

Counterproductive Work Behaviors among Overqualified Employees

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Overqualification

- Defining overqualification (OQ)
- Cognitive overqualification
- Objective vs. perceived overqualification (OOQ vs POQ)
 - H1: OOQ -> POQ
- Emotional outcomes
 - H2: OOQ/POQ -> Dissatisfaction/boredom
- Performance outcomes
- Counterproductive work behaviors (CWB)
 - OOQ/POQ -> CWB?
 - Prior POQ research ($r = .14-.18$)

Counterproductive work behaviors (CWB)

- Defining CWB
- Prevalence and damages of CWB
- Measuring CWB
- Dimensions of CWB
 - Organizational vs interpersonal CWB (CWB-O vs CWB-I)
 - Serious vs minor CWB (CWB-S vs CWB-M)

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 - Organizational vs interpersonal CWB (CWB-O vs CWB-I)
 - Serious vs minor CWB (CWB-S vs CWB-M)
- OQ, dissatisfaction, and CWB
 - H3: OOQ/POQ -> (Dissatisfaction) -> CWB-O-M
- OQ, conscientiousness, and CWB
 - H4: OOQ/POQ -> (Dissatisfaction) -> CWB <- Conscientiousness

Sample

- 166 customer sales and service agents
- 63% female; age $M = 26$ ($SD = 3.3$); tenure $M = 21.4$ months ($SD = 19.3$)

Tools

- OOQ – Standardized difference between required level of GMA for the job (derived from ONET, -0.51), and college entrance exams. ($\alpha = .95$)
- POQ – Perceived Cognitive Overqualification Questionnaire (PCOQ; Fine & Nevo, 2007). 9 self-report items (1-strongly disagree to 5-strongly agree); e.g., “I am smarter than most people doing my job”, “I could easily do more difficult work. ($\alpha = .73$).
- Job satisfaction – Michigan Organizational Assessment Questionnaire - Job Satisfaction Subscale (Cammann et al., 1979). 3 items (1-strongly disagree to 5-strongly agree. E.g., “overall I am satisfied with my job”. ($\alpha = .89$).

Tools (cont.)

- Conscientiousness – 12 items from IPIP (1-strongly disagree to 5-strongly agree), e.g., “I am exacting in my work”, “I like order”. ($\alpha = .73$).
- CWB – Counterproductive Work Behavior Checklist (CWB-C; Spector et al., 2006). 45 self-report items (1-never to 5-daily). Interpersonal/organizational items were available from Spector et al., and minor/serious were judgmentally rated.
 - CWB-I_M: 7 items, e.g., “spreading rumors”. ($\alpha = .75$).
 - CWB-I_S: 17 items; e.g., “verbally abusing someone at work”. ($\alpha = .82$).
 - CWB-O_M: 14 items; e.g., “arriving late to a meeting on purpose”. ($\alpha = .79$).
 - CWB-O_S: 7 items; e.g., “stealing from employer”. ($\alpha = .60$).

Procedure

- Participants with current/past CSR experience were recruited from local universities and call centers, and were rewarded with a free movie voucher. They were explained the nature of the study, and all surveys were completed online.

RESULTS

Descriptive Statistics and Intercorrelations (N = 166)

Variables	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12	13
1. OOQ	1.11	0.75	.95												
2. POQ	3.62	0.55	.25 (.19*)	.73											
3. Satisfaction	3.26	1.02	.04 (.03)	-.39**	.89										
4. Conscient.	3.78	0.47	-.19 (-.14)	.06	.18*	.73									
5. CWB-gen	1.34	0.26	.15 (.11)	.21**	-.23**	-.37**	.91								
6. CWB-M	1.58	0.38	.15 (.11)	.26**	-.27**	-.37**	.97**	.86							
7. CWB-S	1.13	0.18	.13 (.10)	.10	-.14	-.32**	.91**	.78**	.83						
8. CWB-O	1.48	0.33	.16 (.12)	.29**	-.29**	-.38**	.94**	.95**	.78**	.83					
9. CWB-I	1.21	0.24	.11 (.08)	.08	-.13	-.28**	.91**	.84**	.91**	.71**	.87				
10. CWB-OM	1.65	0.41	.17 (.13)	.32**	-.30**	-.38**	.92**	.87**	.71**	.98**	.70**	.79			
11. CWB-IM	1.43	0.42	.07 (.05)	.09	-.14	-.28**	.86**	.86**	.76**	.69**	.93**	.69**	.75		
12. CWB-OS	1.15	0.25	.09 (.07)	.13	-.17*	-.27**	.72**	.63**	.77**	.78**	.53**	.64**	.49**	.82	
13. CWB-IS	1.11	0.19	.12 (.09)	.06	-.10	-.28**	.84**	.72**	.94**	.64**	.95**	.62**	.76**	.51**	.60

* $p < .05$; ** $p < .01$. Conscient. = conscientiousness; OOQ=objective overqualification; POQ=perceived overqualification; CWB: Gen = general; M=minor; S=serious; O=organizational; I=interpersonal. OOQ is corrected for restriction of range (uncorrected shown in parentheses). Reliability coefficients are shown along the diagonal.

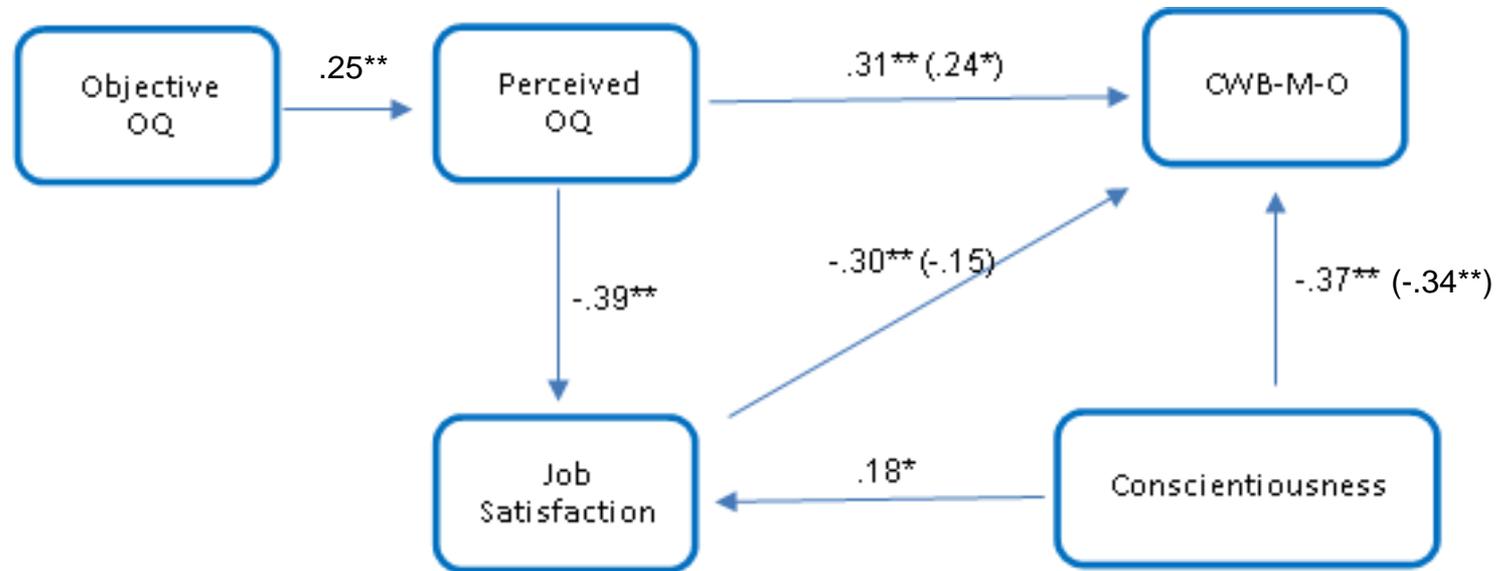
RESULTS

Hierarchical Linear Regression (DV = CWB-OM)

	β	R	R ²	ΔR^2	F
Stage 1: Controls		.13	.02	--	1.36
Age	.02				
Gender	-.12				
Stage 2: Predictor (POQ)		.33**	.11**	.09**	6.77**
Age	.00				
Gender	-.11				
POQ	.31**				
Stage 3: Mediator (Satisfaction)		.39**	.15**	.04*	7.01**
Age	.01				
Gender	-.11				
POQ	.23*				
Satisfaction	-.21*				
Stage 4: Moderator (Conscientiousness)		.50**	.25**	.10**	10.92**
Age	-.02				
Gender	-0.07				
POQ	.24**				
Satisfaction	-.15				
Conscientiousness	-.34**				
Stage 5: Interactions		.50**	.25**	.00	9.06**
Age	-.02				
Gender	-.07				
POQ	.24**				
Satisfaction	-.15				
Conscientiousness	-.34**				
Satisfaction x Conscientiousness	-.02				

*p < .05; **p < .01; Gender (1 = male, 2 = female)

RESULTS



Control variables not shown: age and sex

Conclusions

- Suggests measuring OQ among job applicants, and warns of potentially negative emotional/behavioral consequences.
- This study offers a technique for measuring OQ, as a continuous variable. Cut-scores can be set as appropriate.
- While highly correlated, under-researched sub-dimensions of CWB (i.e., M/S), can be differentially predicted.
- Management interventions for reducing OQ may be effective and lessening these effects.
- The effects of OQ on CWB is not explained by dissatisfaction or conscientiousness.

Limitations

- Sample: part-time / non-career positions; students / high GMA (high OQ rate)
- Self rated CWB: our external measure had low reliability and could not be used.



THANK YOU!

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