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Perceived overqualification and its positive impact on organization employee's behavior

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ABSTRACT

Preceding researchers have tended to focus on the negative aspect of the perceived overqualification and its inadequacy in the organization. We offer an alternative perspective and postulate that perceived overqualification could influence employees' behavior through an interactive mechanism. We propose that relational skill abilities, in the form of job autonomy of overqualified employees, determine their tendency to experience interpersonal influences, and, thus engage in helping behavior with devastating of work deviance behavior. Data were collected from 20 multinational companies in China through a survey of 500 participants. Structural equation modeling was used for the analysis of data. The results indicate that perceived overqualification has a strong indirect impact via interpersonal influence on the helping behavior and workplace deviance behavior, and increase the helping behavior and decrease the workplace deviance behavior at the working environment. Further, outcomes concluded that job autonomy and prosocial motivation has a significant moderating role and increases the employers helping behavior and deteriorations their Workplace deviance behavior.

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Introduction

Overqualification becomes one of the most crucial problems in the organization and currently half of the employees in different countries especially in China, Turkey, and Greece facing overqualification for their jobs. In China and Hong Kong up to 65% and 71% employees respectively reported that they working below with their level of required position (Global Press Report, 2012). Zhang, Law, and Lin (2016) have resulted that perceptions of overqualified employees have significantly affected their proactive behavior while indirect effects by employee's goal orientations. Various research conclusion also has resulted that organization may also have benefited from overqualified workers and overqualified employees also have given benefit to the organization as such employees have the potentials to "make a valuable contribution to their organizations" (Erdogan, Bauer, Peiro, & Truxillo, 2011). However, enormous prior researcher studies have resulted that overqualification employees have more productive than others (McKee-Ryan & Harvey, 2011). Harari, Manapragada, and Viswesvaran (2017) found that perceived overqualification have positively related to job satisfaction, turnover intention, organizational commitment, and Psychological wellbeing. It further mentions that perceived overqualification have also associated with creative and innovative performance in the organization

In the current study, we have proposed the relationship of the perceived overqualification and their consequences and related factors with an explanation to well-known their influences in organization. According to Erdogan et al. (2011) concluded that if employees are having slightly or moderately perceived overqualification positive and significant consequences may occur. Baard, Rench, and Kozlowski (2014) have found that with high work autonomy have mitigated the negative relation of perceived overqualification with

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adaptive behavior and lower work autonomy have emphasized the negative association of both. Different findings have underscored the significance of workplace environment and behavior with either facilitating or inhibiting the workplace deviance behavior in those employees who perceived higher qualification for their posts. Furthermore, job autonomy has verified a motivational tool which helps in increasing motivation of employees' autonomous at the workplace (Parker, 2014).

The commentaries on our focal article served to challenge some of our assumptions, add additional points to consider, and provide a richer, more contextual approach to studying and managing overqualified employees. If overqualified employee having an undesirable condition, the organization should follow and must try to minimize the overqualification occurrences by hiring must 'just right' candidates to the required post. The study has reviewed the prevailing and emerging overqualification literature, and overarching conclusion of the study was that still the research on overqualification is insufficient and required more to know the organization overqualification especially its effect in the context of interpersonal influence, workplace deviance behavior, and helping behavior. Thus, our objective of this study is focused on examine the effect of perceived over-qualification, to know further the overqualified employees' contribution in an organization and with the mediating role of interpersonal influences and moderating role of Job autonomy, and pro-social motivation on helping behavior and workplace deviance behavior of the employees.

Literature Review

The researcher has considered overqualification construct to one or more perceptible or discernable illustrations of inadequate occupation, like over education from required education or over experience, and have defined it as the tenancy of greater capability than job or work requirement and have demonstrated that over-qualified employees have destructive results, poor health, negative attitude towards job includes job satisfaction, disengagement with job, lack affective commitment, psychologically, mentally and physically distressed, high intention to vacated job as compared to adequately qualified counterparts (Erdogan & Bauer, 2009; Kraimer, Shaffer, & Bolino, 2009; A Luksyte, Sady, & Spitzmueller, 2009; Douglas C Maynard & Joseph, 2008; Douglas C Maynard, Joseph, & Maynard, 2006a). In actual differences of job content and qualification of individuals perceived overqualification is more sensitive (Erdogan et al., 2011; Maltarich, Reilly, & Nyberg, 2011), to know their positive implication and effectiveness in the organization. Lately, several researchers also take its affirmative facets and theories also irradiated their worth and prominence.

Research related to other main variables, research also shows positive consequences as the model of Job Characteristic(Hackman, 1980), job autonomy has the main characteristic of job that leads to the employee's psychological state of experience and in turn have provoke auspicious work attitude and behavior (for a review, see (Deci, Olafsen, & Ryan, 2017). (Wu, Tian, Luksyte, & Spitzmueller, 2017) concluded that with low job autonomy, perceived overqualification have negatively associated with self-rated adaptive behavior. On perspective of capability-based suggests that employees with high Knowledge Skill and Ability (KSAs) required for job have able to respond of changing in more efficient ways due to ability of learning new tasks, procedures, and new technology (Chen, 2005; Kozlowski & Bell, 2006; Kozlowski et al., 2001). Thus, on meta-competency perspectives, employees selecting with surplus educations, that have not job requirement (i.e. those who are overqualified; (Erdogan et al., 2011; Kulkarni, Lengnick-Hall, & Martinez, 2015) may enhance the helping behavior and reduce workplace deviance behavior in organizations as overqualification have more capacities to acclimate the changes. Also,he research finalized that overqualification employees have discontented with their jobs (D. W. Johnson & R. T. Johnson, 2000; Khan & Morrow, 1991), deficiency of having affective commitment(Bolino & Feldman, 2000; Douglas C Maynard & Joseph, 2008; Douglas C Maynard et al., 2006a), and have psychological and physical distressed (G. J. Johnson & Johnson, 1996; G. J. Johnson & Johnson, 1997) and others researchers also focusing on other negative outcomes like automatically created disengagement, boredom, and potential departure in employee (D. C. Feldman, 1996; G. J. Johnson & W. R. Johnson, 2000)

Due to multiple reasons, perceived overqualification comprises in the psychological literature of industrial and management organization rather than objective over-qualifications (D. C. Feldman, 1996; Liu & Wang, 2012). Firstly, it is observed that it bears consequences for psychological aspect responses to overqualification (Hu et al., 2015), and have made perceived overqualification higher proximal factor of appropriate significances than from objective overqualification (Douglas C. Maynard & Parfyonova, 2013). While previous research scholars have also devastatingly concentrated on the perceived overqualification in a negative way of consequences (Douglas C Maynard et al., 2006a).

In Person-environment (PE) fit theory, Kristof-Brown, Zimmerman, and Johnson (2005) have demonstrated valuable unpacking features which motivated employees who feel overqualified to engaged in organizational prosocial motivation, helping behavior and workplace deviance behavior. PE refers to the comparison between people characteristics which we suggest an employee over qualification in current research and workplace environment attributes (Kristof-Brown et al., 2005). One aspect of PE fit has person-job fit, which is consisting of two types; needs-supplies fit, and demands-abilities fit. Need-supplies fit have captures the organization environment that how well it fulfills the goals, aspirations, requirement, and values of employees and demands-abilities fit have characterized the compatibility of employees knowledge, skills, and abilities, and prescribed job requirement (Cable & DeRue, 2002; J. R. Edwards, Cable, Williamson, Lambert, & Shipp, 2006)

These kinds of fit characterize a complementary fit, in which organizations and employees provide lacking characteristic to each other(Cable & Edwards, 2004; J. R. Edwards et al., 2006). Complementary fir is described that an employee has valued qualified and organization proposals its incumbents what they required e.g., challenging jobs; (Cable & Edwards, 2004). When there is an

occurrence of misfit then individual feels that their psychological need have ignored, which resulting an undesirable consequences for both organization (e.g., poor job performance; (I. R. Edwards & Shipp, 2007; Kristof-Brown et al., 2005) and individuals (e.g., bad helping behavior, Deviance behavior, and job dissatisfaction). Current research has applied the PE theory to research the perceived overqualification significant impact on organization employee's behavior such as helping behavior, work deviance behavior and interpersonal influence (Douglas C Maynard et al., 2006a; Douglas C. Maynard & Parfyonova, 2013). Need-supplies fit has mediated better the relation between employees perceived overqualification relation with interpersonal influences and helping behavior and demand fit supply has explained the work deviance relation with employees perceived over-qualification, conversely, the necessities of employees who sense overqualified are not sufficiently satisfied, resulting in higher workplace deviance behavior. Aleksandra Luksyte and Spitzmueller (2016) have examined the positive aspect of perceived overqualification under person-environmental fit theory and concluded that result supported the theory and perceived overqualification is positively related to supervisor creative performance due to which worker felt supportive. Consistent with PE fit theory and covering it more, we concluded that for employees who feel themselves as overqualified, improving both types of fit have improved and motivate their interpersonal influence and helping behavior and decrease their deviance behavior.

Perceived Overqualification and interpersonal influences

Erdogan et al. (2011) have argued that perceived overqualification occurs when workers have perceived that they have more knowledge, qualification, skill, and experience as required for the job or exceed for the job requirement. Various factors like economic environment, employees' traits, work preference's, and employees' career history have influenced their feeling to overqualified for certain jobs (McKee-Ryan & Harvey, 2011). High intelligent people trying to new ways of experience (i.e., adventurous, curious) may have also felt overqualified (Fine, 2007). However, the researcher also concluded a positive result of employee's satisfaction if there work status matches to their desires and qualifications. For example (Korsgaard, Meglino, & Lester, 1997) have resulted in the higher satisfaction level of voluntary temps than involuntary temps or permanent employees by research conducted on comparing voluntary, involuntary and permanent employees' satisfactory level. There are researches conclusions that organization may advantage from overqualified employees, also employees may benefit due to working in such a position for which they have overqualified. According to Erdogan et al. (2011) that the employees who sense themselves overqualified have the perspective to "make valued contribution and impact to their organization".

Recently, most of the organizational scholars have devoted their consideration for study of perceived overqualified employees e.g. (Daniel C Feldman, Leana, & Bolino, 2002; Douglas C Maynard et al., 2006a; Douglas C. Maynard & Parfyonova, 2013). While previously overqualification studies have focused on job design perspective and in considerations of exactly how individuals' entities react to objective job characteristics (Hackman, 1980). As well as previous maximum research on perceived overqualification has mainly focused on negative outcomes e.g., (D. C. Feldman, 1996; D. W. Johnson & R. T. Johnson, 2000), while, little attention is taken the positive side of perceived over-qualification, which is particularly important as most employees may feel overqualification at some degree as they get more job experience (Liu & Wang, 2012). While endorsing all employees who feel themselves overqualification is unrealistic. Indeed, researchers have recommended that perceived overqualification is more applicable for studying employees' psychological processes and performance (Fine, 2007; Maltarich et al., 2011; Douglas C Maynard et al., 2006a). According to Harari et al. (2017) the deviance behavior is the main dimension of job performance model, and research resulted that task performance occurs highly due to knowledge, skills, and abilities, Due to KSAs, overqualification employees at their position performed well on the performance of task dimensions (Borman, Brantley, & Hanson, 2014; Erdogan & Bauer, 2009). In recent study we have assumed perceived overqualification because they have broadened the view of the overqualification and not just focus on educational overqualification but reflect the experiences of the employees (Douglas C Maynard et al., 2006a; Zalesny & Ford, 1990) and also having associated to other important jobs attitudes (Erdogan et al., 2011). Thus, we focus on perceived overqualification and its significant influences on interpersonal influences. Based on previous literature evidence, we concluded the following hypothesis:

H1: Perceived overqualification positively affect interpersonal influence

Mediating role of Interpersonal Influence and their impact on helping behavior and workplace deviance behavior

Interpersonal influences with high individual bases have capability of interpersonal interaction with high flexibility due their appropriating adaptation in different environment in different condition with provoking desired replies from others. They are excited and able to seem pleasant and creative to others and are leaders at monitoring their environment (Munyon, Summers, Thompson, & Ferris, 2015). Interpersonal influence is mainly related to the potential social implications of overqualification because it is likely that the image of employees in the eyes of their colleagues in the work and participation of the feelings of acceptance by coworkers. Overqualified employees are able to accomplish work more effectively and efficiently .e.g., (Erdogan & Bauer, 2009). As an outcome, overqualified employees can present themselves convincingly to their colleagues at work as qualified, highly skilled and knowledgeable individuals who can benefit the group by understanding each other. In difference, the negative feelings and state of mind associated with being overqualified (Liu, Luksyte, Zhou, Shi, & Wang, 2015) could negatively affect the help behavior at work.

Overqualified employees may interact with coworkers in a rough way that leads to the naturally unwanted public image that they are arrogant and act higher to others (G. R. Ferris et al., 2007). A convincing pattern must be able to monitor their interactions more effectively and take advantage of their skills without behave better than their peers when interacting with them. Furthermore, although

these workers can feel entitled and experience typical negative feelings related with overqualification like anger (Liu et al., 2015), interpersonal influence allows them to adjust their self-expression in personal connections, avoiding making unfavorable social contrasts between them and colleagues. As a result, when they also consider themselves as highly competent, coworkers instead may consider them arrogant. Also, it is possible to make their co-workers feel uncomfortable by communicating their right feelings to their co-workers. In brief, overqualified workers lower on interpersonal influence are less capable of taking advantage of the possession of more than needed skills and knowledge. Our reasoning suggests that high perceived overqualification and low interpersonal influence interactively lead to deviance behavior. Taken together, we propose that interpersonal influence shapes the effectiveness of helping the behavior of overqualified employees with their coworkers such that perceived overqualification will be positively related to interpersonal influence. Although no previous work has provided direct evidence for this proposition, we suggest that the direction of relational impact depends on an employee's interpersonal influence, or the capability of appropriately adapting and calibrating one's behavior to elicit the desired responses from those around them (G. Ferris, Davidson, & Perrewé, 2005). High interpersonal influence should enable overqualified employees to display helping behavior in interactions with co-workers and be seen as competent and likable, resulting in higher levels of creativity and reducing of deviance behavior in an organization. High prosocial, in turn, will motivate them to perform well and engage in more positive work behaviors. In contrast, employees who feel overqualified and are low on interpersonal influence are likely to communicate their sense of entitlement and felt superiority to coworkers, resulting in lower levels of creativity. Consequently, these employees feel demotivated and engage in less positive work behaviors. To provide a stronger test of our model, we examine different types of work performance and behavior, including creativity, helping behavior and organizational working deviance.

H3: Interpersonal Influence effect positively helping behavior

H4: Interpersonal Influence effect negatively workplace deviance behavior

Moderating role of Job Autonomy

Autonomy is one of the valued features of work place, which has a determined role in the workers attitude and improves the progress of employees and leads the organizations to the achievement. As according to description of job autonomy, it's the employee ability and capacity through which it takes steps for accomplishing the responsibilities of job requirement. Job autonomy is one of the most essential distinctive of job design (Breugh & Becker, 1987). According to definition of Breugh and Becker (1987) autonomy is the individuals self-governing quality. It states to the extent on which employees have adopt their way and classification to accomplish a specific task. It is different from freedom, it's given opportunity to employees of judgment at the work and selects the duty which they would to accomplish (Cohen-Meitar, Carmeli, & Waldman, 2009) Mainly previous researchers have linked the job autonomy to the organizational work and the role attribute of organization (Blauner, 1964; Katz, 1968). An employee with job autonomy has showed well performance and optimistic attribute in multifaceted and critical organization atmosphere (Dodd & Ganster, 1996), and enhanced working attitude (Cordery, Mueller, & Smith, 1991). Researcher verified the job autonomy fruitfulness in the field of education by specifying the profession of teachers, that it can be beneficial to institution by different ways like teacher retention (Guarino, Santibanez, & Daley, 2006; Parker, Axtell, & Turner, 2001; Stockard & Lehman, 2004), higher satisfaction of job (H.-A. M. Johnson & Spector, 2007; Wiśniewski, 1990), resulting high well job performance and high level of commitment with the institute (Blase & Kirby, 2008).

Employees should have control on the work and given tasks for determined work. (Russell, Ferris, Thompson, & Sikora, 2016) argued that overqualification employees has the underutilized resource of human which have the potential to leveraged in ways of impactful for developing and enhancing the personal as well as organizational effectiveness, if the organizations gives them the opportunity of autonomy or engaged them in career development participations to enhance their abilities, skill, knowledge and experiences. According to Unsworth and Clegg (2010) due to fewer opportunities for trying new types of working procedure, they have lower creative and self-efficacy level.

H5: Job autonomy moderates the relationship between perceived overqualification and interpersonal influence.

Moderating role of Prosocial Motivation and their impact on helping behavior and workplace deviance behavior

Prosocial motivation states to the desire of promoting and protecting the others populace's prosperity and well-being (C Daniel Batson, 1987; De Dreu, Weingart, & Kwon, 2000; A. M. Grant & Sumanth, 2009). Meglino and Korsgaard (2004) states the prosocial motivation as the influences that how people procedure comprehensive ranged of appropriate and social information, employees with low prosocial motivation act based on their self-interest and focused their consideration on personal, rather than consequences of organization. Conversely, employees with high prosocial motivation have focused attention and have placed value to the other people well-being and organization consequences (De Dreu, 2006; A. Grant & Ashford, 2008). Prosocial motivation can be better understood as a psychological state in which individual intensive has on the objective of profiting other people (De Dreu, 2006; A. M. Grant, 2007). Prosocial motivation gives an intention to have vigorous in either way despite even with the personal risk presence; put their personal egos and characters on side, and can help and defend the others comfort and well-being, which has reliable with their aspiration and desire (C Daniel Batson, 1987; C Daniel Batson & Shaw, 1991; A. Grant & Ashford, 2008). Research has concluded that people having high prosocial motivation are probable to experience robust sense of social accountability and mutuality norms, thus manipulating their propensity to reveal prosocial behavior (De Cremer & Van Lange, 2001) and Zhang, Law, and Lin

(2016) have resulted that perceptions of overqualified employees have significantly affected their proactive behavior while indirect effects by employee's goal orientations. Prosocial motivation is well described the relation of other variables likes creativity, deviance behavior, and information exchange with internal personal behavior. For example, employees who take charge of new work processes of exchanging information or have proactively take part with recommendation for improvement; can advantage the organizations with new inspiration and innovations (Crossley, Cooper, & Wernsing, 2013; Detert, Burris, Harrison, & Martin, 2013; Morrison & Phelps, 1999; Van Dyne & LePine, 1998). Prosocial motivation offers employees with the significant outcome of other employees helping (C Danie BatSon, 1998; A. M. Grant, 2007). Indeed, psychological researcher concluded that high prosocial motivation employees are ambitious to create ideas which are valuable to forthcoming generation (McAdams & de St Aubin, 1992). According to Charles D Batson et al. (2008) prosocial motivation employees can wish to advantage others due to they care about them, because they think that this is one of the most accurate way to do, because they wish good about themselves. Prosocial motivated people are outwardly comparatively than inwardly, focused (A. Grant & Ashford, 2008) prosocial employees would likely to help proactively their coworker even they have eager not a position according to their qualification. In other words, prosaically employees would like to look for clues that they can persevere to help others even in the incidence of opposition. Also, supporters in a social exchange do not pursue instant personal profit (Molm, 2003). These behaviors are consistent with the aims held by those people with great prosocial motivation who intention to benefit others (A. M. Grant & Berry, 2011). People with low prosocial motivation are generally worried about self-interests, they are likely to involve in helping behavior when having affection for personal consequences (Lester, Meglino, & Korsgaard, 2008). Equally, because they are more worried with the welfare of other people, individuals with high prosocial motivation are less motivated by self-interest to enact helping behavior (A. M. Grant & Wrzesniewski, 2010; Korsgaard et al., 1997; Meglino & Korsgaard, 2004). Experimental study of Korsgaard, Meglino, Lester, and Jeong (2010) observed that the prospect that a helpful act will produce positive future returns was a weak motivator of helping behavior between people with high other orientation, which is abstractly similar to prosocial motivation. Also, A. M. Grant and Mayer (2009) noted that prosaically inspired people are willing to subordinate their own interests in order to benefit others given their reliance on social customs and influences, people with high prosocial motivation invest less time and effort in evaluating the consequences of their actions (A. M. Grant & Wrzesniewski, 2010; Meglino & Korsgaard, 2004).

In contrast, reliance with rational cognitive processes, followers with slight prosocial motivation are less probable to conform to the norm of reciprocation intrinsic in affect interpersonal motivation (Korsgaard et al., 2010). Less prosocial motivator is interested to execute helping behavior for receiving further advantage and self-interest, regardless of other concern and requirement (Korsgaard et al., 2010; Meglino & Korsgaard, 2004), they cognitively emphasis on the personal impairment rather than any other. However, opposite state of values is true for high prosocial motivation. High levels prosocial motivation employees are maintaining their drive with exchanging information with attractive manner and behavior still they have and feel overqualified for their position, due to their natural focusing behavior for helping and giving benefit to others while less interested in probable personal harm (Korsgaard et al., 1997). Given these differences in how prosocial motivation focuses on over-qualification, interpersonal influences, and deviance behavior. The study is conducted to know further moderating effect of prosocial motivation on creativity, information exchange and deviance behavior.

H6: Prosocial motivation moderates the relationship between the interpersonal and helping behavior such that its impact positively helping behavior.

H7: Prosocial motivation moderates the relationship between the interpersonal and work-place deviance behaviors such that its impact negatively workplace Deviance behavior

Methodology and Model

Method

The objective of this study is to examine the effect of POQ on working behavior outcome i.e., HB and WPDB. Specifically, through the role of mediation (II) and moderation (JA and PM), we adopted a quantitative approach to test our hypotheses. Data were collected from individual employees of multinational firms in China through a survey. In addition, 500 online questionnaires were filled out by employees of 20 listed firms in China. The survey was conducted in the first two weeks of July 2018 in China by sending questionnaire through social media individually. Employees were requested to online fill their response to the questions. After removing responses with missing data and outliers, 464 responses were used in the analysis. Furthermore, 300 (65%) respondents were male and 164 (35%) respondents were female. Our sample consisted of slightly more educated employees. In addition, 324 (69.8%) respondents were graduates and higher degree holders. Respondents represented slightly younger customers as 306 (65.9%) of them were below 50 years of age. The occupation of the higher number of respondents were administrative/managerial duties (n = 261, 56%) followed by Director /CEO (n = 25, 5.4%), Head of department (n = 44, 9.5%), Manager (n = 85, 18.3%) and Specialist / Officer (n = 107, 23%).

Measurement

Scales already existing in literature were used to measure all constructs. Perceived OQ was measured by using a nine-item scale based on the paper by (Douglas C Maynard, Joseph, & Maynard, 2006b) JA was measured by a three-item scale used by (Morgeson

& Humphrey, 2006). It was operationalized by four scaled items adopted from (Treadway et al., 2014). HB was measured by a two-item scale taken from (Campbell, Lee, & Im, 2016). Eleven items for WPDB were adopted from (Bennett & Robinson, 2000). PM was measured by a three-item scaled followed by (A. M. Grant & Berry, 2011). Seven Likert scale ranging from 1 for strongly disagree to 7 for strongly agree was used for all six constructs. All measurement items used in our study are given in the Appendix (A). Data analysis was performed in three stages, i.e., measurement analysis, analysis of structural relationship and mediation and moderation analysis. The analysis was conducted by using R-3.6. Confirmatory factor analysis (CFA) was performed for the measurement model. Structural equation modeling (SEM) was used for estimation of the structural model. For determining the significance of indirect estimates, (t-values and p-values) bootstrapping was performed (3000 subsamples).

This study adopted positivism research philosophy. This is because the study hypothesis and the research objective were distinctly described at the onset and an effective research instrument used (Petty, Thomson, & Stew, 2012). The research was a cross sectional study that applied a descriptive and correlative research design.

The target population was 552 general managers and senior functional managers of Kenya's 69 three star, four star and five star rated vacation and town hotels listed by the Tourism Regulatory Authority of Kenya as at the year 2018. This is illustrated on table 1.

Model

Figure 1: Conceptual Model

Result

Preliminary Analysis

All the values of skewness and kurtosis were within range of ± 1.5 , showing that data fulfills normality assumption. Thirty-five cases with (Mahalanobis, 1936) distance squared more than 0.5 were considered to be outliers and were removed (Hair, Anderson, Babin, & Black, 2010), resulting in a final sample of 465. All inter-construct correlations were less than 0.8, indicating that multicollinearity is not a problem in our data.

Measurement Analysis

CFA was performed for assessment of measurement model. Results of CFA showed a good model fit ($\chi^2(791) = 1834$ ($p < 0.000$), $\chi^2/d f = 2.3$, RMSEA = 0.05, GFI = 0.93, AGFI = 0.91, NFI = 0.97, TLI = 0.98, CFI = 0.96). Estimating parameters connecting construct and indicators assesses reliability and validity Diamantopoulos and Siguaw (2013). The values of Cronbach's alpha are more than 0.80 for all constructs indicating the high reliability of item scales used. All values of Composite reliability (CR) are more than 0.79 and values of average variance extracted (AVE) are more than 0.65 as summarized in Table 1. Values of composite reliability (CR) and average variance extracted (AVE) for all constructs are higher than the threshold values of 0.7 and 0.5, respectively. All the standardized factor loadings are above 0.70 and are significant at $p < 0.001$ confirming high convergent validity. Discriminant validity is confirmed by a Fornell and Larcker (1981) criterion that requires the values of square root of AVE to be higher than correlations among constructs. Table 2 exhibits that values of square root of AVE are higher than the standardized correlation of each construct with other constructs.

Table 2: Path Coefficients of Influence of Focus Strategy-Firm Structure Fit on Hotel Performance

Path			Unstandardized estimates	Standardized estimates β	Standard Error	C.R. T-value	p
Firm structure	<---	Focus strategy	.230	.378	.070	3.273	.001
Hotel performance	<---	Firm structure	.566	.663	.147	3.849	***
Hotel performance	<---	Focus strategy	-.144	-.278	.050	-2.857	.004

Source: Authors

Common method bias was assessed by performing CFA with a single factor in which all items were loaded on a single factor. CFA with single factor represented worse model fit ($\chi^2(861) = 11441$, ($p < 0.000$), $\chi^2/d f = 13$, RMSEA = 0.15, GFI = 0.61, AGFI = 0.51, NFI = 0.74, TLI = 0.89, CFI = 0.90). All these indicators of model fit are far beyond the acceptable limits. It shows that common method bias is not a problem in our data.

Table 1. Results of CFA

Latent variable	Items	Loadings(β)	Cronbach's α	CR	AVE
Perceived Over Qualification	POQ 1	0.85	0.89	0.88	0.67
	POQ 2	0.86			
	POQ 3	0.89			
	POQ 4	0.94			
	POQ 5	0.93			
	POQ 6	0.75			
	POQ 7	0.81			
	POQ 8	0.90			
	POQ 9	0.77			
Job Autonomy	JA 1	0.84	0.90	0.90	0.69
	JA 2	0.76			
	JA 3	0.89			
Interpersonal Influence	II 1	0.89	0.92	0.91	0.78
	II 2	0.86			
	II 3	0.79			
	II 4	0.80			
Helping Behavior	HB 1	0.78	0.88	0.87	0.65
	HB 2	0.81			
Work Place Deviance Behavior	WPDB 1	0.80	0.81	0.79	0.78
	WPDB 2	0.82			
	WPDB 3	0.83			
	WPDB 4	0.74			
	WPDB 5	0.79			
	WPDB 6	0.69			
	WPDB 7	0.70			
	WPDB 8	0.80			
	WPDB 9	0.76			
	WPDB 10	0.70			
	WPDB 11	0.76			
Prosocial Motivation	PM 1	0.86	0.91	0.90	0.74
	PM 2	0.89			
	PM 3	0.84			

All standardized estimates(β) are significant ($p < 0.01$)

Table 2: Correlation matrix with square root of AVE at diagonal

Latent variable	1	2	3	4	5	6
Perceived Over Qualification	0.81					
Job Autonomy	0.62	0.81				
Interpersonal Influence	0.63	0.74	0.81			
Helping Behavior	0.54	0.62	0.62	0.80		
Work Place Deviance Behavior	0.65	0.60	0.64	0.59	0.60	
Prosocial Motivation	0.61	0.61	0.69	0.70	0.56	0.80

All standardized estimates (β) are significant ($p < 0.01$)

Estimation of Structural Relationship

Structural model was examined by performing SEM. Perceived POQ was exogenous variable while JA, II, HB, WPDB, and PM were endogenous variables in the model. SEM analysis shows an acceptable model fit (χ^2 (860) = 1938, ($p < 0.002$), $\chi^2/d f = 2.6$, RMSEA = 0.056, GFI = 0.90, AGFI = 0.83, NFI = 0.93, TLI = 0.97, CFI = 0.97). Table 3 indicates the results of hypotheses testing. POQ gives rise to II. Impact of POQ on II is considerably high ($\beta = 0.63$, $p < 0.001$), providing evidence for support of Hypothesis 1. II has been found to be closely related with HP ($\beta = 0.70$, $p < 0.002$) and H3 is accepted. II has a negative influence on WPDB ($\beta = -0.57$, $p < 0.001$) and H4 is supported. Moderation effects of JA positively affect II ($\beta = 0.30$, $p < 0.003$) and accepted H2.

Moderation effect of PM explains the positive ($\beta = 0.29$, $p < 0.001$) and negative ($\beta = -0.39$, $p < 0.002$) significant impact on HB and WPDB respectively, providing the supportive evidence of H5 and H6. Figure 2 demonstrates the structural relationship.

Table 3: Results of SEM

Relationship of variables	Hypotheses	β	Test result
Perceived Over Qualification- Interpersonal Influence	H1	0.63	supported
Moderation effects of Job Autonomy- Interpersonal Influence	H2	0.30	supported
Interpersonal Influence -Helping Behavior	H3	0.70	supported
Interpersonal Influence -Work Place Deviance Behavior	H4	-0.57	supported
Moderation effects of Prosocial Motivation-Helping Behavior	H5	0.29	supported
Moderation effects of Prosocial Motivation-Work Place Deviance Behavior	H6	-0.35	supported
All standardized estimates(β) are significant ($p < 0.01$)			
<i>Indirect Effects</i>			

We theorize that POQ engenders II which further generates work place outcomes i.e., HB, WPDB with the moderation of JA and PM. To confirm this, it is important to analyze the indirect effects of POQ on these outcomes along with moderations. We found that POQ had a considerable impact on work place outcomes through mediation II and moderations JA and PM, as shown in Table 4.

Analyzing the significance of indirect estimates is also important because sometimes direct paths are significant but overall indirect paths are not significant. We used bootstrapping for this purpose and found that all indirect paths were significant at $p = 0.001$.

The impact of POQ on working environment has been ignored in literature; however, our findings show that POQ explains fixed impact on the working behavior. POQ has strong indirect impact on the HB and WPDB. Results of POQ evident the increase the HB ($\beta = 0.45$, $p < 0.001$) and decrease the WPDB ($\beta = -0.23$, $p < 0.001$) at the working environment. The moderation effect of JA (JA*POQ) increases the HB ($\beta = 0.20$, $p < 0.001$) and decreases the WPDB ($\beta = -0.18$, $p < 0.001$). Likewise, the additional moderation of PM (PM*II) also positively influenced the HB ($\beta = 0.17$, $p < 0.001$) and negatively affected the WPDB ($\beta = -0.09$, $p < 0.001$). Whole model with mediation and moderation explain that POQ improves the HB ($\beta = 0.15$, $p < 0.001$) while reducing the WPDB ($\beta = -0.08$, $p < 0.001$) in the said sample organization.

Table 4: Indirect effects.

Relationship of Variables	β
POQ -> II -> HB	0.45
POQ -> II -> WPDB	-0.23
JA -> II -> HB	0.32
Moderating Effect JA (POQ*JA) -> II -> HB	0.20
JA -> II -> WPDB	-0.34
Moderating Effect JA (POQ*JA) -> II -> WPDB	-0.18
PM-> HB	0.26
Moderating Effect PM (II*PM) -> HB	0.17
PM-> WPDB	-0.19
Moderating Effect PM (II*PM) -> WPDB	-0.09
Moderating Effect JA (POQ*JA) -> II - Moderating Effect PM (II*PM) -> HB	0.15
Moderating Effect JA (POQ*JA) -> II - Moderating Effect PM (II*PM) -> WPDB	-0.08

All estimates (β) are significant ($p < 0.001$).

Mediation Analysis

For assessment of mediation effect, direct paths from POQ to working behavior outcomes were drawn in our structural model and the direct estimates were determined. All estimates for direct paths from POQ to working behavior outcomes i.e., HB and WPDB were significant. Then, we ran another model without mediation of II and estimated the direct effects of POQ on working behavior outcomes and compared the estimates of models with and without mediation. Results show that the direct effect of POQ on HB is $\beta = 0.68$ ($p < 0.001$), but, after mediation, it is reduced to $\beta = 0.44$. Although there is a reduction in estimate of direct path after mediation but significance of estimates can confirm any kind of mediation. We find that the direct impact of POQ on HB is reduced

after mediation, but it is still significant ($p < 0.001$). As the direct path is reduced but remains significant, it indicates the existence of partial mediation. A similarly direct effect of POQ on WPDB is $\beta = -0.51$ ($p < 0.001$), but it is increased to $\beta = -0.22$ ($p < 0.001$). Mediation analysis exhibits that II is an important mediator and plays a key role in the better setting of working behavior outcomes.

Moderation Analysis

Two moderators' results are very interesting in this study. JA moderates the relationship between POQ and II ($\beta = 0.30$, $p < 0.001$). Fig 2 shows that with low JA the relation of POQ and II is low. PM moderate the relationship on HP and WPDB through II. PM positively moderate the relationship between II and HP at ($\beta = 0.29$, $p < 0.001$) and negatively moderate the WPDB ($\beta = -0.35$, $p < 0.001$). Fig 3 and 4 explains that high PM increase the HB and reduce the WPDB at workplace.

Figure 2: Moderation of Job Autonomy on Interpersonal Influence

Figure 3: Moderation of Prosocial Motivation on Helping Behavior

Figure 4: Moderation of Prosocial Motivation on Workplace Deviance Behavior

Discussion

Our study provides a novel interpersonal influence, job autonomy, and prosocial motivation mechanism for understanding the effects of perceived over qualification on the working behavior environment. Although multiple theoretical frameworks have been hypothesized to understand the impact of perceived overqualification on work behavior (Bashshur, Hernández, & Peiró, 2011), they ignore the reality that overqualified employees do not exist in a social vacuum but are entrenched in relational contexts surrounded by their coworkers.

To date, little theory and research have attended to the relational mechanism directly related to coworkers of overqualified employees. We take a step toward filling this gap and address their call by establishing helping behavior and work place deviance behavior from coworkers as a relational underpinning. Our findings suggest that overqualified employees are not merely influenced by comparisons between what they actually have and they deserve and the associated emotional and cognitive responses. Instead, how they interact with coworkers has a significant impact on their helping behavior and deviance behavior, which largely determines their work place behavior. Our attention to the relational mechanism thus broadens the existing knowledge of the interpersonal influence through which perceived over qualification influences employees' behaviors by moderation of Job autonomy and prosocial motivation.

We found that POQ had an increase HB by decreasing DB. Our finding is consistent with previous studies that suggest that POQ engenders emotional adjunct with the company employees and feel themselves to be the more helper as part of company. They consider their qualification as a reliable source to develop positive feelings among the co-worker at working environment.

Our results exhibit that II mediates the effect of POQ on HB and WPDB. Impact of POQ on working behavior that was previously ignored has been investigated in our study and it demonstrates that POQ has a considerable indirect impact on HB and WPDB, and this outcome is in line with the existing research [22,31] that POQ elicits advocacy or supporting behavior.

POQ is helpful in increasing helping behavior and interpersonal influence plays a key role in engendering the working behavior. Work deviance behavior is one of the major outcomes of Interpersonal influence and moderation of prosocial motivation that highly valuable for smooth business operation and ensure the sustainable development of the organization.

Better work place environment motivated the employees to accomplish their tasks. POQ is helpful in increasing helping behavior and interpersonal influence plays a key role in engendering the working behavior. Work deviance behavior is one of the major outcomes of Interpersonal influence and moderation of prosocial motivation that highly valuable for smooth business operation and ensure the sustainable development of the organization. In addition to deviance behavior, helping behavior is also an important outcome of POQ that influence the employee making ease in their working. Helping employee increased their trust and creates family environment that ultimately adds the value for organization.

Synchronization of POQ and workplace engagement strategies will be more effective in developing a strong relationship with employees and engendering behavior. Results explain that POQ through mediation and moderation can play a crucial role in achieving the organization goals.

Practical Implications

This study has important implications for practice. It suggests that perceived overqualified- cation has positive indirect effects on helping behavior and workplace deviance behavior. It enlightens how organizations can acquire the potential benefits of overqualified employees. Managers may benefit from the knowledge that over qualification translates into higher effectiveness and more positive behaviors among those who are high job autonomy and prosocial motivation. Overqualified employees who are lacking of job autonomy and prosocial motivation skill may alienate their colleagues, which could hamper their own performance and demoralize them to engage in extra role behaviors.

Organizations should take active measures to job autonomy and prosocial motivation among employees. Organizations might include interpersonal influence, job autonomy and prosocial motivation as a selection criterion when interviewing an overqualified job applicant. This process this may largely increase the chances of hiring a good performer and a good organizational member. Moreover, certain organizational training programs could be provided to employees to elevate their awareness of the importance of good coworker relationships and equip them with necessary techniques to acquire relevant abilities (Bedwell, Fiore, & Salas, 2014). In addition, organizations can benefit from building a climate that emphasizes job autonomy and prosocial motivation harmony and high-quality relationships (Leung, Brew, Zhang, & Zhang, 2011; Stephens, Heaphy, & Dutton, 2012). Overqualified employees exposed to this climate are likely to be accepted by coworkers and, thus, motivated to contribute for better workplace environment for their peers.

Conclusion

In nutshell, edifice on a relational perspective, the present study provides novel insights into the mechanism through which perceived over qualification is related to employee work performance. It addresses “unresolved issues” regarding additional mediators, moderators, and out- comes of perceived overqualification (Erdogan et al., 2011) and points to important research directions that can further expand our knowledge of the effects of this construct.

Despite of the significant strengths of the results this study has some potential limitations. First, this study consistent with previous researchers (e.g., (Erdogan & Bauer, 2009; Douglas C Maynard et al., 2006a), measured over qualification from employees’ own perspective. However, over qualification may be measured more objectively utilizing expert ratings of job qualifications and employee characteristics (Maltarich et al., 2011). Because our interest was on employees’ subjective experiences and how they translate into employees’ feelings at the workplace, we chose to focus on self-reported over qualification, which is a better predictor of attitudinal variables (Erdogan et al., 2011). An interesting extension of this work would be an examination of objective over qualification. The relationship between objective and subjective over qualification is currently unknown and it is important to investigate whether the relationship between over qualification and outcomes is dependent on the type of measurement. (Maltarich et al., 2011) recommend using theory as the basis for measurement choices, and we would expect outcomes such as recruiter behavior and job mobility to be related to objective over qualification.

Beyond addressing limitations, the present investigation offers several directions for future research. First, we have examined how overqualified employees with high job autonomy can be motivated to be helper and reduce deviance behavior via enhanced interpersonal influence. Our theoretical arguments may enable researchers to more broadly explore the consequences associated with this relational mechanism. For example, interpersonal influence may be the mediator of the relationship between perceived over qualification and organizational helping and deviance behavior. Another possibility is career-related outcomes. Supervisor or manager might recommend employees who are overqualified with better interpersonal influence for promotion because they could make well communicated and understandable leaders, thereby providing a decisive remedying to over-qualification. Future research examining this research direction concerning to overqualification with social influence’s factors may improve the generalizability of the present research model and expectantly will move more diligently to overarching the connection framework for perceived over-qualification.

Consistent with prior research (e.g., (Erdogan & Bauer, 2009; Liu et al., 2015), the present model of overqualification is conceptualized at the interindividual level. That is, we argue that overqualified employees who are high/low on job autonomy are likely to experience higher/lower interpersonal influence and, thus high/low prosocial motivation, exhibit higher (lower) in-role helping behavior and workplace deviance of peer member proactivity. While this conceptualization makes important contributions to the literature, it is worthwhile to scrutinize the framework at the team level. Research could examine whether and when the proportion of overqualified employees in a team can influence critical relational factors such as team cohesion and trust, which affect team effectiveness. Doing so will contribute to a deeper understanding of the macro level dynamics of the model proposed in the current study.

Finally, we theorized about processes through which perceived overqualification and job autonomy influence interpersonal influence and workplace deviance by interaction of prosocial motivation without measuring any specific mechanisms. Future research is encouraged to further explore this relationship by directly measuring possible interpersonal influence interactions involved in employee-coworker exchanges (e.g., information exchange and advice giving).

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