



# The Relationship Between Feelings of over Qualification and Innovation Behavior of Post-90s Employees: The Mediating Role of Willingness to Innovate and The Moderating Role of Sense of Organizational Support

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**Abstract.** The strong development of network technology brings new development opportunities and threats to enterprises, so the innovative development of enterprises is an inevitable road, the innovation of employees is the core competitiveness of enterprises, and the post-90s employees are gradually becoming the main labor force in the market, so whether it is possible to effectively stimulate the innovative behaviour of the post-90s employees can ensure that the innovation and development of the enterprise is the key to the development of the enterprise. Through the analysis of 205 valid questionnaires, the relationship between the sense of overqualification and the innovation behaviour of post-90s employees is proved to be significantly positive, and the mediating role of the willingness to innovate and the moderating role of the sense of organisational support are further investigated.

**Keywords:** Post-90s employees; Feeling of overqualification; Innovative behaviour; Willingness to innovate; Organisational support

## 1 Introduction

The purpose of this study is to focus on the impact of surplus of qualifications on the innovative behaviour of post-90s employees. At the same time, we chose to add employees' willingness to innovate and organisational support into the research framework as mediators and moderators, to construct a research model for this study, to gain a deeper understanding of the positive impact of surplus of qualifications on post-1990s employees' innovative behaviours, and how to stimulate post-1990s employees' innovative behaviours, and to provide effective recommendations for managers.

## 2 Theory and Hypotheses

### 2.1 The Relationship Between The Feeling of Over Qualification and The Innovative Behaviour of Post-90s Employees

Past research by academics suggests that the effect of overqualification on innovative behaviour is negative, and that employees affected by overqualification are rebellious towards their current jobs, mainly due to the lack of challenge in their jobs, which leads to negativism and a reduction in their own innovative behaviour [1, 2, 3, 6, 9].

Therefore, this paper proposes the following hypotheses.

**H1.** There is a positive effect of overqualification on the innovative behaviour of post-90s new generation employees.

### 2.2 The Mediating Role of Innovation

Most innovative behaviours are produced based on internal willingness and motivation to innovate. In past studies on the relationship between willingness to innovate and innovative behaviours, it has been found that willingness to innovate has a positive impact on innovative behaviours, and that individuals with a high willingness to innovate are generally willing to embrace new thinking and ideas, and are willing to take on challenging work [10, 11, 12].

Therefore, this paper proposes the following hypothesis.

**H2.** Willingness to innovate has a positive effect on the innovative behaviour of post-90s new generation employees.

There has been no research on the relationship between overqualification and willingness to innovate, and similar studies have shown that the lack of talented people is the biggest obstacle to innovation in small and medium-sized enterprises [7]. Project Behaviour Theory yielded that subjective environmental norms and environmental behavioural attitudes appear to have a positive effect on willingness to innovate in the environment.

Therefore, this paper proposes the following hypothesis.

**H3.** The feeling of overqualification has a positive effect on the willingness to innovate.

**H4.** Willingness to innovate mediates the relationship between overqualified employees and the innovative behaviour of post-90s new generation employees.

### 2.3 Moderating Effect of Organizational Support

Previous research has shown the positive effects of organisational support, helping employees to enrich their knowledge, and positively affecting their effectiveness [8]. Employees are the ones who value the organisation's contribution to them and their ability to build a work environment that allows employees to develop their abilities [4]. Employees are more motivated to work for the organisation and help the organisation achieve its goals (e.g., innovation) because they are supported by the organisation [5].

Therefore, this paper proposes the following hypothesis.

**H5.** Sense of organisational support plays a moderating role between the sense of overqualification and the innovative behaviours of post-90s new generation employees. In summary, the hypothetical framework of this paper is shown in Figure 1.

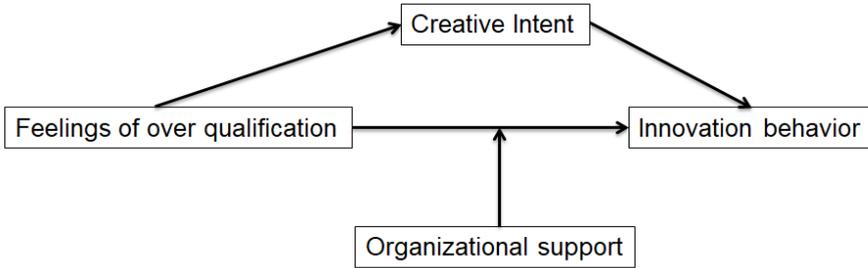


Fig. 1. Hypothetical Framework

### 3 Research methodology and Analysis

#### 3.1 Research Sample and Data Collection

This study was conducted through online questionnaire distribution, the target population was post-90s employees in Macao SAR, China. 248 questionnaires were received, and after eliminating the invalid questionnaires, 205 questionnaires were finally valid, and the recovery rate of the questionnaires for this study was 83%.

Through statistical analysis of the general basic information of the 205 questionnaires, the results show that: males accounted for a slightly larger proportion of 55.6%, while females accounted for a smaller proportion of 44.4%; in terms of age, the proportion was relatively average, with 27 - 30 accounting for 37.1%, 23 - 26 accounting for 32.7%, and 31 - 34 accounting for 30.2%; in terms of rank, the proportion of grass-roots staff was 87.3%, 10.2% for middle-level staff and 2.4% for managerial staff. In terms of years of service, 32.7% had less than 2 years of service, 30.7% had 3 - 5 years of service, 21.5% had 6 - 8 years of service, and 15.1% had more than 8 years of service. In terms of educational attainment, bachelor's degree accounted for the largest proportion of staff, with a ratio of 76.6%, followed by Master's degree or above with a ratio of 15.6%, and secondary school or below accounted for the smallest proportion of staff, with a ratio of 7.8%.

#### 3.2 Analysis of Mediating Effect of Creative Intent

As shown in the regression analysis results in Table 1, from the regression coefficients, both the sense of excess of capital and the willingness to innovate have significant positive effects on innovative behaviour, and the standardized regression coefficients are 0.306 and 0.278 respectively, with the p-value of <math><0.001</math>. Therefore, the mediation test assumes that the mediation hypothesis is valid, and that there is significant mediation of the willingness to innovate between the sense of excess of capital and the innovative

behaviour, and the quoted number still significantly affects the dependent variable, and it can be considered as a partial mediator.

**Table 1.** Relationship test and mediation effect test of each variable

	Creative Intent		Innovative Behavior	
	M1	M2	M3	M4
Feeling of over-capitalization	0.448***	0.43***		0.306***
Creative Intent			0.415***	0.278***
R <sup>2</sup>	0.201	0.185	0.172	0.247
Adjusted R <sup>2</sup>	0.197	0.181	0.168	0.239
F	50.913***	46.076***	42.231***	33.103***

Note: \*\*\*P<0.001, \*\*P<0.01, \*P<0.05

### 3.3 An Examination of the Moderating Effect of Perceived Organisational Support

As shown in Table 2 Model 1 is a multivariate regression model with surplus of quality as the quintile and innovative behaviour as the dependent variable; Model 2 is a multivariate regression model with surplus of quality and organisational support as the quintiles and innovative behaviour as the dependent variable; Model 3 is a multivariate regression model with surplus of quality, organisational support and the interaction item surplus of quality\* organisational support as the quintiles and innovative behaviour as the dependent variable. In model 1, the quoted quantity of excess quality has a significant positive effect on innovative behaviour ( $\beta = 0.43, P < 0.001$ ); the regression coefficient of the interaction term between the quoted quantity and the moderating variable in model 3 is 0.228,  $P < 0.001$ , which indicates that the interaction term has a significant positive effect on innovative behaviour, and the R<sup>2</sup> of model 1 is 0.185, the R<sup>2</sup> of model 2 is 0.320, and the R<sup>2</sup> of model 3 is 0.364. R<sup>2</sup> of model 1 is 0.185, R<sup>2</sup> of model 2 is 0.320, and R<sup>2</sup> of model 3 is 0.364, which is significantly higher, indicating that the explanatory ability of the model is enhanced. Therefore, it is proved that the moderating variable sense of organisational support has a significant positive moderating effect on the relationship between sense of overqualification on innovative behaviour, and sense of organisational support enhances the relationship between sense of overqualification and innovative behaviour, so the hypothesis is valid.

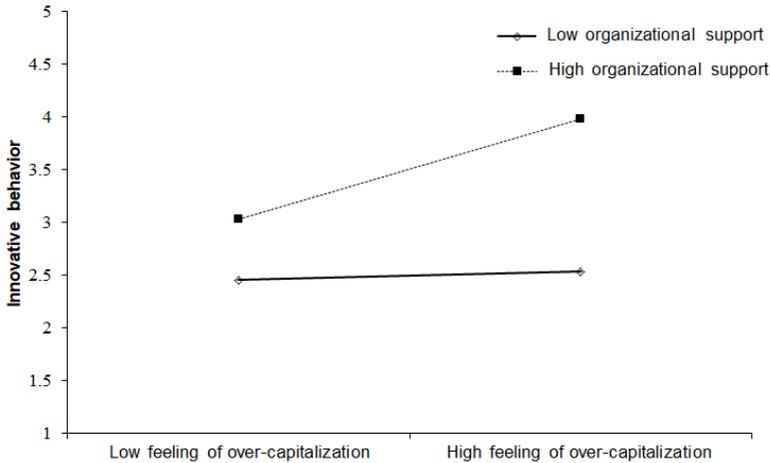
**Table 2.** Examination of the moderating effect of the sense of organisational support on the relationship between the sense of excess quality and innovative behaviour

	Innovative Behavior		
	M1	M2	M3
Feeling of over-capitalization	0.43***	0.264***	0.28***
Sense of organisational support		0.404***	0.489***
Feeling of over-capitalisation Sense of organisational support			0.228***
R <sup>2</sup>	0.185	0.320	0.364
Adjusted R <sup>2</sup>	0.181	0.314	0.354
F	46.076***	47.618***	38.292***

Note: \*\*\*P<0.001, \*\*P<0.01, \*P<0.05

As shown in Figure 2, the sense of organisational support can positively modulate the relationship between the sense of excess quality and innovative behaviour; the higher the sense of organisational support, the stronger the positive relationship between the sense of excess quality and innovative behaviour; on the contrary, when the sense of organisational support is lower, the positive relationship between the sense of excess quality and innovative behaviour is weaker.

In summary, the results in Table 2 and Figure 2 support Hypothesis 5.



**Fig. 2.** The moderating role of perceived organisational support in the relationship between perceived excess capital and innovative behaviour

## 4 Conclusion

This study investigates the relationship between the sense of excess quality and the innovative behaviour of the new generation of post-90s employees, and analyses in depth the mediating role of the willingness to innovate and the moderating role of the sense of organisational support. 205 post-90s employees in the Macao SAR of China were surveyed through online questionnaires, and the data was analysed empirically, and the five research hypotheses put forward were all tested, leading to the following conclusions: (1) Over-qualified employees.

(1) Hypercapitalisation positively predicts the innovative behaviour of post-90s employees; the higher the hypercapitalisation, the higher the innovative behaviour.

(2) Hypercapitalisation positively predicts the willingness to innovate; the higher the hypercapitalisation, the higher the willingness to innovate.

(3) Willingness to innovate positively predicts the innovation behaviour of post-90s employees; the higher the willingness to innovate, the higher the innovation behaviour.

(4) Willingness to innovate has a mediating role in the relationship between over-qualification and post-1990s employees' innovative behaviour, which means that over-qualification can positively predict post-1990s employees' innovative behaviour, and

willingness to innovate can positively predict post-1990s employees' innovative behaviour; the higher the overqualification, the higher the willingness to innovate, which means that employees have the ability and energy to carry out innovative activities, and therefore the willingness to innovate will be increased, so that employees' innovative behaviour will be increased.

(5) Sense of organisational support has a moderating effect on the relationship between surplus of qualifications and innovative behaviour. A high sense of organisational support enhances the relationship between surplus of qualifications and innovative behaviour.

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