

Buffering Effect of Perceived Organizational Support on the Relationship between Perceived Over-qualification and Job Satisfaction.

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Abstract

To find the effect of Perceived Over-qualification(POQ) many researches have been carried out over the time, however there was need to find the negative effect of over-qualification and factors that could minimize this negative effect. This research identified the negative effect of over-qualification on job satisfaction (JSF) and moderating effecting of Perceived Organizational Support (POS). 416 primary school teachers participated in this study. Significant negative effect of POQ on JSF was found that was moderated significantly by POS.

Keywords: Perceived Over-qualification, Job Satisfaction, Perceived Organizational Support

Introduction

Throughout the world, various employees face high over-qualification level for the job they have occupied currently (O'Connell, 2010), this phenomenon indicates that their skills and abilities are not utilized up to the mark. In America, 20% of employees perceive themselves as over-qualified (O'Connell, 2010). In an academic setting the teachers' satisfaction is crucial factor for influencing the effectiveness and progress of a school, thereby it is taken as a indispensable factor contributing in improvement of school's performance (Thompson et al., 1997; Sargent & Hannum, 2005).

Literature Review

Perceived Over-qualification (POQ)

The capacity of being more skills, knowledge, experience and abilities as well as other more characteristics excess to the requirement of current job of an individual refers to over-qualification. (Maynard et al., 2006, 2009). A situation of under-

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employment for an employee is where the employee has education, skills found more than the requirements of a job (Khan & Morrow, 1991). Individuals may feel cognitive over qualification and more specially whenever they have excessive cognitive ability as required by a specific job. It may also be said as discrepancy between job and cognitive skills (Fine & Nevo, 2007). The term over-qualification has been operationalized in two different aspects, one as having perception about the same (Johnson & Johnson, 1996, 1997) , another as having actual level of education and skills that exceed to the required level at specific job (Verhaest & Omev, 2006; Green & McIntosh, 2007).

Job Satisfaction

The feelings of worker about his/her various elements of job is an indication of job satisfaction (Mughal et al., 2016). Not just a common thing, it has many facets which are affected by other factors like promotion, salary, work environment etc (Fisher & Locke, 1992, as cited in Mughal et al., 2017). Job satisfaction has been classified into two hall of theories, one as content and another as process theory. Under both the umbrellas of theory, job satisfaction has been defined by many authors.

Relationship between POQ-JSF

The sense of having POQ is a phenomenon of having relative deprivation because an individual builds his academic career and maintain a level of skills, abilities, knowledge, therefore, that specific individual having such qualities build hope of gaining an esteem place in society and holding job that he deserves to be (Vaisey, 2006). For example, high education produces a hope of status and prestige of job to be occupied, the nature of social relationships as well as organized relationship (Rose, 2005). So when individuals see that they are not taking the position what they deserve to be, they fall in sense of deprivation leading to low job satisfaction. Therefore, it is hypothesized as;

Hypothesis 1. POQ is negatively related with JSF.

Perceived Organizational Support

Supporting organizations are also caring organizations, for such organization's workers maintain perception at a level with supervisors (Yayne et al., 1993) discretionary rewards and procedural justice (Fasolo, 1995) by the organization (Eisenberger et al., 1986). Such things build sense of obligation toward workers for returning to organization in the shape of citizenship behavior, loyalty and more efforts (Eisenberger et al., 1986; Eisenberger et al., 1990; Shore and

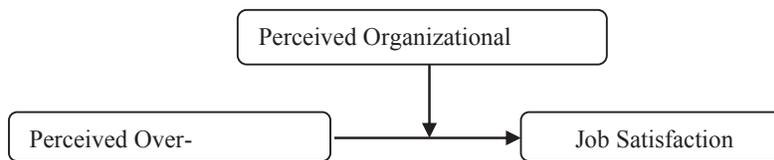
Wayne, 1993; Fasolo, 1995, as cited in Cropanzano & Grandey, 1997).

Bridging “Perceived Organizational Support” (POS) as a moderator

Many studies describe that over-qualified individuals perceive appreciation and recognition for their contributions and their wellbeing from organization (Eisenberger et al., 1986), in return such employees having such feelings will have ceased to indulge in dissatisfaction and start to employ more efforts toward the organization (Luksyte, 2016). High level of POS is crucial for over-qualified workers being not participating in challenging jobs. So this phenomenon is described by norm of reciprocity which explains that employees will return to an organization in term of required behavior if they are appreciated by the organizations (Cropanzano & Mitchell, 2005). So, an adverse effect of POQ on JSF is hope to be mitigated in the presence of high POS.

Therefore, it is hypothesized that; H2: The negative relationship between POQ and JSF is buffered by POS such that respondents with high POS will report higher JSF than those who will have low POS.

Figure 1.



Research Methodology

Data Collection

The survey approach was adopted to collect the data. As low response rate was expected, so five hundred questionnaires were distributed among primary school teachers of three districts of province KPK by hand and collected back as and when ready for collection. Out of 500 hundred distributed questionnaires 430 returned back and out of received questionnaire 16 were incomplete, so these were not included for analysis. The constructs were reliable as Cronbach's alpha level of all constructs were achieved higher than acceptable range 0.8 (Field, 2013).

Instrument and Constructs

In this research previously used constructs were adopted due to their generalizability, reliability and validity in the previous researches (e.g., Eisenberger et al. 1986; Maynard et al. 2006; & Speed, 1979). The instrument was comprised of two parts, one for

demographic attributes of the respondents while another portion for the research variables. POQ was assessed with Maynard et al. (2006), 9 item perceptions anchored on 7-point Likert type scale by respondents. Past researches have shown this scale to have good psychometric properties (Maynard & Parfyonova, 2013). The reliability for the scale in this study is 0.94.

POS was assessed with Eisenberger et al. (1986), 16 item 7 point Likert type scale. The good psychometric properties of this construct was confirmed by previous researches (e.g. Selcuk, 2003; Rhodes & Eisenberger, 2002). In this study the reliability of the scale is 0.96. JSF scale was adopted from (Speed, 1979) that consists of 27 items specially designed for teachers JSF and recommended by (Wen-Sheng, 1992). The reliability of this scale is 0.98.

Results

Table 1 Mean, Standard Deviation, and Pearson Correlation

	Mean	SD	POQ	JSF	POS
POQ	4.608	1.476	1	-.708**	-.764**
JSF	2.225	0.698	-.708**	1	.737**
POS	3.472	1.084	-.764**	.737**	1

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

The table 1 asserts POQ has significant negative correlation with JSF i.e $r = -.708$, $p < 0.01$, while POS has significant positive association with JSF i.e $r = .737$, $p < 0.01$. The results show that when POQ of teachers increases the JSF decreases and when POS increases JSF also increases.

Table 2 Regression coefficients of POQ on JSF

	b	Std. Error	β	t	Sig
1 (Const)	3.802	.080		47.70	.000
POQ	-.336	.016	-.708	-20.351	.000

a. Dependent Variable: JSF, $R^2 = .50$, $F = 414^{**}$

While regressing JSF on POQ the standardized coefficient of predictor showed significant relationship with JSF as $b = -.708$, $p < 0.01$. The model is statistically significant at $F < 0.01$. The hypothesized statement was true as POQ has significant negative effect on JSF.

Table 3. Moderation Analysis of Hypothesis 2

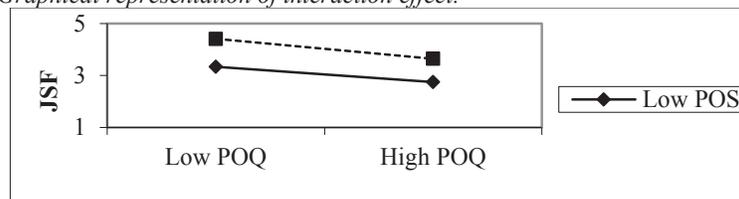
	b	Std. Error	t	p
Model 1 (Constant)	2.2.98	.033	70.346	.000
POS	.333	.037	9.076	.000
POQ	-.173	.024	-7.271	.000

Model 2	POS x POQ	.034	.015	2.334	.020
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In table 3 Hierarchical regression results confirm to the interaction of POS and POQ with JSF. After mean centering both the predictor (POQ) and moderator (POS) were entered in step 1 of the hierarchical regression, at this stage without interaction term the coefficient of determination (R^2) was 59% while at step 2 of the hierarchical regression when interaction was added the value of ΔR^2 was .005. Regression coefficient of POQ in step 1 was -.173 which reduced to -.292 while adding interaction term in step 2. The results shown in table 3 confirms to the moderation of POS. Though there is slightly change in R^2 the interaction still stands significant. Thus, the hypothesis 2 is accepted that those over-qualified respondents who perceive high organizational support have higher JSF than those who perceive low organizational support.

The interaction graph has JSF at vertical axis and POQ at Y-axis. Dotted line refers to those over-qualified teachers who have high POS while smooth line refers to those over-qualified teachers who have lower POS level. The smooth line (Low POS) shows slight increase in JSF while dotted line (High POS) shows significant increase in JSF. So, the trend of negative relationship between POQ and JSF has been moderated by POS.

Graphical representation of interaction effect.



Discussion

The purpose of this paper was to determine the relationship of POQ with JSF and moderating effect of POS on this relationship. There is a high rate of over-qualification in developing countries such as Pakistan (Farooq, Javid, Ahmed & Khan, 2009). To assess the job outcome i.e JSF of over-qualified teachers in province KPK, Pakistan the collected data was analyzed through simple linear regression and to assess whether organizational support perceived by the teachers moderates the effect of POQ on JSF. The relationship between POQ and JSF was conceptualized through deprivation theory (Johnson & Johnson, 2000; Feldman at el., 2002; Johnson et al., 2002). The moderation of POS (Eisenberger at al., 1986) was conceptualized through social exchange theory and norm of reciprocity (Baur, 1964). The simple linear regression result showed that one-unit increase in POQ leads toward 0.684-unit significant decrease in teachers’ over

all JSF. The intensity of the negative relationship proved that teachers of this study perceived themselves overqualified having lower satisfaction with their job. The result confirms the application of deprivation theory i.e over-qualified employees have lower JSF. Various researches have also confirmed this relationship (e.g. Johnson et al., 2002; Maynard et al., 2006; Verhaest & Omey, 2006) in different context and content.

Organizations have been trying to lower the job dissatisfaction of their over-qualified employees through various moderating factors (Luksyte, 2016). An over-qualified teacher under the study responded perceived organization support as healing factor to increase their JSF. Though the moderating effect was 0.005 change in coefficient of determination but significant. The result shows that if School and Literacy Department of KPK, Pakistan recognizes the efforts and contribution of their over-qualified teachers then the teachers may become assets and more contributive toward the achievement of organizational goals.

Conclusion

The result favored the developed hypothesis. The literature points out various positive as well as negative effects of over-qualified employees. In the same line this research assessed the negative effect of over-qualification in terms of low JSF. The teachers who participated in the study perceive themselves as over education, over experience, over skilled and knowledge than required by their current job. So, the perception of over-qualification of the teachers have produced sense of appropriate recognition, status, incentives in themselves. The lower JSF of the teachers was compensated by the perceived organizational support, meaning the School & Literacy Department of KPK, Pakistan supported their over-qualified teachers in terms of recognition, status, incentives and wellbeing etc.

Limitations and Recommendations

In this paper over-qualification and organizational support was measured subjectively. However, it would be more appropriate to cross verify the subjective measurement with objective measurement. Due to time and budget limitations the data was collected from teachers of three districts of province KPK, Pakistan, so the results cannot be generalized to the whole Department or to any other organizations. For the generalization of the phenomena, more empirical evidences are required from different contexts. The relationship of POQ was found only with one job outcome i.e JSF and one moderator. Future researches may discover more behavioral outcomes like job evolvment, job performance, creativity of over-qualified employees and moderating factors like perceived

organizational justice, perceived organizational politics etc that may add to the literature as well as beneficial for organizations.

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