workers.

## **2.2 Organization Job Misfit**

Employees who experience difficulties fitting into their organizational roles face significant challenges in performing their duties effectively. These individuals may struggle to assimilate into the workplace culture, leading to diminished job satisfaction and, ultimately, a failure to make meaningful contributions to the organization's success (Mesfin et al., 2020). Job misfits can manifest in various ways, such as when employees feel overqualified, or their skills, education, and experience do not align with the job's responsibilities (Khan et al., 2022). It's crucial to recognize that employees and organizations must exhibit mutual attraction and compatibility for a successful working relationship to endure. Professionals remain committed to the organization as long as this chemistry remains intact. However, at some point, either the employee or the employer may determine that the employee no longer fits effectively within the organizational context (Wheeler et al., 2005). Employees who perceive themselves as misfits are less likely to be genuinely invested in the organization's success, regardless of the incentives offered. Recent advancements in creativity models have highlighted the potential for "organizational misfits" – employees who have followed unconventional career paths within the organization – to bring innovative perspectives to their roles (Gao et al., 2018). More lucrative business opportunities will be available to "organizational misfits," or employees who have taken unusual paths through the organization's ranks (Kim & Choi, 2018).

## **2.3 Organization Job Misfit and Job Stress**

The misalignment between an individual and their workplace, known as job misfit, has been empirically linked to reduced job performance (Hussain et al., 2019). Placing the right person in the wrong position has adverse consequences for the individual, the organization, and their coworkers (Ehsan & Ali, 2019). When employees grapple with stress from their job misfit, their ability to concentrate on tasks, meet deadlines, and generate creative ideas is compromised. Furthermore, job-related stress can lead to various mental health issues, including fatigue, anxiety, despair, and tension, all of which can severely impede one's professional performance (Prasad et al., 2020). This stress often develops slowly, remaining undetected for extended periods, highlighting the need for greater alignment between organizational goals and workplace realities. Job misfit usually perpetuates stress because individuals lack adequate coping strategies. The inner turmoil and cognitive processes within an individual mediate their stress response. Any external circumstances or events that add to an individual's mental or physical burdens can exacerbate this condition (Bardhan et al., 2019). When employees find themselves in positions that do not suit them, it can have far-reaching implications for their personal and professional lives (Basterretxea et al., 2019). Job dissatisfaction often prompts employees to consider alternative options within and outside the organization. This evaluation process begins with fleeting thoughts of departure and may culminate in concrete plans to seek opportunities elsewhere (Uysal, 2019).

H1: The level of organizational job misfit significantly correlates with the degree of job-related stress experienced by employees.

## ***2.4 Job Stress and Performance***

The impact of workplace stress on an individual's overall well-being is profound, extending to their mood, outlook, and physical health (Abbas et al., 2022). Stress often arises from working conditions that employees may misinterpret or find challenging to navigate. It is important to note that increased financial concerns have been linked to elevated anxiety symptoms, even after accounting for potential confounding factors and depressive symptoms. An individual's performance, whether at work or other life domains, reflects how effectively they function in practical situations (Ramli, 2018). The concept of "performance" encompasses the actions taken by an individual or a group within an organization, guided by their rights and responsibilities, to achieve the corporation's goals in a lawful and morally justifiable (Martono et al., 2018).

Performance in the context of a job or profession is assessed based on the outcomes achieved within a specific timeframe as a result of the individual's activities or indicators. It encompasses what employees do or do not and is influenced by various competing priorities, including speed, accuracy, punctuality, teamwork, and overall effectiveness. "Performance" refers to the results or accomplishments a human resource can attain while fulfilling their tasks with quality and quantity within a defined timeframe (Fonkeng, 2018). It also extends to the outcomes produced by an individual concerning their assigned tasks. Employees' effectiveness is influenced by factors such as their level of education, initiative, years of experience on the job, and the presence of strong spiritual leadership (Hussain et al., 2019). The outcomes of an individual's work play a pivotal role in providing feedback, motivating the worker to invest effort in task execution consistently, and maintaining high quality standards. It is worth noting that work-related stress can substantially negatively impact organizational commitment, ultimately diminishing employee performance. However, a strong sense of corporate dedication can benefit and noticeably influence worker performance (Robert, 2018). Encompassing their ability to effectively carry out tasks and responsibilities, achieve objectives, and contribute to the organization's overall success.

H2: Job stress exerts a significant influence on an individual's performance,

## ***2.5 Job Stress and Creative Performance***

Human creativity is a defining trait that has propelled the development of increasingly complex tools and lifestyles throughout history. It stands to reason that individuals who exploit their creative capacities tend to experience higher happiness levels and exhibit more positive responses to daily challenges, ultimately benefiting their overall work output (Darvishmotevali & Ali, 2020). Creativity is widely acknowledged as an indispensable factor in achieving and sustaining organizational and professional success and a catalyst for innovation. Creative thinking serves as the linchpin of innovation and encompasses the generation of original ideas by employees, which can be integrated into existing processes, products, or services within the business (Soto-Rubio et al., 2020). Given that a significant portion of one's waking hours is spent at work, the impact of workplace stress cannot be understated. Over the past decade, job requirements have radically transformed, and this trend continues to accelerate. Workplace stress's consequences, particularly regarding interpersonal relationships among colleagues, reverberate across a broad spectrum of professions. The toll of working under pressure can extend to one's health and overall sense of well-being (Daniel, 2019). When employees consistently demonstrate high "creative performance" (CP), their innovative thinking and problem-solving skills are recognized and lauded. Contrary to the conventional belief that misfits within an organization may experience misery due to the misalignment of their values with the organizational culture, this research suggests an intriguing possibility. Misfits may serve as a unique "buffer," mitigating the discomfort of such misalignment (Bani-Melhem et al., 2018). This role played by misfits contributes to the organization's reservoir of knowledge and experience, ultimately enhancing its performance within adaptive systems. This, in turn, positions the organization to respond more effectively to evolving conditions and challenges (Bataineh, 2019). Impacting an individual's

ability to think innovatively, solve problems, and contribute to generating original ideas that can enhance organizational processes and outcomes.

H3: Job stress exerts a significant influence on the creative performance

## ***2.6 Mediating role of Job Stress***

The interplay between organizational support and employee engagement is characterized by a mediation process wherein job stress plays a pivotal role (Duan et al., 2019). While this mediation is complete regarding the link between organizational support and employee engagement, it is only partial when examining the relationships between work routine, psychological benefits, the absence of promotion opportunities, and financial compensation, all of which are influenced by stress. Excessive stress can significantly undermine an individual's ability to cope effectively with their environment. The concept of "burnout" is frequently used to describe the mental and physical exhaustion, feelings of helplessness, and depression that result from prolonged exposure to professional stress. Negative stress manifests as irritability and reduced job satisfaction, creating a challenging work environment (Duan et al., 2019).

Staff members who report high levels of job satisfaction are often better equipped to manage the pressures encountered in the workplace. However, it is crucial to acknowledge that some degree of stress in the workplace is virtually inevitable and can even serve as a temporary source of inspiration. This phenomenon frequently arises when substantial job demands collide with limited, valuable resources (Ehsan & Ali, 2019). The inability to effectively cope with threats to one's psychological, physiological, emotional, or spiritual well-being can lead to adverse long-term physical health effects (Al-dalahmeh et al., 2018). Attraction and retention in the workplace vary significantly from one organization and employee to another. High levels of employee discontent often manifest in the form of a substantial percentage of workers contemplating leaving the organization in the near future. Many of these employees also feel undervalued by their employers, further contributing to a decline in their overall performance (Daniel, 2019). Significantly, increased symptoms of anxiety have been indirectly associated with job insecurity resulting from financial concerns (Wilson et al., 2020). This affects an individual's capacity for innovative thinking and problem-solving and their ability to contribute to original ideas and solutions within the workplace.

H4: Job stress serves as a mediating factor that influences creative performance

## ***2.7 Moderating role of Financial Compensation***

In employment, a critical facet of the employee experience is the provision of benefits and fair compensation that adequately reflects the effort required for the job. When employees work in organizations that do not provide these essential benefits or where their pay falls short of equitable compensation, they often grapple with significant financial stress. This stress stems from the fear of job loss, driven by concerns about financial stability and the potential for future financial hardship (Bhui et al., 2016). The term "compensation" encompasses all the rewards and benefits employees receive from their employers in return for the work they contribute to the organization. This includes direct monetary payments, indirect rewards such as complimentary items and services, and motivational incentives (Martono et al., 2018). Compensation is crucial in encouraging harmonious working relationships and motivating employees to unleash their creativity, particularly within the healthcare sector. For many employees, compensation constitutes their primary source of income, and it is regarded as a fundamental entitlement. As such, it must be sufficient to fulfill their personal and familial needs while also guaranteeing acceptance. The nature of compensation may vary according to individual circumstances, but as proposed by Chien et al. (2020), it encompasses anything of value, including monetary bonuses offered as a token of appreciation for employees' dedication. The field of natural resource management, in particular, places substantial emphasis on compensation, as it is a delicate and

integral aspect of the employment cycle (Alhmoud & Rjoub, 2019). One significant implication of fair compensation is that employees are less inclined to consider leaving their current positions. Financial compensation may influence how job stress affects an individual's ability to fulfill their work responsibilities effectively. Also, it may shape the impact of job stress on an individual's innovative thinking, problem-solving capabilities, and their ability to generate original ideas within the workplace

H5: Financial compensation moderates the relationship between job stress and performance.

H6: Financial compensation moderates the relationship between job stress and creative performance.

### 3. Methodology

The study aimed to investigate the relationship between job stress and performance, particularly how financial compensation can act as a moderating factor in this relationship. Participants comprised 415 healthcare professionals working in Taipei, Taiwan's hospitals, clinics, and health centers. The participants were selected using random sampling methods. Approximately 63% of respondents were male, and the majority fell within the age range of 30 to 45, with a significant number under 30. Most participants held an MBBS degree, and the majority were not single. Data was collected from various healthcare organizations in Taipei, utilizing simple random sampling for health center staff and stratified random sampling for employees and professionals. Performance levels and creative problem-solving in patient safety were assessed using principal component analysis. Performance ratings were linked to financial compensation through linear regression analysis while controlling for relevant hospital-related factors.

To ensure the reliability of the results, organizational job misfit surveys, performance evaluations, and creativity assessments were conducted in a controlled manner without omissions. A 22-item questionnaire was employed to measure perceived organizational misfit as an independent variable, job stress, financial compensation, performance, and creative performance among healthcare professionals in Taiwan. The questionnaire included items from validated scales: A 3-item scale for organizational job misfit was adopted by Verquer et al. (2003), and A 5-item scale for job stress was adopted by Livingstone et al. (1997). A 4-item scale for financial compensation was adopted by Deci et al. (2001), A 5-item scale for performance was adopted by Koopmans et al. (2013), and A 5-item scale for creative performance was adopted by Wang and Netemeyer (2004). Responses were collected using a 7-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree). This comprehensive methodology allowed for investigating how job stress, organizational misfit, and financial compensation interrelate with healthcare professionals' performance and creative performance, providing valuable insights into the healthcare sector's workforce **dynamics**.

### 4. Analysis

Table 1 presents the demographic information of the study's sample (N=415). The data includes the gender distribution, age groups, marital status, and qualifications of healthcare professionals in Taiwan. Male professionals constitute 63% of the sample, while females comprise 37%. Within the age category, 60% of participants are between 30 and 45, and 40% are above 45. Marital status reveals that 70% of respondents are married, and 30% are unmarried. Regarding qualifications, 77% of participants hold an MBBS degree, while 23% have a diploma.



Table 1: Demographic profile

	Description	No. of Responses	%
<b>Gender</b>	Male	260	63
	Female	155	37
<b>Age</b>	30-45	250	60
	Above 45	165	40
<b>Status</b>	Married	290	70
	Unmarried	125	30
<b>Qualification</b>	MBBS	320	77
	Diploma	95	23

#### 4.1. Measurement model

To assess the factor loadings, validity, and reliability of the data collected from 415 professionals within Taiwan's healthcare sector, a Partial Least Squares Structural Equation Model (PLS-SEM) was employed. The test items used for evaluating the factor loadings, validity, and reliability within the PLS measurement model are detailed in Table 2. The Cronbach's alpha test, typically requiring a minimum value of 0.70 or greater, was employed to assess the internal consistency of each item, following the approach of (Fornell & Larcker, 1981). The findings indicate that both Cronbach's Alpha and Composite Reliability (CR) values for the variables under investigation exceeded the 0.70 threshold, signifying strong internal consistency. Moreover, the Average Variance Extracted (AVE) values surpassed the recommended threshold of 0.50, attesting to the discriminant validity, convergence validity, and overall high reliability, in line with (Fornell & Larcker, 1981). The CR values ranged from 0.802 to 0.927, consistently exceeding the 0.70 benchmark.

Furthermore, the Heterotrait-Monotrait Ratio (HTMT) scores fell below the threshold of 1, further underlining the construct's discriminant validity, as recommended by Hair et al. (2019). The discerning results of this measurement model are displayed in Table 2.

Table 2: Composite Reliability, Cronbach's Alpha, Average Variance Extracted (AVE), and Discriminant Validity

	CA	CR	AVE	CP	FC	JS	OJM	P
<b>Creative Performance</b>	0.856	0.897	0.635	0.797				
<b>Financial Compensation</b>	0.800	0.869	0.625	0.723	0.791			
<b>Job Stress</b>	0.815	0.871	0.575	0.730	0.782	0.758		
<b>Organizational Job Misfit</b>	0.796	0.802	0.625	0.518	0.609	0.696	0.791	
<b>Performance</b>	0.902	0.927	0.718	0.674	0.737	0.696	0.638	0.848

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

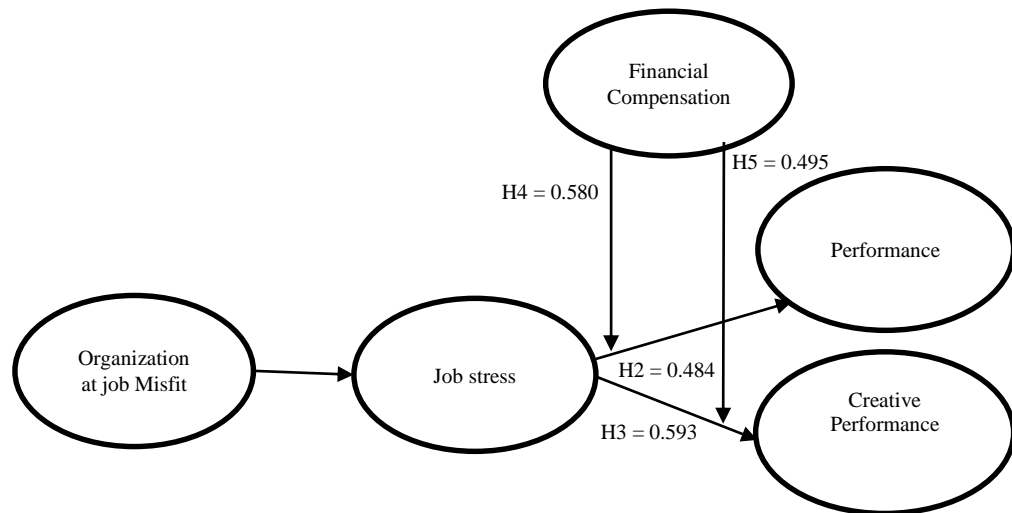


Figure 1: Measurement model analysis

#### 4.2 Structural Equation Model

The Structural Equation Model (SEM) was employed to explore the relationships within the study. The findings of the structural model analysis are presented in Table 6, demonstrating the direct relationships. The analysis revealed a significant and positive link between organizational job misfit and job stress ( $\beta = 0.696$ ,  $t = 6.987$ ,  $p = 0.000$ ), confirming the acceptance of H1. Similarly, there is a strong and positive link between job stress and creative performance ( $\beta = 0.423$ ,  $t = 5.615$ ,  $p = 0.000$ ), supporting the acceptance of H2. Furthermore, the analysis showed a significant and positive link between job stress and overall performance ( $\beta = 0.310$ ,  $t = 4.147$ ,  $p = 0.000$ ), leading to the acceptance of H3. The  $R^2$  values for creative performance (0.593), job stress (0.484), and performance (0.580) are notably substantial.

Table 3: Direct Relation

	Original Sample	T Statistics	P Values	Decision
<b>Organizational Job Misfit -&gt; Job Stress</b>	0.696	6.987	0.000	Supported
<b>Job Stress -&gt; Creative Performance</b>	0.423	5.615	0.000	Supported
<b>Job Stress -&gt; Performance</b>	0.310	4.147	0.000	Supported

Moreover, a mediating effect was tested by including job stress as a mediating variable. The results indicate that even with job stress as a mediator, the relationship between organizational job misfit and performance remains significant ( $\beta = 0.216$ ,  $t = 3.840$ ,  $p = 0.000$ ). Similarly, when job stress acts as a mediator, the relationship between organizational job misfit and creative performance remains significant ( $\beta = 0.294$ ,  $t = 5.123$ ,  $p = 0.000$ ).

Table 4: Mediating Effect

	Original Sample (O)	T Statistics	P Values
<b>Organizational Job Misfit -&gt; Job Stress -&gt; Performance</b>	0.216	3.840	0.000
<b>Organizational Job Misfit -&gt; Job Stress -&gt; Creative Performance</b>	0.294	5.123	0.000



The moderating effect of financial compensation was examined, and the findings are displayed in Table 5. It reveals that financial compensation moderates the relationship between job stress and performance, with a significant effect ( $B = 0.265$ ,  $p = 0.000$ ), thus supporting this hypothesis. Additionally, financial compensation moderates the relationship between job stress and creative performance, with a significant impact ( $B = 0.287$ ,  $p = 0.000$ ), confirming this hypothesis.

Table 5: Moderator Hypothesis Testing

	Original Sample (O)	T Statistics	P Values
<b>Job Stress*Financial Compensation -&gt; Performance</b>	0.265	3.219	0.000
<b>Job Stress*Financial Compensation -&gt; Creative Performance</b>	0.287	4.223	0.000

These results suggest the importance of financial compensation as a moderating factor in mitigating the impact of job stress on performance and creative performance in the context of Taiwanese healthcare workers.

## 5. Discussion

In the context of the healthcare sector in Taiwan, job stress is a pervasive issue affecting healthcare professionals. This stress often stems from the high demands on these individuals, including the need for more time, advanced skills, and enhanced social support at work. The consequences of such stress can manifest in the form of emotional distress, health problems, and even job dissatisfaction, potentially leading to healthcare workers taking leaves or seeking opportunities elsewhere. While healthcare professionals find fulfillment in their roles, driven by their ability to utilize their skills, interests, and passions to learn and excel daily, a notable concern lingers. Many dedicated professionals feel their compensation does not match their qualifications, competencies, and market value. They often contemplate seeking better-paying opportunities in light of their education and expertise. This situation is further complicated by the competitive landscape within Taiwan's healthcare sector, where new graduates must grapple with the stark reality of limited job opportunities. The constraints posed by a lack of employment opportunities and rising unemployment rates compel job seekers to compromise their income expectations, settling for remuneration that allows them to meet basic needs and fulfill financial obligations on time. These compromises frequently lead to professionals accepting positions for which they are overqualified to avoid prolonged unemployment and maintain relevance in the job market.

Underpayment erodes employees' job satisfaction and can advance disengagement and resentment toward their employers. This cycle of stress, burnout, and reduced productivity can harm employees' mental and physical health. Workplace morale deteriorates, employee loyalty diminishes, and turnover rates rise when financial instability becomes a norm. In their attempts to cut costs, employers might trim benefits or salaries, which, while improving short-term profitability, may adversely affect future employee morale. Such compensation reductions can lead to feelings of underappreciation among employees as their perceived worth diminishes due to benefit reductions. The stress from increased workloads and responsibilities for the same or reduced pay can further hamper productivity and negatively affect employees' attitudes, influencing their interactions with colleagues and supervisors. Addressing these issues necessitates that employers recognize the significance of financial incentives and salary in employee satisfaction. Organizations can retain their workforce by offering attractive and competitive compensation packages that consider employees' preferences, needs, and performance.

Moreover, supplementary benefits and perks can bolster job satisfaction while reducing the risk of high turnover. In conclusion, content and well-compensated employees are more likely to excel at their jobs, demonstrating increased commitment and productivity. Retaining experienced personnel

contributes to an environment where employees become more knowledgeable, efficient, and motivated over time, ultimately leading to improved overall productivity in the healthcare sector in Taiwan.

### **5.1 Implications**

This study's findings hold theoretical and practical implications that can offer valuable insights to scholars and employers across various domains. This research aimed to provide an explanatory framework for understanding the relationship between performance and creativity in healthcare workers, particularly those grappling with organizational job misfits in their work settings. This research underscores the importance of recognizing that job stress is most pronounced among healthcare professionals experiencing organizational job misfits. In the intensely competitive landscape of the Taiwanese healthcare sector, it is imperative to identify and retain individuals with the requisite knowledge, skills, motivation, and personality to meet the demands of their roles effectively. Addressing the phenomenon of professionals choosing jobs primarily for survival, regardless of their alignment with their skills or employer, is vital. Encouraging organizations and employees to contemplate the factors driving job misfits and the associated consequences is a step toward healthier and more conducive workplaces. If left unaddressed, job stress can significantly impair an individual's performance, health, personal life, and family. As such, policymakers and higher authorities should take proactive steps to mitigate job stress's detrimental effects. In particular, they should work to reduce job uncertainty and financial stress among employees.

This research underscores that financial compensation, in the form of incentives, is the primary motivator for healthcare personnel to deliver services actively. To address the mental health consequences accompanying these demands, organizations should strive to minimize job insecurity and financial stress among their staff. The positive relationship between monetary compensation and performance emphasizes the benefits of offering more incentives, which can boost the creativity and productivity of healthcare professionals. Employee exposure to job stress reduction strategies hinges on the extent to which these interventions receive organizational backing. Creating an environment that facilitates organizational support and actively engaging healthcare professionals can be achieved by incorporating organizational misfit issues into discussions around financial compensation and annual performance evaluations. Such interventions should be optimally scheduled during regular work hours to enhance employee participation, necessitating organizational facilitation and support.

### **5.2 Limitations and Future Research**

While this study employed a participatory action research approach and established a strong theoretical foundation, it is essential to acknowledge its limitations. A fundamental limitation pertains to the small sample size, which can potentially hinder the effectiveness of statistical analyses. The focus on relatively small organizational units, necessitated by the design of the surveys, is a common challenge faced in research. However, it's worth noting that the results would gain further credibility if a larger sample size were employed, allowing for multilevel analysis that considers all available data. Another limitation of this research is the exclusive focus on one city in Taiwan, Taipei, which may not comprehensively represent the entire healthcare sector. Future research should aim to diversify the geographic scope and encompass a broader range of healthcare organizations and sectors to obtain a more holistic perspective. The study's utilization of time-lagged data collection, while enhancing the findings' reliability, faced constraints due to limited time. The small sample size and convenience sampling further hampered the generalizability of the findings. Future research in this domain should explore optimal timeframes and methods for evaluating personalized strategic programs. Additionally, it's crucial to extend the research to consider target group characteristics and constraints to develop effective interventions. Despite these limitations, this research lays a valuable foundation for future researchers to build upon, with the potential for more extensive, comprehensive investigations.

### **5.3 Conclusion**

In conclusion, the results of this study may contain biases and certain ambiguities, but they offer valuable insights. The research supports the connection between employees' perceived misfit with their workplace or organization and job stress outcomes within healthcare settings. This confirms the first hypothesis of the study. Interestingly, healthcare professionals in organizational job misfits do not report significant impacts from job stress on their performance or job responsibilities. This leads to rejecting the initial hypothesis, suggesting that such professionals effectively insulate themselves from job stress. However, employees' ability to think creatively is notably hampered by the job stress they encounter. Therefore, the third working hypothesis of the study is accepted. Moreover, financial compensation plays a pivotal role in influencing the productivity and innovation of healthcare employees. Their performance excels, and they begin exploring innovative approaches to patient care. Consequently, the study confirms the acceptance of the fourth and fifth hypotheses. These findings collectively contribute to a better understanding of the complex relationship between job misfit, job stress, and financial compensation among healthcare workers in Taiwan, offering crucial insights for academics and practitioners in the field.

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