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Job crafting towards strengths and job crafting towards interests in overqualified employees:

Different outcomes and boundary effects

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Abstract: Responding to the call to investigate the positive side of overqualification, we drew on the job crafting perspective to theorize that overqualified employees can proactively regulate the discrepancies between their actual and ideal jobs via two different job crafting strategies: job crafting towards strengths (JC-strengths) and job crafting towards interests (JC-interests). We expected distinct positive outcomes for JC-strengths and JC-interests. Specifically, JC-strengths benefits both overqualified employees and the organization, whereas JC-interests only benefits the individual employees. We further proposed that the relationship between perceived overqualification and JC-strengths will be stronger when employees' organizational identification is higher, whereas the relationship between perceived overqualification and JC-interests will be stronger when their identification with the organization is lower. As expected, using two-wave and dual-source data from 653 employees, we found that perceived overqualification was positively related to both JC-strengths and JC-interests, JC-strengths was positively related to both vitality and supervisor-rated task performance, whereas JC-interests was only positively related to vitality. We also found that the relationship between perceived overqualification and JC-strengths was moderated by organizational identification as hypothesized.

Keywords: overqualification, job crafting towards strengths, job crafting towards interests, vitality, task performance

Overqualification is defined as a situation wherein employees' qualification such as education, work experience, and skills exceed their job requirements (Erdogan & Bauer, 2009; Maynard, Joseph, & Maynard, 2006). Overqualification has become increasingly common in the workplace in both developed and developing countries (O'Connell, 2010). The phenomenon has been linked with a series of negative outcomes. Studies have shown that overqualification is associated with lower job satisfaction and lower organizational commitment (Feldman, Leana, & Bolino, 2002; G. J. Johnson & Johnson, 2000; W. R. Johnson, Morrow, & Johnson, 2002), greater distress (G. J. Johnson & Johnson, 1996, 1997, 1999), increased withdrawal behavior (Maynard & Parfyonova, 2013), and turnover intentions (Erdogan & Bauer, 2009; Maynard et al., 2006). However, this stream of literature builds upon the premise that one's job is relatively static, and employees are rather passive functionaries within their job. With the growing interest in proactivity at work, researchers have recognized that individuals can proactively shape and customize their jobs to better fit themselves, a process defined as job crafting (Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001).

Overqualification reflects a misfit between the individual and the job, and scholars have recognized that overqualified employees can proactively engage in job crafting to create a better environment for themselves to utilize their surplus skills (Liu & Wang, 2012; Wu, Luksyte, & Parker, 2015). Adopting the job crafting perspective, Lin, Law, and Zhou (2017) empirically indicated that overqualified employees proactively engaged in task crafting, which, in turn, led to greater creativity and organizational citizenship behavior. However, this research, as well as other previous studies, have focused on the changes overqualified employees make to their jobs (e.g., task boundaries), in other words, the "job" part of the person-job fit. The "person" part of the fit has so far been neglected. Little is known as to what personal goals guide overqualified employees' job crafting efforts, namely, the changes that employees make to align their jobs with their personal goals. Two specific job crafting

strategies driven by different personal goals have been identified (Kooij, van Woerkom, Wilkenloh, Dorenbosch, & Denissen, 2017): First, crafting to better align one's personal strengths (*job crafting towards strengths*, JC-strengths) and second, crafting to engage in activities of personal interests (*job crafting towards interests*, JC-interests). The aim of this study is to investigate, for overqualified employees, the consequences and boundary effects of these distinct forms of job crafting.

The inclusion of personal goals in job crafting is theoretically and practically important. We argue that JC-strengths and JC-interests, though potentially manifested in similar crafting behaviors, will lead to different outcomes due to distinct differences in their underlying goals (i.e., changing tasks to better align with one's strengths vs. changing tasks to better align with one's interests). Since job crafting—by virtue of being an action intended to achieve one's psychological needs—serves individuals themselves (Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001), we argue that both JC-strengths and JC-interests will be conducive to the well-being of overqualified employees. However, not all job crafting actions will benefit the organization through better performance (Wrzesniewski & Dutton, 2001). We propose that only JC-strengths will increase task performance as overqualified employees will take advantage of opportunities to utilize their talents at work, which is expected to improve work efficiency and effectiveness (see reviews of Bakker & van Woerkom, 2018; Ghielen, van Woerkom, & Meyers, 2018; Miglianico, Dubreuil, Miquelon, Bakker, & Martin-Krumm, 2020). In contrast, because individuals might not be competent in activities which comprise their own interests, when overqualified employees focus on developing these personal interests in their job (i.e., JC-interests), their task performance will not necessarily improve.

We also examine the moderating role of an employee's organizational identification in this process. Although Lin et al. (2017) showed that organizational identification strengthened the relationship between overqualification and task crafting, they did not consider the goals underlying this

task crafting. We aim to theorize and test the different boundary effects of organizational identification on the relationship of perceived overqualification with JC-strengths and JC-interests. To be precise, organizational identification reflects the extent that employees integrate the organization's values and goals into their own (Ashforth & Mael, 1989). Employees who identify with their organizations are likely to integrate their organization's goals with their personal goals (Lee, Park, & Koo, 2015), which in turn will increase their likelihood of engaging in more job crafting actions that benefit the organization. As JC-strengths are likely to benefit both individuals and the organization, we propose that overqualified employees will engage in more crafting activities that play to their strengths when they highly identify with their organization. In contrast, as JC-interests benefits the individuals rather than the organization, we propose that overqualified employees will engage in more crafting activities that involve their interests when they have a low organizational identification. Our hypothesized theoretical model is presented in Figure 1.

Our study contributes to the literature in several important ways. First, we move beyond the predominant passive perspective in the overqualification literature by examining the positive role of job crafting in helping overqualified employees achieve desirable outcomes. Beyond the outcomes of creativity and organizational citizenship behavior that were examined by Lin et al. (2017), we extend investigations of the effect of job crafting in overqualified employees to two important outcomes: well-being and task performance. Specifically, our research helps to address job crafting as a way for overqualified employees to reverse impaired well-being, with a prior meta-analysis showing a negative relationship between perceived overqualification and well-being ($r = -.26$, with a 95% confidence interval (CI) of $[-.34, -.19]$) (Harari, Manapragada, & Viswesvaran, 2017). Regarding task performance, theoretically, some scholars have argued that overqualified employees can achieve better performance because they have surplus knowledge, skills, and abilities (Erdogan & Bauer, 2009), while others have

suggested that overqualified employees lack the motivation to perform well (Feldman, 1996; Van Iddekinge, Aguinis, Mackey, & DeOrtentiis, 2018). Empirically, a recent meta-analysis showed a non-significant relationship between perceived overqualification and task performance ($r = .13$, with a 95% CI of $[-.06, .14]$) (Harari et al., 2017), with the confidence interval suggesting a variation in effects. Our research helps to address the mixed effects of the relationship between employees' perceived overqualification and task performance by considering the type of job crafting that overqualified employees might engage in to perform better.

Second, we contribute to job crafting theory by recognizing the importance of considering individuals' goals in their job crafting actions. Responding to the recent call for incorporating employees' strengths and interests in the job crafting concept (Berg, Dutton, & Wrzesniewski, 2013), we investigate job crafting with different goals, namely JC-strengths and JC-interests. The goals of job crafting reflect how people craft their jobs to match their personal characteristics. This emphasis shifts the predominant focus beyond job crafting in terms of changing the job (e.g., by task or relational crafting, by job resources, or by job demands) to job crafting so as to achieve a better match with the person.

Finally, we also provide empirical evidence for Lazazzara, Tims, and de Gennaro's (2020) theoretical proposition that boundary conditions matter differently across job crafting strategies driven by different goals. In the current study, we particularly focus on organizational identification which has been demonstrated to have a crucial role in the relationship between overqualification and task crafting (Lin et al., 2017). Building on the assumption that task crafting is consistent with organizational goals/benefits, Lin et al. (2017) argued that overqualified employees with high organizational identification will show more task crafting. However, this assumption is theoretically problematic. As some crafting behaviors are only beneficial for the crafters themselves, employees' identification with

their organization may not necessarily strengthen these types of crafting behaviors. Our research moves beyond this by recognizing the importance of personal goals in job crafting when considering the boundary effects on the relationship between perceived overqualification and job crafting.

Theory and Hypotheses

In this section, we expand on our introduction of the two job crafting strategies which are underpinned by distinct personal goals. We then develop our hypotheses.

Job Crafting towards Strengths and Job Crafting towards Interests

Existing job crafting theories focus on the “what” of job crafting and distinguish between job crafting forms (i.e., which work elements are changed by job crafting). Theories diverge in their focus either on changing one’s task or relational boundaries (Wrzesniewski & Dutton, 2001) or, alternatively, on adjusting one’s job resources or job demands (Tims & Bakker, 2010; Tims, Bakker, & Derks, 2012). Strategies proposed by these two job crafting theories can help employees to reshape their jobs to make a better person-job fit. However, these two perspectives have been criticized for the omission of crafters’ personal goals in guiding their job crafting behaviors (Berg et al., 2013). Indeed, Bruning and Campion (2018) pointed out the self-targeted nature of job crafting behaviors, indicating the importance of personal goals within job crafting. Berg et al. (2013) identified several key personal goals that shape employees’ job crafting behaviors, including crafting to align with one’s strengths or crafting to align with one’s interests. For example, when an employee actively adds more tasks into his/her job, the job crafting behavior can be classified as task crafting in terms of Wrzesniewski and Dutton’s (2001) framework, or increasing challenging job demands in terms of Tims et al.’s (2012) framework. However, this job crafting behavior could have different goals: to better utilize one’s strengths or to better utilize one’s interests. Such goals are not captured by a focus on form alone.

To facilitate the integration of individuals' personal goals in job crafting research, Kooij et al. (2017) developed a scale including two new job crafting strategies: JC-strengths and JC-interests¹. Personal strengths are broadly defined as “the characteristics of a person that allow them to perform well or at their personal best” (Wood, Linley, Maltby, Kashdan, & Hurling, 2011). This broad definition includes personal, physical, and psychological strengths. The term “JC-strengths”, therefore, refers to self-initiated efforts that individuals make in their jobs to better utilize their strengths, such as by adding tasks in which they are highly competent (Kooij et al., 2017). Interests are defined as activities which a person prefers to do and into which they would like to invest their time and energy (Kandler, Zimmermann, & McAdams, 2014). “JC-interests”, therefore, refers to self-initiated changes individuals make in their jobs to better align with their own interests, such as by adding more tasks that they like to do (Kooij et al., 2017)

Perceived Overqualification and Job Crafting

According to the person-job fit theory (Cable & DeRue, 2002) when employees perceive themselves to be overqualified for their jobs, there are discrepancies between their abilities/experiences and the job demands—specifically, a misfit as they have excess abilities/experiences relative to their job's requirements. Because of this abilities-demands misalignment, overqualified employees are likely to feel deprived due to a lack of challenges, opportunities, and responsibilities in their jobs (Feldman et al., 2002), which reflects discrepancies between their needs and what the job supplies (Luksyte, Spitzmueller, & Maynard, 2011). When a poor fit in the job occurs, employees attempt to manage this

¹ It is worth noting that JC-strengths and JC-interests are likely to be positively correlated because people's strengths will sometimes align with their interests, and vice versa, resulting in some overlap of JC-interests and JC-strengths. Conceptually, however, JC-strengths and JC-interests are distinct from each other: strengths are aspects that one is competent in, whereas interests are aspects that one likes and enjoys. Thus, it is possible that individuals can craft their job to use their strengths yet, for instance, nevertheless feel bored when using their strengths. Likewise, people can craft their job to emphasize interesting tasks, even though their competence level in those tasks is not high. Empirically, evidence of the distinctiveness of these concepts was shown by a confirmative factor analysis in Kooij et al.'s (2017) study.

by changing undesirable job characteristics, which is called job crafting (Tims et al., 2012; Wrzesniewski & Dutton, 2001).

Indeed, a person-job misfit has been indicated as a trigger for job crafting (Tims & Bakker, 2010). As overqualification reflects an instance of poor person-job fit, to restore fit with their jobs, overqualified employees might attempt to manage the discrepancies in the job via job crafting (Carver & Scheier, 2001; Lin et al., 2017). This idea has been initially supported in an empirical study showing that overqualified employees engaged in task crafting to restore their person-job fit (Lin et al., 2017). However, overqualified employees might have varying personal goals when engaging in job crafting. Below we argue that overqualified employees can directly cope with the person-job misfit by engaging in JC-strengths and JC-interests.

One major concern of overqualification is that it constrains employees' opportunities to use their talents developed through their education, knowledge, and skills. It has previously been argued that people experience their strengths as 'natural' (Buckingham & Clifton, 2001), and therefore the person sees that using these strengths is 'the right thing to do' and so this practice emerges easily and with a sense of authenticity. More specifically, these authors proposed that behaviors in which people use their strengths are anchored in their neural networks, which accounts for their ease of use (see also Linley, 2008). We therefore predict that, if surplus talents exist for the employee due to overqualification, job crafting behaviors that aim to utilize one's strengths will be one response.

Hypothesis 1a: Perceived overqualification will be positively related to JC-strengths.

Additionally, overqualified employees perceive their tasks and requirements are easy for them to fulfill due to their extra skills and abilities, so they are likely to experience boredom frequently at work (Liu & Wang, 2012; Luksyte & Spitzmueller, 2016). Besides creating opportunities to utilize their strengths, another way overqualified employees improve their person-job fit is to engage in activities

that better match their interests so they have more enjoyment at work. Indeed, with surplus qualifications and hence high self-efficacy, such employees may have spare time, the capacity to develop their interest in their jobs and the opportunity to devote more time to tasks in which they are most interested (Liu & Wang, 2012). Thus, we propose that:

Hypothesis 1b: Perceived overqualification will be positively related to JC-interests.

Consequences of Job Crafting towards Strengths and Job Crafting towards Interests

Recent meta-analyses (Lazazzara et al., 2020; Lichtenthaler & Fischbach, 2019; Rudolph, Katz, Lavigne, & Zacher, 2017) and a systematic review (Zhang & Parker, 2019) have indicated that job crafting behaviors, in general, can contribute to a series of desirable employee outcomes, but the consequences vary in terms of the type of job crafting. In the current study, based on JC-strengths' and JC-interests' nuanced divergence in underlying goals (Kooij et al., 2017) we propose that crafting underpinned by these different goals will lead to dissimilar individual outcomes. Engaging in both JC-strengths and JC-interests should help individuals gain or build positive emotional resources (i.e., increasing their subjective vitality) because they both can help crafters meet their basic psychological needs at work; however, only JC-strengths will lead to positive work-related outcomes such as enhanced task performance. We elaborate these arguments next.

Job crafting and subjective vitality

Subjective vitality is classically defined as “a sense of enthusiasm, aliveness, and energy available to the self” (Ryan & Deci, 2008, p. 703). According to self-determination theory (Deci & Ryan, 2000; Ryan & Deci, 2008), psychological need satisfaction is one of the most important predictors of subjective vitality. For instance, Ryan, Bernstein, & Brown's (2010) diary study on a working population found that employees reported higher vitality on days in which their basic needs satisfaction was at a higher level. Building upon this theoretical work, we argue that both JC-strengths

and JC-interests can help employees gain vitality through meeting their basic psychological needs (i.e., autonomy, competence, and relatedness).

From the need fulfillment perspective, Slemp and Vella-Brodrick (2014) have found intrinsic needs satisfaction (i.e., needs for autonomy, competence, and relatedness) to be positively related to each of task, relational, and cognitive crafting. Although JC-strengths and JC-interests arise from the goal-striving aspect of job crafting, which is different from Wrzesniewski and Dutton's (2001) task-relational-cognitive crafting paradigm, these two crafting behaviors would be positively associated with basic psychological needs satisfaction for several reasons. First, the need for autonomy refers to the desire to be volitional rather than controlled (Deci & Ryan, 2000). Thus, the process of crafting to support JC-strengths and JC-interests can enhance individuals' perception of personal control over their work because these two crafting behaviors encompass altering the design of the task and the social environment at work to better suit employees' strengths or interests (Berg et al., 2013).

Second, the need for competence is the desire to be effective (Deci & Ryan, 2000). By engaging in JC-strengths, overqualified employees are able to utilize their surplus strengths in the workplace, which will fulfill their need for competence (Bakker & van Woerkom, 2018) and thereby boost vitality. In fact, previous empirical studies have supported the positive relationship between strengths use and subjective vitality (Govindji & Linley, 2007; Wood et al., 2011). Linley, Nielsen, Gillett, and Biswas-Diener (2010) probed deeper into the underlying mechanisms and found that psychological need satisfaction served as the mediating role in linking strengths use to vitality. Though these researchers examined this theoretical relationship using student samples (Govindji & Linley, 2007; Linley et al., 2010; Wood et al., 2011), their conclusions could also be applied to the working population. That is, when employees engage in JC-strengths and utilize their personal strengths at work, they will feel competent and vital.

Third, the need for relatedness is defined as the desire to be connected to others (Deci & Ryan, 2000). JC-interests enables employees to alter whom they interact with at work and the qualities/amount of these interactions. For example, employees may choose to work with colleagues that share similar interests or develop new relationships that make work interesting to suit their personal interests (Kooij et al., 2017). JC-interests, therefore, can help overqualified employees to build or maintain positive and meaningful social connections at work (i.e., meeting relatedness need), thereby enhancing their subjective vitality.

Altogether, JC-strengths and JC-interests play a crucial role in fulfilling employees' basic psychological needs, which in turn, will make them feel vital at work. We propose that:

Hypothesis 2: (a) JC-strengths and (b) JC-interests will be positively associated with subjective vitality.

Job crafting and task performance

Although job crafting is regarded as beneficial to task performance in general, scholars have argued that not all job crafting behaviors are beneficial (Wrzesniewski & Dutton, 2001). Next, we argue that JC-strengths will benefit task performance whereas JC-interests may not.

Drawing on strengths use theories (Buckingham, 2010; Linley, 2008), we argue that JC-strengths will benefit task performance for three main reasons. First, strengths use will lead to better performance because of heightened energy (Linley, 2008). When individuals use their strengths, they feel more alive and vigorous, and recover faster. These positive emotional and energy states enable people to invest more efforts and work longer periods of time, which leads to optimal functioning and performance. Second, employees who use their strengths at work experience a feeling of authenticity (Linley, 2008). This can promote optimal performance because it makes people feel more intrinsically motivated and occupied in the right role at work (Kernis & Goldman, 2006; van Woerkom, Oerlemans,

& Bakker, 2016). Third, when using their strengths, individuals will experience a state of deep concentration and involvement, similar to flow (Csikszentmihalyi, 1990). This state of deep concentration and absolute absorption means greater cognitive activity; therefore, it enables employees to accomplish tasks more effectively (Buckingham, 2010). Supporting these theoretical reasonings, considerable researchers conducting experimental intervention and correlational studies have revealed a positive relationship between strengths use and task performance (see reviews by Bakker & van Woerkom, 2018; Ghielen et al., 2018; Miglianico et al., 2020).

In sum, by crafting jobs to better align with their strengths, overqualified employees will feel more energetic and authentic, which will motivate them to put in more effort at work, and they will be better able to concentrate, which will enhance the effectiveness of their efforts. Additionally, by crafting jobs to better align with their strengths, overqualified employees create opportunities to utilize their surplus knowledge, skills, and abilities (KSAs) to complete the job requirements. Task performance is largely determined by employees' application of their KSAs (Borman, Brantley, & Hanson, 2014). Hence, employees' work quality and effectiveness will benefit when they utilize their strengths, resulting in improved task performance. We therefore propose, for overqualified employees:

Hypothesis 3: JC-strengths will be positively associated with task performance.

In terms of engaging in JC-interests, its effects on task performance might be mixed. On one hand, a great deal of research has shown that positive emotional experiences increase people's motivation to put in effort and hence improves their performance (e.g., Erez & Isen, 2002; Lyubomirsky, King, & Diener, 2005; Wall, Russell, & Moore, 2017). As employing JC-interests is an effective strategy to gain emotional benefits, it can contribute to task performance via producing increased motivation and a positive emotional state (i.e., vitality). On the other hand, people may not necessarily be good at what they "like to do", and thus crafting jobs irrespective of one's KSAs can

impede work effectiveness, at least in the short term. For example, an overqualified programmer might find exploring a new program developing tool most interesting and, therefore, may seek to take on more programming tasks that apply the new tool. However, this does not mean the crafter will be very effective at using the new tool, which could impair his/her overall task performance. We therefore expect that engaging in JC-interests will have inconsistent effects on task performance, so we do not expect an overall positive relationship between JC-interests and task performance.

The Mediating Role of Job Crafting between Perceived Overqualification and Outcomes

Job crafting has been regarded as an effective strategy for employees to achieve a better person-job fit, which, in turn leads to enhanced performance and well-being (Tims & Bakker, 2010; Tims et al., 2012). From the self-regulatory perspective, overqualified employees can engage in job crafting to manage the discrepancies between their actual and ideal job (Carver & Scheier, 2001). Specifically, overqualified employees may engage in job crafting with different goals, to better utilize their personal strengths or personal interests respectively. Based on the argument that JC-strengths will lead to both positive vitality and task performance while JC-interests will only lead to positive vitality, we hypothesize:

Hypothesis 4a: JC-strengths mediates the positive relationship between perceived overqualification and vitality.

Hypothesis 4b: JC-interests mediates the positive relationship between perceived overqualification and vitality.

Hypothesis 4c: JC-strengths mediates the positive relationship between perceived overqualification and task performance.

The Moderating Role of Organizational Identification

To unpack when overqualified employees craft their job using different goals, we propose that organizational identification has a moderating role. Organizational identification is defined as “a perceived oneness with an organization and the experience of the organization’s successes and failures as one’s own” (Dutton, Dukerich, & Harquail, 1994). The higher organizational identification, the more the psychological merging of self with the organization. Thus, when people highly identify with an organization, they are more likely to incorporate the organization’s values, norms, and interests in their self-concept, and will be more intrinsically motivated to contribute to the organizational interests (Ashforth & Mael, 1989). Research has shown that employees with high organizational identification take organizational goals as their own goals and behave in a way that benefits their organization (Haslam & Ellemers, 2006).

When overqualified employees highly identify with their organization, the collective benefits of their organizations are consistent with their own self-interests, and, therefore, such employees will be motivated to consider whether their crafting behaviors can contribute to organizational goals. As we argued above, strengths use contributes to both enhanced well-being and task performance, which is desired by the organization. Thus, employees high on organizational identification are likely to dedicate themselves to achieving organizational goals and benefits by engaging in JC-strengths. In contrast, overqualified employees with lower organizational identification prioritize their own self-interests over organizational goals, hence are less motivated to take advantage of their surplus talent to benefit their organization. Thus, we propose that:

Hypothesis 5a: The relationship between perceived overqualification and JC-strengths will be stronger when organizational identification is higher.

Utilizing one’s interests benefits individuals themselves but not necessarily their organization. As we argued above, when overqualified employees craft their jobs to engage in tasks that they are

interested in but not necessarily competent in, they will experience affective benefits in the form of subjective vitality, but their task performance might be impaired. When overqualified employees do not identify with their organization, they will not share organizational goals and values, and will therefore usually consider individual self-interest over organizational benefits, with their crafting behavior mainly focused on fulfilling their own needs and goals. We propose that:

Hypothesis 5b: The relationship between perceived overqualification and JC-interests will be stronger when organizational identification is lower.

A Moderated Mediation Model

Altogether, to manage the discrepancies in their jobs, overqualified employees will engage in job crafting which better aligns with their personal strengths (JC-strengths) and interests (JC-interests). However, not all job crafting actions benefit the organization; utilizing JC-strengths will contribute to both vitality and task performance, while fostering JC-interests might only directly benefit themselves in terms of increasing subjective vitality. Employees who identify highly with the organization can integrate organizational goals with their personal goals. They are more likely to cope with overqualification by adopting the use of JC-strengths that can benefit both themselves and the organization. In contrast, those with lower levels of organizational identification will prioritize their personal needs and engage in more JC-interests to gain personal benefits. Thus, we hypothesize the following:

Hypothesis 6: Organizational identification will moderate the indirect effects of perceived overqualification on (a) vitality, and (b) task performance via JC-strengths such that these indirect associations will be stronger for employees with higher organizational identification than their counterparts with lower organizational identification.

Hypothesis 7: Organizational identification will moderate the indirect effect of perceived overqualification on vitality via JC-interests such that this indirect association will be stronger for employees with lower organizational identification than their counterparts with higher organizational identification.

Method

Procedure and Sample

Data were collected from a large manufacturing conglomerate located in southwestern China². According to the Randstad-Workmonitor Report (2014) which cited an 80% overqualification rate in China, this makes an appropriate context to investigate overqualification in this country. Earlier researchers into job crafting also indicated the popularity of job crafting in China (e.g., Lin et al., 2017; Lu, Wang, Lu, Du, & Bakker, 2014). Notably, we excluded frontline workers such as operators who may have limited opportunities to do job crafting. All data were collected from knowledge workers from different departments such as marketing, accounting, human resource management, and engineering.

This was a two-phase study involving two online surveys. With the help of the human resource department, at Time 1, we sent a text message to every employee excluding frontline workers (i.e., 726 full-time employees) in this company to introduce the aims and requirements of the current research project and assured them that their identifiable personal information would be removed. If employees were interested in this project, they opened the online survey link in this message to complete the first online survey, which was used to capture their demographic information (e.g., age, gender, and job tenure), perceived overqualification, and their JC-strengths and JC-interests behaviors (i.e., control variables). Two months later, at Time 2, participants were asked to report about their behaviors related to

²The data of the current study was collected as part of a larger research project. As a statement for data collection transparency, we acknowledge that none of the variables reported in the current study have been used in any other studies appearing in any existing publications or being considered in any potential publications in the future.

their JC-strengths and JC-interests, perceived vitality, demands-abilities fit in the past two months, and organizational identification. At Time 2, employees' immediate supervisors were also asked to report focal employees' task performance. To encourage employees to engage in this project, the company allowed participants to complete surveys during working time. There were no organizational or contextual changes between Time 1 and Time 2.

Self-reported surveys were returned by 673 employees at Time 1 (response rate = 92.70%) and 672 at Time 2 (response rate = 92.56%). At Time 2, 665 employees received a task performance evaluation from their immediate supervisors (response rate = 91.60%). We finally got 653 matched self-rated and supervisor-rated surveys, yielding a response rate of 89.94%. Among the final sample, 61.1% were male; 72.8% of participants received high school education or above; the average age was 35.95 years ($SD = 9.18$) and the average organizational tenure was 4.70 years ($SD = 4.17$).

Measures

For all measures, we used a 5-point Likert scale with 1 = *strongly disagree* and 5 = *strongly agree*. Items of all measures are presented in Appendix I. Table 1 shows the descriptive statistics for the study variables, including means, standard deviations, reliabilities, and correlations. All measures show good reliabilities with Cronbach α over .80.

Overqualification. Though overqualification can be measured by objective indicators, Erdogan and Bauer (2021, p.261) suggested that, "perceived overqualification is more suitable for investigations of how employees cope with being overqualified." Given that the current study focuses on how individuals cope with overqualification by job crafting, it is appropriate to capture their subjective perceptions concerning this. We measured perceived overqualification using the 4-item scale developed by Johnson and Johnson (1996).

Organizational identification. We measured organizational identification with five items using the scale developed by Mael and Ashforth (1992). We dropped one item “I am very interested in what others think about (name of school)” from the original measure as this item has been shown low reliability in previous research (Hekman, Bigley, Steensma, & Hereford, 2009). We modified their scale by replacing “the school” in their statements with “my company”. The five-item organizational identification measure shows a good reliability ($\alpha = .83$).

JC-strengths and JC-interests. We used a 9-item scale developed by Kooij et al. (2017) to measure JC-strengths (4 items) and JC-interests (5 items). At Time 1, participants were asked to indicate the extent to which they agreed that these statements described their job crafting behaviors; at Time 2, they were asked to report their job crafting behaviors in the past two months.

Vitality. We used the 6-item scale developed by Bostic, Rubio, and Hood (2000) to measure the extent to which employees perceived their own average vitality in the last two months.

Task performance. We used the 5-item scale developed by Williams and Anderson (1991) to measure employees’ task performance. Each participant’s immediate supervisor was asked to indicate this focal employee’s performance in the past two months. To reduce the burden of supervisors to evaluate their subordinates, we dropped two reverse-coded items (“Neglects aspects of the job he/she is obligated to perform” and “Fails to perform essential duties”) from the original measure as research has indicated that using reverse-coded items may reduce measure reliability (Weems & Onwuegbuzie, 2001). The five-item task performance measure shows a good reliability ($\alpha = .80$).

Control variables. Given that one’s behaviors could be explained at least partially by his/her previous behaviors (i.e., the amount of variation about the focal variable can be explained by autoregressive relationships/effects) (Zhou, Wang, & Zhang, 2019), we controlled for the potential impacts of employees’ past crafting behaviors (assessed at Time 1) when examining the relationship

between overqualification (Time 1) and job crafting behaviors (Time 2)³ using the same scale developed by Kooij et al. (2017). We also examined our model controlling for employees' demographic variables (i.e., age, gender, education, and job tenure) as these factors may affect employees' job crafting (Rudolph et al., 2017; Zhang & Parker, 2019). Employees with a more extensive education tend to engage in more job crafting as they have more resources, while older employees or those with a longer tenure might find their job satisfying as they have adjusted their fit with the job during their career. In addition, males and females might differ in the resources they can access in their jobs. These control variables did not change our results; thus, for the purpose of parsimony, demographic variables were not included in our final model.

Results

Preliminary Analysis

As perceived overqualification, JC-strengths, JC-interests, vitality, and organizational identification were all self-reported, we conducted a confirmatory factor analysis (CFA) using AMOS 26 to examine whether these variables were distinctive. As presented in Table 2, our CFA results showed that the proposed model (i.e., the five-factor model) fitted better than alternative models ($\chi^2 = 821.52$, $df = 242$, $RMSEA = .06$, $CFI = .93$, $NFI = .91$), providing evidence for the distinctiveness of study variables.

Testing Main Effects and Mediating Effects

We conducted the path analysis (M1) with Mplus 8.3 to examine our proposed main effects and mediating effects. Hypothesis 1 proposed positive relationships between perceived overqualification and job crafting. As shown in Table 3, after controlling employees' JC-strengths and JC-interests as measured at Time 1, perceived overqualification at Time 1 was positively associated with JC-strengths

³ Exclusion of T1 JC-strengths and T1 JC-interests did not change our findings in a substantial way.

at Time 2 ($b = .09, SE = .04, p < .05$) and JC-interests at Time 2 ($b = .08, SE = .04, p < .05$), supporting Hypotheses 1a and 1b.

Hypothesis 2 (a and b) and Hypothesis 3 posited the consequences of JC-strengths and JC-interests. Our results showed that JC-strengths at Time 2 was positively associated with vitality at Time 2 ($b = .55, SE = .04, p < .001$) and supervisor-rated task performance at Time 2 ($b = .13, SE = .05, p < .01$); JC-interests at Time 2 was positively associated with vitality at Time 2 ($b = .15, SE = .04, p < .001$). Thus, Hypotheses 2a, 2b and 3 were supported. Additionally, JC-interests at Time 2 was not significantly associated with task performance at Time 2 ($b = .01, SE = .05, p > .05$).

We used the online interactive tool developed by Selig and Preacher (2008) to examine mediating effects. We performed a Monte Carlo simulation procedure with 20,000 replications and found that: (1) the indirect effect of overqualification on vitality through JC-strengths was .05, with a 95% CI of [.007, .085]; (2) the indirect effect of overqualification on vitality through JC-interests was .01, with a 95% CI of [.001, .026]; (3) the indirect effect of overqualification on performance through JC-strengths was .01, with a 95% CI of [.001, .026]. Hypotheses 4a, 4b, and 4c were supported by our data as these intervals did not include zero.

Testing Moderating Effects

We conducted a second path analysis (M2) to examine Hypotheses 5a and 5b which proposed the moderating role of organizational identification in the relationship between overqualification and job crafting behaviors. As shown in Table 4, the interaction term (organizational identification \times overqualification) was positively and significantly related to JC-strengths ($b = .10, SE = .05, p < .05$). The relationship between the interaction term and JC-interests was not significant, suggesting that overqualification predicted JC-interests irrespective of the level of organizational identification. Thus, Hypothesis 5a was supported and Hypothesis 5b was not supported by our data.

To better interpret the moderating effect for JC-strengths, following Cohen and Cohen (1983), we defined high and low organizational identification as plus and minus one standard deviation from the mean. As shown in Figure 2, overqualification was significantly related to JC-strengths for employees with higher (+1 *SD*) organizational identification (simple slope = .18, $p < .001$), and this relationship was not significant for employees with lower (-1 *SD*) organizational identification (simple slope = .01, *ns*).

Hypothesis 6 posited that organizational identification could moderate the indirect effects of perceived overqualification on employee outcomes, including vitality and task performance, via JC-strengths (i.e., moderated mediations). Following Edwards and Lambert (2007), we estimated the indirect effects of perceived overqualification on employee vitality and task performance via JC-strengths at higher (+1 *SD*) and lower (-1 *SD*) levels of organizational identification. As shown in Table 5, the indirect effects of overqualification on vitality (indirect effect = .10, $SE = .02$, 95% CI [.057, .133]) and task performance (indirect effect = .02, $SE = .01$, 95% CI [.007, .039]) through JC-strengths were significant only when organizational identification was higher. Thus, Hypothesis 6 was supported.

Hypothesis 7 proposed that organizational identification would moderate the indirect effect of perceived overqualification on vitality via JC-interests. As mentioned above, the moderating role of organizational identification in the relationship between perceived overqualification and JC-interests was not supported. Hence, it was not appropriate to further examine the moderated mediation effect (Edwards & Lambert, 2007) and Hypothesis 7 was not supported in the current study.

Additional Analysis

As JC-interests may enhance task performance indirectly, we further examined the effect of perceived overqualification on task performance via JC-interests and vitality (using a serial mediation model: perceived overqualification → JC-interests → vitality → task performance). Our results showed

that this effect was not significant (indirect effect = .005, *SE* = .003, 95% CI of [-.001, .011]). Thus, the serial mediation was not supported.

Discussion

The overarching purpose of this study is to provide insight into how and under what conditions overqualified employees achieve better well-being and performance through two job crafting strategies that are underpinned by distinct personal goals. Based on two-wave dual-source data from 653 employees, our results revealed the positive effects of perceived overqualification on JC-strengths and JC-interests, suggesting that overqualified employees indeed use job crafting to restore their person-job fit. However, job crafting actions with different goals (i.e., to better utilize strengths or interests) led to different outcomes and had different boundary effects. In the following section, we discuss the theoretical and practical implications of this study, including research findings that did not support our hypotheses.

Theoretical Implications

Our study makes several theoretical contributions to the literature. First, this study has advanced our understanding of overqualification by revealing the job crafting mechanism through which perceived overqualification leads to positive outcomes, responding to the call for an investigation into the positive side of overqualification (Thompson, Shea, Sikora, Perrewé, & Ferris, 2013). The usefulness of job crafting in overqualified employees has been supported in an empirical study (Lin et al., 2017) which only focused on the effect of task crafting on organizational citizenship behavior and creativity. We extend this conceptual perspective by identifying that overqualified employees may craft their tasks with different goals, which consequently have different effects on two important outcomes: well-being and task performance.

Theories and empirical research consistently indicate a negative main relationship between perceived overqualification and psychological well-being. However, research has also indicated that this negative relationship could be mitigated. Several studies have shown the negative effect of overqualification on well-being could be non-significant or reversed under certain circumstances, such as with a high level of job autonomy (Debus, Gross, & Kleinmann, 2020; Wu et al., 2015) or empowerment (Erdogan & Bauer, 2009). In contrast to prior studies focusing on contextual factors that alleviated the negative effect of perceived overqualification, this study provides insights for the overqualification literature by showing that overqualified employees could reverse the negative effect of overqualification on well-being by engaging in both JC-strengths and JC-interests.

Regarding the complex relationship between perceived overqualification and task performance, our study shows that overqualified employees can perform well via JC-strengths. Although JC-interests can be positively related to task performance indirectly, it did not directly contribute to improved task performance in our study. In addition, the indirect effect of perceived overqualification via JC-interests and vitality was not supported in our additional analysis. Overall, our study findings indicate that JC-strengths is a more effective strategy than JC-interests for overqualified employees as it benefits both the individuals and the organization.

Second, this study responds to the call for incorporating individuals' personal goals into the job crafting concept (Berg et al., 2013; Kooij et al., 2017). In this study, we investigated two specific types of crafting: JC-strengths and JC-interests. Applying prior job crafting perspectives, these could be manifested as task crafting or increasing challenging demands (Tims et al., 2012; Wrzesniewski & Dutton, 2001), which have previously been expected to yield similar results. However, findings from the current study have challenged existing job crafting perspectives that only focus on changes in one's job.

Consistent with Kooij et al. (2017), we identified that job crafting behaviors with different goals can lead to different outcomes, thereby indicating the necessity to distinguish the goals underlying job crafting.

Finally, this study extends the job crafting literature, which has predominantly focused on job crafting forms, by showing that the boundary effects are different for the same job crafting strategies (e.g., task crafting) with different goals (e.g., job crafting towards strengths vs. towards interests). By incorporating job crafting goals, this study also contributes to the overqualification literature by revealing the comprehensive boundary effect in cases where overqualified employees adopt job crafting strategies that may or may not benefit the organization. High organizational identification may enable overqualified employees to identify and integrate organizational goals into their own crafting actions. Our findings show that high organizational identification strengthened the relationship between perceived overqualification and JC-strengths. However, such high organizational identification did not affect the relationship between perceived overqualification and JC-interests. This might be due to the ambiguity in the link between personal interests and organizational goals. If personal interests are expected to benefit organizational goals, overqualified employees with high organizational identification might also engage in JC-interests.

Limitations and Future Directions

Below we discuss the limitations of this study and propose several future directions that could add significant insights into the overqualification and job crafting literature.

First, due to the research design, we cannot draw causal conclusions of our findings. However, the two-wave and dual-source design in this study provided robust results by controlling for past job crafting behaviors measured at Time 1. Future research can use an experimental design to address the causal relationship among perceived overqualification, job crafting, and outcomes. In addition, the between-person research design is limited to investigating the development of overqualification and its

effects of changes in perceived overqualification. A within-person approach is rare in overqualification research and should be encouraged as it allows investigation into changes of perceived overqualification, antecedents, and outcomes of the changes in perceived overqualification (Erdogan & Bauer, 2020).

Second, we focused on the direct relationship of JC-strengths and JC-interests to task performance and did not examine the underlying mechanisms. Future studies could investigate the mechanisms between the two job crafting behaviors and task performance. Besides the needs satisfaction mechanism mentioned in this article, person-job fit is another area to be investigated as it has been argued that an improvement in person-job fit is a direct outcome of job crafting (Tims & Bakker, 2010; Tims et al., 2012). Specifically, researchers could investigate the different effects of JC-strengths and JC-interests on two types of person-job fit: namely, the demands-abilities fit and needs-supplies fit (Cable & DeRue, 2002). As all job crafting efforts are motivated by individuals' needs (Tims et al., 2012), it could be expected that both JC-strengths and JC-interests will improve overqualified employees' needs-supplies fit. However, as JC-strengths enables overqualified employees to utilize their surplus talents whereas JC-interests might not be directly related to job requirements, it could be expected that only JC-strengths will be related to an improved demands-abilities fit. Therefore, JC-strengths would contribute to task performance via both a demands-abilities fit and needs-supplies fit, whereas JC-interests would contribute to task performance only via a needs-supplies fit. Investigation into the role of the demands-abilities fit and needs-supplies fit and task performance, as influenced by the relationship of the two job crafting behaviors, is warranted.

Third, despite a non-significant relationship between JC-interests and task performance in our study, it is possible that JC-interests may contribute to one's performance indirectly, such as through improvement in the person-job fit as discussed above. It is also worth noting that JC-interests may benefit one's performance in the long run. For example, consider a programmer who decides to use a

new programming tool in his/her tasks. If this programmer can become competent in this new tool and tasks that interest him/her, these JC-interests actions could contribute to his/her performance after a learning period. However, several issues need to be considered. For example, are the interests related to employees' focal tasks and organizational goals? Will the pursuit of interests reduce task performance? How long will it take to transfer one's interests into proficient skills? Will organizations and managers allow employees to explore their interests without performance contribution, and if so, for how long? These questions will affect whether, how, and when exploring JC-interests benefits one's performance. Therefore, future studies need to take these questions into consideration when investigating the relationship between JC-interests and task performance.

Fourth, we speculated that there would be differences in boundary conditions in predicting crafting behaviors driven by different goals and focused on individuals' attitudes towards the organization in this article. However, organizational factors can also affect how overqualified employees craft their jobs. Perceived opportunities to craft is an important predictor of job crafting, thus a supportive climate that allows employees the autonomy and space to craft will encourage job crafting (Wrzesniewski & Dutton, 2001). Future studies could investigate how organizational support for strengths use or pursuit of interests affects the strategies that overqualified employees adopt to craft their jobs. Specifically, when organizational support for strengths use is high, the relationship between perceived overqualification and JC-strengths will be stronger. Similarly, if the organization encourages employees to express their personal interests in the job and to spend time on side projects, the probability for overqualified employees to engage in JC-interests would increase.

Fifth, with the aim of reconciling the inconsistent findings on the relationship between perceived overqualification and task performance, we only focused on employees' task performance in this study. Griffin, Neal, and Parker (2007) proposed three distinct types of job performance: proficiency,

adaptivity, and proactivity. With the increasing uncertainty and interdependence in the workplace, adaptivity and proactivity have become more important. Thus, it is worth investigating the mechanism through which perceived overqualification will lead to enhanced adaptivity and proactivity.

Finally, we expected and found a positive relationship between JC-strengths and task performance, but this relationship might vary in different contexts. Although theories and empirical studies have indicated a positive relationship between strengths use and work performance, Linley (2008) emphasized the importance of the context of strengths use in affecting this relationship, indicating a necessity to achieve a more comprehensive understanding by investigating potential boundary conditions. In particular, the effect of strengths use could be mitigated by whether the right strengths are used in the right situation and at the right time (Linley, 2008). If strengths are misused, their desirable outcomes might be diminished, or negative outcomes may even occur. For example, when employees only focus on tasks in which they can utilize their strengths but omit other important tasks required by their job, using JC-strengths may bring adverse effects to their performance. Thus, future studies could investigate contingent factors that could affect how individuals optimally use their strengths.

Practical Implications

It is important for organizations and managers to support overqualified employees. There is likely to be an increasing number of overqualified employees due to the COVID-19 pandemic because people may take less-than-ideal jobs when there is high unemployment (Rudolph et al., 2020).

Consistent with previous studies (Lin et al., 2017), the current study's results supported the positive role of job crafting in coping with the workplace stressor of overqualification. Thus, organizations and managers should provide overqualified employees with opportunities to craft their jobs to achieve a

better person-job fit, which will result in a series of positive outcomes (Kristof-Brown, Zimmerman, & Johnson, 2005).

However, we further found that the consequences of crafting vary with the goals under crafting, which means that not all job crafting behaviors can enhance work effectiveness. Thus, managers should not merely conduct job crafting interventions to encourage employees to engage in crafting (Wingerden, Derks, & Bakker, 2017), but also pay attention to the goals guiding their employees' specific crafting behaviors (Berg et al., 2013). Generally speaking, ideal job crafting behaviors should be incorporated with organizational goals to achieve optimal outcomes for both individuals and the organization. Specifically, job crafting behaviors that aim to maximize the use of one's strengths are desirable and should be encouraged. However, organizations and managers should evaluate whether employees' strengths are used optimally to achieve positive outcomes. Organizations should encourage and instruct employees to employ "the right strengths, to the right amount, in the right way, at the right time" (Linley, 2008, p. 58). For example, organizations and managers should remind employees to complete core tasks that are not linked to their strengths but required by their job roles.

Regarding job crafting behaviors that pursue employees' interests, organizations and managers need to consider whether overqualified employees are competent in tasks that they are interested in. If taking tasks aligned with their interests is expected to have positive organizational outcomes, organizations and managers should support and encourage these job crafting behaviors. If the pursuit of interests is expected to have negative outcomes but may generate positive outcomes for the organization in the future, organizations and managers need to consider how much latitude and time they can offer to employees to transfer their interests into strengths, and how much performance loss they can afford. If the pursuit of interests is not expected to generate any positive outcomes in both the short term and long-term, these behaviors should be discouraged.

Finally, we found that overqualified employees will show more job crafting behaviors that are closely related to their primary tasks or the organization's goals when they identify highly with the organization. In contrast, overqualified employees with low organizational identification will only consider their own benefits when crafting their jobs, which may hurt the organization's benefits. Any strategies that can help improve employees' organizational identification can also promote job crafting behaviors that align with organizational goals.

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Table 1 Descriptive Statistics and Correlations among Study Variables

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
1 Age	35.95	9.18												
2 Gender	.39	.49	-.11**											
3 Education	2.32	1.07	-.47***	.02										
4 Organizational tenure	4.70	4.17	.43***	-.07	-.14**									
5 Overqualification (T1)	3.36	.67	.02	-.04	.15***	.03	(.83)							
6 JC-strengths (T1)	3.78	.54	-.00	-.01	.13**	.07	.32***	(.87)						
7 JC-interests (T1)	3.70	.56	-.12**	.00	.16***	-.01	.39***	.67***	(.85)					
8 JC-strengths (T2)	3.84	.58	-.07	.01	.05	.06	.15***	.19***	.14***	(.87)				
9 JC-interests (T2)	3.74	.58	-.14***	.05	.13**	.02	.15***	.17***	.20***	.67***	(.83)			
10 Organizational identification (T2)	3.91	.60	.02	-.02	.00	.05	-.03	.14***	.08*	.49***	.43***	(.87)		
11 Vitality (T2)	3.74	.57	-.03	.03	.04	.06	.13**	.16***	.15***	.65***	.52***	.50***	(.91)	
12 Task performance (T2)	4.04	.52	-.13**	.13**	.11**	.04	-.07	.09*	.04	.14***	.10*	.11**	.15***	(.80)

N = 658-673.

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

Table 2 Results of confirmatory factor analyses

Model	χ^2	<i>df</i>	CFI	NFI	RMSEA
Five-factor model (proposed model)	821.52	242	.93	.91	.06
Four-factor model: JC-strengths and JC-interests were combined into one factor	1003.73	246	.91	.89	.07
Three-factor model: JC-strengths, JC-interests, and overqualification were combined into one factor	1962.37	249	.81	.78	.10
Two-factor model: JC-strengths, JC-interests, organizational identification, and overqualification were combined into one factor	2829.05	251	.71	.69	.12
One-factor model: All variables were combined into one factor	3613.27	252	.62	.60	.14

Table 3 Main effects and mediating effects (M1)

	<u>JC-strengths (T2)</u>		<u>JC-interests (T2)</u>		<u>Vitality (T2)</u>		<u>Task performance (T2)</u>	
	<i>Estimate</i>	<i>SE</i>	<i>Estimate</i>	<i>SE</i>	<i>Estimate</i>	<i>SE</i>	<i>Estimate</i>	<i>SE</i>
<i>Control variables</i>								
JC-strengths (T1)	.17***	.05						
JC-interests (T1)			.16**	.04				
<i>Predictors</i>								
Overqualification (T1)	.09*	.04	.08*	.04	.03	.03	-.07*	.03
JC-strengths (T2)					.55***	.04	.13**	.05
JC-interests (T2)					.15***	.04	.01	.05

Note. N=653; Path coefficients are unstandardized estimates from Mplus.

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

Table 4 Moderating effects of organizational identification (M2)

	<u>JC-strengths (T2)</u>		<u>JC-interests (T2)</u>		<u>Vitality (T2)</u>		<u>Task performance (T2)</u>	
	<i>Estimate</i>	<i>SE</i>	<i>Estimate</i>	<i>SE</i>	<i>Estimate</i>	<i>SE</i>	<i>Estimate</i>	<i>SE</i>
<i>Control variables</i>								
JC-strengths (T1)	.08*	.04						
JC-interests (T1)			.12**	.04				
<i>Predictors</i>								
Overqualification (T1)	.12***	.03	.11**	.03	.03	.03	-.07*	.03
Organizational identification (T2)	.46***	.03	.41***	.03				
Organizational identification × Overqualification	.10*	.05	.01	.05				
JC-strengths (T2)					.55***	.04	.13**	.05
JC-interests (T2)					.15***	.04	.01	.05

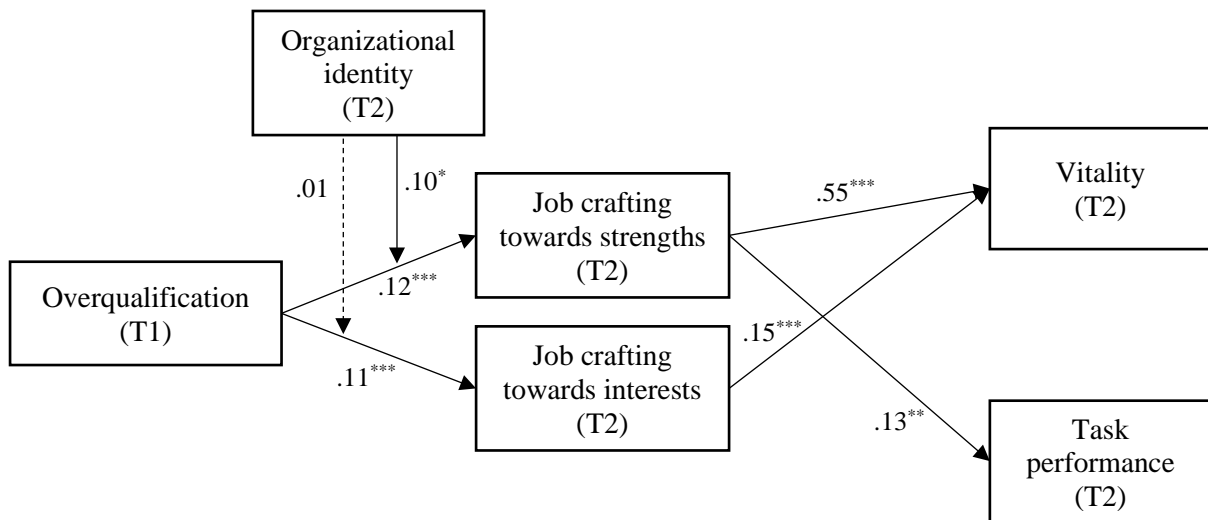
Note. N=653; Path coefficients are unstandardized estimates from Mplus.

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

Table 5 Moderated Mediation Effects

Mediating paths	Organizational identification	Indirect effect	SE	95% CI
Overqualification → JC-strengths → Vitality	High	.10	.02	[.057, .133]
	Low	.03	.02	[-.008, .031]
Overqualification → JC-strengths → Supervisor-rated task performance	High	.02	.01	[.007, .039]
	Low	.01	.01	[-.003, .018]

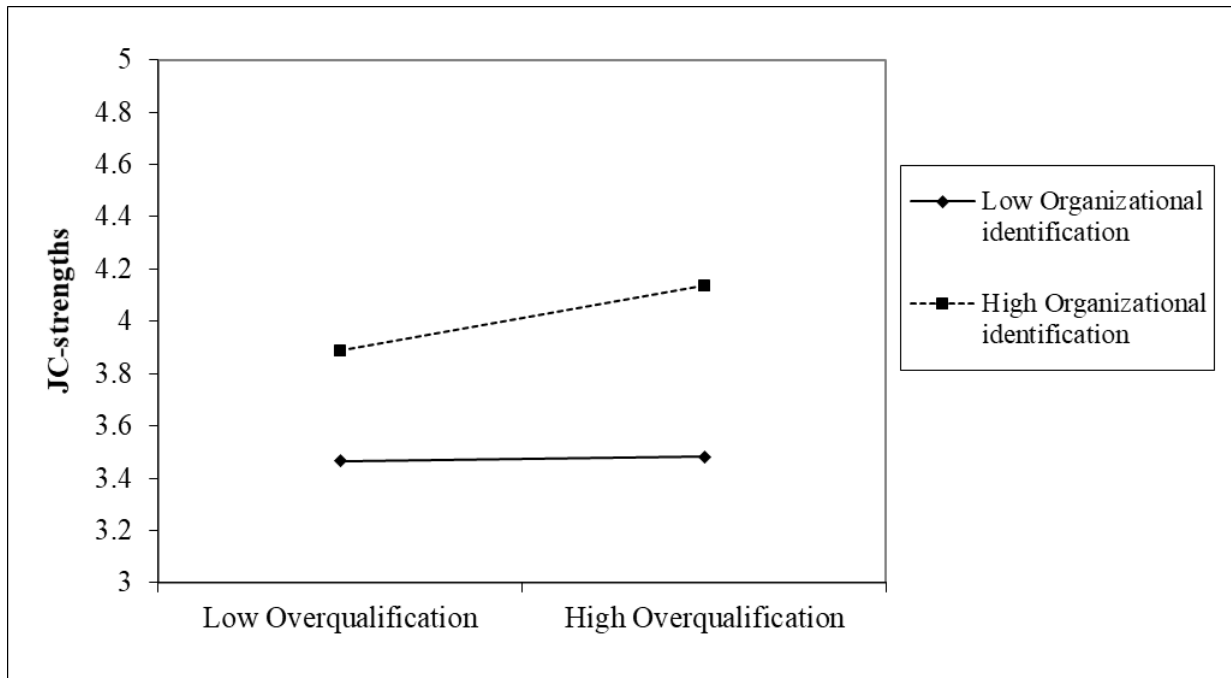
Figure 1 Theoretical model and results of path analysis



Note. Path coefficients are unstandardized estimates from Mplus. All paths were estimated simultaneously in the same model (M2). For parsimony, though Time 1 job crafting was controlled in our analyses, we do not include it in this figure.

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

Figure 2 The moderating effect of organizational identification



Appendix I

For all measures, we used a 5-point Likert scale with 1 = *strongly disagree* and 5 = *strongly agree*. All measures were self-reported by employees except task performance, which was rated by their immediate supervisors. Given the retrospective assessment of employees' job crafting, vitality, and task performance, all items of these measures were phrased in the past tense.

Perceived overqualification

1. My formal education overqualifies me for my present job.
2. My talents are not fully utilized on my job.
3. My work experience is more than necessary to do my present job.
4. Based on my skills, I am overqualified for the job I hold.

Organizational identification

1. When someone praises my company, it feels like a personal compliment.
2. When someone criticizes my company, it feels like a personal insult.
3. When I talk about my company, I usually say 'we' rather than 'I'.
4. My company's successes are my successes.
5. If a story in the media criticized my company, I would feel embarrassed.

Job crafting towards strengths

1. I organized my work in such a way that it matches my strengths.
2. In my work tasks I tried to take advantage of my strengths as much as possible.
3. I looked for possibilities to do my tasks in such a way that it matches my strengths.
4. I discussed the task division with my colleagues to make sure I could do tasks I am good at.

Job crafting towards interests

1. I actively looked for tasks that match my own interests.
2. I organized my work in such a way that I could do what I find interesting.
3. I made sure that I take on tasks that I like.
4. I started projects with colleagues that share my interests.
5. I engaged in new relationships at work to make my work more interesting.

Vitality

1. I felt alive and vital.
2. Sometimes I was so alive I just want to burst.
3. I had energy and spirit.
4. I looked forward to each new day.
5. I nearly always felt awake and alert.
6. I felt energized.

Task performance (supervisor-rated)

1. [focal employee's name] adequately completed assigned duties.
2. [focal employee's name] fulfilled responsibilities specified in the job description.
3. [focal employee's name] performed tasks that are expected of him/her.
4. [focal employee's name] met formal performance requirement of the job.
5. [focal employee's name] engaged in activities that will directly affect his/her performance evaluation.