

The Impact of Overqualification on Employees' Knowledge Sharing Behavior

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Abstract

In the past, the research on the impact of overqualified employees was mainly focused on the study of its negative effects. This study wants to explore the positive effects of overqualification. Based on face theory, this study explores the relationship between perceived overqualification and knowledge sharing behavior on employee, and wants to verify the mediating role of face pressure and the moderating role of rewards and punishment. This paper believes that employees with overqualification are positively predicting knowledge sharing behaviors, the mediating role of face pressure, while rewards and punishments regulate the relationship between overqualification and knowledge sharing behavior. At the same time, limitations and prospects for the follow-up of the article are put forward at the end.

Keywords

Overqualification; Face pressure; Knowledge sharing behavior; Reward and punishment.

1. Introduction

With the increase of investment in education in the world, the cause of higher education can develop rapidly. In this context, the number of highly educated talents has gradually surpassed the social acceptance capacity, causing a large number of highly educated laborers to engage in lower-skilled jobs than they actually have, and so-called "overqualification" have appeared. According to a report released by randstad, about 84% of Chinese employees feel that they are "overkilled" [1]. Therefore, the impact of overqualification on employee behavior has gradually attracted attention.

Perceived overqualification on employee will cause a series of social problems, such as low return on education, inadequate employment and waste of human resources. A sense of overqualification is also a problem of improper matching of people and jobs. Human resources are not fully utilized. For individuals, the sense of overqualification can cause negative emotions in employees, cause physical and mental harm to employees and reduce their own happiness. For organizations, overqualified employees are more likely to feel bored with their work, thereby reducing job satisfaction, and even have withdrawal behavior, counter production behavior and resignation behavior. Moreover, the negative emotions of employees with high qualification may also affect the work efficiency of colleagues around them. In addition to negative effects, a sense of overqualification can also have a positive effect. Employees who are overqualified can complete their tasks better because they have higher education, better abilities and potential. Therefore, the managers in the organization can take corresponding measures to stimulate the potential of employees who are overqualified and improve organizational performance.

Whether an organization can benefit from overqualified employees depends largely on whether the overqualified employees are willing to contribute their abilities to the organization and give

play to their own qualifications. Therefore, managers should not only understand the psychological feelings and behavior trends of overqualified employees, but also need to take certain measures to increase the positive behavior of such employees, so as to bring more benefits to the company. If a company wants to develop better, it needs to increase its own innovation. For overqualified employee, if they can share their knowledge and skills and turn them into results. This is not only an affirmation of employees' own value, but also the ability of other employees to be improved through knowledge sharing. So as to provide enterprises with more innovative thinking and help the organization's competitiveness, which is conducive to the long-term development of enterprises[2]. However, overqualified employees may not necessarily engage in knowledge sharing behaviors, so managers need to formulate measures to encourage their positive behaviors. The word "face" is very Chinese cultural. It is a word often mentioned in our daily life in China, and it affects almost every aspect of the people. From the perspective of face theory, this research explores the relationship between overqualification and employee knowledge sharing behavior. In traditional knowledge management practices, rewards and punishments, as a formal control method, are considered to effectively promote knowledge sharing and are widely used[3]. Therefore, the adjustment variable rewards and punishments are introduced to explore the boundary between overqualified employees and face pressure.

At present, there are two different conclusions about overqualified employees and knowledge sharing behavior. Some scholars have pointed out that overqualified employees will positively predict knowledge sharing behavior, and some scholars have concluded that over-qualified employees will negatively affect employees. Knowledge sharing behavior. Based on the above background, this research mainly discusses the following three issues:

- (1) Explore the relationship between the sense of overqualification and the knowledge sharing behavior of employees.
- (2) Explore the psychological mechanism between the sense of overqualification and employee knowledge sharing behavior. Introduce the intermediary of face pressure to explore the psychological path in employee's over-qualification and employee knowledge sharing behavior.
- (3) Introduce adjustment variables to adjust the relationship between overqualification and face pressure, thereby affecting the relationship between overqualified employees and knowledge sharing behavior through face pressure.

2. Theory and Proposition

2.1. Overqualification and Knowledge Sharing Behavior

Although in the fields of pedagogy, psychology, and economics, the phenomenon of overqualification perception is concerned, the academic circles have not yet clearly defined its concept and connotation. Fine defines the perception of over-qualification as: the individual perceives that his qualifications or abilities are higher than those required by actual work[4]. Lobene believes that the perception of overqualification means that an individual has more knowledge, skills and abilities than the job requires[5]. At present, there is no unified understanding of the measurement of the perception of overqualification. The generally accepted measurement method is to divide it into objective overqualification and subjective overqualification. Research shows that employees' perception of work is a meaningful explanation of the work environment. Regardless of whether the subjective perception is correct or not, they tend to act on the basis of subjective perception. Therefore, this study selects the concept of subjective employee overqualification.

Knowledge sharing behavior refers to the process by which an individual selectively transfers his own knowledge to other organizations or individuals in an appropriate way, and enables

the knowledge to be reproduced in the original or new situation[6].An employee with a sense of overqualification is likely to be due to his own high abilities, and these employees are likely to take the maximum realization of their own value as their goal and pursuit.For employees with a sense of overqualification, sharing their knowledge or skills with others is not only an affirmation of their own value, but also a source of motivation for their work.Sharing knowledge is a behavior that conforms to the common value of society, which can prevent the sharers from being rejected and despised by the group and gain a higher group identity. Not only that, in the process of knowledge sharing, interpersonal interaction in the process of knowledge sharing is conducive to enhancing the feelings of both parties and enhancing the social status of the sharer in the interaction.In summary, the following propositions are proposed:

Proposition 1: The sense of overqualification positively predicts the knowledge sharing behavior of employees.

2.2. The Mediating Role of Face Pressure

"Mianzi" exists in every aspect of Chinese people's daily life.Lim divides face into three types: ability, autonomy and friendship face. Ability-face is the image about individual ability assessment and the need to be respected [7].Face pressure is also called face threat. Zhu Ruiling first proposed that face perception is a self-image that an individual perceives due to some social feedback[8]. This cognition includes both positive and negative aspects. It also corresponds to what we usually call the gain (to have face, to earn face) and to lose (to lose face, to lose face).Face pressure refers to the negative self-cognition that an individual perceives from a certain social feedback. It is a psychological process that is both cognitive and motivational[8]. In other words, the perception of face pressure is the individual's perception of the possibility and risk of losing face or losing face due to a specific event or behavior.Zhu Ruiling defines the threat of face perception (face pressure) as "the negative self-perception that an individual perceives under certain social feedback, which is a psychological process that is both motivational and cognitive."The reason for choosing this definition in this study is that this study explores the effect of relatively stable overqualification on face pressure. According to the face theory, individuals have both the tendency to earn face and fear losing face.For employees with a lower sense of overqualification, individuals want more recognition in the organization. Individuals have no face to lose in the organization. Therefore, individuals do not pay attention to the protection of existing face. Individuals will pay more attention to showing their own advantages and improving organizational identity to gain face.At this time, the pressure on face to gain face will be greater.When an employee has a high sense of overqualification, the individual's need to earn face is met, and the employee may fall into a crisis of losing face due to the imbalance between self-perception and actual self-expression. At this time, the individual is afraid of losing face. The feeling of being too high increases and face pressure increases.From this, the following propositions can be made:

Proposition 2a: The sense of overqualification positively affects face pressure.

When an employee shows a tendency to earn face, the individual actively strives for face in order to gain glory, so the employee will show off-role behavior to gain face for himself. When employees are afraid of losing face, they will choose to increase positive work behaviors to avoid losing face. Therefore, employees will also perform behaviors beyond their roles to express themselves.At this time, employees will show knowledge-sharing behaviors whether they are earning face or fearing losing face. From this, the following propositions can be put forward:

Proposition 2b: Face pressure positively affects knowledge sharing behavior.

In summary, the sense of overqualification can stimulate individuals' social evaluation of their own values and abilities, thereby generating face pressure to earn and avoid losing face, prompt employees to produce positive behaviors, and improve their knowledge sharing

behavior. Therefore, the face pressure caused by overqualification can improve employees' knowledge sharing behavior. Based on the above analysis, combining propositions 2a and 2b can put forward propositions:

Proposition 2c: Face pressure mediates the relationship between the sense of overqualification and the knowledge sharing behavior of employees.

2.3. The Moderating Effect of Rewards and Punishment

Reward and punishment is a management measure widely adopted by organizations that can effectively mobilize the enthusiasm of employees, including two dimensions: reward and punishment[9]. According to reinforcement theory, reward is to affirm and consolidate expected behavior by giving financial rewards to behaviors that meet the expectations of the organization. Punishment is to deny and correct employee behavior through negative stimulation of anti-organizational expectations. In the process of knowledge management, through rewards for shared behaviors or punishments for hidden behaviors, employees can be motivated to share knowledge.

The "crowding-out effect" of incentives refers to the fact that under certain conditions, such as completing some interesting tasks, or when the individual feels controlled by external intervention, external incentives such as rewards will weaken the effect of internal incentives[10]. Knowledge sharing has typical characteristics of altruism. Existing studies have confirmed that in the process of knowledge sharing, external incentives such as economic returns have an obvious "crowding out effect" on internal incentives such as psychological factors. According to the "crowding effect" of incentives, rewards and penalties will affect the face of overqualified employees. First, the reward and punishment system may weaken the altruistic behavior of knowledge sharing. Knowledge recipients will think that knowledge sharers are only sharing behaviors for rewards or punishments provided by the organization, which may reduce the recognition and respect of knowledge sharers, and ultimately reduce the face pressure of overqualified employees. Secondly, under economic incentives, sharers can get corresponding economic returns because of knowledge sharing, and it is difficult to improve their own value. It will even form an image of loving money and make knowledge-sharers lose face, which will reduce the pressure of employees to fear losing face, thereby reducing their face pressure. In summary, the following propositions are proposed:

Proposition 3: Rewards and punishments regulate the positive relationship between the sense of over-qualification and the pressure of ability face. Rewards and penalties will reduce the positive relationship between the sense of overqualification and the pressure of ability face.

Based on the above research literature and theoretical propositions, we plan to design the theoretical model, see Fig.1.

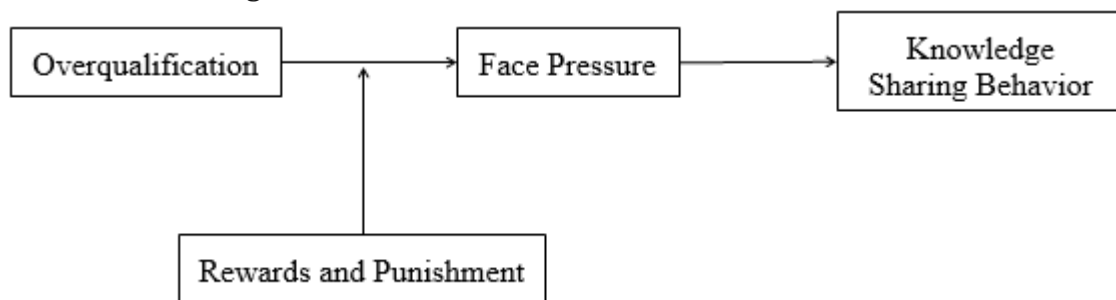


Fig 1. Theoretical model

3. Conclusion

The main purpose of this research is to explore the influence of overqualified employees on knowledge sharing behavior, the mediating effect of the variable of face pressure, and the

regulating effect of rewards and punishments on the face pressure of overqualified employees. Based on the content of the previous chapter, this research puts forward 5 propositions.

At present, there are two different conclusions on the relationship between overqualified employees and knowledge sharing behavior. Some scholars have pointed out that overqualified employees will positively predict knowledge sharing behavior. Individuals who are overqualified are more inclined to share their knowledge with others. Because when you show your own knowledge and abilities to others or organizations, you can affirm your own value and get a source of work motivation. The knowledge, education level, experience, or other aspects that are higher than the current job requirements, that is, the current environment cannot allow employees to fully release their talents, and employees with overqualified perceptions may take corresponding measures to change the status quo. They may explore and come up with new ideas at work and take practical actions. At the same time, employees with overqualifications spend longer time on education, and their knowledge sharing accuracy and depth of advice are better, because employees have a broader professional knowledge. Some scholars have found that employees who feel overqualified will negatively affect their knowledge sharing behavior. This research draws the proposition that overqualification positively affects knowledge sharing behavior.

Introducing the mediating variable of face pressure, trying to make the relationship between overqualification and knowledge sharing more obvious. Based on the face theory, employees with a sense of qualifications increase their face pressure because they want to earn face and are afraid of losing face, thereby enhancing the knowledge sharing behavior of employees with a sense of qualifications.

According to the "crowding-out effect" of incentives, rewards and punishments will affect employees' knowledge sharing by affecting the positive relationship of employees with overqualified employees to face pressure. Because other employees may think that employees with a sense of qualifications are just sharing behaviors for the rewards or punishments provided by the organization, which will reduce the respect and recognition of employees with a sense of overqualifications, and may also form an image of love for money. Therefore, it is not conducive to the knowledge sharing behavior of employees with a sense of overqualification.

4. Inspiration

This study believes that employees with a sense of overqualification will positively affect their knowledge sharing behavior. Therefore, company managers should recruit some capable employees, and managers can give priority to employees with higher educational levels when screening resumes. The influence of face can not be ignored, managers should pay more attention to the role of face. In addition, managers should pay attention to the implementation of rewards and punishments among employees with a sense of overqualification. Avoid the consequences that weaken the desire to share among employees with a sense of overqualification, which is not conducive to knowledge sharing between organizations. Ultimately it is not conducive to the development of the organization.

5. Limitation and Prospects

This research analyzes and discusses the specific influence mechanism of overqualified employees on knowledge sharing behavior. Although certain results have been achieved, there are still some areas that need to be corrected.

First of all, this research is only based on theory to make propositions about the relationship between variables. In the follow-up research, we should start with the measurement of each variable, select the measurement scale of the variable, formulate a questionnaire, and randomly

distribute the questionnaire to obtain the data for analysis, so as to further demonstrate the proposition.

Secondly, although this research is a proposition for each variable based on theory and review of previous literature. However, the understanding of variables is not deep enough, and it is necessary to deepen the understanding of variables in the later stage in order to dig out the deeper relationship between the variables to support the proposition of this research.

Last but not least, there may be other reasons why the relationship between over-qualification and knowledge sharing behavior is not clear. In the follow-up in-depth study of each variable, we can try to find other important factors. This study mainly analyzes the impact of the perception of overqualification after it has occurred. Future research can explore the antecedent variables of the perception of overqualification, and analyze the perception of overqualification from the source. For example, the working atmosphere of the organization, employee values, etc.

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