

THE DETRIMENTAL EFFECTS OF PERSON-ORGANIZATION MISFIT ON CAREER SUCCESS: MEDIATING EFFECT OF JOB STRAIN

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ABSTRACT

The present research aims to observe the effect of Person-organization Misfit on Career Success with Job Strain mediation. The research performed in the service industry focused on the banking sector in Pakistan. The present research carried a quantitative research design and for data collection it utilized a survey questionnaire. The data was gathered from 562 bank employees from Islamabad and Rawalpindi. The data was gathered with two-time lags on the basis of research objectives and research framework. The gathered data was analyzed through the SEM (Structural Equation Modelling) using IBM AMOS 24. The results revealed that bank employees suffering from the Person-organization Misfit are more inclined to Job Strain which leads towards the reduced Career Success. Furthermore, it also observed and considered that how Person-organization Misfit induces reduced levels of career success amongst individuals through Job Strain in the employees of banking sector. The findings stated that there is a significant relationship among Person-organization Misfit and Career Success. Moreover, Job Strain significantly mediated the relationship of Person-organization Misfit and Career Success. The current study contributes theoretically and provides a stepping stone for industrial implications. Theoretically, its contribution is in the person-environment fit theory as well as the relative deprivation theory through the development of a research model with their amalgamation. The implications at industrial level includes the human resource managers, practitioners, and industrial psychologists in processes of recruitment, selection, and designing the interventions in such a way through which the Person-environment Fit could be possibly achieved, and the adverse outcomes of Person-organization Misfit could be avoided.

Keywords: Person-organization Misfit (P-O Misfit), Job Strain (STRN), Career Success (CS).

INTRODUCTION

The concept of Person-organization Misfit, often known as "P-O Misfit", has received a great deal of attention in the fields of organizational psychology and management in the recent years. It deals with the incompatibility between a person's values, abilities, and traits with the culture and expectations of their organization (Clercq, 2023). It has been acknowledged that P-O Misfit is a key element in determining a person's Career Success within an organization (Y. Choi, 2020). People are always looking for the best fit between themselves and the

organizations they work for in the ever-changing environment of the modern workplace. The lack of compatibility thereof between a person's values, abilities, and aspirations with those of their organization can significantly impact their career success and general well-being (Spurk et al., 2021). When people do not adhere to the culture, expectations, or values of their organizations, it can have negative effects, such as Job Strain (Harari et al., 2022). This study investigates the interaction between career success and Person-organization

Misfit and how job strain functions as a mediator in this dynamic process. The current study will add to the existing body of knowledge by expressing how Person-organization Misfit causes Job Strain and negatively impacts Career Success. This study used quantitative methods for developing an understanding about how individuals suffer from the Job Strain due to their misfit with the organization they are working in and how this Job Strain eventually decreases the career success of the individuals.

Theoretical Perspective

This study used the Person-environment Fit theory and the Relative Deprivation theory to develop the research model. The Person-environment Fit theory included only personal factors and ignored the contextual factors therefore, it was combined with Relative Deprivation theory which explains the contextual factors. The person-environment fit theory states that the dissimilarity between the person and the environment occurs when the characteristics of a person and the environment are different (Jansen & Kristof-brown, 2015). A research study provided a detailed model for person-environment fit theory and described that the individual characteristics, which include personality traits and personal values, and characteristics of the environment, which include organizational supplies and organizational values, play a vital role in forecasting the individual and the organizational level outcomes (Vleugels et al., 2023). This study picked the similar factor of Person-organization Misfit to find its impact on Career Success through Job Strain. While, the Relative Deprivation theory states that due to the comparison with other people and other factors, people may feel that they lack something or are at some disadvantage (Kafle et al., 2020). This study picked the same concept of Relative Deprivation Theory to observe how the Misfit among the individuals and their organization reduces the levels of Career Success.

Problem Statement

The research problem of the current study is to examine the relationship between the two study constructs, Career Success of the employees and Person-organization Misfit along with the mediation of Job Strain. The study variables have been

modelled together to examine the relationships between the research variables among Pakistani banking industry personnel, looking at both public and private banks. Furthermore, it is critical to investigate this association in the aforementioned context because no specific relevant study using the same model has ever been carried out in past researches.

Study Objectives

This study investigates the relationship between Person-organization Misfit, Job Strain, and Career Success. The present work encompasses the following research objectives:

- To assess the association between Person-organization Misfit and Career Success.
- To assess the association between Person-organization Misfit and Job Strain.
- To assess the association between Job Strain and Career Success.
- To assess the association between a Person-organization Misfit and Career Success with Job Strain as a mediator.

Significance of Study

The current study is significant due to various reasons mentioned below:

First, the current study examines the connection between the Person-organization Misfit and other study constructs in the banking industry to observe the impact of P-O misfit. Second, this study is extremely important since it fills a gap in the management sciences literature by using Person-organization Misfit, Job Strain, and Career Success combined in one research framework. Third, managers and decision-makers may gain better insight into occupational psychology and learn how to address concerns of Pakistan's banking sector employees related to Person-organization Misfit, Job Strain, and Career Success. Fourth, this research work will enable the policy makers to frame prolific plans based on the study results regarding Pakistan's banking sector. Fifth, this study will contribute to the existing body of knowledge of Person-environment Fit theory and Relative Deprivation theory.

LITERATURE REVIEW

Person-organization Misfit (P-O Misfit)

Employees typically do not favor organizations where their competencies and skills are not matched

effectively and utilized (Chi et al., 2020). According to past research, a person's organization fit is essential for ensuring a committed workforce in a competitive corporate environment and absence of which tends to negative consequences (Goetz & Wald, 2021). Organizations need individuals who are eager to execute various duties, work well in teams, and tackle challenges in a dynamic and changing environment in order to stay competitive ; and if individuals lack the required qualities, they are a misfit for each other (Yamazaki, 2024). Misfit is commonly perceived as the undesirable end of the fit continuum which is linked to incompatibility or discomfort. Recent research scholars have been advocating about giving more attention to Person-organization Misfit and what people experience through it (Follmer et al., 2018). Scholars have been arguing that harmony between expectations of a person and their real experiences lead towards a harmonious work and satisfied psychological well-being; whereas the lack of such harmony creates the sense of frustration, incomplete career goals and dissatisfaction (Bhat, 2024).

The current study views the aspect of Person-organization Misfit that brings in Job Strain among the employees which leads to reducing their Career Success. People having difference among their demands and characteristics and those of the organization tend to suffer the job strain. This is because the organizational environment greatly effects the performance and mindset of the employees (Rigotti et al., 2020), hence the focus is on the impact of person-organization misfit on causing Job Strain among the employees.

Job Strain

Job Strain is defined as the condition of a system where too many demands are unmet and it significantly negatively impacts both employees' well-being and the financials of businesses (Bakker et al., 2020). According to (Li et al., 2023), employees' personal needs, preferences, and abilities keep changing with time, and a point comes when they are no longer in sync with the organizational demands, creating a misfit that leads to work-related strain.

High workload and few opportunities for decision-making at work combine to cause job strain (Rigotti et al., 2020). Employee job strain is thought to cost

businesses in lost productivity each year, and conflicts with coworkers are a major contributor to workplace strain (Carnevale & Hatak, 2020). Everyone who has ever worked has experienced the pressure of work-related strain at some point (Harari et al., 2022). Inconsistency in power distance orientation makes it harder for subordinates to do their jobs and causes strain. Inconsistency between supervisors and subordinates increases work-related strain, which decreases job performance. One of the main factors contributing to inefficiency, illness, and absence at work is employee stressors and the strain they produce (Richard et al., 2022).

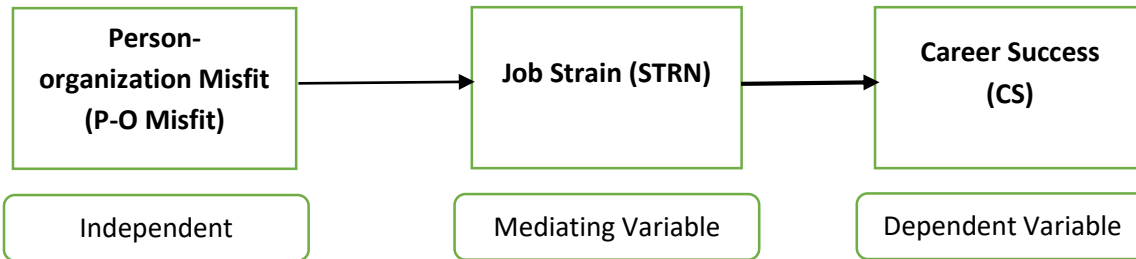
The current study looks at the aspect of employee job strain brought on by people issues, and in particular, strain brought on by having values that are at odds with those of one's organization. This is because employees who have conflict with their organizational values and demands may find this a significant source of strain. Because organizations have genuine authority over employees regarding performance evaluation, salary, assignments, promotion and termination (Bhat, 2024; Rigotti et al., 2020), so the concentration is on the person-organization misfit and its relationship with job strain that ultimately impacts their career success.

Career Success

Career success is described as achieving desired work-related results over a person's employment (Seibert et al., 2024). As a result of the modern economic climate, employees are increasingly required to display proactive behavior in order to achieve both organizational outcomes and individual career success (McCormick et al., 2019). Even the most agentic professional actors nevertheless experience limitations in their career paths and career success due to a variety of structural constraints, including social class, organizational policies, labor market segmentation, industry features, and demographic background, as well as government rules (Guan et al., 2021). Literature has typically looked at how specific career strategies, such as networking and frequent organizational changes can help people gain career success, how various personal characteristic, such as personality traits, gender, and race, are related to career success, and what makes people feel low or high determination for career success (Seibert et al., 2024).

Conceptual Framework

In the following conceptual framework, this study shows the relationship between Person-organization Misfit, Job Strain and Career Success.



Direct Relationships

Person-organization Misfit and Job Strain

Research of (Bhat, 2024) on P-O Misfit explained that the incompatibility of the individuals with the organization where they are working, causes the individuals to suffer job strain. People are prone to perceive greater obstacles and fewer challenges and resources at work due to perceived role conflict generated by Person-organization Misfit, which results in Strain (Englert et al., 2023). Workplace job expectations that over burden a person's capacity (i.e., when demands outweigh capacity) can eventually result in physical and mental strain (W. Choi et al., 2020). Due to their incompatibility with the organization, people with a high Person-organization Misfit have more conflict at work, therefore suffering more from job strain (Rajper et al., 2020).

From the above discussions, this research suggests that person-organization misfit positively correlates to job strain. Hence, the proposed hypothesis is as follows:

H1: The Person-organization Misfit has a significant and positive relationship with Job Strain.

Person-organization Misfit and Career Success

Employees act differently during their career progression depending on their perceived fit or misfit with the present organization (Guan et al., 2021). Past research explains how workers reevaluate their misfit with the organization in terms of analyzing the compatibility between the organization and the

person themselves; if the results express great misfit, then workers frequently depart without looking for job alternatives and with reduced morale for career success (Lauring et al., 2019). Employees are much more likely to decide to leave, impacting negatively on their career success, when they feel mismatched with the organization in the form of Person-organization Misfit or when they see that rival organizations better reflect their preferences or image (Spurk et al., 2021). From the above discussion, this research suggests that P-O Misfit negatively correlates to career success. Hence, the proposed hypothesis as follows:

H2: Person-organization Misfit has a significant and negative relationship with Career Success.

Job Strain and Career Success

A past research study explored that workers must overcome a range of challenges during their careers which may lead to Job Strain for workers, effecting their perception about career success (Ng & Feldman, 2014). Career paths for employees are rarely straightforward and uneventful; people frequently face several challenges along the way (Zacher, 2014). Strain can significantly impact an individual's success and well-being, especially in the context of job or career (Richard et al., 2022). Physical health issues can result from too much Strain, which may be brought on by excessive work hours, demanding surroundings, or a poor work-life balance (Graves et al., 2012). These conditions can impair a person's ability to

concentrate, perform well, make wise judgements, and be creative, all of which are essential for career success (Sims et al., 2016). Employees under a lot of Strain could find it difficult to perform to their full potential, leading to missed deadlines, low-quality work, and a decrease in job satisfaction, and these issues may eventually impede career success (Wehmeyer et al., 2018). From the above discussion, this research work suggests that Job Strain is negatively correlated to Career Success. Hence, the proposed hypothesis is as follows:

H3: Job Strain has a significant and negative relationship with Career Success.

Mediating Relationship – Job Strain as a Mediator

The degree to which a person has an unpleasant and potentially hazardous psychological reactions (such as depression or anxiety) at work shows their level of Job Strain, which is a sign of poor psychological functioning (Schmitt et al., 2016). In the association between a Person-organization Misfit and Career Success, Job Strain plays a key role as the individual is more likely to feel Strain at work when they are a substantial misfit for their organization (Rigotti et al., 2020). Workplace fulfillment and performance typically suffer when strain level rises which affects career success (Ekmekcioglu et al., 2018). Additionally, those under Strain may be more prone to quit their professions or organizations, which could negatively impact their career success in the long run (Richard et al., 2022). From the above discussion, this research work suggests that Job Strain mediates a negative association between Person-organization Misfit and Career Success. Hence, the proposed hypothesis is as follows:

H4: Job Strain mediates the significant and negative relationship of Person-organization Misfit and Career Success.

Research Methodology

Data Collection

The study contains three variables: Person-organization Misfit, Job Strain, and Career Success. A combination of questionnaires was adapted from previous research endeavors to form a single questionnaire to measure these variables. The data was gathered from the employees in the banking

sector of Pakistan's twin cities (Islamabad and Rawalpindi), including public and private commercial banks. The self-administered questionnaires were distributed among bank employees to get a total response of 540, out of which 493 returned, denoting the 91.29% response rate from the respondents.

Measurement Scale

Quantitative research has been applied in this work to achieve its goals. The study was conducted to gather respondents' information via an adapted questionnaire.

A seven-item assessment tool adapted by the authors to measure the employees' perceptions of the Person-organization Misfit was from (Chuang et al., 2016). Scale items such as "How would you describe the match between your emphasis and your organization's emphasis on the following values?" with four items: (1) Honesty, (2) Achievement, (3) Fairness, (4) Helping others, were included. Responses were solicited from respondents on a five-point Likert scale for each of the statements.

The Job Strain was measured through an eight-item "The irritation scale" by (Mohr et al., 2006). The responses were asked on the five-point Likert scale for every statement. Scale items such as "I have difficulty relaxing after work" were included.

Career Success was measured using a tool called the "Subjective Career Success Index (SCSI)" by (Shockley et al., 2017), which contains a five-point Likert scale. The 24-item scale included items like "My supervisors have told me I do a good job".

Interpretation of Results

Descriptive Statistics of Socio-Economic Variables

In Table 1, the mean of the designation is 2.19, which implies that most of the respondents in the study belong to 2 management level i.e., "Manager". The mean education level of the respondents is 1.50, implying that most of the respondents have an education level of 2, which is "Master's". The mean experience of the respondents is 2.74, which implies that most respondents have experience at 3, which is "Less than 15 years". The mean of gender is 1.28, implying that most respondents belong to category 1 i.e., "Male". Marital status has a mean of 1.69, which shows that most respondents are in category 2 which

is “Married”. The mean age of the respondents is 2.48, implying that they fall in category 2, showing that mostly they are between “36 to 45 years”. The mean income of the respondents is 3.12, which implies that most of the respondents are in category 3 i.e., their monthly earnings are “Less than Rs. 60,000”.

Descriptive Statistics of Dependent and Independent Variables

Mean states the on-average responses received from the study's respondents against any question or variable. On the other hand, standard deviation shows

how much the members of a specific group differ from the mean value of that group. Table 1 shows that the mean values for the independent variable Person-organization Misfit (P-O Misfit) and mediating variable Job Strain (STRN) are 1.6671 and 1.5827, respectively. The mean value of the dependent variable Career Success (CS) is 3.8316. This indicates that most respondents chose category 2, "2 = slightly no match" for independent variable P-O Misfit and category 2, "2 = agree" for mediating variable STRN and "4 = much" for dependent variable CS.

Table 1. Descriptive Statistics of Socio-Economic Variables

Predictors	Mean	Std. Dev	Skewness		Kurtosis	
			Statistic	Std. Error	Statistic	Std. Error
Designation	2.19	1.111	.372	.110	-1.245	.220
Education	1.50	.554	.499	.110	-.827	.220
Experience (Yrs)	2.74	1.155	.507	.110	-.280	.220
Gender	1.28	.449	.983	.110	-1.037	.220
Marital Status	1.69	.487	.472	.110	-1.784	.220
Age (Yrs)	2.48	.913	.085	.110	-.503	.220
Income (Rs)	3.12	.897	-.059	.110	-.404	.220
P-O Misfit	1.6671	.63321	.768	.110	-.312	.220
STRN	1.5827	.70228	1.051	.110	-.301	.220
CS	3.8316	.98061	-1.431	.110	.923	.220

Source: Own Data

Person Organization Misfit (P-O Misfit), Job Strain (STRN), Career Success (CS)

Data Normality

The normality of data in this study is checked through the Skewness and Kurtosis. Acceptable ranges for them are between +2 and -2 for normal distribution. Table 1 shows that all the variables have Skewness and Kurtosis values falling within the acceptable ranges; hence, the data of this study is normally distributed.

Common Method Bias Testing

The current research uses the Common Method Bias testing through the Herman’s Single Factor. The results revealed that no common method bias exists because the total variance is less than 50% (24.52%), which state that the data has no common method bias issue.

Reliability

Based on the selected sample, the reliability and internal consistency were examined through Cronbach's Alpha. Researchers have identified Cronbach's Alpha as an accurate and careful method for measuring the internal consistency of the variables individually. The acceptance value of Cronbach's Alpha lies between 0.708 and 0.95.

Table 2 shows that Cronbach's Alpha value of the dependent variable Career Success is 0.893, with 24 items indicating the highest reliability. The mediating variable Job Strain has the Cronbach's Alpha value of 0.889 with 8 items, making it more reliable than the independent variable. The independent variable, Person-organization Misfit, has Cronbach's Alpha value of 0.839, which has 7

items. Reliabilities are shown in parentheses in correlation table.

Correlation Analysis

Correlation is considered a statistical technique used to measure and describe the direction and strength of the relationship between two variables. This study has used Pearson's correlation 'r'. It has an acceptable range from -1 to +1. Criteria for correlation include: $r < 0.1$ = no correlation among variables; r between 0.1 to 0.3 = Weak correlation; r between 0.3 to 0.5 = Moderate correlation; r between 0.5 to 1 = Strong correlation.

According to Table 2, the correlation of CS with P-O Misfit is a negative and strong correlation at -0.562 implying that an increase of one unit of P-O Misfit will decrease CS by 0.562 units. The correlation between CS and STRN is negative and strong at -0.761, showing that one unit increase in STRN will decrease CS by 0.761 units. The correlation between P-O Misfit and STRN is positive and strong at 0.600 which implies that one unit increase in P-O Misfit will increase the STRN by 0.600 units.

Table 2: Correlation Analysis of Dependent and Independent Variables

Variables	P-O Misfit	STRN	CS
P-O Misfit	(0.839)		
STRN	.600**	(0.889)	
CS	-.562**	-.761**	(0.893)

** . Correlation is significant at the 0.01 level (2-tailed).

Reliabilities are in parenthesis.

Regression Analysis

Multiple linear regression analysis is a statistical technique used to predict the outcome of the response (dependent) variable through various explanatory (independent) variables. It also enables the estimation of the model's variation and the contribution of each explanatory variable in that variance. The analysis is performed in AMOS 24. In Table 3, all the variables are standardized for comparison. A standardized coefficient with a negative sign shows a negative relationship between variables; The standardized coefficient for Job Strain

(STRN) is -0.663 towards Career Success (CS). Hence, one unit increase in Job Strain (STRN) will cause a 0.663 unit decrease in Career Success (CS), holding the other independent variable P-O Misfit fixed. The standardized coefficient for Person-organization Misfit (P-O Misfit) is -0.164 towards Career Success (CS). Therefore, a unit increase in Person-organization Misfit (P-O Misfit) will cause a 0.164 unit decrease in Career Success (CS). STRN contains a higher value, which exhibits that it has a more negative impact on the CS.

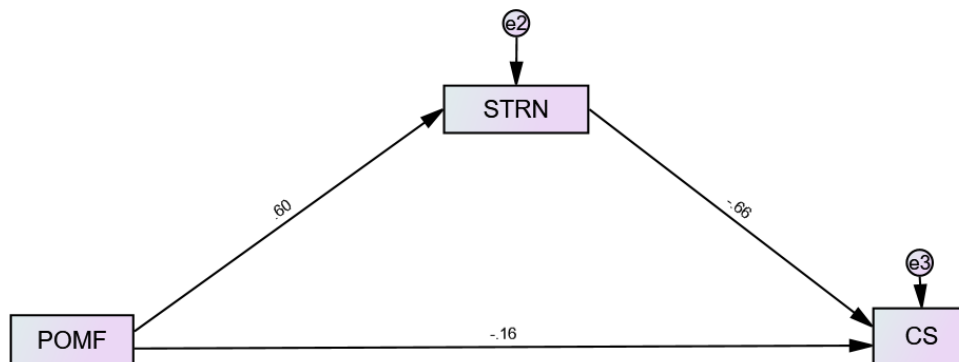


Table 3. Regression Analysis

Path	Coefficients	Standard Error	t- value	P value	Decision
P-O Misfit→ STRN	.600	.036	16.655	0.000	Supported
STRN→CS	-.663	.036	-18.502	0.000	Supported
P-O Misfit→ CS	-.164	.036	-4.577	0.000	Supported

Source: Own Data

The t-values present the individual significance of the variables. Table 3 shows that the independent variables STRN and P-O Misfit have t-values > ±1.96, i.e., -18.502 and -4.577 respectively; hence,

both independent and mediating variables are individually significant to explain the dependent variable CS. The negative sign with the t-values shows the negative relationship among variables.

Table 4. Mediation Analysis

Indirect Path	Co-efficient	LLCI	ULCI	P-Value	Decision
P-O Misfit → STRN → CS	-0.398***	-0.471	-0.338	0.001	Supported

Source: Own Data

Mediation Analysis

The table 4 shows the mediation analysis of Job Strain between the relationship of P-O Misfit and CS. The results revealed that the Job Strain mediated between P-O Misfit and CS negatively with a value of -0.398.

Discussion and Conclusion

Hiring the right individual is one of the primary goals of human resource management departments in corporations. Determining the P-O Misfit before making recruiting decisions is therefore crucial. When this is considered, there will probably be a pleasant atmosphere at work. This will assist to be more effective both individually and organizationally. Organizations are always determining what hinders the performance of their employees. Since, employees are one of the most valuable assets in the banking sector hence, the current study evaluated the relationships among employees' Person-organization Misfit causing the Job Strain and eventually adversely impacting the Career Success of the employees in the banking sector of the country Pakistan, particularly in the

branches of its two cities, Islamabad and Rawalpindi only.

First of all, based on the performed analysis, it's confirmed that there is a strong and positive relationship between Person-organization Misfit and Job Strain. Therefore, it can be stated that employees who have high Person-organization Misfit have a strong tendency to suffer from Job Strain. The higher the misfit of a person with the organization, the higher the Strain caused at the workplace. This can also be verified from the previous researches of (Chen et al., 2009; Englert et al., 2023).

Secondly, the analysis also reveals that there is a strong and negative association between a Person-organization Misfit and Career Success. Whenever the characteristics of the person do not match with those demanded by the organization, there is a Person-organization Misfit caused in the work environment that reduces the employees' work efficiency hence, negatively impacting and reducing their Career Success. Research of (Cennamo et al., 2008) have also shown the same results in their work. Thirdly, the analysis showed a significant and negative association between Job Strain and Career

Success. Employees who suffer from psychological and physical Strain have a reduced tendency towards working for their career advancement, which adversely impacts their Career Success. Research studies by (Porath et al., 2012; Seibert et al., 2024) have also presented the similar results.

Finally, the analysis results showed a strong presence of Job Strain as mediator in the relationship between Person-organization Misfit and Career Success. The employees who go through the Person-organization Misfit suffer from psychological and physical Strain at job that leads to a reduced tendency towards working for their careers, which as a result harms their Career Success. Studies of (Bhat, 2024; De Cooman et al., 2019) have also presented the similar results.

Based on these results, it is suggested that future research should focus on the factors influencing employees' decision to remain in their current organizations. In order to better understand the factors impacting employees' workplace choices, other extensive quantitative studies may be helpful. Such studies could aid in understanding the roles of variables that are preferences of employees to maintain their employment with an organization because employees' priorities in developing nations should be more focused on to help them avoid negative consequences on their professional careers. In conclusion, Person-Organization Misfit is crucial to an organization's and individuals' understanding for minimizing its overall impact on individual's career success. In that situation, organizations have obligations to concentrate more on hiring procedures and personality assessments throughout the hiring process; also helping in the career management of employees for assisting them to achieve a successful career.

Theoretical Implications

The researcher in this study has modelled a unique framework that has not been studied before in the management literature to the best of researcher's knowledge. Study was performed on the banking sector of Pakistan in its two cities, Islamabad and Rawalpindi. The Person-organization Misfit is taken as the independent variable, the Job Strain is taken as the mediating variable and the Career Success is taken as the dependent variable. The past studies on Person-organization Misfit to Strain or Strain to

Career Success carry various constructs, maybe in addition to those included in this study that have direct relationships, moderating, or mediating variables. Theoretically this study has added to the literature of Person-Environment Fit theory and Relative Deprivation theory by modelling the relationships between Person-organization Misfit, Job Strain, and Career Success.

Managerial Implications

Practically speaking, this particular research work will aid in the management affairs of the organization and help decision-makers in hiring suitable staff in Pakistan's banking industry who have matching capabilities with those required by the hiring organization.

Understanding the relationship between Person-Organization Misfit and Job Strain and the effects of both on employee's Career Success is essential for the organizations as well as individuals for managing and developing the employment tenure and careers of the employees. In regard to this, a Person-organization Misfit is essential to be identified by the management for the following reasons:

- For emphasizing the hiring process, avoid choosing employees whose values do not align with those of the organization.
- Try to implement personality related tests to deal with Person-organization Misfit.
- Try to set up orientation and training programs for employees to inform them of the organizational principles and culture. This will reduce the incompatibility between the organization and the personnel to eliminate the Person-organization Misfit.
- Examine employee's strain at work regularly and continuously monitor and try to reduce the Person-organization Misfit that might create and affect employees' Career Success.

Limitations and Recommendations

While attempting to generalize the study findings, certain limitations should be kept in mind:

This research endeavor was limited to Person-organization Misfit and its effects on Career Success of the banking sector of employees in Pakistan and only in the branches in Islamabad and Rawalpindi; hence, the study is not generalizable in other geographical areas. Only a few variables were

included in the conceptual framework of the current study, leaving a gap for many other variables to be studied.

Future studies may observe the following:

- The relationship between the three variables of this study in some different context.
- The relationship between other types of Misfits like the Person-Job Misfit, Person-Group Misfit and Person-Supervisor Misfit etc. for more detailed understanding.
- The relationship among the three study constructs in other sectors.
- The mediation and moderation effects of the some more constructs, other than this study or including the study variables for increased understanding and knowledge about the effects of their relationships.

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