RELATIONSHIP BETWEEN POSITIVE PSYCHOLOGICAL CAPITAL AND JOB CRAFTING: THE MODERATING ROLE OF PERCEIVED OVERQUALIFICATION[*]

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Abstract

Ensuring the compliance of the employees with their jobs has recently become one of the most significant issues in organizational research. The selection of suitable personnel for the characteristics of the job and the organization has taken considerable attention and yet it is still unlikely for most of the employees to be placed in the right job which properly suits their personal goals, skills, and values. The aim of this study is to examine the relationship between psychological capital (PysCap) and job crafting, which promotes loyalty, satisfaction and performance. Grounded on broaden and build theory, the moderation role of perceived overqualification (POQ) in this relationship is also tested in this study. Data were obtained from 315 flight attendants from three different airline companies and analyzed by using hierarchical regression. The results assert that POQ moderates the relationship between job crafting and PsyCap. In the context of all findings, all hypotheses were supported.

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[*]Bu çalışmanın veri toplama kısmında kullanılan anketler 2019 yılında uygulanmış olduğundan, 2020 tarihli TR Dizin Başvuru ve Değerlendirme Süreçleri kriterlerinden etik onay belgesi alınma zorunluğunu kapsamamaktadır.

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POZİTİF PSİKOLOJİK SERMAYE, İŞ BECERİKLİLİĞİ VE ALGILANAN AŞIRI NİTELİKLİLİK ALGISININ ANALİZİ

Öz

Çalışanların işlerine uygunluğunun sağlanması güncel örgütsel araştırmalarda en önemli konulardan biri haline gelmiştir. İşin ve organizasyonun özelliklerine uygun personel seçimi büyük dikkat çekmekle birlikte çalışanların çoğunun kişisel hedeflerine, becerilerine ve değerlerine uygun düşen doğru işe yerleştirme halen düşük düzeylerdedir. Bu çalışmanın amacı iş tatminini, sadakati ve performansı teşvik eden pozitif psikolojik sermaye ile iş becerikliliği arasındaki ilişkiyi incelemektir. Genişlet ve Oluştur Teorisi'ne (Broaden-and-Build Theory) dayanan bu çalışma kapsamında, algılanan aşırı nitelikliliğin söz konusu ilişkideki aracılık rolü de test edilmektedir. Veriler, üç farklı hava yolu şirketinde çalışan 315 uçuş görevlisinden elde edilmiş ve hiyerarşik regresyon kullanılarak analiz edilmiştir. Sonuçlar, algılanan aşırı nitelikliliği, iş becerikliliği ve pozitif psikolojik sermaye arasındaki ilişkiye aracılık ettiğini göstermektedir. Bu bulgular bağlamında tüm hipotezler desteklenmiştir.

Anahtar Kelimeler: *Algılanan Aşırı Niteliklilik, İş Becerikliliği, Pozitif Psikolojik Sermaye.*

Introduction

Creative performance and innovative behaviour of employees have become significant human capital, which drives performance, creativity, competitive advantage as well as sustainability of an organization (Amabile, Conti, Coon, Lazenby and Herron, 1996; Kor and Mahoney, 2000). In recent years, some researchers studying the positive psychology approach in creative performance have pointed two significant notions. The first one is uniqueness of creative individuals. Moreover, the second one is the relative effects of positive psychological states in terms of creative performance behaviour and motivation Luthans, Avolio, Avey and Norman, 2007; Kwang and Rodrigues, 2002). Main emphasis is on the role of PsyCap in this process (Avey, Luthans and Youssef, 2010; Hsu, Hou and Fan, 2011). However, whether positive psychological characteristics (e.g., optimism) initiate creative performance behaviour is understudied.

Job crafting is explained as employee motivation which alters the form, meaning and social context of their jobs. Hence, it is summarized as a notion that "fit their own sense of what the job should be" (Wrzesniewski and Dutton, 2001: 185). According to person-job fit theory, overqualified employees possessing sufficient knowledge, abilities, skills and capabilities to perform designated work tend to demonstrate job crafting behaviour (Wu, Luksyte and Parker, 2015; Erdogan *et al*., 2011).

On the other hand, although a good match between job demands and newcomer qualifications is expected by both hiring organizations and job seekers (Carless, 2005), this matching process generally tends to be imperfect. New entrants to labor markets often feel that their current skills, education and experience are beyond the work requirements (Erdogan *et al.*, 2018) and therefore perceptions of overqualification have become widespread. For instance, according to a recent prediction, 44% of new college graduates as well as 34% of college graduates have a job with a non-mandatory college degree and this condition leads to perceived overqualification (POQ) (Federal Reserve Bank of New York, 2017).

PsyCap, which is one of the recent concepts in positive organizational behaviour, has emerged as an extension of social capital; "who you know" and human capital; "what you know" (Luthans, Avey, Avolio, Norman and Combs, 2006). Promoting favourable approaches in human resources management is asserted as the main purpose of positive psychological capital and it is perceived as a positive input for human resource and job performance development (Luthans, Avey, Avolio and Peterson, 2010). In modern business environment, one of the essential concerns holding a key role in terms of reaching organizational goals is employee performance. Because of its potential to promote employee's performance in organizations, PsyCap has taken considerable attention (Kappagoda, Othman de Alwis, 2014) and been studied both conceptually and empirically as a core construct (Luthans *et al.*, 2007; Stajkovic, 2003). A recent meta-analysis conducted has presented a significant positive connection between PsyCap and multiple performance measures as well as desirable employee attitudes and behaviours (Avey, Reichard, Luthans and Mhatre, 2011). According to their comprehensive meta-analysis with 51 studies, multiple measures of performance stand for "supervisor evaluations" "self" and "objective", desirable employee attitudes stand for "job satisfaction", "psychological well-being" and "organizational commitment" and while "citizenship" is considered as employee behaviour (Avey *et al.*, 2011: 127).

PsyCap involves four dimensions; "self-efficacy", "optimism", "hope" and "resilience" (Luthans *et al.*, 2007). The first dimension, self-efficacy, is closely related to social cognitive theory of Bandura (cited from 1997 by Avey, Patera and West, 2006). It can be described as person's confidence about succeeding in a task within a specific work and it is closely related to perception and interpretation of situations of a person in addition to personal control (Stajkovic and Luthans, 1998; Hayek, 2012). Self-efficacious people have ability to determine and achieve high level goals, select difficult tasks, display high performance and overcome the obstacles. They can work independently and accomplish goals with little support from other people (Luthans *et al.*, 2007). On the other hand, optimism refers to an attributional style based on positive thinking. Optimist people have the belief that they will often experience good things and less likely to think that bad events, even failure will be occurred repeatedly. Hence, their motivation is not affected easily

and they can combine their motivation and persistence with high level of performance (Seligman, 1998; Carver and Scheier, 2002). Resilience stands for the individuals' responses in high stress environments and it is a kind of ability to overcome problems and unexpected barriers to success (Avey, Luthans and Jensen, 2009). Strümpfer and Kellerman (2005) defines resiliency as some adaptive responses; ability to deal or act positively against undesirable conditions, readiness to deal with challenges even coping with disasters and self-repairing afterwards (Cascio and Luthans, 2013). Hope is a positive and motivational sense which helps people to achieve goals (Luthans, Luthans and Luthans, 2004). It is described as a will power that stimulates people while reaching their goals (Clapp-Smith, Vogelgesang and Avey, 2009). A direct relation is defined between hope and locus of internal control (Hayek, 2012). The level of an individual's belief in personal abilities, capabilities, experiences and actions to reach more positive outcomes rather than the negative ones is generally embodied with the locus of control (Wang, Tomlinson and Noe, 2010). The common features of these concepts are psychological well being, high intrinsic motivation and life satisfaction (Campbell, 2000).

PsyCap incorporates the instruments that self-efficacy, hope, optimism, and resilience constructs have common features. In order to enlighten this common content, PsyCap literature has exploited "theory borrowing" which is mainly based on psychological resource theory (Whetten, Felin and King, 2009). This theory enables classifying popular constructs in organizational behaviour studies and these four dimensions of PsyCap have shared mechanisms among themselves although they are empirically demonstrated as discriminant (Luthans *et al.*, 2007). That's why it is referred as a multidimensional subject by Law, Wong and Mobley's (1998) study and the highlighted dimensions are considered to encourage employees to be more attached to their works such as focusing on completing work voluntarily (known as absorption), working hard (vigor) and perceiving work as meaningful and useful (dedication) (Rostiana and Lihardja, 2013). It is also important to note that PsyCap construct is malleable; it has potential to develop through aimed interventions and change in time (Luthans *et al*., 2010). Moreover, employees with higher levels of PsyCap are found to be more capable of dealing with unsatisfactory working conditions. These employees use their positive PysCap while facing with problems at work; they tend to have an optimistic mindset, which additionally increases their motivation (Paek, Schuckert, Kim Lee, 2015; Walters, 2010). Having an optimistic mindset would also assist employees decrease the perceived overqualification (POQ) feeling. Thus, they tend to be more willing to employ themselves in job crafting as well as incrasing their positive job attitudes (Hakanen, Peeters and Schaufeli, 2017; Karatepe and Talebzadeh, 2016). It is also revealed that employees may contribute to job crafting as long as they hold a high level of PsyCap to overcome negative influences of overqualification even if they have a strong level of POQ (Sesen ve Ertan, 2020).

Ensuring the compliance of the employees with their jobs has recently become of the most significant issues in organizational research (Higgins and Judge, 2004). Great attention is paid to the selection of suitable personnel for the characteristics of the job and the organization and yet it is still unlikely for most of the employees to be placed in the right job which properly suits their personal goals, skills and values (Kulkarni, Lengnick-Hall and Martinez, 2015). On the other hand, designing job descriptions specifying the proper tasks and behaviours has become increasingly difficult within an ever-changing work environment dominated by the uncertainty (Bipp and Demerouti, 2015). Employees are expected to anticipate changes and encouraged to develop adaptability skills in this context. However, low levels of work engagement and relatively low numbers of engaged workers have led researchers to concentrate on enhancing engagement levels in the workplace. Thus, job crafting has become prominent as a principal driver of employee engagement and taken considerable attention from academics (Shin, Hur and Kang, 2018).

Job crafting is defined as an individual level work activity which enables employees when and how to form job tasks (Wrzesniewski and Dutton, 2001). This term involves self-imposed employee behaviours which redesign job tasks as well as the boundaries of the relationship in order to align with employees' motivations, interests and the job passion. In contrast to top-down traditional work, job crafting enables reconstructing work contents, methods (Tims, Bakker and Derks, 2012) and work relationships of employees in terms of authorized work design (Leana, Appelbaum and Shevchuk, 2009). It also aims to acquire a sense of work and identity (Tims and Bakker, 2010). On the other hand, the processes and conditions which initiate crafting of tasks to become engaged is still an underdeveloped issue. Subsequent to the discussions of Wrzesniewski and Dutton (2001), definition of job crafting is enriched by Timms and Bakker (2010) as "for the purpose of balancing job requirement and resources, employees make change in their behaviour according to their ability and needs". The effects of job characteristics in relation to employee motivation and well being are emphasized in this definition. When all definitions are examined, it is seen that the core idea within this term is employees' taking a proactive method to alter the content and ways of the work in order to address the needs of individuals and / or groups while fulfilling their work meaning as a type of pro-organizational behaviour.

In their current study, Bakker, Tims and Derks (2012) discuss whether employees are more involved in job crafting, more engaged in work and have better performance. When employees have more control or freedom, they feel more engaged (Petrou, Demerouti, Peeters, Schaufeli, and Hetland, 2012). It also involves changing the cognitive task limits which leads to shifts in job perception. All these studies suggest the view that employees with job crafting inclination tend to redefine, alter and reshape content of the work and working mode as well as cooperation relationship with other employees.

As a remodeling of work, job crafting has three key features (Wrzesniewski and Dutton, 2001):

1. ***Proactiveness***: It is an indicator of proactive behaviour among employees. According to this term, willing employees can determine crafting opportunities. They can actively take action at work and redefine their tasks and objectives at work. Besides, they can actively pursue resources and opportunities in order to generate suitable conditions for crafting and exert to redesign the challenges.
2. ***Process adaptability***: According to researches job crafting is an ongoing process and it can be influenced by the career stage of employees. It is also considered as an adaptive process. Employees utilize their strengths to solve work-related problems and keep the work running smoothly.
3. ***Immaterial rewards:*** Keen employees pursue the material return of the work and endeavour to obtain the intrinsic meaning of it. Awareness of personal value and understanding of the world can be given as examples.

After conducting an extensive literature analysis, three types of job crafting are outlined: task crafting (i.e., type or number of activities), relationship crafting (i.e., with whom an employee interacts with at work) and cognition crafting (i.e., how an employee considers the work) (Wrzesniewski and Dutton, 2001). However, they do not offer specific measurement methods in their study and there is a lack of standardized measurement method. In another study, Leana *et al.* (2009) develops six items to assess individual job crafting referring to previous studies. Slemp and Vella-Brodrick (2013) also devise a job crafting questionnaire. While measurements related to job crafting are still trying to be developed, there is a need for extensive studies examining the relationships between job crafting and other positive and negative organizational inputs. The relationship between PsyCap and job crafting requires more attention in order to discover the processes and conditions which initiate crafting of tasks.

PsyCap becomes significant in this context as the jobs which are enhanced by crafting employees' task boundaries have potential to increase their abilities to improve and/or cogitate over alternative pathways to attain specific goals and therefore promote their hope (Cenciotti, Alessandri and Borgogni, 2016). Besides, job crafters tend to maintain a positive approach dealing with various situations occurring in the workplace via exercising control and consequently, perceive high level of optimism (Vogt, Hakanen, Brauchli, Jenny and Bauer, 2015). Furthermore, job crafting contributes to enabling the ability to handle and deal with difficult incidents and thus, supports employees to build and improve their resilience (Masten, 2001). Lastly, verifying capabilities regarding new activities in work environment may result in mastery experiences and higher levels of self-efficacy. As a result, it is anticipated that employees tend to feel PsyCap when they craft their tasks (van den Heuvel, Demerouti and Peeters, 2015). Owing to positive

influence of job crafting over PsyCap embodying optimism, resilience, hope and self-efficacy, it is also predicted that employees holding higher levels of PsyCap tend to be confident to carry out the tasks, create alternative ways to fulfill them, have belief in obtaining beneficial work outcomes as well as adapt to challenging situations at work (Karatepe ve Karadas, 2015; Xanthopoulou, Bakker, Demerouti and Schaufeli, 2009). To sum up, employees become self-efficacious, hopeful, optimistic and resilient provided that they craft their work tasks and eventually they are inclined to be engaged, dedicated, vigorous as well as absorved in their work (Baron, Franklin and Hmieleski, 2016). Hence, the following hypothesis is suggested:

H_1. Psychological Capital will affect job crafting positively.

There are different definitions about perceived overqualification (POQ) in literature. While some researchers present limited descriptions about POQ in which excessive cognitive ability is asserted as the only overreaching characteristic of it (Fine and Nevo, 2008), it is better to conceptualize the term in a more holistic way including other necessary characteristics such as skills, knowledge and abilities. In addition to previous definitions, Fine (2007) makes a more comprehensive definition about POQ. According to his definition, POQ is "the degree which individuals perceive themselves (or others) as possessing more than the required job qualifications" (p.61). In parallel to this view, Johnson and Johnson (2002) define this term as a result of inconsistency between employee competencies and job demands. Johnson, Morrow and Johnson (2002) suggest that contrary to objective overqualification, POQ should be studied as a meaningful interpretation of the work environment of the employee. POQ is put forth as the synonym of underemployment by some researchers (Johnson *et al.*, 2002) whereas it is generally perceived as a subset of underemployment (Maynard, Joseph and Maynard, 2006; Fine, 2007; Fine and Nevo, 2008).

Pursuant to changes in the composition of the economy and the workforce, overqualification has become an important and common issue. For instance, according to a recent research results, nearly half of the US college graduates have a job in which a college education is not required. One of the logical explanations for the increase of worldwide overqualification is the growing number of people seeking for higher education (Peiro, Agust, and Grau, 2010). While education levels are increasing, employment opportunities requiring higher education is not necessarily increasing to the same degree (Bashshur, Hernández and Peiró, 2011; Vedder, Denhart, and Robe, 2013). On the other hand, when graduates are new to the labor market, they tend to work below their education level to become a part of the workforce (Tam, 2010). Figure 1 below offers a detailed explanation about the antecedents and consequences of perceived overqualification (Liu and Wang, 2012).
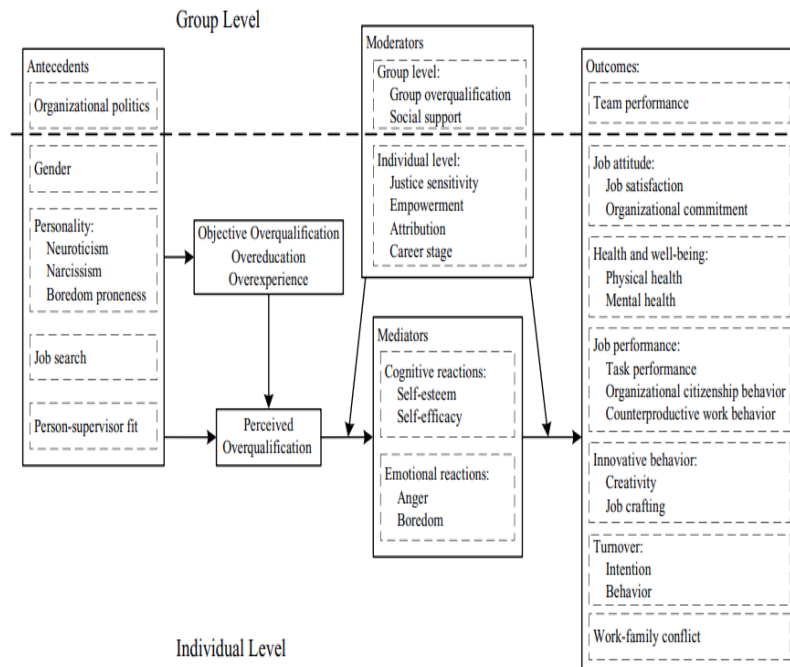
Figure 1. Model of the Antecedents and Consequences of Employee Perceived Overqualification (Liu and Wang, 2012)

At this point there is a need to distinguish two different types of overqualification. In their study, Maltarich, Reilly and Nyberg (2011) suggest that perceived and objective overqualification are different terms despite the fact that they are overlapping. Although it is not a condition for POQ, objective overqualification is seen as a robust predictor of it.

While the relationship between POQ, turnover intentions, job satisfaction, and organizational commitment has taken greater attention, little theoretical attention is given to the relationship between POQ and job tenure, organizational tenure, income and working hours. Most of the POQ literature examines main effects but boundary conditions are neglected (Erdogan and Bauer, 2009). Only recent studies pay some attention to boundary conditions but developing an understanding has potential to become a major initiative (Erdogan, Bauer, Peiró, and Truxillo, 2011).

Furthermore, there is a lack of studies examining the effects of POQ's moderating role in terms of positive psychological capital and job crafting. Some researches discuss the fact that employees with high level of POQ engage in organizational citizenship behaviours at a lower level (Harari, Manapragada and

Viswesvaran, 2017). Even if employees generate novel ideas, they may lack the positive psychological capital to implement these ideas. Hence, further studies are needed to examine the relationship between these subjects. Therefore, the following hypothesis is suggested:

H_2. Overqualification will moderate the relation between PsyCap and job crafting. The relationship between PsyCap and job crafting will be negative for low POQ employees and will be positive for high POQ employees.

This study presents two important contributions. First, it broadens the understanding of how PsyCap's positive impact on job crafting is moderated by POQ. Second, there are no previous studies which investigate the role of POQ as a moderator of the relationship between Psycap and job crafting. Findings of the study also supports the previous researches which have pointed out that PsyCap has positive impacts on job crafting.

Method

Participant and procedures

The data used in this study were collected from flight-attendants in three different airline companies using paper based and online questionnaires in 2019[*]. 400 questionnaires were distributed and 315 responses were collected (response rate 78 percent) in 2019. In order to reduce social desirability prejudgment (Podsakoff, MacKenzie, Lee, and Podsakoff, 2003), participants are separately received the questionnaire via e-mail sent by a specific software or in an envelope which ensured confidentiality. Anonymity was assured and participants are requested to give honest answers. Besides, participants were also informed about that there were no correct answers. The hypothetical model is given on Figure-2.
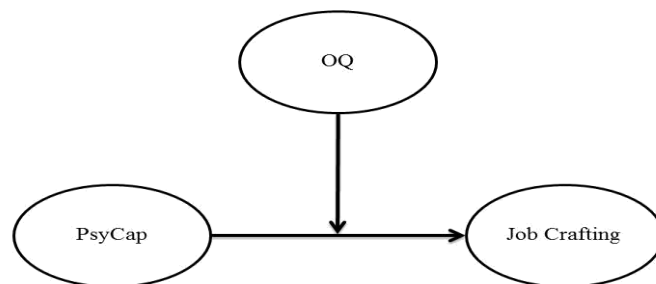
Figure 2. Hypothetical Model

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[*]Since the questionnaires used in the data collection part of this study were applied in 2019, they do not include the requirement to obtain an ethical approval certificate from the 2020 TR Index Application and Evaluation Process criteria.

Measurement scales

Respondents were requested to reply all items based on a five-point Likert scale (5 = strongly agree and 1 = strongly disagree). These items were adjusted in line with theoretical constructs and measures, which were recommended in the literature.

The positive PsyCap assessment includes 24-item measure of Luthans et al. (2007). These items measure the four positive constructs which involve PsyCap, optimism (Scheier and Carver, 1985), resiliency (Wagnild and Young, 1993), hope (Synder *et al.*, 1996), self-efficacy (Parker, 1998). Some sample items are: "*I feel confident helping to set targets / goals in my work area" and "I feel confident in representing my work area in meetings with management".* The scale has been translated and adapted to Turkish by Çetin and Basım (2012). In our study, we used this version. However, in this study, since it was more useful for our study purpose, for using a more aggregated construct we tested two different models. The first model was the first-order (which is four dimensional) model and it was the original one. The second model was the aggregated one namely the second-order (which includes four separate dimensions as indicators of one general dimension) model suggested by Luthans *et al.* (2007). The Cronbach's alpha of the one-factor scale was .91.

Perceived overqualification is assessed with the nine-item perceived overqualification scale of Maynard *et al.* (2006). The scope of employees' perceptions about their qualifications and job requirements are determined by asking questions such as "*My job requires less education than I have*". To adapt related measure into Turkish, Brislin, Lonner, and Thorndike's (1973) framework was followed. At first, forward translation and the assessment of the translation were carried out. Secondly, the same process was carried out in backward translation and the assessment of the translation. Finally, adjusted questions are discussed with the experts. The Cronbach's alpha of the scale was .90.

Job crafting is measured with 21-item job crafting scale from Tims *et al.* (2012). The first dimension in the scale is structural job resources. They are measured by five items (for instance "*Last month, I tried to learn new things at work*). The second dimension has five items and crafting of social job resources are measured (such as "*Last month, I asked colleagues for advice*). The third dimension also has five items and addresses challenging job demands (for instance "*Last month, I tried to start new projects at work when there was not much to do*"). The fourth dimension is measured by six items and addresses hindering job demands (such as "*Last month, I organized my work so that I did not have to concentrate for too long a period at once*"). For adaptation of Turkish, a process similar to perceived overqualification scale is used. For our study purpose, one-dimension job crafting scale was more suitable. Thus, we aggregated the sub dimensions of the scale to have an overall job crafting score as suggested by Rudolph et al. (2017) and Hur et al. (2019). The Cronbach's alpha of the overall scale was .89.

Control Variables

According to substantial research, there is a correlation between demographics and POQ involving age (Maynard, Brondolo, Connelly and Sauer, 2015), gender (Feldman, 1996), and job duration (Erdogan, Tomás, Valls, and Gracia, 2018). Therefore, this study also added age, gender and job duration as control variables.

Validity of the measures

In order to test the construct validity of the research variables, AMOS software was used for confirmatory factor analysis. In the test, maximum likelihood estimation of the covariance matrix was applied. On the perceived overqualification scale we tested first-order one-factor model and the results fit the data well ($\chi 2$ = 54,794, $p < 0.01$; degrees of freedom (df) = 27, goodness of fit (GFI) = 0,88, comparative fit index (CFI) = 0,90, root–mean–square error of approximation (RMSEA) = 0,06, incremental fit index (IFI) = 0,89). For the PsyCap and job crafting scales, we tested second-order models independently to find out whether second-order factors can be used and the results indicated that the second-order models for PsyCap ($\chi 2$ = 756,504, $p < 0,01$; df = 248, GFI = 0,89, CFI = 0,89, RMSEA = 0,06, IFI = 0,89) and job crafting ($\chi 2$ = 533,008, $p < 0,01$; df = 185, GFI = 0,90, CFI = 0,90, RMSEA = 0,06, IFI = 0,90) had good fits.

Results and Discussion

Table 1 reveals the descriptive statistics and correlation results. The correlation table presents a remarkable relationship between all the variables. The results show that the three-factor model (all of the three variables on their original construct) was the best fitting model.

Table 1. *Means, Standard Deviations, Reliability Scores and Correlations*

Variable	Mean	SD	1.	2.	3.
1.Positive psychological capital	4.23	.29	(.91)		
2.Job crafting	4.12	.56	.32**	(.89)	
3.Overqualification	1.94	.35	-.52**	-.46**	(.90)

Note: **$p<0.05$

Hierarchical regression is used to analyze PsyCap, pointing out the effect on the three dimensions of job crafting as well as the moderating role of POQ as presented in Table 2.

**Table 2.** Regression Analyses Results

Variables	Job crafting	
	Model-1	**Model-2**
Gender	.01	.04
Age	.07	.06
Job duration	.08	-.02
PsyCap	.45***	.14
Overqualification	-.19**	-.04
PsyCap X Overqualification		.70***
F	13.242***	19.046***
R²	.29	.42

Note: The entries in the table are standardized *βs.* (**p<0.05   ***p<0.001)

Hierarchical regression was performed and obtained a significant interaction effect using ±1 standard deviation (Aiken, West and Reno, 1991) to examine research hypotheses. In addition, all variables were gathered around their respective means and interaction terms on the basis of mean-centered scores (Aiken *et al*., 1991). A three-step moderated regression analysis was employed. At Step 1, the control variables of gender, age and job duration were entered. At Step 2, the main effects of PsyCap and POQ on job crafting were examined. At Step 3, we entered the POQ and examined the moderating effect of POQ and PsyCap on job crafting. H_1 supposed PsyCap will affect job crafting positively. As shown in Table 2, the results showed that PsyCap positively predicted job crafting ($β$ = .45, p < 0.001). Therefore, H1 is supported.

H_2 predicted that the employee's POQ will moderate the relation between PsyCap and job crafting. The relationship between PsyCap and job crafting will be negative for low POQ employees and will be positive for high POQ employees. The results indicated that there was a moderating effect of POQ between PsyCap and job crafting ($β$ = .70, p < .001).
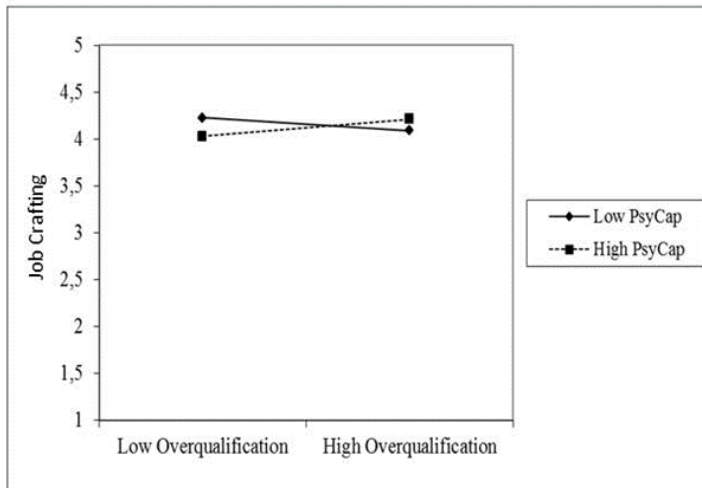
Figure 3. Interactive Effects of PsyCap and Overqualification

In order to go beyond the investigation of the interaction term, simple slope regression lines of job crafting regressed on POQ both for high and low levels (i.e., +1 and -1 SD from the mean) of PsyCap (Aiken *et al*., 1991) are included. As shown in Figure 3, the simple slopes between job crafting and POQ are significantly positive for low and high PsyCap. However, the positive relationship between PsyCap and job crafting is significantly stronger for low overqualification. Strong PsyCap job crafting is more likely to engage flight-attendants from job crafting when they have low overqualification compared to high overqualification. These results indicate that if the flight-attendants have low overqualification, their PsyCap will increase the job crafting strongly than the flight-attendants with high overqualification. This finding supports the idea that POQ moderates the relation between PsyCap and job crafting. In line with these results, all hypotheses were supported.

POQ is often seen as a barrier to job crafting. While little is known about the causes and moderators of job crafting (Berg, Dutton, and Wrzesniewski, 2013), it is found that PsyCap has positive impacts on this term. On the other hand, POQ is a conditional variable for PsyCap's impacts on job crafting. For the employees with low leves of POQ, the impact of PsyCap on job crafting is found negative; while for high POQ employees the effect of PsyCap on job crafting is positive. PsyCap's positive impact on job crafting is moderated by POQ. Hence, if the employee has low POQ, the effect of PsyCap turns to be negative.

A vast body of literature asserts that overqualified employees tend to involve with job crafting in a positive manner (e.g. Weller, Hymer, Nyberg, and Ebert, 2019; Laurence, 2010; Erdogan *et al*., 2011). In this study it is suggested that

paying attention to the qualifications of employees on job selection processes as well as developing and reconfiguring adaptive matching techniques would help managers to employ suitable human resources. Although, a negative impact of POQ on job crafting is found in some studies (e.g. Lin, Law, & Zhou, 2017), overqualified employees would be better for high job crafting. However, there is still little known about the effects of organizational tenure. Therefore, if future studies focus on the role of organizational tenure, there would be more comprehensive results. This study is a cross-sectional one but in the long run, high POQ may yield negative outcomes also. Future studies may test the moderating roles of POQ and job tenure together.

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