

## Perceived overqualification on organizational citizenship behavior and turnover intention

### Abstract

One hundred and seventy nine full-time employees participated in the current study to examine the effect of perceived overqualification (OQ) on organizational citizenship behavior (OCB) and turnover intention. This study also aims at finding whether empowerment (EW) would act as a moderator affecting the relationship between OQ and turnover intention. We distinguished between three types of overqualification resulted from comparisons with: (a) internal referents (Self-referent perceived OQ), (b) colleagues (CPOQ), and (c) others in the same industry (IPOQ). We found that overqualification has no main effects on OCB and turnover intention and empowerment did not act as a moderator between OQ and turnover intention. Detailed results explanations would be discussed in the discussion part. This is a first study to establish the effects of OQ on OCB. Conceptualizing OQ in the three aspects of self-, colleague- and industry-references provides a richer understanding on the impact of OQ on our own behaviors and as perceived by others.