

Reducing perceptions of overqualification and its impact on job satisfaction:

The dual roles of interpersonal relationships at work

Abstract

A sizeable portion of the working population perceives that they are overqualified for their jobs. This is problematic given that research consistently shows that such beliefs translate into lower levels of job satisfaction. Hence it behoves human resource management scholars to identify factors that influence perceptions of overqualification, and also moderators that may reduce the negative effect of perceived overqualification on job satisfaction. In this study, we present a moderated path model that posits that the quality of the relationships that employees hold with their leader and with their team are not only antecedents of perceived overqualification, but they also are hypothesised to weaken the negative relationship between perceived overqualification and job satisfaction. Survey data that was gathered from two organisations in the Netherlands (n=183) supported the model. Implications for theory and practice in human resource management are discussed.