

IMPACT OF OVERQUALIFICATION ON BURNOUT AND EMPLOYEE'S SILENCE: MEDIATING ROLE OF INJUSTICE PERCEPTION AND MODERATING ROLE OF PERCEIVED ORGANIZATIONAL POLITICS

¹**Dr. Rabia Mushtaq**

Quaid I Azam School of Management Sciences Quaid I Azam University, Islamabad

Email: mrabia@gau.edu.pk

²**Dr. Riffut Jabeen**

Ghazi University, D.G.Khan

Email: rjabeen@gudgk.edu.pk

³**Aneeza Azam**

Lecturer, University of Central Punjab, Lahore Pakistan

Email: aneeza.azam12@gmail.com

⁴**Dr. Shahid Mehmood (Corresponding Author)**

Assistant Professor, Department of Management Sciences, Faculty of Management Sciences and IT, Mohi-Ud-Din Islamic University Nerian Sharif AJ&K, Pakistan (12081),

Email: mshahid.mehmood@hotmail.com, shahid.mehmood@miu.edu.pk, <https://orcid.org/0000-0001-6696-9971>

Abstract

Drawing on the deprivation theory, the study investigated the impact of overqualification on employee silence and burnout via moderating role of perceived organizational politics (POP) and mediating role of injustice perception of employees. Time-lag data from 271 employees of Pakistani service sector organizations was gathered at three measurement points. The minimum qualification of the selected respondents was graduation. The results were statistically analyzed through SPSS by using PROCESS macro. The moderated mediation model used in the study confirmed that influence of overqualification on employee burnout and silence with mediating effect of injustice perception and moderated effect of perceived organizational politics. This study observed important concerns relating to some important factors in organizational settings such as overqualification and their positive effect on burnout and employee silence. The policy makers and human resource specialists may get more insight regarding how this problem is affecting the performance of qualified individuals.

Keywords: overqualification, perceived organizational politics, perceived injustice, silence, burnout, deprivation theory

Introduction

The achievement of workable development goal is only possible by ways of encouraging continuous and comprehensive economic growth with productive employment and good work for educated people (Akhtar, 2019). In Pakistan, fewer opportunities are available for the educated citizens. International Monetary fund (IMF) highlighted in the survey of (2019) in the theglobaleconomy.com that the policy issues for Pakistan economies is youth unemployment and underemployment (a lesser degree of employment in relation to a standard job). Pakistan is confronting serious problems of unemployment and underemployment. The government of

Pakistan's main goals are price stability, maintaining a certain level of balance of payments equilibrium, and increasing output and per capita income. However, these goals fall short of adequately considering desirable social goals, like raising the minimum living standard and offering all job seekers opportunities to work in productive environments.

Express Tribune published by News Desk (2016) claimed that there is a significant amount of excess capacity in Pakistan's different sectors. It is desirable to utilize capacity more fully and productively because doing so will increase output and make better use of the limited resources available. More importantly, though, is that more employment can only be created through serious policy-making. It needs capable individuals to lead the industries that will drive its future expansion, to manage its federal, provincial, and local governments, and to expand its educational system.

Bracke et al. (2013) highlighted that underemployment or in other words, In order to differentiate themselves from their peers for a limited number of jobs, people are obtaining higher qualifications, which is a topic that is crucial to study and comprehend. In the modern economy, where people are acquiring more and more qualifications in an effort to differentiate themselves from their peers for a limited number of jobs, over qualification is an important topic to study and comprehend. In an effort to keep a job, people may have decided to accept positions for which they are overqualified as the global economy recovered from the Great Recession of 2008–2009. Because more qualified people are more likely to hold onto inflated expectations about what they can expect from their jobs, over qualification has become a more serious problem for organizations to deal with. The study of over qualification as a cognitive state that people possess independent of their real qualifications can benefit greatly from the insights provided by input-output psychology.

According to Erdogan et al. (2011), industrial organizational psychologists' input/ output (equity) understands a narrow range of possible results affected by over qualification, but its adverse outcomes effects are still unaddressed. This unaddressed problem may cause the high brain to drain which has high cost for economy in the form of loss of well qualified individuals.

This study details the existing research on over qualification in relative deprivation theory and provides theoretical framework that will improve our understanding of over qualification and its range of outcomes. The dilemma of over qualification/underemployment is critical to examine and understand, as qualified individuals are a dire need for the prosperity of economy as well as are fuel for running the organizations effectively.

The study aims to reveal those factors which are the main causes for negative repercussion despite of having good qualification. The employees with higher qualification e.g., graduation or above graduation and performing administrative tasks at various levels of organizations, facing person job misfit dilemma were targeted in the study. Such issue needs to be addressed by the policy makers and human resource specialists. In Pakistan that may become the cause of high level of brain drain in country. For getting more quality data, longitudinal study design was followed, and the same group of individuals were observed over an extended period to find out how certain things may change at different points of time.

Literature Review

A Birds Eye view of Overqualification

In literature the terms 'overeducation' and "overqualification" are used interchangeably. Different researchers have shown deep interest in the investigation of perceived overqualification (Erdogan et al., 2020) and its outcomes as a prevailing phenomenon. Taken as a unique and

inadequate form of employment, overqualification is defined as “the surplus qualifications of employee’s comparative to their job requirements” (Hu et al., 2015; Yang et al., 2015; Zhang et al., 2016). Overqualification refers to “a situation where the individual has surplus skills, knowledge, abilities, education, experience, and other qualifications that are not required by or utilized on the job” (Erdogan et al., 2011). When a person is overqualified, it means they have more experience, education or skills than what the position demands. Potential employees might not have as much negotiating power or freedom to choose their jobs in such a situation.

Most of the studies on overqualification incline to take one of two possible approaches: capability approach or motivation approaches (Wu et al., 2017). As related to deprivation, perception of overqualification can affect behaviors negatively, whereas because of positive effects on self-efficacy and self-assessment, it may have positive effects on performance.

Previous research is fueled and predominated by the various theories that focus on explaining overqualification leads to negative consequences. One of the dominating theories is *Relative deprivation theory* (Crosby, 1984). This theory is considered as most common theoretical lens, asserts that people experience dissatisfaction when they perceive a discrepancy concerning their expectations (what they deserve) and reality (what they receive). This felt discrepancy can be based on their comparison with others and comparing their own potential and past also (Smith et al., 2012). It is human psychology that individuals believe to achieve a job where they can best utilize skills, abilities and knowledge based on their work experience, and formal education . Vaisey (2006) also found that formal education systems create higher expectations about jobs, pay, benefits, social status, and interpersonal relationships. Therefore, overqualified individuals may feel that the job does not match their qualification. So, in case of overqualification, relative deprivation and frustration levels have direct correlation which can lead to a variety of negative job attitudes (Erdogan et al., 2011). This viewpoint suggests that overqualification, which creates a feeling of being denied a job one deserves, is linked to less favourable organisational attitudes (Ye et al., 2017) and resulting an increased withdrawal behaviors (Maynard & Parfyonova, 2013), resignation and turnover intentions (Erdogan & Bauer, 2009; McKee-Ryan & Harvey, 2011), counterproductive work behaviors (Liu et al., 2015; Luksyte & Spitzmueller, 2016), while decrease in job satisfaction and commitment (Johnson & Johnson, 2000; Khan & Morrow, 1991) and well-being (Erdogan et al., 2018; Mehmood et al., 2021).

Relative deprivation theory involves procedural injustice and indicates comparisons between what is versus what could be (Smith et al., 2012). This theory is grounded on the same idea that overqualification negatively affects an employee's behavioral and organizational outcomes.

So, it is significant to investigate the potential value that overqualified employees can bring to their companies (Erdogan et al., 2011; Liu et al., 2015), as well as how to retain these talented workers to gain a competitive edge (Griffin et al., 2007; Shahid & Sajid, 2020). The contrasting perspective of overqualification describes that overqualification may have positive effects. Overqualified employees may deploy advance skills, capabilities and knowledge to excel their performance to cope with their job demands. Overqualification increases self-efficacy (Mehmood et al., 2024; Zhang et al., 2016) task performance (Erdogan & Bauer, 2009; Hu et al., 2015; Mehmood et al., 2024), proactive behaviors (Zhang et al., 2016), creativity (Luksyte & Spitzmueller, 2016), and social recognition by one’s peers (Deng et al., 2018).

The Effect of Overqualification on Employee's Perception of Injustice

Drawing on deprivation theory, as overqualified employees are higher in their knowledge, skill and capabilities might have justice sensitivity and are more disturbed by and react to overqualification strongly (Erdogan et al., 2011). Despite the recent burgeoning research on overqualification (Deng et al., 2018; Hu et al., 2015; Lin et al., 2017), examinations of alleged overqualification assumed that workers themselves would be the main victims of perceived overqualification.

The work on equity theory by Adams (1965) is the origin of the field of social psychology of justice. Adam claimed that justice is an individual's valuation of outcomes. Individuals with the perception of overqualification make comparisons and believe that they deserve more benefits what they are getting. As a result, they experience more deprivation, which causes them to experience negative emotions like burnout and employee silence (Yu et al., 2023). As a result, we speculate that:

H1. Overqualification will be positively related to employee's perception of injustice.

The Moderating Role of Perception of Organizational Politics

Perception of organizational politics (POP) refers to how workers view the self-serving actions of influential members of the organization that manipulate rules and policies in order to benefit some people at the expense of others (Khan & Chaudhary, 2023; Khan et al., 2015).

Perception of organizational politics (POP) is not same as political behavior (Blickle et al., 2013; Ferris et al., 2005). Perception of organizational politics also tends to exhibit negative effects on employee outcomes, despite the positive effects of political behaviour on employee performance and behaviors found in various empirical studies (Blickle et al., 2013; Ferris et al., 2005).

In line with the current POP research stream, this study looks at how employees perceive organizational politics and how that, when combined with over qualification, can worsen outcomes. Employees' perception of politics shapes their interpretations about work behaviors and work climate (Ferris et al., 2002). In cultures with uncertainty avoidance and high power distance Hofstede (1991), such as Pakistan; mostly decisions are not done based on merit. Employees perceive inequity and injustice in such organizations and the perception of politics further creates uncertainty regarding outcomes, confusion about work and strong unions (Drory & Vigoda-Gadot, 2010; e Cunha & Da Cunha, 2001; Naseer et al., 2021; Romm & Drory, 1988). So, POP are more likely to be heavily involved in the processes that lead to over qualification and the perception of injustice, as well as their creation, legitimation, and stimulation.

According to the researchers, employees' perceptions of overqualification may lead to negative reciprocity norms that manifest as burnout and silence. So, researchers believe that the political environment of organizations might expedite and even legitimize the unethical behaviors in organization (Ferris et al., 2015; Kacmar & Ferris, 1991), resultantly create insecurity, fear and hesitation among employees and they may be unable to positively contribute toward their jobs and organizations. Employees who work in politically charged environment, perceive their organizational system unjust and respond strongly to such environment showing a decrease in creativity and performance (Abbas et al., 2014; Rahim et al., 2021). So given the negative effects, the researcher believe that perceived politics may exacerbate the negative impact of the perception of overqualification on employee outcomes. Because of this, it's possible that overqualified employees may react even more strongly in highly perceived political environments, taking the form of burnout and silence. This is because employees may feel too threatened and anxious to

perform their jobs effectively in the face of politics and injustice. Consistent with the given line of inquiry, researchers believe that employees may consider organizational politics as a hindrance for their goals achievement and their assessment may diminish their motivation, increase job stress resulting burnout and silence in them. Thus, we hypothesize that:

H2: Perceived organizational politics will moderate the positive relationship between overqualification and perception of injustice, such that the positive relationship will be stronger when perceptions of politics are high.

Injustice Perception as a Mediator in the Relationship Between Overqualification and Employees Behavioral Outcomes: Silence and Burnout

The effects of perceived overqualification have been extensively studied in the past, but there hasn't been much research done on how it affects employee burnout and employee silence. The perception of an employee that he/she has been treated unfairly and in unjust manner in his/her organization is referred as perception of organizational injustice (POIJ). Mostly employees respond to injustice perception in several ways with varying degree of impact on organization. The intensity of employees' response towards injustice perception depends upon the extent of injustice perception, their ability to oppose the situation, their intention to react and their personal capacity to respond (Coetsee et al., 2005). When employees perceive injustice in organizations they show increased negative behaviors like organizational disobedience (Vardi & Wiener, 1996), aggression at workplace (Baron & Richardson, 1994), disrespect and anger (Miller, 2001), counterproductive work behavior (CPWB) (Fatima et al., 2012; Spector & Fox, 2002), intention to protest and commit crime (Skitka & Bravo, 2005), stealing (Greenberg, 1990), withdrawal behavior (Hulin, 1991), absence due to sickness (Mika et al., 2007) psychiatric disorder and bad health (Ylipaavalniemi et al., 2005).

Drawing on the cognitive appraisal model of stress (Greenberg, 2004; Lazarus & Folkman, 1984), affirms that distributive injustice triggers individuals to evaluate the impact of injustice on them. It is found that perception of organizational injustice (POIJ) is related to exhaustion and is documented as a central dimension of burnout syndrome (Enzmann et al., 1998; Maslach et al., 2001) that is a persistent dysfunctional state resulting from sustained experience to chronic stress. Importantly injustice perception instills negative outcomes such as burnout and silence.

There is growing evidence that overqualification creates injustice perception as a sense of deprivation and inequity which resulting in employee's silence. Perceived injustice may trigger employees to react with deviance, neglect and exit behaviors towards injustice in organization. Employees may intentionally withhold any ideas, information, suggestions, problems, or complaints due to any private and interactive motives from people who have decisive powers in the organizations (Brinsfield, 2013; Kish-Gephart et al., 2009; Milliken et al., 2003; TANGIRALA & RAMANUJAM, 2008).

Therefore, we hypothesize that:

H3a: Perception of injustice will mediate the relationship between employee overqualification and employee silence.

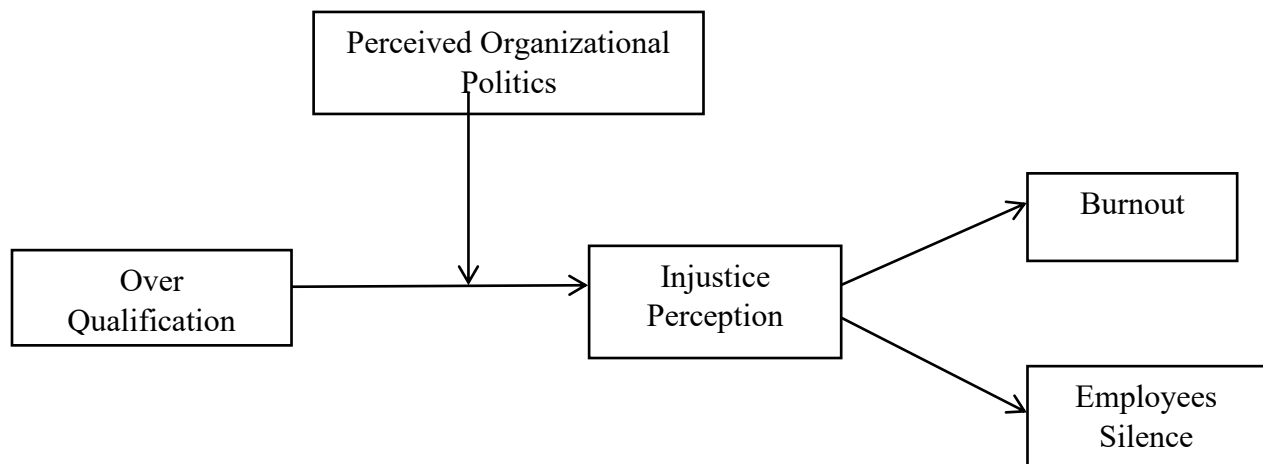
Burnout is a discrete distress practice that effects how the employees assesses others and himself/herself, and is contextualized in the communal relations (Maslach, 1998). Burnout is a syndrome of emotional exhaustion and is conceptualized as involving feelings of being extended beyond one's resources. As a distinctive job attitude, burnout is the expansion of negative and reduction of positive feelings and attitudes regarding one's job (Rafferty et al., 1986) having adverse effects on employees work performance as well as on organizations (Bakker et al., 2004).

Organizational injustice has been taken as organizational sabotage (Ambrose et al., 2002). While perceiving injustice because of overqualification, individuals experience deprivation due to the futility of their efforts of positive actions and behaviors. This process drains out employee's valued emotional energy and deplete their cognitive and emotional resources (Howard & Cordes, 2010). Therefore, we argued that injustice perception creates perception of deprivation and inequity in employees while leaving employees emotionally exhausted and drain their resources. This sense of deprivation dramatically create burnout in them. Therefore, we hypothesize that:

H3b: Perception of injustice will mediate the relationship between employee overqualification and burnout.

The current study aims to explore the mediating role of injustice perception between over qualification and employee behavioral outcomes: silence and burnout. This will help to understand the inconclusiveness of previous studies and to understand effect of over qualification. The impact of perceived over qualification has been examined using the well-established theoretical foundation of relative deprivation theory (Erdogan et al., 2018; Harari et al., 2017). To put it simply, because overqualified workers take up excess job capacity and often have a bad opinion of their jobs, which manifests as burnout and employee silence. Our prediction is that the impact of over qualification on the perception of injustice will be mitigated by perceptions of organizational politics.

Research Model



Figure

Methodology

The study is an investigation of over qualification of employees and its effect on injustice perception, employee burnout and employee silence with moderating role of perceived organizational politics. The study employed a one-year longitudinal study in Pakistan. The longitudinal study design helped researchers to ensure the directionality of over qualification's effects on outcome variables. The study contains Time 1 and Time 2, and Time 3 data as it was based on longitudinal design. To control and study the possible impact of over qualification, differences in study variables were tested for those respondents who complete the first

questionnaire (Time one study) and the second questionnaire (Time Two study). The longitudinal study helped to extend the existing knowledge about the implications of changes on over qualification over time. Data was collected through personal and professional contact s of the researchers. Respondents were free regarding their response and were confirmed about the confidentiality of their response.

Research Instrument:

Data collection was done through questionnaire based on adopted measures used in different countries cultural and work settings to reduce instrumentation error (Luthans & Youssef, 2007). The questionnaire was tested in a pilot study first. The questionnaire was distributed manually after visiting to the organizations of public sector.

Burnout (MBI-GS). (Leiter & Schaufeli, 1996)16 items scale was used. They discovered that the Cronbach alpha coefficients for fatigue, cynicism, and professional efficacy ranged from.74 to.84,.90 to.90, and.70 to.78, respectively.

Organization Politics. 12 items scale by Kacmar and Ferris (1991) was used. The internal reliability estimate for that scale was .87.

Over qualification. Using the eight-item subjective underemployment index developed by Khan and Morrow (1991), the Perceived Overqualification (POQ) Scale was established. The measure ranged was from 1.00 to 5.00. Cronbach alpha of .81 for that said scale.

Organizational Justice.

Distributive justice. (Van Yperen, 1996; VanYperen, 1998) five-item scale was used. A five-point scale from (1) never to (5) very often followed each item. Cronbach's Alpha was 0.87.

Procedural justice. Niehoff and Moorman (1993) six items scale was used. The categories of responses are totally disagree(1) to totally agree(5). Established Cronbach's Alpha was .84.

Interactional justice. Niehoff and Moorman (1993) four items scale was used Cronbach's Alpha was 0.87 for this scale. The categories of responses are (1) totally disagree to (5) totally agree.

Organizational silence. 15 items scale was used (Ang et al., 2003)

Results

The AMOS 24.0 and SPSS 23.0 statistical tools were used to evaluate the data acquired from the survey. The results contain descriptive analysis of background information of respondents, validity and reliability analysis and PROCESS Macro in SPSS was used to perform moderated mediation analysis.

Table 1

Demographic Variables

		Category	Frequency	Percent
1	Gender	Female	100	37
		Male	171	63
2	Age	Less than 18	0	0
		18-30	164	60
		31-40	76	28
		Above 40 years	31	12
3	Education	Intermediate	19	7.0

		Bachelor's	60	22.1
		Masters	75	27.7
		MS	66	24.4
		PhD	34	12.5
		Other	17	6.3
4	Job Experience			
		0-5 Years	146	53.9
		6-10 years	71	26.2
		11-15 Years	26	9.6
		Above 16 Years	28	10.3
5	Income			
		Less than 20,000	54	19.9
		21,000 – 40,000	100	36.9
		41,000 to 60,000	55	20.3
		Above 60,000	62	22.9

The descriptive analysis of the background information of respondents is presented in table 1. The statistical values show that 63% of the respondents were male, while 37 % were females. Majority of the respondents (60 %) were young between the age of 18-30, while 28 % were between the age of 31-40, and only 12 % were above 40 years. Similarly, the category of education level shows that majority (27.7%) of them were having Master's degree, while 24.4% were MS graduates, 12.5 were PhD, 22.1% were having Bachelor's degree and only 7% were having intermediate degree. Majority of respondents (53.9%) reported that they were having up to 5 years' experience. On the other hand, 26.2% were having 6- years of experience, 9.6% had 11-15 years and 10.3% had the experience of above 16 years. The income level of respondents shows that majority (36.9%) of the respondents showed income between 21,000 – 40,000, whereas 22.9% showed it above 60000, 20.3% showed between 41000 to 60000. Only, 19.9 % were having less than 20,000

Table 2
Correlation, Mean and Standard Deviation

		<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>M</i>	<i>S. D</i>
1	Overqualification (T1)	1					3.92	0.61
2	Perceived Injustice (T2)	.524**	1				3.53	1.05
3	Perceived Organizational Politics (T1)	.621**	.580**	1			3.81	0.70
4	Burnout (T3)	.447**	.581**	.680**	1		3.76	0.76
5	Silence (T3)	.499**	.531**	.611**	.805**	1	3.48	1.03
**. Correlation is significant at the 0.01 level (2-tailed).								
T1 = time 1; T2 = time 2; T3 = time 3								

Table 2 shows the values of Pearson's correlation and mean and standard deviation values for the variables. The values show that highest correlation value was between employee silence and Burnout ($r=.805^{**}$) and the lowest correlation was between burnout and overqualification ($r=.447^{**}$). The measurement model validity test was subjected to a confirmatory factor analysis (CFA) approach before the hypotheses were evaluated. International consistency was determined

through Cronbach's alpha of all variables, as illustrated in Table 3. The construct validity of the study's variables was investigated using CFA. The values of factor loadings in table 3 are above 0.5 confirming the validity of scale items. Items with loadings below 0.5 were deleted from the measurement model. The values of AVE and CR are also above 0.5, as the values of AVE required to be greater than 0.5 (Brandolim Becker et al., 2018). Along with it, Cronbach's alpha are also above the cut-off value of 0.70 (Table 3), depicting high constructs reliability (Nunnally, 1978).

Table 3
Validity and Reliability Analysis

Variables Items	Factor Loading	CR	AVE	α
Perceived Organizational Politics (POP)		0.876	0.543	0.871
POP1	0.625			
POP2	0.544			
POP3	0.729			
POP4	0.701			
POP5	0.692			
POP6	0.627			
POP7	0.745			
POP8	0.733			
POP9	0.562			
Over Qualification (OQ)		0.848	0.688	0.839
OQ1	0.563			
OQ2	0.622			
OQ3	0.603			
OQ4	0.711			
OQ5	0.632			
OQ6	0.691			
OQ7	0.659			
OQ8	0.716			
Injustice Perception (IJP)		0.975	0.724	0.972
IJP1	0.916			
IJP2	0.934			
IJP 3	0.917			
IJP 4	0.933			
IJP 5	0.862			
IJP 6	0.821			
IJP 7	0.912			
IJP 8	0.659			
IJP 9	0.956			
IJP 10	0.837			

IJP 11	0.793			
IJP 12	0.886			
IJP 13	0.873			
IJP 14	0.863			
Employees Silence (ES)		0.947	0.693	0.946
ES1	0.785			
ES2	0.859			
Es3	0.791			
ES4	0.830			
ES5	0.874			
ES6	0.842			
ES7	0.849			
ES8	0.827			
Burnout		0.926	0.505	0.923
Burn1	0.757			
Burn2	0.763			
Burn3	0.856			
Burn4	0.837			
Burn5	0.643			
Burn6	0.861			
Burn7	0.693			
Burn8	0.842			
Burn9	0.889			
Burn10	0.629			
Burn11	0.612			
Burn12	0.606			
Burn13	0.813			

CFA Model goodness of fit indices

CFA model indices results $\chi^2 = 3984.355$, $df = 1529$, $CMIN/\chi^2 = 2.60$, $p = 0.000$, $NFI = 0.738$, $CFI = 0.820$, $GFI = 0.820$, $RMSEA = 0.07$

Moderated-Mediation Model Results

Before conducting further analyses, the variance inflation factor values of the regression coefficients were calculated. The values were below 10, confirming the absence of multicollinearity (Aiken, 1991; West et al., 1991). For testing the hypotheses, a moderated mediation model analysis was conducted using PROCESS macro, model 7. Perceived Organization Politics was put as a moderator between over qualification and injustice perception, while injustice perception was put as a mediator of the relationship between overqualification-Burnout and overqualification-employee silence. The results in table 7 show that over qualification has a positive effect on injustice perception ($\beta=.477$, $p=0.000$, H1) and perceived organization

politics also had a significant positive effect on injustice perception ($\beta=.647, p=0.000$). As advanced in hypothesis H2, perceived organization politics significantly and positively moderated the effect of over qualification on perception of injustice such that the positive relationship will be stronger when perceptions of politics are high. This is also supported statistically, where it was seen that over qualification and perception of injustice relationship was stronger when individuals perceive high organization politics (Effect_{high} = 0.083 vs. Effect_{low} = 0.264). Hence, H1 and H 2 were accepted. Finally, in a mediation analysis part (Model 2), a significant direct effect appeared for overqualification on burnout ($\beta=.348, p=0.000$). The significant direct effect shows the presence of partial mediation. Thus, H3b is supported that injustice perception mediates the relationship between employee overqualification and burnout. The index of mediated moderation for burnout (Table 4) is significant in a sense that it did not show any zero (LLCI=.033, ULCI=.192). This confirms the significant moderated mediation in this model.

Table 4

Moderated Mediation Analysis of Job Burnout

	Model 1	β	<i>se</i>	<i>t</i>	<i>p</i>	LLCI	ULCI
1	Overqualification--Injustice Perception	.477	.104	4.580	.000	.272	.682
2	Perceived Organization Politics (POP) -- Injustice Perception	.647	.090	7.158	.000	.469	.825
3	Overqualification* POP	.334	.100	3.323	.001	.136	.533
$R^2=.405, R^2 \text{ Change}=.025, F=60.535$, LLCI = lower limit confidence interval; ULCI = upper limit confidence interval.							
	Model 2 (Burnout as DV)	β	<i>se</i>	<i>t</i>	<i>p</i>	LLCI	ULCI
1	Overqualification--Burnout	.247	.072	3.433	.001	.105	.388
2	Injustice Perception--Burnout	.348	.042	8.363	.000	.266	.430
$R^2=.365, F=77.057$, LLCI = lower limit confidence interval; ULCI = upper limit confidence interval.							
Index of moderated mediation (Burnout as Dependent Variable)							
				Index	SE	LLCI	ULCI
Perceived Organization Politics (POP)				.116	.041	.033	.192
	Model 3 (Silence as DV)	β	<i>se</i>	<i>t</i>	<i>p</i>	LLCI	ULCI
1	Overqualification--Silence	.514	.097	5.257	.000	.322	.707
2	Injustice Perception--Silence	.364	.056	6.421	.000	.252	.475
$R^2=, F=$, LLCI = lower limit confidence interval; ULCI = upper limit confidence interval.							
Index of moderated mediation (Silence as Dependent Variable)							
				Index	SE	LLCI	ULCI
Perceived Organization Politics (POP)				.121	.045	.033	.210

The research model also contained the dependent variable employee silence, for which moderated mediation was also run. By using model 7 in PROCESS macro, employee silence was entered as dependent variable. The moderation results were same, as discussed before. However, the mediation part yielded different results. As shown in Table 4, overqualification for employee silence also provided direct significant effect ($\beta=.514, p=.000$), confirming the partial mediation. The index of mediated moderation for burnout (Table 4) is also significant in a sense that it did

not show any zero (LLCI=.033, ULCI= .210). This confirms the significant moderated mediation in this model. H3a is also supported that injustice perception plays role of mediator between the relationship of employee overqualification and employee silence. The moderation plot is shown in figure 2.

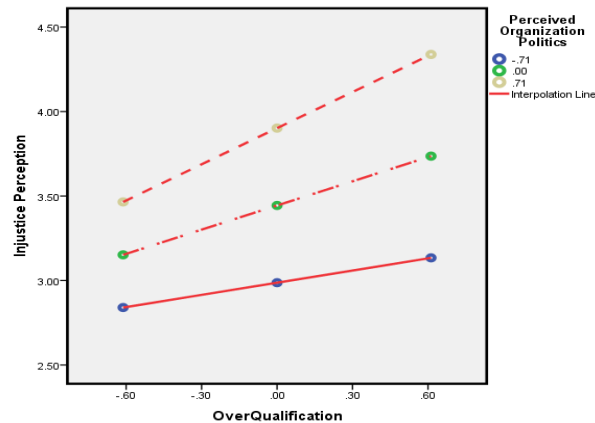


Figure 2: Moderation Plot

Discussion

The purpose of this study was to investigate the concept of overqualification, which has garnered a lot of attention lately, and how it affects a major organizational outcome—that is, the silence and burnout of employees. It made use of the transactional model to explain the relationship between overqualification, employee burnout, and employees' silence through two key moderating mediating mechanisms.

Research has shown a positive correlation between employee burnout and higher levels of education, abilities, knowledge, experience, skills and capabilities in relation to job requirements (Luksyte et al., 2011). Research has demonstrated that overqualification poses a risk to workers' health since it is positively correlated with burnout (Fisher et al., 2014). Our research provided evidence in favour of the idea that perceptions of injustice play a part in explaining the connection between overqualification and employee burnout and silence. This study highlighted that the presence of overqualification, workers feel a decrease in the justice perception which may affect work well-being.

Our research signifies that overqualified employee are threatened in presence of perceived organization politics supervisor and perceived injustice is ignited in such environment. It diminishes workers' sense of personal mastery, or the degree to which individuals think they have control over their surroundings. We think that there are direct and indirect effects on overqualified workers. Our first hypothesis supports the direct path and shows that employees' perceptions of injustice put their confidence in jeopardy by directing their attention towards dangers and threats. They experience excessive stress and physical and emotional exhaustion as a result. Previous research (Erdogan et al., 2018) also proves that employees' self-resources such as their qualification provoke their feelings of injustice and other negative outcomes.

The second hypothesis, which is being examined, holds that perceived overqualification and perceived injustice will be moderated by perceived organizational politics. We can conclude that perceived organizational politics can occasionally put limits on people's confidence in their own abilities (Chang et al., 2009). Although it is possible to view organizational politics as the opposite

of justice, (FERRIS, 1995) argued that their relationship is far more nuanced. According to this study, politics have a greater influence on organizational decision-making than formal rules and regulations, and employees will perceive their workplace as unfair and unjust. Accordingly, the earlier studies supported the hypothesis that opinions of politics and just justice should be viewed negatively (Andrews & Kacmar, 2001). In this way, our second hypothesis which concerns qualified workers who experience unfairness in decision-making due to organizational politics is validated.

The research findings suggest that all facets of perceived injustice can be significant contributors to employee burnout. This study shows an actual correlation between competent workers' reports of workplace injustice and their higher risk of burnout and silence. This scenario is similar to Hobfoll (1988) theory of the conservation of resources, which states that negative consequences could arise from making employees more aware of their knowledge and skills due to perceived distributive injustice. Howard and Cordes (2010) state that any form of injustice that stems from the long-term issues outlined in unfair management policies may be the cause of an employee's distress. Such facts are supporting to the hypotheses 3(a) and 3(b).

Practical Implications

The current research has significant practical ramifications. First off, hiring overqualified personnel by an organisation can have unfavourable effects. However, by addressing perceived organisational politics and making equitable decisions for overqualified employees, organisations can achieve positive outcomes. Furthermore, our findings suggest that managers should consider their organization's political environment when trying to address employee responses to perceived injustice, since negative work behaviour is influenced by perceptions of the intentions and actions of organisational representatives. Consequently, our findings lend credence to the idea that companies that create a positive internal atmosphere are better positioned to draw in and hold on to skilled workers as assets because such environments are more likely to counterbalance organizational actions which are perceived as violations for employee's justice.

Establishing an organisational culture that prioritises advanced training, giving overqualified employees more difficult and meaningful work, and inspiring them with rewards and promotions based on a just and equitable system are all important ways for organisations to motivate their workforce. Employee attachment and responsibility may rise as a result of such action.

Limitation and Future Study

This research has certain restrictions. First, in order to check moderation between the perceived overqualification-perceived injustice relationship, we only looked at one boundary condition: perceived organisational politics. The association between perceived injustice and overqualification may be strengthened by additional moderator variables. Identification of such type of factors helps to identify the causes of frustration among overqualified employees. The elimination of such factors can generate a positive impact for organizations. In order to lessen the detrimental effects of overqualification, future research can examine additional organisational factors.

Second, there is more to be said about this topic than our conceptualization of the overqualification-injustice perception link in the presence of POS moderation. Rather, it would be more accurate to describe our study as combining a few different facets into one. Many significant concepts in management studies have their theoretical roots in relative deprivation theory; however, there is currently no overarching framework that unifies these concepts in a way that is more clearly defined. By emphasising the function and potential of contingent factors, hopefully

this study advances future research in this area. Through the use of Relative Deprivation Theory to highlight the significance and potential of relevant factors and attributions, hopefully this study will advance future research in this area.

CONCLUSION

The present study raises a few questions for the future and provides some new insights. One finding from our study that stands out is the significance of (1) overqualified workers are more likely to be impacted by organizational decisions, and (2) creating an environment at work where organisational politics are prevalent increases workers' perceptions of injustice. In particular, we demonstrate that the perception of overqualification is caused by an employee's job-qualification mismatch (Lobene & Meade, 2013). When overqualified workers experience unfavourable working conditions and high levels of politics, their job efficiencies are reduced (Wassermann et al., 2017). Additionally, when things go wrong, these overqualified workers are more likely to believe that their employer does not value them, which will negatively affect their performance.

References

- Abbas, M., Raja, U., Darr, W., & Bouckennooghe, D. (2014). Combined effects of perceived politics and psychological capital on job satisfaction, turnover intentions, and performance. *Journal of Management*, 40(7), 1813-1830. <https://doi.org/10.1177/0149206312455243>
- Adams, J. S. (1965). Inequity In Social Exchange. In L. Berkowitz (Ed.), *Advances in Experimental Social Psychology* (Vol. 2, pp. 267-299). Academic Press. [https://doi.org/https://doi.org/10.1016/S0065-2601\(08\)60108-2](https://doi.org/https://doi.org/10.1016/S0065-2601(08)60108-2)
- Aiken, L. S. (1991). Multiple regression: Testing and interpreting interactions. *Sage Publications google schola*, 2, 513-531.
- Akhtar, Z. (2019). Discrimination in employment, religious symbols and the “actual knowledge” of the employer. *International Journal of Discrimination and the Law*, 19, 125 - 149.
- Ambrose, M. L., Seabright, M. A., & Schminke, M. (2002). Sabotage in the workplace: The role of organizational injustice. *Organizational Behavior and Human Decision Processes*, 89(1), 947-965. [https://doi.org/10.1016/S0749-5978\(02\)00037-7](https://doi.org/10.1016/S0749-5978(02)00037-7)
- Andrews, M. C., & Kacmar, K. M. (2001). Discriminating among organizational politics, justice, and support. *Journal of Organizational Behavior*, 22(4), 347-366. <https://doi.org/10.1002/job.92>
- Ang, S., Van Dyne, L., & Begley, T. M. (2003). The employment relationships of foreign workers versus local employees: a field study of organizational justice, job satisfaction, performance, and OCB. *Journal of Organizational Behavior*, 24(5), 561-583. <https://doi.org/https://doi.org/10.1002/job.202>
- Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands-resources model to predict burnout and performance. *Human Resource Management*, 43(1), 83-104. <https://doi.org/https://doi.org/10.1002/hrm.20004>
- Baron, R. A., & Richardson, D. R. (1994). *Human aggression*. Springer Science & Business Media.
- Blickle, G., Meurs, J. A., Wihler, A., Ewen, C., Plies, A., & Günther, S. (2013). The interactive effects of conscientiousness, openness to experience, and political skill on job performance in complex jobs: The importance of context. *Journal of Organizational Behavior*, 34(8), 1145-1164. <https://doi.org/https://doi.org/10.1002/job.1843>

- Bracke, P., Pattyn, E., & von dem Knesebeck, O. (2013). Overeducation and depressive symptoms: diminishing mental health returns to education. *Sociology of Health & Illness*, 35(8), 1242-1259. <https://doi.org/10.1111/1467-9566.12039>
- Brandolim Becker, N., Martins, R. I. S., Jesus, S. d. N., Chiodelli, R., & Stephen Rieber, M. (2018). Sleep health assessment: A scale validation. *Psychiatry Research*, 259, 51-55. <https://doi.org/10.1016/j.psychres.2017.10.014>
- Brinsfield, C. T. (2013). Employee silence motives: Investigation of dimensionality and development of measures. *Journal of Organizational Behavior*, 34(5), 671-697. <https://doi.org/10.1002/job.1829>
- Chang, C.-H., Rosen, C. C., & Levy, P. E. (2009). The Relationship Between Perceptions of Organizational Politics and Employee Attitudes, Strain, and Behavior: A Meta-Analytic Examination. *Academy of Management Journal*, 52(4), 779-801. <https://doi.org/10.5465/amj.2009.43670894>
- Coetzee, P. P., Steffens, F. E., Eiselen, R. J., Augustyn, O. P., Balcaen, L., & Vanhaecke, F. (2005). Multi-element Analysis of South African Wines by ICP-MS and Their Classification According to Geographical Origin. *Journal of Agricultural and Food Chemistry*, 53(13), 5060-5066. <https://doi.org/10.1021/jf048268n>
- Crosby, F. (1984). The denial of personal discrimination. *American behavioral scientist*, 27(3), 371-386.
- Deng, H., Guan, Y., Wu, C.-H., Erdogan, B., Bauer, T., & Yao, X. (2018). A relational model of perceived overqualification: The moderating role of interpersonal influence on social acceptance. *Journal of Management*, 44(8), 3288-3310.
- Drory, A., & Vigoda-Gadot, E. (2010). Organizational politics and human resource management: A typology and the Israeli experience. *Human Resource Management Review*, 20(3), 194-202. <https://doi.org/10.1016/j.hrmr.2009.08.005>
- e Cunha, M. P., & Da Cunha, J. V. (2001). Managing improvisation in cross cultural virtual teams. *International Journal of Cross Cultural Management*, 1(2), 187-208.
- Enzmann, D., Schaufeli, W. B., Janssen, P., & Rozeman, A. (1998). Dimensionality and validity of the Burnout Measure. *Journal of Occupational and Organizational Psychology*, 71(4), 331-351. <https://doi.org/10.1111/j.2044-8325.1998.tb00680.x>
- Erdogan, B., & Bauer, T. N. (2009). Perceived overqualification and its outcomes: The moderating role of empowerment. *Journal of Applied Psychology*, 94(2), 557-565. <https://doi.org/10.1037/a0013528>
- Erdogan, B., Bauer, T. N., Peiró, J. M., & Truxillo, D. M. (2011). Overqualified employees: Making the best of a potentially bad situation for individuals and organizations. *Industrial and organizational psychology*, 4(2), 215-232.
- Erdogan, B., Karaeminogullari, A., Bauer, T. N., & Ellis, A. M. (2020). Perceived overqualification at work: Implications for extra-role behaviors and advice network centrality. *Journal of Management*, 46(4), 583-606.
- Erdogan, B., Tomás, I., Valls, V., & Gracia, F. J. (2018). Perceived overqualification, relative deprivation, and person-centric outcomes: The moderating role of career centrality. *Journal of Vocational Behavior*, 107, 233-245. <https://doi.org/10.1016/j.jvb.2018.05.003>

- Fatima, A., Atif, Q. M., Saqib, A., & Haider, A. (2012). A path model examining the relations among organizational injustice, counterproductive work behavior and job satisfaction. *International Journal of Innovation, Management and Technology*, 3(6), 697.
- Ferris, D. L., Lian, H., Brown, D. J., & Morrison, R. (2015). Ostracism, Self-Esteem, and Job Performance: When Do We Self-Verify and When Do We Self-Enhance? *Academy of Management Journal*, 58(1), 279-297. <https://doi.org/10.5465/amj.2011.0347>
- FERRIS, D. R. (1995). Student Reactions to Teacher Response in Multiple-Draft Composition Classrooms*. *TESOL Quarterly*, 29(1), 33-53. <https://doi.org/https://doi.org/10.2307/3587804>
- Ferris, G. R., Adams, G., Kolodinsky, R. W., Hochwarter, W. A., & Ammeter, A. P. (2002). Perceptions of organizational politics: Theory and research directions. *The many faces of multi-level issues*, 179-254.
- Ferris, G. R., Treadway, D. C., Kolodinsky, R. W., Hochwarter, W. A., Kacmar, C. J., Douglas, C., & Frink, D. D. (2005). Development and validation of the political skill inventory. *Journal of Management*, 31(1), 126-152.
- Fisher, R. S., Acevedo, C., Arzimanoglou, A., Bogacz, A., Cross, J. H., Elger, C. E., Engel Jr, J., Forsgren, L., French, J. A., Glynn, M., Hesdorffer, D. C., Lee, B. I., Mathern, G. W., Moshé, S. L., Perucca, E., Scheffer, I. E., Tomson, T., Watanabe, M., & Wiebe, S. (2014). ILAE Official Report: A practical clinical definition of epilepsy. *Epilepsia*, 55(4), 475-482. <https://doi.org/https://doi.org/10.1111/epi.12550>
- Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of Management*, 16(2), 399-432.
- Greenberg, L. S. (2004). Emotion-focused therapy. *Clinical Psychology & Psychotherapy*, 11(1), 3-16. <https://doi.org/https://doi.org/10.1002/cpp.388>
- Griffin, M. A., Neal, A., & Parker, S. K. (2007). A New Model of Work Role Performance: Positive Behavior in Uncertain and Interdependent Contexts. *Academy of Management Journal*, 50(2), 327-347. <https://doi.org/10.5465/amj.2007.24634438>
- Harari, M. B., Manapragada, A., & Viswesvaran, C. (2017). Who thinks they're a big fish in a small pond and why does it matter? A meta-analysis of perceived overqualification. *Journal of Vocational Behavior*, 102, 28-47. <https://doi.org/https://doi.org/10.1016/j.jvb.2017.06.002>
- Hobfoll, S. E. (1988). The Ecology of Stress. Washington. DC: *Hemisphere*, 165-200.
- Hofstede, G. (1991). Empirical models of cultural differences. In *Contemporary issues in cross-cultural psychology*. (pp. 4-20). Swets & Zeitlinger Publishers.
- Howard, L. W., & Cordes, C. L. (2010). Flight from Unfairness: Effects of Perceived Injustice on Emotional Exhaustion and Employee Withdrawal. *Journal of Business and Psychology*, 25(3), 409-428. <https://doi.org/10.1007/s10869-010-9158-5>
- Hu, J., Erdogan, B., Bauer, T. N., Jiang, K., Liu, S., & Li, Y. (2015). There are lots of big fish in this pond: The role of peer overqualification on task significance, perceived fit, and performance for overqualified employees. *Journal of Applied Psychology*, 100(4), 1228-1238. <https://doi.org/10.1037/apl0000008>
- Hulin, C. (1991). Adaptation, persistence, and commitment in organizations. In *Handbook of industrial and organizational psychology, Vol. 2, 2nd ed.* (pp. 445-505). Consulting Psychologists Press.

- Johnson, G. J., & Johnson, W. R. (2000). Perceived Overqualification and Dimensions of Job Satisfaction: A Longitudinal Analysis. *The Journal of Psychology*, 134(5), 537-555. <https://doi.org/10.1080/00223980009598235>
- Kacmar, K. M., & Ferris, G. R. (1991). Perceptions of organizational politics scale (POPS): Development and construct validation. *Educational and Psychological measurement*, 51(1), 193-205.
- Khan, A., & Chaudhary, R. (2023). Perceived organizational politics and workplace gossip: the moderating role of compassion. *International Journal of Conflict Management*, 34(2), 392-416. <https://doi.org/10.1108/IJCMA-07-2022-0121>
- Khan, K., Abbas, M., Gul, A., & Raja, U. (2015). Organizational Justice and Job Outcomes: Moderating Role of Islamic Work Ethic. *Journal of Business Ethics*, 126(2), 235-246. <https://doi.org/10.1007/s10551-013-1937-2>
- Khan, L. J., & Morrow, P. C. (1991). Objective and subjective underemployment relationships to job satisfaction. *Journal of Business Research*, 22(3), 211-218. [https://doi.org/https://doi.org/10.1016/0148-2963\(91\)90002-F](https://doi.org/https://doi.org/10.1016/0148-2963(91)90002-F)
- Kish-Gephart, J. J., Detert, J. R., Treviño, L. K., & Edmondson, A. C. (2009). Silenced by fear:: The nature, sources, and consequences of fear at work. *Research in Organizational Behavior*, 29, 163-193. <https://doi.org/https://doi.org/10.1016/j.riob.2009.07.002>
- Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal, and coping*. Springer publishing company.
- Leiter, M. P., & Schaufeli, W. B. (1996). Consistency of the burnout construct across occupations. *Anxiety, Stress, & Coping*, 9(3), 229-243. <https://doi.org/10.1080/10615809608249404>
- Lin, B., Law, K. S., & Zhou, J. (2017). Why is Underemployment Related to Creativity and OCB? A Task-Crafting Explanation of the Curvilinear Moderated Relations. *Academy of Management Journal*, 60(1), 156-177. <https://doi.org/10.5465/amj.2014.0470>
- Liu, S., Luksyte, A., Zhou, L., Shi, J., & Wang, M. (2015). Overqualification and counterproductive work behaviors: Examining a moderated mediation model. *Journal of Organizational Behavior*, 36(2), 250-271. <https://doi.org/https://doi.org/10.1002/job.1979>
- Lobene, E. V., & Meade, A. W. (2013). The effects of career calling and perceived overqualification on work outcomes for primary and secondary school teachers. *Journal of Career Development*, 40(6), 508-530.
- Luksyte, A., & Spitzmueller, C. (2016). When are overqualified employees creative? It depends on contextual factors. *Journal of Organizational Behavior*, 37(5), 635-653. <https://doi.org/https://doi.org/10.1002/job.2054>
- Luksyte, A., Spitzmueller, C., & Maynard, D. C. (2011). Why do overqualified incumbents deviate? Examining multiple mediators. *Journal of Occupational Health Psychology*, 16(3), 279-296. <https://doi.org/10.1037/a0022709>
- Luthans, F., & Youssef, C. M. (2007). Emerging positive organizational behavior. *Journal of Management*, 33(3), 321-349.
- Maslach, C. (1998). A multidimensional theory of burnout. *Theories of organizational stress*, 68.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job Burnout. *Annual Review of Psychology*, 52(1), 397-422. <https://doi.org/10.1146/annurev.psych.52.1.397>
- Maynard, D. C., & Parfyonova, N. M. (2013). Perceived overqualification and withdrawal behaviours: Examining the roles of job attitudes and work values. *Journal of Occupational and Organizational Psychology*, 86(3), 435-455. <https://doi.org/https://doi.org/10.1111/joop.12006>

- McKee-Ryan, F. M., & Harvey, J. (2011). "I have a job, but...": A review of underemployment. *Journal of Management*, 37(4), 962-996.
- Mehmood, S., Rasool, M., Ahmed, M., Haddad, H., & Al-Ramahi, N. M. (2024). Role of workplace bullying and workplace incivility for employee performance: Mediated-moderated mechanism. *PLOS ONE*, 19(1), e0291877. <https://doi.org/10.1371/journal.pone.0291877>
- Mehmood, S., Sajid, M. A., Mehmood, T., Bano, A., Ullah, A., & Ashraf, S. (2021). Workplace incivility and employee performance, mediating role of psychological well-being: Study of health sector in AJ&K, Pakistan. *International Journal of Management (IJM)*, 12(6), 166-180.
- Mika, K., Jussi, V., Marko, E., Marianna, V., & Johannes, S. (2007). Effort-reward imbalance, procedural injustice and relational injustice as psychosocial predictors of health: complementary or redundant models? *Occupational and Environmental Medicine*, 64(10), 659. <https://doi.org/10.1136/oem.2006.031310>
- Miller, S. (2001). *Social action: A teleological account*. Cambridge University Press.
- Milliken, F. J., Morrison, E. W., & Hewlin, P. F. (2003). An Exploratory Study of Employee Silence: Issues that Employees Don't Communicate Upward and Why*. *Journal of Management Studies*, 40(6), 1453-1476. <https://doi.org/https://doi.org/10.1111/1467-6486.00387>
- Naseer, T., Khan, M. M., Ashraf, S., Khan, M. M., & Mehmood, S. (2021). Impact of workplace incivility on job satisfaction: Moderating role of perceived organizational support. *Psychology and Education*, 58(5), 2203-2220.
- Niehoff, B. P., & Moorman, R. H. (1993). Justice as a Mediator of the Relationship Between Methods of Monitoring and Organizational Citizenship Behavior. *Academy of Management Journal*, 36(3), 527-556. <https://doi.org/10.5465/256591>
- Nunnally, J. C. (1978). An Overview of Psychological Measurement. In B. B. Wolman (Ed.), *Clinical Diagnosis of Mental Disorders: A Handbook* (pp. 97-146). Springer US. https://doi.org/10.1007/978-1-4684-2490-4_4
- Rafferty, J. P., Lemkau, J. P., Purdy, R. R., & Rudisill, J. R. (1986). Validity of the Maslach burnout inventory for family practice physicians. *Journal of Clinical Psychology*, 42(3), 488-492. [https://doi.org/https://doi.org/10.1002/1097-4679\(198605\)42:3<488::AID-JCLP2270420315>3.0.CO;2-S](https://doi.org/https://doi.org/10.1002/1097-4679(198605)42:3<488::AID-JCLP2270420315>3.0.CO;2-S)
- Rahim, A., Ashraf, S., Iftikhar, W., Khan, M. M., Mehmood, S., & Siddique, M. (2021). THE EFFECT OF FINANCIAL LEVERAGE ON THE ISLAMIC BANKS' PERFORMANCE IN ASIAN COUNTRIES. *Journal of Contemporary Issues in Business & Government*, 27(1).
- Romm, T., & Drory, A. (1988). Political behavior in organizations—A cross-cultural comparison. *International Journal of Value-Based Management*, 1(2), 97-113. <https://doi.org/10.1007/BF03184886>
- Shahid, M., & Sajid, M. A. (2020). Impact of Workplace Bullying on Employee Performance: Mediating Role of Psychological Well-being. *International Journal of Disaster Recovery and Business Continuity*, 11(1), 2322-2335.
- Skitka, L. J., & Bravo, J. (2005). An accessible identity approach to understanding fairness in organizational settings. *What motivates fairness in organizations*, 105-128.

- Smith, H. J., Pettigrew, T. F., Pippin, G. M., & Bialosiewicz, S. (2012). Relative deprivation: A theoretical and meta-analytic review. *Personality and social psychology review*, 16(3), 203-232.
- Spector, P. E., & Fox, S. (2002). An emotion-centered model of voluntary work behavior: Some parallels between counterproductive work behavior and organizational citizenship behavior. *Human Resource Management Review*, 12(2), 269-292. [https://doi.org/https://doi.org/10.1016/S1053-4822\(02\)00049-9](https://doi.org/https://doi.org/10.1016/S1053-4822(02)00049-9)
- TANGIRALA, S., & RAMANUJAM, R. (2008). EMPLOYEE SILENCE ON CRITICAL WORK ISSUES: THE CROSS LEVEL EFFECTS OF PROCEDURAL JUSTICE CLIMATE. *Personnel Psychology*, 61(1), 37-68. <https://doi.org/https://doi.org/10.1111/j.1744-6570.2008.00105.x>
- Vaisey, S. (2006). Education and its discontents: Overqualification in America, 1972–2002. *Social Forces*, 85(2), 835-864.
- Van Yperen, N. W. (1996). Communal Orientation and the Burnout Syndrome Among Nurses: A Replication and Extension1. *Journal of Applied Social Psychology*, 26(4), 338-354. <https://doi.org/https://doi.org/10.1111/j.1559-1816.1996.tb01853.x>
- VanYperen, N. W. (1998). Informational support, equity and burnout: The moderating effect of self-efficacy. *Journal of Occupational and Organizational Psychology*, 71(1), 29-33. <https://doi.org/https://doi.org/10.1111/j.2044-8325.1998.tb00660.x>
- Wassermann, M., Fujishiro, K., & Hoppe, A. (2017). The effect of perceived overqualification on job satisfaction and career satisfaction among immigrants: Does host national identity matter? *International Journal of Intercultural Relations*, 61, 77-87. <https://doi.org/https://doi.org/10.1016/j.ijintrel.2017.09.001>
- West, S. G., Aiken, L. S., Wu, W., & Taylor, A. B. (1991). Multiple Regression. *HANDBOOK OF RESEARCH METHODS IN PERSONALITY PSYCHOLOGY*, 573.
- Wu, C.-H., Tian, A. W., Luksyte, A., & Spitzmueller, C. (2017). On the association between perceived overqualification and adaptive behavior. *Personnel Review*, 46(2), 339-354. <https://doi.org/10.1108/PR-05-2015-0134>
- Yang, W., Guan, Y., Lai, X., She, Z., & Lockwood, A. J. (2015). Career adaptability and perceived overqualification: Testing a dual-path model among Chinese human resource management professionals. *Journal of Vocational Behavior*, 90, 154-162. <https://doi.org/https://doi.org/10.1016/j.jvb.2015.08.007>
- Ye, X., Li, L., & Tan, X. (2017). Organizational support. *Employee Relations*, 39(7), 918-934. <https://doi.org/10.1108/ER-11-2016-0213>
- Ylipaavalniemi, J., Kivimäki, M., Elovainio, M., Virtanen, M., Keltikangas-Järvinen, L., & Vahtera, J. (2005). Psychosocial work characteristics and incidence of newly diagnosed depression: a prospective cohort study of three different models. *Social Science & Medicine*, 61(1), 111-122. <https://doi.org/https://doi.org/10.1016/j.socscimed.2004.11.038>
- Yu, S., Liu, S., & Xu, C. (2023). The effect of job insecurity on employee silence: test an interactive model. *Chinese Management Studies*, 17(3), 488-509. <https://doi.org/10.1108/CMS-07-2021-0301>
- Zhang, M. J., Law, K. S., & Lin, B. (2016). You think you are big fish in a small pond? Perceived overqualification, goal orientations, and proactivity at work. *Journal of Organizational Behavior*, 37(1), 61-84. <https://doi.org/https://doi.org/10.1002/job.2024>