Abstract

Based on career construction theory, the current research examined the relationship between career adaptability and perceived overqualification among a sample of Chinese human resource management professionals ($N = 220$). The results of a survey study showed that career adaptability predicted perceived overqualification through a dual-path model: On the one hand, career adaptability positively predicted employees' perceived delegation, which had a subsequent negative effect on perceived overqualification. At the same time, career adaptability also positively predicted career anchor in challenge, which in turn positively predicted overqualification. This dual-path mediation model provides a novel perspective to understand the mechanisms through which career adaptability affects perceived overqualification, and demonstrates the coexistence of opposite effects in this process. In addition, the results also showed that the effects of perceived delegation and career anchor in challenge on perceived overqualification were stronger among employees with a higher (vs. lower) level of organizational tenure. These findings carry implications for both career development theories and organizational management practices.

Keywords: career construction theory, career adaptability, perceived overqualification

Career Adaptability and Perceived Overqualification:

Testing a Dual-path Model among Chinese Human Resource Management Professionals

Perceived overqualification refers to the extent to which employees believe they possess surplus qualifications (e.g., education, experience, knowledge, skills, and abilities) relative to job requirements (Johnson & Johnson, 1996; Maynard, Joseph, & Maynard, 2006). Perceived overqualification has been found to be associated with low job satisfaction (e.g., Fine & Nevo, 2008; Johnson & Johnson, 2000; Maynard, Joseph, & Maynard, 2006), high counter-productive behavior (Liu, Luksyte, Zhou, Shi, & Wang, 2014), high turnover intention (Erdogan & Bauer, 2009; Maynard, Joseph, & Maynard, 2006; Maynard & Parfyonova, 2013; McKee-Ryan & Harvey, 2011), low organizational commitment (Bolino & Feldman, 2000; Maynard, Joseph, & Maynard, 2006), and high psychological distress (Johnson & Johnson, 1996). The problem of overqualification is particularly salient for many human resource management professionals as they often play operational roles, rather than strategic roles in organizations (e.g. Guest & King, 2004).

In order to identify effective ways to attract, motivate and retain talents for organizations, it is important to examine the antecedents of perceived overqualification (Erdogan, Bauer, Peiró, & Truxillo, 2011a, 2011b; Maltarich, Reilly, & Nyberg, 2011; Sierra, 2011). This study aimed to address this gap by examining the relationship between career adaptability (Savickas, 1997, 2005, 2013) and perceived overqualification among Chinese human resource management professionals. Career adaptability refers to the psychological strengths that enable individuals to cope with the predictable and unpredictable challenges in their career development (Savickas, 1997, 2005, 2013). Career adaptability consists of four

dimensions (Savickas, 2005, 2013), namely career concern (individuals' awareness of their future career possibilities), career control (individuals' strength of performing developmental tasks), career curiosity (individuals' strength of exploring various situations and roles) and career confidence (individuals' positive perceptions on their problem-solving skills).

Researchers have found that career adaptability plays an important role in helping individuals achieve various career goals, such as developing employability skills (de Guzman & Choi, 2013), pursuing employment opportunities (Guan, Deng, Sun, Wang, Cai, Ye et al., 2013; Guan, Guo, Bond, Cai, Zhou, Xu et al., 2014) and career success (Guan, Zhou, Ye, Jiang, & Zhou, 2015). In this study, we argue that career adaptability may influence employees' perceived overqualification through two distinct mediation mechanisms. On the one hand, employees with high career adaptability can gain more delegation opportunities from their supervisors and their perceived delegation will subsequently reduce the feeling of overqualification (Chen & Aryee, 2007; Conger & Kanungo, 1988; Erdogan & Bauer, 2009; Thomas & Velthouse, 1990). On the other hand, we propose that a high level of career adaptability also enables employees to continuously seek new challenges and to overcome difficult problems, as captured by the career anchor in challenge (Schein, 1987, 1990). As a result, employees with a high level of career adaptability are more likely to perceive their current job duties as lacking of new challenges to utilize their abilities, and thus feel overqualified.

In sum, career adaptability may have mixed effects on perceived overqualification and the overall effect will depend on the relative strengths of the opposite mechanisms discussed above. In addition, as the perception of overqualification also involves employees'

assessment of their working environments, we incorporated organizational tenure into the model and tested the moderation role of employees' organizational tenure on the relationships between the two mediators and perceived overqualification. We argue the effects of perceived delegation and career anchor in challenge on perceived overqualification were stronger among employees with a higher (vs. lower) level of organizational tenure. An investigation of this dual-path moderated-mediation model will advance current understanding on the antecedents of perceived overqualification, as well as the dynamic process through which career adaptability affects employees' perceived overqualification. The proposed model is shown in Figure 1.

 Insert Figure 1 here

Career Adaptability, Perceived Delegation and Perceived Overqualification

Perceived delegation represents the extent to which employees perceive that their supervisors empower them to take new responsibilities (Chen & Aryee, 2007). The level of delegation represents supervisors' recognition of the subordinates' job competence and problem-solving skills. Accordingly, previous research has revealed a positive relationship between employees' human capital (knowledge, skill and experience) and perceived empowerment (Scott, Gang, & Stephen, 2011). As career adaptability represents the self-regulatory resources that enable employees to develop relevant professional skills and to overcome the various difficulties in their work (Guo, Guan, Yang, Xu, Zhou, She et al., 2014), employees with a high level of career adaptability are more likely to achieve good performance. For example, Ohme and Zacher (2015) found that career adaptability positively predicted employees' job performance (rated by supervisors), even when the effects of mental

ability and conscientiousness were controlled for. Consequently, employees with a high level of career adaptability are more likely to be empowered by their supervisors for new work opportunities, and thus develop a high level of perceived delegation.

A high level of perceived delegation can promote the feeling of meaning, competence, self-determination, and impact in one's work (Chen & Aryee, 2007; Erdogan & Bauer, 2009; Gkorezis, Hatzithomas, & Petridou, 2011). When delegated new work opportunities, employees believe they are valued by the organizations and feel that they can better determine work performance and achieve their career goals (Chen & Aryee, 2007; Erdogan & Bauer, 2009). All these positive responses will significantly reduce employees' cognition that they are overqualified to their current work. We thus propose the following mediation hypothesis:

Hypothesis 1: Career adaptability positively predicts employees' perceived delegation, which in turn negatively predicts their perceived overqualification.

Career Adaptability, Career Anchor in Challenge and Perceived Overqualification

Career anchor represents the career-related self-concept that guides individuals' attitudes and behaviors in their career development (Schein, 1978). The original five career anchors proposed by Schein (1978) were functional competence, managerial competence, security and stability, autonomy and independence, as well as entrepreneurial creativity. As an additional form of career anchor (1987, 1990), career anchor in challenge refers to individuals' tendency of constantly overcoming new challenges and the intolerance of boredom or lack of aspirations in their careers (Schein, 1987, 1990). In this study, we propose that career adaptability will positively predict career anchor in challenge, as discussed below.

According to career construction theory (Savickas, 1997, 2005, 2013), career adaptability not only enables individuals to resolve various career problems, but also enables individuals to develop their new career goals by constantly seeking new opportunities.

Among the four dimensions of career adaptability, career concern enables individuals to foresee future opportunities and engage in activities to prepare for these opportunities. Career control enables individuals to take assertive actions to overcome unexpected difficulties. A high level of career curiosity enables individuals to be fully aware of the emerging career opportunities and set new goals. In addition, a high level of career confidence enables individuals' to develop challenging goals and sustain their efforts. We therefore hypothesize that career adaptability will enable employees to develop a high level of career anchor in challenge. When employees are motivated to pursue new challenges in their career development, they may pay more attention to the extent to which their current work can provide these opportunities (Barclay, Chapman, & Brown, 2013). For challenge-oriented employees, new assignments or responsibilities are opportunities to accomplish new career achievements (Ng & Feldman, 2010). After they get familiar with current job duties, they are more easily to feel bored and overqualified for their work. Accordingly, we propose that:

Hypothesis 2: Career adaptability positively predicts employees' career anchor in challenge, which in turn positively predicts their perceived overqualification.

The Moderation Role of Organizational Tenure

In addition to the meditation process discussed above, we further propose that organizational tenure, which refers to the length of employment in an organization (McEnrue, 1988; Shirom & Mazeh, 1988), may serve as a moderator on the relationships between the

above two mediators (perceived delegation and career anchor in challenge) and perceived overqualification. As employees with lower organizational tenure are less familiar with the organization, they often enjoy a “honeymoon period” and tend to be more curious and enthusiastic about the new work environments (Helmreich, Sawin, & Carsrud, 1986; Wright & Bonett, 2002; Huang, Shi, Zhang, & Cheung, 2006). However, for employees with higher organizational tenure, as they have already got familiar with the responsibilities and tasks in their organizations, if they are not delegated to important tasks, they will be more likely to feel overqualified for their work. In addition, organizational tenure also reflects the level of work experiences employees accumulate in their organizations (Ng & Feldman, 2010). Employees with a higher level of tenure may also develop a higher level of entitlement of being delegated to important responsibilities. Consequently, perceived delegation will be more important in reducing perceived overqualification for employees with a higher level of organizational tenure than those with a lower level of organizational tenure. In light of the above, we hypothesize that:

Hypothesis 3: Organizational tenure moderates the relation between perceived delegation and perceived overqualification such that this relation is stronger among employees with a higher level of organizational tenure.

As new employees usually focus on establishing their identities and proving themselves as recognized members of their organization (Ashforth & Saks, 2000), for challenge-oriented employees, being new in an organization is likely to be regarded as a good opportunity to accomplish new career achievements (Gkorezis, Hatzithomas, & Petridou, 2011; Ng & Feldman, 2010). A lower level of organizational tenure thus creates a situation

that can reduce the effect of career anchor in challenge on perceived overqualification.

However, for employees with higher organizational tenure, as they have already got familiar with the working environments, a high level of career anchor in challenge is more likely to result in a high level of perceived overqualification. Accordingly, we hypothesize that:

Hypothesis 4: Organizational tenure moderates the relation between career anchor in challenge and perceived overqualification such that this relation is stronger among employees with a higher level of organizational tenure.

Method

Participants

The data of this study were collected in 2014 through an online survey. With the help of a association for human resource management professionals, we invited participants by sending them emails and asking them to forward the emails to their peers. The participation was voluntary and participants did not receive financial rewards. Two hundred and twenty full-time Chinese human resource management professionals (85 males and 135 females) from various organizations completed the survey. For functional level, 37.3% of participants were at basic level (e.g., HRM specialists), 29.1% were at supervisor level, 27.3% were at department manager level, 6.4% were at HRVP level. In terms of age distribution, 6.4% were between 21 to 25 years old; 33.6% were between 26 and 30 years old; 32.7% were from 31 to 35 years old; 9.1% were from 36 to 40 years old; 12.7% were from 41 to 45; 3.2% were from 46 to 50 years old; 2.3% of them were 51 years old or above. Participants worked for different types of organizations, including state-owned (57.3%), private-owned (15.5%), foreign-invested (25.5%), or others (1.7%).

Measures

The Career Adapt-Abilities Scale. The Chinese version of the *Career Adapt-Abilities Scale* (Hou, Leung, Li, Li, & Xu, 2012) was used to measure participants' career adaptability. The scale contains four subscales with 6 items each to measure the adaptive resources of concern, control, curiosity and confidence respectively. Respondents rated each item on a scale from 1 ("not strong") to 5 ("strongest"). Confirmatory factor analysis (CFA) was conducted to examine whether the factor structure of this scale (four first-order factors loaded on a second-order career adaptability factor) can be supported by current data. Fit indicators based on the data were: $\chi^2 = 647.15$, $df = 246$, $\chi^2/df = 2.63$, $CFI = .86$, $IFI = .86$, $RMSEA = .09$. Although the fit indexes were as good as those obtained from Chinese student samples (Hou et al., 2012; Guan et al., 2013), the decrease of model fit may be due to the small sample size ($N = 220$). Cronbach alpha coefficients for the four scales ranged from .83 to .88 (see Table 1). For the global indicator, the Cronbach alpha was .94. These results generally supported the structural validity of this measure.

Perceived Delegation. Perceived delegation was measured by six items from the perceived delegation scale used by Chen and Aryee (2007). Response options ranged from 1 ("strongly disagree") to 5 ("strongly agree"). A sample item was "My supervisor does not require that I get his/her input or approval before making decisions". The Cronbach's alpha coefficient was .76.

Career Anchor in Challenge. The career anchor scale was originally developed by Schein (1990) and the Chinese version of this scale has been used in previous research (e.g., Guan et al., 2014). Participants rated their career anchor in challenge on three representative

items, which were rated with a 5-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). A sample item was “I seek out work opportunities that strongly challenge my problem solving and/or competitive skills”. The Cronbach’s alpha coefficient was .90.

Perceived Overqualification. We used the four-item measure developed by Johnson and Johnson (1996). Items were rated with a 5-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). A sample item was “My formal education overqualifies me for my present job”. The Cronbach’s alpha coefficient was .80.

Organizational Tenure. Participants were asked to indicate how many years they had work for their current organizations.

Control Variables. The current study measured and controlled the effects of participants’ gender (“male” = “0”, “female” = “1”), age (“21 years old or below” = “1”, “between 21 to 25 years old” = “2”, “between 26 to 30 years old” = “3”, “between 31 to 35 years old” = “4”, “between 36 to 40 years old” = “5”, “between 41 to 45 years old” = “6”, “between 46 to 50 years old” = “7”, “between 51 to 55 years old” = “8”, “between 56 to 60 years old” = “9”, “61 years old or above” = “10”), education (“primary school or below” = “1”, “junior middle school” = “2”, “senior middle school” = “3”, “associate degree” = “4”, “bachelor’s degree” = “5”, “master’s degree” = “6”, “doctor’s degree” = “7”), total years of working, functional level (“HR Generalist or Specialist” = “1”, “HR Supervisor” = “2”, “HR Department Manager” = “3”, “HR VP” = “4”), organizational size (“100 employees or less” = “1”, “101 to 500 employees” = “2”, “501 to 1000 employees” = “3”, “1001 employees or more” = “4”), organizational type (dummy coded, “state-owned” as reference group).

Results

Descriptive Statistics and correlations

The descriptive statistics and correlations among variables are displayed in Table 1. Career adaptability correlated positively with career anchor in challenge ($r = .38, p < .001$), perceived delegation ($r = .29, p < .001$) and perceived overqualification ($r = .20, p < .01$). Career anchor in challenge correlated positively with perceived overqualification ($r = .20, p < .01$), while perceived delegation correlated negatively with perceived overqualification ($r = -.28, p < .01$).

 Insert Table 1 here

Examining the mediation models

Hypotheses 1 and 2 predicted the mediation roles of career anchor in challenge and perceived delegation. To examine these mediation hypotheses, we adopted the procedure proposed by Preacher and Hayes (2008), which depicts three criteria to justify a mediation effect. Firstly, the independent variable should significantly correlate with mediator variable. Secondly, after controlling the effect of the independent variable towards dependent variable, the correlation between mediator variable and dependent variable should be significant. Thirdly, the indirect effect from independent variable to dependent variable should be significant through a bootstrapping test, which does not require a normal distribution for the concerned variables and can provide more accurate estimate for the effect size (Hayes, 2013). Before analyses, all continuous predictors including control variables were centered. After controlling the effect of participants' gender, age, total years of working, organizational tenure, education, functional level, organizational size, and organizational type by entering them in the first step of analyses, career adaptability significantly predicted perceived

delegation ($B = 0.38$, $SE = 0.09$, $t = 4.36$, $p < .001$) and career anchor in challenge ($B = .74$, $SE = 0.11$, $t = 6.50$, $p < .001$). When incorporating perceived delegation and career anchor in challenge into the model, we found that perceived delegation negatively predicted perceived overqualification ($B = -.51$, $SE = 0.09$, $t = -5.49$, $p < .01$) while career anchor in challenge positively predicted perceived overqualification ($B = .16$, $SE = 0.07$, $t = 2.31$, $p < .05$). We also calculated the indirect effects of career adaptability on perceived overqualification through these two mediators. The results supported the significant mediation roles of perceived delegation (estimate of indirect effect = $-.20$, 95% CI $[-.34, -.10]$) and challenge (estimate of indirect effect = $.14$, 95% CI $[.04, .31]$) in linking career adaptability and perceived overqualification. Thus, the dual-path mediation model was supported. The results also showed that after putting these two mediators into the model, career adaptability still had a positive relationship with perceived overqualification ($B = .39$, $SE = 0.13$, $t = 2.97$, $p < .01$). Therefore the perceived delegation and career anchor in challenge partially mediated the effect of career adaptability on perceived overqualification.

Examining the moderated mediation model

Hypotheses 3 and 4 proposed that organizational tenure will strengthen the effects of perceived delegation and career anchor in challenge on perceived overqualification. To examine the moderated mediation model, we adopted the procedure developed by Preacher, Rucker, and Hayes (2007). In this procedure, there are two regression models that should be tested: The “mediator model” (perceived delegation and career anchor in challenge as dependent variables) and the “dependent variable model” (perceived overqualification as the dependent variable). The “mediator model” will be satisfied when the independent variables

significantly predict the mediators; and “dependent variable model” will be satisfied if the interactions between the moderator and the mediators were significant. In this case, we ran analysis after controlling for the effects of gender, age, total years of working, education, functional level, organizational size, and organizational type. As shown in Table 2, both perceived delegation ($B = 0.38, SE = 0.09, t = 4.36, p < .001$) and career anchor in challenge ($B = .74, SE = 0.11, t = 6.50, p < .001$) were significantly predicted by career adaptability, which have been tested in the above mediation models. Besides, the interaction between perceived delegation and organizational tenure was marginally significant ($B = -.03, SE = 0.01, t = -1.91, p = .06$). The interaction between career anchor in challenge and organizational tenure was significant ($B = .03, SE = 0.01, t = 2.95, p < .01$). We demonstrated these interactions in Figure 2 and Figure 3.

 Insert Figure 2 and Figure 3 here

We further estimated the indirect effect of perceived delegation and challenge on perceived overqualification at a lower level and a higher level of organizational tenure. When organizational tenure was lower (one standard deviation below the mean), the indirect effect of career adaptability on perceived overqualification through perceived delegation was significant, 95% CI = [-.28, -.04]; when organizational tenure was higher (one standard deviation above the mean), the indirect effect was significant and stronger, 95% CI = [-.40, -.12]. When organizational tenure was lower (one standard deviation below the mean), the indirect effect of career adaptability on perceived overqualification through career anchor in challenge was non-significant, 95% CI = [-.16, .15]; when organizational tenure was higher (one standard deviation above the mean), however, this indirect effect of career anchor in

challenge was significant, 95% CI = [.13, .45]. Therefore, we concluded that the moderated mediation model we proposed in hypotheses 3 and 4 were supported. We also conducted the additional analyses for the four dimensions of career adaptability separately and the results showed that the four dimensions played similar roles in this model. Therefore we only reported results associated with the global indicator of career adaptability.

 Insert Table 2 here

Discussion

Based on career construction theory and career anchor theory, the current research examined how career adaptability predicted perceived overqualification among Chinese human resource management professionals. The results showed that career adaptability predicted perceived overqualification through a dual-path model: On the one hand, career adaptability positively predicted perceived delegation, which in turn negatively predicted perceived overqualification. On the other hand, career adaptability positively predicted employees' career anchor in challenge, which subsequently had a positive relationship with perceived overqualification. This dual-path mediation model provided a novel perspective to understand the complicated relationship between career adaptability and perceived overqualification, and demonstrated the coexistence of opposite effects in this process. The results also showed that the effects of perceived delegation and career anchor in challenge on perceived overqualification were stronger among employees with a higher (vs. lower) level of organizational tenure. These findings carry implications for both career development theories and organizational management practices.

First, based on the framework of career construction theory (Savickas, 1997, 2005,

2013) and career anchor theory (Schein, 1990), we examined the dynamic mechanisms underlying the relationship between career adaptability and perceived overqualification by demonstrating the opposite mediating effects of perceived delegation and career anchor in challenge. These results suggest that career adaptability can have both positive and negative effects on perceived overqualification. On the one hand, as employees with a high level of career adaptability have the psychological resources to cope with the difficulties in new responsibilities, they are more likely to be empowered by their supervisors and obtain more delegation opportunities. A high level of perceived delegation promotes the feeling of meaning, competence, self-determination, and impact in one's work (Chen & Aryee, 2007; Erdogan & Bauer, 2009; Gkorezis, Hatzithomas, & Petridou, 2011), which significantly reduces employees' perceived overqualification.

On the other hand, according to career construction theory, career adaptability not only enables individuals to resolve various career problems, but also enables individuals to develop new career goals by constantly seeking new opportunities, as captured by the career anchor in challenge (Schein, 1987, 1990). As employees scoring higher on career anchor in challenge are more likely to perceive their current tasks as boring, they are more likely to perceive a high level of overqualification. These findings provide important evidence on the complicated role of career adaptability in perceived overqualification. At the same time, the results also showed that perceived delegation and career anchor in challenge only partially mediated the relationship between career adaptability and perceived overqualification. Future research should continue to examine other important mediators in this process, as well as other predictors of perceived overqualification.

In addition to the meditation process discussed above, this study also revealed the moderation role of organizational tenure in this process. As employees with higher organizational tenure are usually more familiar with their working environments, they may develop a higher level of entitlement of being delegated important responsibilities, which strengthens the effect of perceived delegation on perceived overqualification. In addition, a high level of organizational tenure also strengthens the effect of career anchor in challenge on perceived overqualification. These findings enriched research on career adaptability and perceived overqualification by showing the interplay of psychological and demographic variables in employees' perceived overqualification. Future research should continue to examine the underlying psychological processes associated with organizational tenure, in order to fully understand its role in this process.

The findings of current research also carry important practical implications for organizational career management practices such as self-assessment, career planning, career education and counseling (e.g., Guan et al., 2014). Organizations should provide sufficient delegation opportunities for employees with a high level of career adaptability, in order to reduce their perceived overqualification and retain these talents. For employees with a high level of career anchor in challenge, organizations can use job rotations, developmental programs, and other procedures to fulfill their needs of pursuing challenges. The results also suggest that organizations should pay more attention to employees with high organizational tenure, and put more efforts to reduce their perceived overqualification. Therefore, organizational career management should be considered as an important tool to manage employees' perceived overqualification.

Limitations and Future Directions

Despite the theoretical and practical implications discussed above, the current research has several limitations. First of all, our analyses were based on cross-sectional data and we cannot draw causal conclusions from current results. Career adaptability, perceived delegation, career anchor in challenge and perceived overqualification may have reciprocal effects on each other. To address question of causality, experimental or longitudinal designs should be used in future research. Second, as the current research was conducted among a sample of human resource management professionals in China, more research on the career development issues for human resource management professionals should be conducted. In addition, whether the findings discussed above could be generalized to other occupations or countries remains to be examined in future research. Third, common method bias may exist in this study as participants were asked to complete all the questions at the same time-point through self-report method (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Future research should use multiple data sources or multiple time points to collect data, in order to address this problem.

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Table 1

Descriptive Statistics, Reliability Coefficients, and Inter-Correlations among Variables

	<i>Mean</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10
1. Gender	NA	NA	NA									
2. Age	NA	NA	-.00	NA								
3. Total years of working	9.90	7.52	-.00	.94**	NA							
4. Education	5.45	.64	-.08	-.12	-.24**	NA						
5. Functional Level	2.03	.95	-.11	.50**	.50**	.13	NA					
6. Organizational Size	NA	NA	-.24**	-.00	-.00	.02	-.07	NA				
7. Organizational type 1	NA	NA	-.29**	-.05	-.05	.14*	-.05	.21**	NA			
8. Organizational type 2	NA	NA	.08	.03	.01	-.09	.07	-.20**	-.50**	NA		
9. Organizational type 3	NA	NA	-.27**	.07	.06	-.09	.02	-.03	-.68**	-.25**	NA	
10. Career adaptability	3.96	.42	-.03	.21**	.18**	.02	.08	.00	-.04	-.02	.07	.94
11. Career concern	3.82	.59	-.09	.06	.05	.04	.07	-.00	-.13*	.05	.11	.81**
12. Career control	4.09	.47	.05	.26**	.24**	.01	.10	-.08	-.00	-.06	.07	.80**
13. Career curiosity	3.83	.53	-.09	.19**	.15*	.04	.11	-.01	.04	-.05	.00	.87**
14. Career confidence	4.11	.47	.05	.19**	.18**	-.03	.00	.09	-.03	.00	.03	.84**
15. Career Anchor in Challenge	3.40	.77	-.18**	-.06	-.04	.00	-.12	.04	.07	.03	-.10	.38**
16. Perceived delegation	3.46	.58	.02	.15**	.17*	.01	.28**	.11	-.17	.06	.15*	.29**
17. Perceived overqualification	2.81	.81	.05	.13	.12	.12	-.07	-.17*	.03	-.00	-.01	.20**
18. Organizational tenure	5.32	5.34	-.12	.66**	.68**	.17**	.29**	.13	.23**	-.13*	-.13	.09

Table 1 (cont.)

Descriptive Statistics, Reliability Coefficients, and Inter-Correlations among Variables

	11	12	13	14	15	16	17	18
1. Gender								
2. Age								
3. Total years of working								
4. Education								
5. Functional Level								
6. Organizational Size								
7. Organizational type 1								
8. Organizational type 2								
9. Organizational type 3								
10. Career adaptability								
11. Career concern	.88							
12. Career control	.44**	.83						
13. Career curiosity	.62**	.61**	.85					
14. Career confidence	.53**	.65**	.63**	.88				
15. Career Anchor in Challenge	.28**	.30**	.41**	.26**	.90			
16. Perceived delegation	.24**	.24**	.22**	.25**	.13	.76		
17. Perceived Overqualification	.11	.19**	.18**	.19**	.20**	-.28**	.80	
18. Organizational tenure	-.01	.14*	.10	.08	-.012	.13	.08	NA

Note. * $p < .05$. ** $p < .01$. *** $p < .001$. Reliability coefficients are shown in bold along the diagonal of the table.

Table 2

Examining moderated mediation model

Mediator variable model with perceived delegation as dependent variable				
Variable	<i>B</i>	<i>SE</i>	<i>T</i>	<i>P</i>
Constant	-0.10	0.13	-0.79	<.01
Career adaptability	0.38	0.09	4.36	<.01
Mediator variable model with career anchor in challenge as dependent variable				
Constant	0.45	0.18	2.53	<.05
Career adaptability	0.74	0.11	6.50	<.01
Dependent variable model with perceived overqualification as dependent variable				
Constant	2.65	0.18	14.73	<.01
Career adaptability	0.37	0.13	2.89	<.01
Career anchor in challenge	0.16	0.07	2.31	<.05
Perceived delegation	-0.51	0.09	-5.49	<.01
Organizational Tenure	0.02	0.01	1.22	<.01
Delegation $\times$ Tenure	-0.03	0.01	-1.91	0.06
Challenge $\times$ Tenure	0.03	0.01	2.95	<.01

Conditional indirect effect as a function of tenure

Value of Tenure	Perceived delegation				Career anchor in challenge			
	Indirect effect	Boot SE	Boot LLCI	Boot ULCI	Indirect effect	Boot SE	Boot LLCI	Boot ULCI
- 1 <i>SD</i> (-0.64)	-0.13	0.06	-0.28	-0.04	- 0.01	0.08	- 0.16	0.15
+1 <i>SD</i> (0.64)	-0.24	0.07	-0.4	-0.12	0.25	0.08	0.13	0.45

Notes: *N* = 220. Bootstrap sample size = 1000. Results were reported after controlling for gender, age, education, total years of working, functional level, organizational size and organizational type.

Figure 1. The Proposed Model.

Figure 2. Interaction between Perceived Delegation and Organizational Tenure on Perceived Overqualification.

Notes: Low perceived delegation and low organizational tenure are defined as at least one standard deviation below the mean; high perceived delegation and high organizational tenure are defined as at least one standard deviation above the mean. High numbers indicate greater perceived overqualification.

Figure 3. Interaction between Career Anchor in Challenge and Organizational Tenure on Perceived Overqualification.

Notes: Low career anchor in challenge and low organizational tenure are defined as at least one standard deviation below the mean; high career anchor in challenge and high organizational tenure are defined as at least one standard deviation above the mean.

High numbers indicate greater perceived overqualification.