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Investigating the Relationship between Perceived Over-Qualification on Employee Career Performance: The Moderating role of Person-Organization Fit

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ABSTRACT

Purpose: In times of economic depression, over-qualification is frequent, and study has increasingly focused on its consequences. Based on the principle of person-job fit, the goal of this research is to examine the connection between perceived over-qualification and perceived career performance among employees, while analysing potential moderators. Despite the growing number of studies examining the association between perceived over-qualification (POQ) and perceived career satisfaction (PCS), the involvement of affective mechanisms in the relationship between POQ and PCS remains understudied.

Design and Methodology: In this study, researchers focused on the impact of perceived organisation support (POS) as a mediator of the influence of perceived over-qualification (POQ) on perceived career performance (PCP) theorized by P-O fit theory. An analysis of 247 business sector subordinates conducted retrospectively provided support for the hypothesis by using SPSS 23.

Findings: The current findings revealed that POQ showed significant relationship between PCS also mediate and moderate the relation.

Implications: Theoretical and practical ramifications of these findings were analysed. Positive aspects of POQ and their impact on workers' professional lives were investigated in this study.

Keywords: Perceived over-qualification, Perceived organizational support, Perceived career performance, P-O-Fit

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1. Introduction

It is anticipated that 20% of the global labour force is currently experience perceived over qualification (Messenger, 2018), meaning that the individual's abilities, education, and experiences surpass the requirements of the current employment scenario (Maynard et al., 2006). Furthermore, it is a severe problem in many nations, and one of the main reasons is that the ratio of overqualified persons exceeds the supply of jobs. This disparity is due to labour market volatility and bad economic conditions, particularly in developing nations, which made it difficult for people to obtain a suitable and appropriate employment based on their qualifications and expertise (Hultin et al., 2016; Khassawneh et al., 2022). It is crucial to be aware of how over-qualification influences the attitudes and actions of workers. Scholars, sociologists, and labour economists have given a lot of thought to its significance in recent times (Andel et al., 2022; Erdogan et al., 2017).

Previous research has focused on employee negative reactions and the repercussions of perceived over-qualification, such as poor psychological health (Anderson & Winefield, 2011; Luksyte et al., 2022), a high turnover rate (Maynard & Parfyonova, 2013; Vinayak et al., 2021), job discontent and CWB (Harari et al., 2017), and unfavourable job attitudes (Fine & Edward, 2017; Khassawneh et al., 2022; Simon et al., 2019). In this study, we explore employees' favourable perspectives of over qualification, which may improve their felt competence in doing a broader variety of work tasks above their work demands.

Drawing on these insights and views Erdogan et al. (2018, 2021), posited that other behavioural outcomes such as employee performance, career related proactive behaviour should be tested with perceived over qualification. Gkorezis (2019) also suggested that perceived over qualification should be tested with perceived career performance in future. While in review paper by Erdogan and Bauer (2020) also suggested to check over qualification with some positive outcomes.

The concept of organisational support for its subordinates demonstrates benevolence for the organisation and strengthens the link between supervisor and subordinates, thereby fostering feelings of commitment. Individuals who feel a strong support and assisting behaviour from their organisation demonstrate loyalty and commitment to the firm and contribute to achieving its goals along with their own (Guo et al., 2022; Laaraj, 2023; Ye et al., 2017).

The benefits of belonging to a company go beyond monetary compensation and include the assurance of a steady income and advancement opportunities, as well as the reassurance of being treated with dignity and respect, as well as the provision of instrumental support in the form of resources such as information, training etc. (McMillan, 1997; Moon et al., 2021).

It has been found that (POS) systems favourably affect workers' attitudes and behaviour on the job, leading to lower turnover rates (Caesens et al., 2016; Zeffane & Melhem, 2017). As a result, Ahmad and Qadir (2018) suggested that future study should include a broader set of data in order to shed light on the mechanisms underlying the association between POQ and favourable outcomes.

A different review article by Skowronski (2019) proposed investigating the role of POS as a mediator between (POQ) and worker productivity.

Researchers identified several moderators of POQ in terms of outcomes such as attitudes and behaviours on the job. Similarly, studies have demonstrated that how workers respond to POQ is influenced by how much authority they are given and how much responsibility they are given (Erdogan & Bauer, 2009, 2021) and degree of identification within the organization (Lin et al., 2017) and learning goal orientation (Huang & Hu, 2022; Zhang et al., 2016).

To achieve a better person-job fit, it is essential that employees with a high P-O fit take more tangible steps, such as acting proactively and strategically, to either enhance their standing within the business or depart. So in this article P-O-Fit tested as moderator suggested by (Erdogan & Bauer, 2020, 2021).

This research aims to examine the positive aspects of over qualification, as well as its underlying mechanism and boundary condition. Numerous new insights are added by this research to the existing body of knowledge. At first, it gives us a fresh angle from which to consider the upside of over-qualification. We show how overqualified workers' minds and drives work together to produce effective results, drawing on the person-job fit perspective. Second, we concentrate on an essential but generally unexplored component of job performance: career-related proactive behaviour because of perceived over-qualification. Third, we take perceived organization support as mediator in relation with perceived over qualification and outcome. Fourth, P-O fit study as boundary condition, which leads to advancement in growth and career success and employees behave proactively towards their career.

2. Literature Review

2.1 Human Capital and P-J fit Theory

Human capital is the belief that an employee's knowledge, skills, and capacities are the primary factors in their ability to perform their job duties (Becker, 2009). A strong match between human capital and the requirements of the post being filled is essential for maintaining employee engagement. To sum up, when employees believe their Key Skills and Abilities (KSAs) are being underutilised, it is only natural for them to become dissatisfied and seek employment elsewhere (Lobene et al., 2015).

In a similar vein, the primary concentration of the P-J fit theory (sometimes referred to as the match/mismatch theory) is on the question of whether or not an individual's abilities and the requirements of the job are a suitable match. An extension of the more broad person-environment fit theory, "person-job fit" postulates that employees would be happier in their occupations if (a) their key success factors (KSAs) and the job's requirements match, and (b) the job itself meets the employees' wants or preferences (Edwards, 1991). Failing to make sufficient demands Lack of fit

brought on by over-qualification leads to negative emotions like job dissatisfaction and even resignation (Maynard & Parfyonova, 2013). It's important to remember that the emotional effects of over-qualification are typically explained by the P-J fit hypothesis, which places a focus on workers' psychological reactions.

2.2 Relationship Between Perceived Over Qualification and Perceived Career Performance

The term "over qualification" refers to the unique circumstance in which an employee's qualifications surpass those of the position (Erdogan et al., 2011). It is a type of underemployment (Feldman, 1996). Which means undesirable employment situation and cause of barrier in employability (Wald, 2005). When workers have more than what is needed for the position due to their education, experience, or other qualities, we say that they are overqualified (Wassermann et al., 2017). Having faith that one is on track to reach one's professional goals is what we call "perceived career performance" (Welbourne et al., 1998). Performance indicators can be either subjective or objective. While an individual's sense of work success is correlated with how they view their own performance (career satisfaction and career attainment) (Zacher, 2014) in which individuals evaluate own career by his or her self-standards while objective career success means extrinsic factors in the form of promotion, salary and rewards (Abele & Spurk, 2009; Ng et al., 2005).

When the manager does not show envy towards overqualified employees then its increase the performance within the organization (Khassawneh et al., 2023). So when the HR practices are high in the organization and motivates the employees in the form of financial rewards its automatically enhance the performance of the workers (Nikolovski & Kaše, 2022). So there is strong and positive relationship between psychological empowerment and job satisfaction because when employees feels secure and provide autonomy by the organization then they work more confidently which leads to enhance the efficiency of the employees (Mathew & Nair, 2022). Employees who are overqualified tend to take a more proactive approach to career development, worry more about their professional standing, and look for novel ways to enhance their careers (Yang et al., 2015).

2.3 Perceived Organizational Support as a Mediator between Perceived Over Qualification and Outcome Behaviour of Employee

While in recent study shows that perceived over qualification negatively related to career satisfaction (Erdogan et al., 2018) but in our research we explore the bright side of over-qualification with respect to career performance.

HI: *Perceived over qualification is positively related to perceived career performance*

Concept of perceived organisational support - an individual's belief that their employer cares about them and their well-being, and that they are valued for what they bring to the company (Eisenberger et al., 1986) reward their hard work with a salary increase, a promotion, and a sympathetic ear (McMillan, 1997). An employee's sense of how much their employer cares about

them and the value they add to the company is what's meant by "perceived organisational support" (POS). As a result, workers try to strike a middle ground between their companies and themselves by basing their outlooks and actions on the level of personal investment shown by their employers (Tuzun & Kalemci, 2012, p. 519) .

When there is a mismatch between the POS's major variables organizational fairness, working conditions, and opportunities for advancement, employees experience anxiety and a lack of professional growth and vice versa (Zhang et al., 2012). One of the past study show that when employee thrive at work they feel more satisfied (Amira & Febrianti, 2022). To further investigate the link between flourishing at work and professional achievements that success in one's job was linked favourably with contentment with one's professional life, according to the findings (Huo & Jiang, 2021).

One of the behavioural benefits of POS is an improvement in both in-role and extra-role performance, as well as a reduction in absenteeism and employee attrition. Employees that receive support from their supervisors exhibit favourable work attitudes and behaviours, are likely to continue with the organisation, and demonstrate commitment to the business (Ye et al., 2017). It is to be noticed that POS show a positive relation with subjective outcomes and job satisfaction and negatively related with turnover intention. When the supervisor give the autonomy and supportive environment to subordinates, it enhance the employees productivity, increased OCB and commitment while reduce turnover and absenteeism (Ye et al., 2017). The most difficult tasks require the establishment of clearly articulated career pathways that take into account any and all feasible employment paths. If one's goals are met, one can expect to advance in one's chosen field, hence the term "career ladder" (Valls et al., 2020).

H2: Perceived organizational support mediates the relationship between perceived over qualification, perceived career performance

2.4 Moderating Role of P-O Fit

Positive attitudes and behaviours in the workplace are linked to employee congruence with their tasks and the organisation as a whole. On the other hand, Person-Organization Fit is concerned with "people who are a good fit for the organisation"(Kristof-Brown et al., 2005, p. 284) Job contentment, organisational loyalty, corporate citizenship, and productivity are just some of the positive outcomes that have been linked to a good P-O fit (Biswas & Bhatnagar, 2013; Kim & Lee, 2013). Multiple studies on P-O fit show that when an individual is a good match for an organisation, it benefits everyone involved (Kristof-Brown et al., 2005).

As a result, prior research has shown that when an organization's values are aligned with those of its employees, it fosters better communication, increases employee identification with the company, fosters trust, and results in more positive attitudes and actions on the job (Edwards & Cable, 2009).

The overqualified individual has a greater chance of experiencing psychological stability, a high sense of efficacy and mastery, and the willingness to share their expertise with others for the success of the company when he became fit in the organization (He et al., 2020). Evidence suggests that employees who are overqualified are more likely to help others by imparting their knowledge when they perceived support and fit in the organization (Luksyte et al., 2022).

H3: *P-O fit moderates the relationship between perceived over qualification and perceived organizational support such that, the positive relationship perceived over qualification and perceived organizational support is stronger when P-O fit is high as opposed to low*

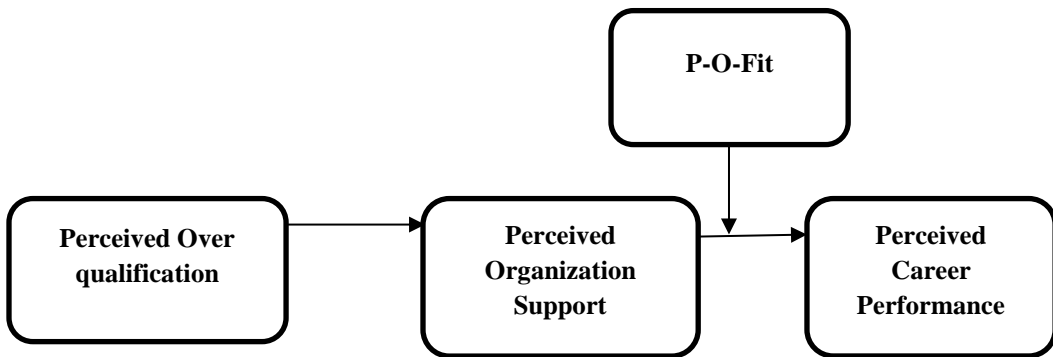


Figure 1. Research Model

3. Methodology

3.1 Population and Sampling

This study was a descriptive in nature as well as assessed correlations between the study's variables. In order to verify the validity of the hypothesis, we utilised SPSS Version 23 to carry out a hierarchical multiple regression analysis. In order to collect data from the primary source population of the study, which consisted of service providers (Banks) in Islamabad and Rawalpindi, Pakistan, a convenience sample method and a closed-ended questionnaire were utilised. This was done because time was a constraint and there was a need for simplicity (through self-administered mechanism). The overall response rate for this study was 51.89%, with a total of 476 questionnaires being sent out and 247 responses being returned. Data was obtained from employees working in private sector organisations at 15-day intervals apart (first for POQ and POS, and in time 2 P-O-Fit and PCP).

3.2 Research Instruments

3.2.1 Perceived over qualification

Maynard et al. (2006) created a nine-item scale to assess over-qualification, which we employed with reliability value ($\alpha=0.92$).

3.2.2 Perceived organizational support

We chose eight high-loading questions from Eisenberger et al. (1986) Survey of Perceived Organizational Support (SPOS) to gauge employees' belief that the company cares about them and their contributions with 0.94 reliability.

3.3.3 Perceived career performance

PCP using a four-item scale created by Welbourne et al. (1998) ranging from strongly disagree to strongly agree. Its reliability value was ($\alpha=0.76$).

3.4.4 Person-job fit

For this study, Cable & DeRue, (2002) six-item subjective fit perception measure was utilized. The responses were scored on a seven-point scale from 1 ("strongly disagree") to seven ("strongly agree").

3.5.5 Control variables

Previous data implies that age has a major effect on wellbeing, therefore we opted to account for age in our analysis (Carstensen et al., 2011). Gender, number of years in the labour force, degree of education, and monthly mean income were chosen as the control variables.

This phase consists of three variables which are knowledge collecting, social networking, and knowledge sharing self-efficacy. The questions included in the instruments, feedback is taken from the respondents. Utilizing a five-point Likert Scale i.e., 1 for strongly agree to 5 for strongly disagree information from the targeted respondents for all variables. The original questionnaire was followed for the current study survey form.

4. Data Analysis

4.1 Statistical Analysis

Table 1: Reliability Analysis

Variables name	No. of items	Reliability value
Perceived over qualification (POQ)	9	.93
Perceived organization support (POS)	8	.94
P-O Fit	6	.91
Perceived career performance (PCP)	4	.87

Each of the variables included in the analysis has a Cronbach alpha value more than $\alpha = 0.6$. For the scale's validity, the values must be larger than $\alpha = 0.6$ (Nunnally & Bernstein, 1978).

Table 2: Convergent Validity

Construct	Items	Loadings		AVE	CR	α
		Minimum	Maximum			
POQ	9	.70	.93	.609	.942	.934
POS	8	.61	.89	.529	.956	.942
P-O-FIT	6	.85	.89	.767	.909	.908
PCP	4	.76	.87	.637	.878	.875

N= 247, Average Variance Extracted values =AVE, Composite Reliability=CR, Cronbach's Alpha = α

Cronbach's alpha and composite reliability values, used to measure scale reliability, were both over the generally accepted level of 0.70. Convergent validity was deemed acceptable when factor loadings were between 0.60 to 0.93 (Cruz-Ros et al., 2021). Additionally, AVEs were greater than 0.50, and composite reliabilities were higher than AVEs of individual variables as shown in table 2.

Table 3 Descriptive Analysis

Variables	Mean	SD	1	2	3	4
POQ	5.06	1.194				
POS	5.24	1.093	.305**			
P-O-Fit	5.63	1.288	.489**	.376**		
PCP	5.53	1.078	.227**	.383**	.247**	

N = 247

The correlation result are shown in table 3, which depicted that there is a positive relationship between POQ and POS ($r=.305$, $p<0.01$), POQ and P-O-Fit shows positive relation ($r=.489$, $p<0.01$), POQ with PCP also indicate strong and positive relation ($r=.227$, $p<0.01$), which proves the hypothesis 1 as all values shown in table 3.

4.2 Regression Analysis

Table 4 The effect of Mediation of POS on the relationship of POQ and PCS

Model	B	S.E	Lower bound CI	Upper bound CI
Mediation Effect Between The Link Of POQ on PCS				
Total effect	0.476	0.049	.379	.573
Direct effect	0.409	0.050	.311	.506
Indirect effect	0.067	0.031	.021	.143
Standardized Indirect Impact Of POQ on PCS				
POS	.075	0.033	.025	.154

To test the proposed model, SPSS's Process models 4 and 14 were applied to 5000 bootstrapped samples (Hayes, 2017). So the hypothesis 2 projected that POS mediate the relationship between POQ and PCP, which proves in the above table 4 by using Hayes process model 4. The total effect ($\beta=0.47$, $SE=0.04$), indirect effect values are ($\beta=0.40$, $SE=0.05$), while the values of indirect effect are ($\beta=0.06$, $SE=0.03$), which accepted the hypothesis 2.

Table 5: Moderation analysis of P-O-Fit

Variable	Perceived Career Performance		
	B -value	S.E	t-value
Intercept	3.02***	.30	7.71
POS	.626**	.171	3.65
P-O-Fit	.67***	.145	4.16
POSx P-O-Fit	.84***	.029	2.86
R^2	.42		
ΔR^2	.02		
F	6.35***		

$N = 247$; $p < .05$; * $p < 0.01$; ** $p < 0.001$ ***

Third hypothesis proposed that P-O-fit moderates the relationship between POS and PCP. The moderated mediation analysis was examined by Process Hayes model 14. In the table 5 the interaction term (POS x P-O-fit) was positive ($\beta = .84$) and significant. Which proves the hypothesis 3.

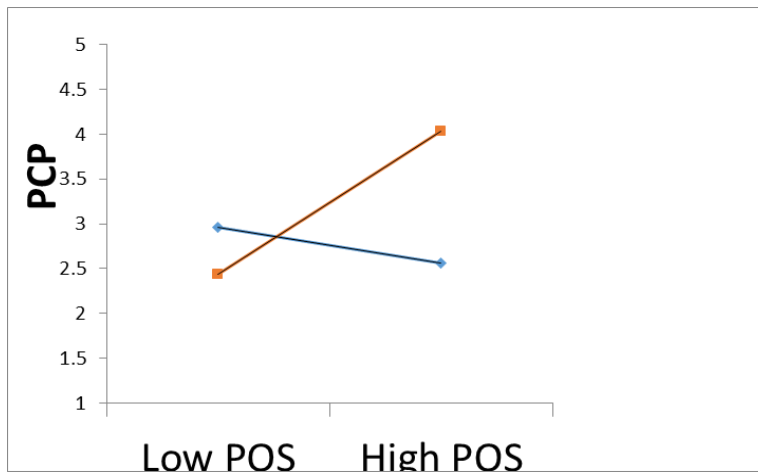


Figure 2: Moderating Effect

P-O-Fit strengthens the positive relationship between POS and PCP, which indicates that when person became fit within the organization and supported by supervisor and team, the performance also increased. The progression in career became start with the increase in fit in the organization, which ultimately proves the hypothesis 3 as shown in figure 2.

5. Discussion

The leaders encourage its overqualified workers to act as mentors or teachers in order to boost productivity. Overqualified workers can still have a beneficial impact on their employers if they believe they have the support of the company. In this research model we proposed that overqualified employees positively associated with perceived career performance and result revealed that accurately, which also supported by the previous research of Khan et al. (2022). In his research, he also revealed that overqualified employees perform well if they facilitated by supervisor and organization.

In our second hypothesis, we studied mediation analysis, in which we showed that POS positively mediate the relationship between POQ and PCP. Result also supported this notion which is consistent with the previous research (Khan et al., 2019; Ma et al., 2020). Employees who feel overqualified but receive strong support from their organization might experience increased job satisfaction, higher motivation, and improved performance. This support can mitigate the negative impact of over-qualification on career performance by enhancing their sense of value and recognition within the organization.

In third hypothesis based on moderation analysis also implies significant relationship between POS and PCP moderated P-O-fit, which is consistent with the previous findings (Zhang et al., 2021). P-O fit can moderate the relationship between POS and perceived career performance. When there's a strong fit between an individual's values, goals, and the organizational culture, the positive impact of perceived organizational support on career performance might be amplified. Conversely, a poor fit might weaken this relationship. Understanding and fostering these relationships can help organizations create supportive environments, enhance employee performance, and align individual and organizational goals for mutual success.

5.1 Theoretical and Practical Implications

Empirical research demonstrates that firms that successfully retain their most talented employees will flourish substantially (Holtom et al., 2005). The retention of highly trained talent has historically been one of the biggest issues facing businesses, despite widespread agreement among academics and businesspeople that human capital is an organization's most important asset (Boswell et al., 2008). In today's dynamic and competitive business environment, organisations face formidable challenges to their continued existence and growth. The quality of human resources is crucial to the performance of enterprises, particularly in uncertain working situations, making it more important than ever that employees are enthusiastic, committed, and completely engaged in their work.

Leaders and consultants can use the findings from our study to help their organisations maintain and improve their employees' sense of fit. Guiding people make informed career decisions is crucial in today's unpredictable environment, but so is advising them to keep a positive attitude and be proactive in the career management process.

This work advances knowledge. Over-qualification studies have mostly found negative results. Recent studies have examined how overqualified workers can use their skills. Over qualification's implications have been studied less (Zhao et al., 2021).

Second, we contribute to the HRM literature by pinpointing the professional outcomes for those who feel they are overqualified for their current positions. Our findings will help HR experts decide whether to emphasise career path in training and development programmes for workers who feel overqualified. Therefore, the results of this study are meant to direct how HRM systems might be enhanced to satisfy the expectations of the growing number of professionals who believe they are overqualified for their current role.

5.2 Limitations and Future Directions

There are a number of flaws with this study, and some of them could spark new lines of inquiry. Therefore, moderators in future research may include things like supervisor support and transformative leadership. Further research utilising longitudinal or experimental research methods is required to fully investigate the relevant factors of interest.

Second, this study analysed the impact of employee attitudes and actions on career performance, and in future other variables should be tested with over-qualification, these include affective commitment, intentions to leave, destructive job practises, proactive conduct, job insecurity, and so on.

Third, in this study person-job fit was analysed as moderator, in future examine other moderator like career centrality, LMX, power distance culture with over-qualification.

The major shortcomings of this study should be noted. However, this research mainly focused on the Pakistani banking business, future researchers may choose to broaden their scope by looking at other industries, such education or MNCs.

Future research is encouraged to address the study's limitations and advance over-qualification investigations in new and potentially useful ways. Researchers in the field of over-qualification would do well to investigate the phenomenon at both the individual and the group levels in future studies. In addition, future studies could verify the transferability of these research findings by replicating the research with a different group of employees in a different setting.

6. Conclusion

Overqualified personnel have been conceptualised and investigated by organisational researchers for over four decades. The findings of this study will inform the company's efforts to retain and inspire its workforce. The findings of this study will pave the way for further study in this area. This study was investigated the association between perceived over-qualification and career performance using the P-O fit approach. Result revealed that perceived overqualified employees show positive relation with career performance mediated by perceived organization support with conditional effect of person organization fit. As a form of P-J mismatch, it is generally agreed that perceived over-qualification can have unintended negative results. Research on the most fundamental fit type has begun recently, however the P-O fit theory shows that the fits of a person are hierarchical and can influence one another (Lam et al., 2018).

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