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A Study on the Influence of Perceived Over Qualification on Boundary Spanning Behavior and Job Performance

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[Abstract]

In this paper, we propose to analyze the impact of perceived over qualification on boundary spanning behavior and job performance. A total of 373 questionnaires were collected from corporate researchers developing VR technology in China to achieve the purpose of this study. The data collected through the survey were analyzed with frequency analysis, reliability analysis, positive factor analysis, structural equation model, etc. using statistical programs SPSS V.22 and AMOS V. 22. The empirical analysis of this study confirms the following findings. First, perceived over qualification is a positive influence on job performance. Second, perceived over qualification to have a positive influence on boundary spanning behavior. Third, boundary spanning behavior is to have a positive effect on job performance. Through the concluding and discussion sections, in-depth discussions on the theoretical implications, practical implications and limitations of the research and its future direction were presented.

▸Key words: VR Technology Research Institute, Perceived Over Qualification, Boundary Spanning Behavior, Work Performance, Contextual Performance

[요 약]

본 연구는 지각된 과잉자격이 영역초월행동과 직무성과에 미치는 영향을 제시하고자 한다. 본 연구의 목적을 달성하기 위하여 중국에 있는 VR기술을 개발하는 기업 연구원들을 대상으로 총 373부의 설문지를 수집하였다. 설문조사를 통해 수집된 데이터는 통계프로그램 SPSS V.22과 AMOS V.22를 사용하여 빈도분석, 신뢰도분석, 확인적 요인분석, 구조방정식 모델 등으로 분석하였다. 본 연구의 실증분석을 통해 확인된 연구결과는 다음과 같다. 첫째, 지각된 과잉자격은 직무성과에 부(-)의 영향을 미치는 것이다. 둘째, 구성원 지각된 과잉자격은 영역초월행동에 부(-)의 영향을 미치는 것이다. 셋째, 구성원의 영역초월행동은 직무성과에 정(+)의 영향을 미치는 것이다. 결론 및 토론 부분을 통하여 본 연구의 이론적 시사점, 실무적 시사점과 연구의 한계와 향후 방향에 대한 심도 있는 논의를 제시하였다.

▸주제어: VR기술 연구원, 지각된 과잉자격, 영역초월행동, 업무성과, 맥락성과

I. Introduction

The world is struggling with job openings due to the prolonged economic slump and unstable employment caused by rising unemployment. As a result, competition for employment is accelerating due to higher education, diversification of working patterns and supply-demand imbalance.

As a result, the shortage of job opportunities has increased, increasing the number of talented people with perfect academic background and skills required by companies. Over qualification, which has been studied due to this phenomenon, has already become a universal phenomenon in Korea, the United States, Europe, and many other countries around the world. The cause of this phenomenon has been shown to be the problem of higher education. High-education phenomena are intended to have diverse careers, skills, and competencies than those required by companies. In addition, the social problem caused by the increase in highly educated overqualified people is getting worse due to the imbalance in supply and demand of jobs and rising unemployment. As a result, the number of highly educated and overqualified people has increased to meet the requirements of the profession.

Therefore, organizations and businesses can have a positive impact on the performance of their organization's work depending on how they manage these talents are managed.

As such, this study seeks to examine the relationship between perceived overqualified and members' job performance and to verify the impact of the positive role of perceived overqualified on job performance.

Accordingly, when looking at the role of members' over-the-counter actions, perceived over-qualification of members of an organization requires changes in individual behavior, such a change in behavior refers to the act of voluntarily engaging in innovation activities in an organization in excess of pre-determined tasks. In other words, the actions performed by an individual in excess of his or her job trade are called Boundary Spanning Behavior.

Overqualified members of an organization can be said to be an act aimed at enhancing efficient job performance and organizational productivity by proactively coping with various technologies and highly informative activities in line with the rapidly changing environment required by the company. Lee Tae-yong (2011) suggested that research is being carried out to affect the organization's business performance as changes within the organization and innovative actions are promoted, suggesting that interest in area super-overtime behavior is increasing.

Therefore, this study wants to analyze the effect of perceived over qualification of organizational members on job performance. Therefore, the importance of members' boundary spanning behavior and prior research are derived. Accordingly, to analyze the relationship between perceived over-qualification of members of the organization and their impact on job performance, we intend to derive a role in how the members' over-the-counter behaviors affect their performance.

II. Theoretical literature

1. Relationship between The Perceived over qualification and Boundary Spanning Behavior

While most previous studies involving perceived over qualification reported negative effects, another view noted the potential for positive behavioral outcomes based on the objective level of qualification held by employees with overqualified status[1]. Perceived overqualified employees are more likely to perform non-role duties, such as in-role and organized civil action[2], as they have basic competitiveness as talent with more skills, skills and knowledge than others. Employees who are aware of over qualification are more likely to achieve performance within their roles[3]. It was

analyzed that employees who were perceived to be overqualified tend to receive high performance feedback from their bosses. Or, Noh Yeon-hee and Jang Jae-yoon (2006) simultaneously verified the relationship between objective overqualified, perceived overqualified and organizational-based self-esteem in their studies. The result was that members of the objective overqualified members thought that employees who were late for overqualified wanted their work to be challenging and that organization-based self-esteem was low when the work did not meet this demand[4]. Liu & Wang (2012)'s study of dispatched staff showed that perceived members of the overqualified group were low on organizational-based self-esteem in the perception that their abilities were not fully exercised due to non-challenge tasks and repetitive tasks. Employees who recognize that they are relatively more qualified are more likely to intervene in creative activities and are more likely to participate in leading activities than others[5]. However, perceived over qualification makes logical analogy possible that it will affect transversal behavior[6]. Therefore, the following hypotheses have been established:

H1: The perceived over qualification is affecting boundary spanning behavior.

2. Relationship between perceived over qualification and job performance

In this paper, we would like to set one of the resulting factors of perceived over qualification as a job performance defined as gender division in the role[7]. Performance within a role is an achievement recognized by the formal compensation system, acting in accordance with a job request to formally perform its duties in the organization. The concept of performance within a role is an individual's performance of the role that an organization has given to its members. Knowledge and skills are emphasized as major human characteristics of performance in the role. In general[8], members will have to perform faithfully in their roles as required by their skills and knowledge in their duties[9].

There is a possibility that overqualified employees have a high level of performance in their roles because they have basic competitiveness as talent with more skills, skills and knowledge than job requirements[10]. Also, social cognitive theory is that people always try to build personal images that are good for the minds of the people around them, and these psychological demands can likewise extend to the workplace. If people have trouble creating a good personal image in their work, they will try to change the situation[11]. The direct and effective way is to put a lot of effort into the work and produce high job performance. This is because the performance in the role is the result of the members' performance in the job requirements in exchange for benefits, and most companies have required it on a job assessment basis and are the main means of promotion and wage increase. Based on the preceding studies[12], the following hypotheses were established:

H2: The perceived over qualification is affecting work performance.

H3: The perceived over qualification is affecting contextual performance.

3. Relationship between The Boundary Spanning Behavior and Job Performance

The study found that area superimplementation refers to additional actions performed by members of an organization beyond a predetermined official role[13], which have a positive effect on the performance of adaptation that represents the individual's ability to respond appropriately to a changing environment because it is a voluntary act performed by the members of the organization. Inference from this, the previous results suggest that although change-oriented leadership did not directly exert a positive influence on the adaptability of the members of the organization[14], adaptation to change can lead to individual performance if it facilitates voluntary action by the members of the organization. This situation is also related to the positive influence of self-efficacy, which indicates confidence in the individual's

ability to accomplish or perform tasks properly. This means that performance and ability can vary depending on who is the subject of the change[15], because the act of over-the-counter domain is performed by the members of the organization members themselves. However, it is true that there is a lack of research on the effects of area over-the-counter behaviour directly on job performance. Therefore, the following hypotheses were established in this study:

H4: The boundary spanning behavior is affecting work performance.

H5: The boundary spanning behavior is affecting contextual performance.

III. research method

1. Research Model

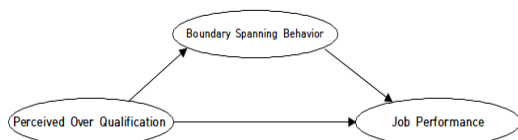Based on the above analysis, this paper constructs the research model.

Fig. 1. Research model

2. Operational Definition and Measurement Scale of Variables

2.1 Perceived Over Qualification

In this study, perceived over qualifications were measured by Erdogan, Bauer, Peiro & Truxillo (2011) and Maynard et al. (2006), which consists of over-education, over-work experience, and over-KSA. The questionnaire has been modified and constructed for this study. Reckert measured the variables with a questionnaire produced on a five-point scale.

2.2 Job Performance

In this study, job performance is divided into task performance and context performance by Campbell (1990) and Borman & Motowidlo (1997).

The questionnaire has been modified and constructed for this study. Reckert measured the variables with a questionnaire produced on a five-point scale.

2.3 Boundary Spanning Behavior

In this study, area over-the-counter behavior is an additional act performed by members of an organization consisting of external representative actions, internal impact actions and service execution actions in excess of the pre-established official roles according to Bettencourt, Brown, and & Mackenzie (2005). The questionnaire has been modified and constructed for this study. Reckert measured the variables with a questionnaire produced on a five-point scale.

3. Analysis Method

Table 1. Research and Analysis Method

Investigation details	analysis method
demographic characteristics of sample	frequency analysis
Feasibility of survey items for measurement variables	exploratory factor analysis, confirmatory factor analysis (CFA)
Reliability of survey items for measurement tools	reliability analysis (Cronbach's α)
correlation between units of study	correlation analysis
hypothesis verification	Structural Equation Model Analysis

IV. Analysis Result

1. Demographic Characteristics of The Sample

If you look at the general characteristics of the research subjects, the ratio of women was higher than that of men, 143 (38.3%) and 230 (61.7%) out of a total of 373 respondents. The number of respondents aged 20 to 29 was the highest with 185 respondents (49.6 percent). The number of college graduates (79.1%) was 295 (79.1%), and the number of university graduates was 47 (12.6%), and the

proportion of high-educated respondents was high. The monthly level was the highest with 162 respondents (43.4 percent) of between 300 and 4 million. In the case of jobs, 123 people (33%) were in charge of management, followed by 91 people (24.4%) in office/research jobs.

2. Exploratory Factor Analysis and Reliability Analysis

To increase reliability, an exploratory factor analysis was conducted to determine whether each measuring tool used in this study was grouped exactly as intended in this study. The Cronbach's α coefficient, a coefficient indicating the intrinsic inertia of the variable, was also measured to determine the reliability of each measured variable.

2.1 Investigative Factor Analysis of Perceived over qualification

Factor analysis results for perceived over qualification show 71.884% of the explanatory power. All of the Cronbach's α of the scales used in the final analysis of this study were found to be above 0.8 and thus have no reliability problems. The results of the factor analysis for area transversal behavior show 68.575% explanatory power. All of the Cronbach's α of the scales used in the final analysis of this study were found to be above 0.8 and thus have no reliability problems. The results of the factor analysis on job performance show 66.186% of the explanatory power. All of the Cronbach's α of the scales used in the final analysis of this study were found to be above 0.8 and thus have no reliability problems.

2.2 Confirmatory Factor Analysis

A positive factor analysis was performed to verify the convergence and discriminative validity of the measurement variables. As can be observed in Table 2 , the suitability of the Chinese collective measurement model is $X2=287.262$, P=.000, DF=142, CMIN/DF =2.023, GFI=0.927, AGFI=0.902, NFI=0.897, IFI=0.945, CFI=0.944, RMR=0.035. The measurement model has been confirmed to be excellent.

Table 2. Confirmatory Factor Analysis

Variable		Esti mate	S.E	T	P	CR	AVE
Perceived Over Qua lification	Excess KSA perception	0.662				0.89	0.73
	Excess education perception	0.544	0.077	8.352	***		
	Perception of Overwork Experience	0.778	0.14	9.169	***		
Boundary Spanning Behavior	Internal impact behavior	0.629				0.85	0.89
	Service execution behavior	0.847	0.122	10.55	***		
	External Representati ve Behavior	0.632	0.099	9.588	***		
Work Perform ance	Work Performance1	0.73				0.88	0.61
	Work Performance2	0.74	0.076	12.672	***		
	Work Performance3	0.803	0.077	13.606	***		
	Work Performance4	0.712	0.069	12.797	***		
Contextual Perform ance	Contextual Performance1	0.826				0.92	0.76
	Contextual Performance2	0.734	0.06	15.049	***		
	Contextual Performance3	0.718	0.063	14.287	***		
	Contextual Performance4	0.746	0.057	15.201	***		
	Contextual Performance5	0.721	0.057	14.643	***		

X²=287.262, P=.000, DF=142, CMIN/DF =2.023, GFI=0.927, AGFI=0.902, NFI=0.897, IFI=0.945, CFI=0.944, RMR=0.035

* p<.05 ** p<.01, *** p<.001

In addition, it was shown that the factorial quantities in the positive factor analysis all below the significant level (.05) had statistically significant t-values and that convergence validity was confirmed. At the same time, the combined reliability was also assessed. All items were found to be above the general acceptance criteria of .8 and to be reliable. On the other hand, another measure of convergence feasibility may present the mean variance extraction (AVE) value. However, this measurement is the size of the variance that the indicator can explain about the potential concept, and it is formalized that it is reasonable

only when it is 0.5 or more. In this study, the results of the survey showed that the average variance extraction (AVE) value of all variables was 0.5 or higher, and it was determined that it was feasible to converge.

3. Research Hypothesis Verification

Table 3. Structural model analysis result

	Avenue	Estimate	S.E.	t 값	p
H1	Perceived Over Qualification→Boundary Spanning Behavior	-0.299	0.072	-4.173	***
H2	Perceived Over Qualification→Work Performance	-0.347	0.093	-3.745	***
H3	Perceived Over Qualification→Contextual Performance	-0.365	0.083	-4.38	***
H4	Boundary Spanning Behavior→Work Performance	0.598	0.1	5.954	***
H5	Boundary Spanning Behavior→Contextual Performance	0.603	0.09	6.682	***
x^2=172.124, p=.00, df=85, CMIN/df =2.025, GFI=0.943, AGFI=0.919, CFI=0.959, RMSEA=0.052					

* p<.05 ** p<.01, *** p<.001

Structural motels were used to verify hypotheses. The path coefficient for structural motels to verify hypotheses can be found in Table 3. The goodness-of-fit index for the structural model used in this study is $x2$=172.124, p=.00, df=85, CMIN/df =2.025, GFI=0.943, AGFI=0.919, CFI=0.959, and RMSEA=0.052. The suitability of the structural model in this study is not much of a problem and can be assessed at an acceptable level.

Hypothesis 1 relates to the effect of perceived over qualification on boundary spanning behavior, with a path coefficient of -0.299, and a t-value of -4.173 (P=0.00), as a result of statistical significance under a level of 0.05 (P<0.05). Therefore, hypothesis H1 was adopted. Hypothesis 2 relates to the effect of perceived over-qualification on work performance, with a path coefficient of 0.598 and a t-value of 5.954 (P=0.00) was identified as a statistically significant result under a level of 0.05

oil (P<0.05). Therefore, hypothesis H2 was adopted. Hypothesis 3 relates to the effect of perceived over qualification on contextual performance, with a path coefficient of 0.603 and a t-value of 6.682 (P=0.00) was identified as a statistically significant result under a level of 0.05(P<0.05). Therefore, hypothesis H3 was adopted. Hypothesis 4 relates to the effect of boundary spanning behavior on work performance, with a path coefficient of -0.347, and a t-value of -3.745 (P=0.00), identified as a statistically significant result under a level of 0.05(P<0.05). Therefore, hypothesis H4 was adopted. Hypothesis 5 relates to the effect of perceived over-qualification on contextual performance, with a path coefficient of -0.365 and a t-value of -4.38 (P=0.00) identified as a statistically significant result under a level of 0.05(P<0.05). Therefore, hypothesis H5 was adopted.

4. Significant difference

If you look at the results of the different analysis of each variable by gender, you can see that the difference between the sexes is significant, with the results of perceived over qualification(F=117.58, p<0.05, boundary spanning behavior(F=3.54, p<0.05), work performance (F=10.39, p<0.05), and contextual performance(F=4.55, p<0.05) being statistical results. In addition to the perceived over qualification, the perception of other variables was higher for men than for women.

V. Conclusions

1. Conclusions

The purpose of this study is to demonstrate the effects of perceived over-qualification of members on job performance. We also want to verify the impact of members' over-the-counter behaviors on their job performance. The empirical analysis produced the following results:

First, perceived over qualification is a positive influence on job performance.

Second, perceived over qualification to have a

positive influence on boundary spanning behavior.

Third, boundary spanning behavior is to have a positive effect on job performance.

Combining the results of this study has the following implications.

First, this study suggested that perceived overqualified employees do not have only negative effects on the organization, given the results of static effects on job performance and area superannuation.

Second, the result of this study is that if you look at the results of area supernatural behavior having a static effect on job performance, the higher the area supernatural behavior, the higher the job performance. Therefore, transversal behavior plays an important role in improving job performance within an organization.

Third, the verification of the mediated effects of zone superimplementation means that perceived over qualification has proven statistically significant indirect effects on job performance.

Fourth, verifying the adjustment effect of psychological impact varies in the degree of impact of perceived excess qualification on job performance according to each member's psychological impact.

Fifth, the results of this study acknowledged that overqualified employees have great potential and can achieve high performance.

Sixth, in order to make job performance greater due to the mediating effects of zone superimplementation, it should even cause members to superimplement their perceived over-qualification rather than only improving their perceived over-qualification.

In this study, meaningful results and implications were presented, but the following limitations were presented:

First, there is a limit that the perceived overqualified study was conducted only by subjective overqualified, consisting mainly of over-educated perception, over-work experience perception, and over-KSA perception. In the future, we need to study more strictly by adding an overview of excess qualifications.

Second, this study focuses only on the impact of perceived over qualification on job performance.

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