

The Impact of Perceived Overqualification on Time Banditry Behavior from the Perspective of LMX

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Abstract. Time banditry behavior is a negative extra-normative behavior, which has a negative impact on employee and organizational performance. However, it is easy to be ignored because of its strong concealment. In view of this, based on the equity theory, this study explores the influence mechanism of perceived overqualification on time banditry behavior. The results of a two-stage questionnaire survey of 430 employees show that the perceived overqualification positively affects employees' time banditry behavior; the perception of leader-member exchange relationship plays a partial mediating role in the process of perceived overqualification affecting time banditry behavior. Organizational climate positively moderates the mediating effect of leader-member exchange relationship perception.

Keywords: Perceived overqualification; Time banditry behavior; Perceived leader-member exchange; Organizational climate; Equity theory

1. Introduction

The negative psychological experience brought about by negative factors from organizations, leaders or colleagues makes it difficult for employees to stay focused on their work. It has become a common phenomenon in the organization that employees consciously or unconsciously chat with colleagues, daze, browse information unrelated to work and so on during their work. This kind of behavior that is not recognized by the organization and is not related to the work during the work period is called time banditry behavior[1]. Although time banditry behavior may have a positive impact on employees, such as alleviating job burnout and loss of psychological resources, supplementing psychological energy, and increasing interpersonal interaction with colleagues[2,3]. But as a negative behavior that deviates from work tasks, its impact on employees' job performance, organizational effectiveness, and group work atmosphere is more negative[3,4]. At the same time, with the development of network technology, the manifestation of time banditry behavior tends to be more diversified. The idle work or idle behavior relying on the network strengthens its hidden characteristics[5,6], and its frequency and negative impact are also increasing. How to take effective management measures to reduce employees' negative psychological experience and time banditry behavior has become a key topic for scholars and organizations to think and discuss.

In previous studies, scholars mostly discussed the influencing factors of time banditry behavior from the external environment such as organizational atmosphere[7,8], leadership style[9,10], colleague behavior[11,12], and so on. However, there are relatively few studies on the influence of individual factors such as negative cognition on time banditry behavior. At the same time, this study found that employees in the organization generally have a degree or education level, skill level, experience and work ability that exceed the job requirements of their positions[13], that is, employees generally have a problem of overqualification, and employees' subjective cognition of whether they have a problem of overqualification and its degree is called perceived overqualification[14]. A higher level of perceived overqualification often leads to employees' negative work attitudes and behaviors[15,17]. So, will employees' sense of overqualification promote their time banditry behavior? According to equity theory, when employees perceive that their ratio of effort to organizational reward is lower than other colleagues or their own expectations, they will have a strong sense of injustice and believe that they have been unfairly treated by the organization and leadership. At this time, employees will respond to this sense of injustice by adopting negative attitudes and behaviors such as reducing actual effort or 'revenge' behavior at

work[15]. In addition, employees' sense of injustice will also promote the identity cognition of 'outsiders' [18], reduce employees' positive cognition and satisfaction with the exchange relationship with leaders[19]. According to the reciprocal belief, low level of leader-member exchange relationship perception will further reduce employees' work enthusiasm and dedication[20].

In addition, according to the perspective of human-environment interaction, the organizational environment will inevitably have a positive or negative impact on employees[21]. Organizational chaxu atmosphere, which is prevalent in Chinese local culture, reflects the environmental characteristics of leaders' differential treatment of employees in terms of interpersonal interaction and resource allocation[22]. It affects employees' perception of the difference in leader-member exchange relationship in the team, which may increase the sense of injustice of employees with overqualification.

Therefore, based on the equity theory, the purpose of this study is to explore the effect of perceived overqualification on time banditry behavior, and to analyze the role of leader-member exchange relationship perception in the process of perceived overqualification affecting time banditry behavior and the boundary effect of organizational chaxu atmosphere. At the same time, it provides management enlightenment for organizations to deal with employee overqualification and time banditry behavior.

2. Research Hypothesis

2.1 The Influence of Perceived Overqualification on Time Banditry Behavior

Perceived overqualification refers to employees' perception that their qualification level is higher than their job requirements[14]. In general, perceived overqualification is a negative individual cognition. Previous studies have carried out negative results research on perceived overqualification from the perspectives of person-job matching theory, conservation of resource theory, and relative deprivation theory. It is believed that overqualification is a work situation where people-jobs do not match. Employees with high sense of overqualification generally have lower engagement and job satisfaction, higher negative emotions such as alienation and anger, and show more work deviation behavior, counterproductive behavior, and turnover behavior, which in turn have a negative impact on organizational performance[23,25].

According to equity theory, individuals are sensitive to the perception of unfair factors in the organization[26], and an important basis for individuals to judge whether it is fair is the ratio of input to return[27]. According to equity theory, individuals not only pay attention to whether their own input is equivalent to the return of the organization, but also pay attention to the vertical comparison of their own pay-return ratio in the past and the present, and take colleagues in similar positions as reference objects, pay attention to the horizontal comparison of their own pay-return ratio with other colleagues[28]. When individuals believe that the reward in the current work is lower than the pay, or colleagues are significantly higher than themselves in the pay-reward ratio, or over time, the individual's pay-reward ratio is significantly lower than the expected level, individuals will have a strong sense of injustice[29], and then take some negative behavior to reduce their actual pay in the work or 'revenge' the organization's injustice by keeping silent, slacking and other counterproductive behavior[30].

On the one hand, employees with high sense of overqualification will think that their efforts (high education, rich knowledge and skills, sufficient work experience, etc.) are significantly higher than the organizational returns (job level, salary, growth opportunities, status, etc.). In contrast, some employees with lower qualifications can obtain the same level of positions, work tasks, salary, etc., some employees with similar qualifications can obtain higher positions, faster promotion, more power, etc., and some employees with the same position obviously have more opportunities to communicate and work with leaders. This greater sense of inequality will prompt employees to have a strong sense of unfairness.

On the other hand, employees are usually eager to gain career growth in the organization. Although they have obtained a job position matching their qualifications when they first joined the organization, they may not get more challenging work tasks or opportunities for salary increase and promotion when they continuously improve their personal ability by learning new knowledge or skills and accumulating work experience in the process of work, so as to face the situation that personal ability gradually exceeds the job requirements. At the same time, because their own efforts are gradually higher than the organizational returns, the ratio of effort to return is difficult to reach the level that they once expected, which will have a disappointing and unfair negative psychological experience for the organization. In this case, employees will tend to be more negative slacking behaviors[31] such as time banditry behaviors, and balance the effort-reward ratio by reducing the effort in the work. Therefore, put forward the hypothesis:

H1: Perceived overqualification has a significant positive impact on employees' time banditry behavior.

2.2 The Mediating Role of Leader-Member Exchange Relationship Perception

Due to the limited time, energy, resources, etc., it is difficult for leaders to equally allocate resources to each employee in the team. Therefore, leaders generally manage employees differently according to certain standards, and establish different exchange relationships with them, thus forming a leader-member exchange relationship differentiated environment[32]. High-level leader-member exchange represents the establishment of a high-quality exchange relationship between leaders and employees, which is not only reflected in giving employees more resource support, trust and opportunities at work, but also in the interaction and exchange with employees beyond the scope of work and in social life, such as giving employees help and care in life. The low-level leader-member exchange means that the quality of the exchange relationship between leaders and employees is low, which is limited to the simple economic exchange on the work relationship to maintain the basic labor contract relationship. Leaders will not give employees too much attention and training resources[33]. Employees with a high-quality leader-member exchange relationship are defaulted to be 'insiders' within the leader's management, and conversely, employees with low leader-member exchange are identified as 'outsiders' [19].

Perceived overqualification can negatively predict employees' perceived leader-member exchange relationship. On the one hand, according to the equity theory, employees with a sense of overqualification will think that their effort (skills, experience and other individual qualifications) to the organization is higher than the organizational return (career growth, salary, status, etc.), thus realizing that they are in a relatively disadvantaged and unfair environment. Especially when they compare the effort-reward ratio with the person-job matching colleagues, they will have a greater sense of injustice, and this sense of injustice mainly comes from the perception of unfair distribution results[27]. That is, employees will think that the organization is unfair in resource allocation, and the organization will take partial care of other employees in resource allocation. It is difficult for them to obtain high-quality resources in the organization. Meanwhile, employees generally regard leaders as representatives of the organization[34]. Therefore, they believe that the leader-member exchange relationship established between leaders and themselves is of low quality. On the other hand, employees with a sense of overqualification usually have a low awareness of insider status and tend to think that they are 'outsiders' in the organization[35]. Leaders will only establish simple exchange relationships with themselves, and will not be supported by leaders' more resources, trust, etc., resulting in a low level of leader-member exchange relationship perception.

Perceived leader-member exchange relationship can significantly predict employees' time banditry behavior. On the one hand, the leader-member exchange relationship can improve the enthusiasm of employees from two aspects: the support of work resources and the activation of reciprocal motivation[36]. Firstly, employees who perceive the higher the quality of leader-member exchange relationship can obtain more abundant work resources than other employees[37]. Leaders will also give them additional tasks because of trust. At this time, employees have higher work

enthusiasm and less spare time and energy to do things other than work. Secondly, according to the reciprocal belief, when employees perceive the high quality of the exchange relationship with the leader, they will think that they have a sense of responsibility and obligation to reward the organization's preferential treatment, and achieve the purpose of reward by showing positive work attitude and behavior to the leader; on the contrary, when employees perceive that the quality of the exchange relationship with the leader is low, they will respond to the organization's lack of attention with negative work attitudes and behaviors[38]. At this time, employees will show more time banditry behavior. On the other hand, employees who perceive low quality of leader-member exchange relationship are more inclined to attribute the leader's differential treatment to the outside world. They believe that the establishment of high-quality exchange relationship between leaders and some colleagues is not based on personal strength or qualification, but on external factors such as luck[39], resulting in a sense of unfairness. When employees perceive organizational injustice, they often adopt negative attitudes and behaviors to deal with it[28]. Therefore, put forward the hypothesis:

H2: The leader-member exchange relationship perceived by employees plays a partial mediating role between perceived overqualification and time banditry behavior.

2.3 The Moderating Effect of Organizational Chaxu Atmosphere

Working environment is one of the important factors that affect employees' attitudes and behaviors. From the perspective of employees, the organizational chaxu atmosphere refers to the degree to which employees perceive the differentiation of the relationship between the members of the organization around the leader, or the degree to which the leader treats employees differently in terms of interpersonal interaction, resource allocation, etc.[22]. Generally speaking, leaders will evaluate whether employees can become 'their own people' according to some criteria such as the relationship with employees, the loyalty and ability of employees, and divide employees into 'insiders' at the core of the organization and 'outsiders' at the edge of the organization, and give 'insiders' employees private care in terms of resource allocation, promotion opportunities, etc.[40]. When the organizational chaxu atmosphere is stronger, it shows that the higher the degree of leader's differential treatment of employees, the greater the difference in the quality of the exchange relationship established between leaders and employees, and the more significant the 'circle phenomenon' in the organization[41], which means that employees can more clearly perceive their relative position in the organization and the relative quality of the exchange relationship with leaders by comparing the leader's differential treatment of different employees and the degree of difference in the resources received by employees. At the same time, the higher the degree of differentiation of leader-member exchange relationship in the organization, the more likely it is to stimulate employees' perception of unfairness[42].

Employees with a sense of overqualification will have a low perception of the quality of leader-member exchange relationship because they feel unfair about the allocation of organizational resources when comparing the effort-reward ratio with other colleagues, especially people-job matching colleagues. At this time, when the organizational chaxu atmosphere is stronger, employees can more clearly and obviously perceive the injustice of leaders' differential treatment, as well as their relative disadvantage and marginalized position in the team, and the low level of leader-member exchange relationship quality with a significant gap compared with the 'insiders' employees. On the contrary, when the organizational chaxu atmosphere is low, there is no obvious 'circle phenomenon' and differentiated leader-member exchange relationship in the organization, and employees will not have different levels of leader-member exchange relationship perception. Therefore, put forward the hypothesis:

H3: Organizational chaxu atmosphere positively moderates the relationship between perceived overqualification and leader-member exchange relationship perceived by employees.

Combined with H2 and H3, this study speculates that the organizational chaxu atmosphere will further regulate the mediating role of perceived leader-member exchange relationship between

perceived overqualification and employee time banditry behavior, that is, when the organizational chaxu atmosphere is enhanced, the indirect effect of perceived overqualification on time banditry behavior through perceived leader-member exchange relationship will also be enhanced. On the contrary, when the organizational chaxu atmosphere weakens, the indirect effect of perceived overqualification on time banditry behavior through perceived leader-member exchange relationship will also weaken. Therefore, put forward the hypothesis:

H4: Organizational chaxu atmosphere positively moderates the mediating role of perceived leader-member exchange relationship between perceived overqualification and time banditry behavior.

In summary, construct the theoretical model, and show in figure 1.

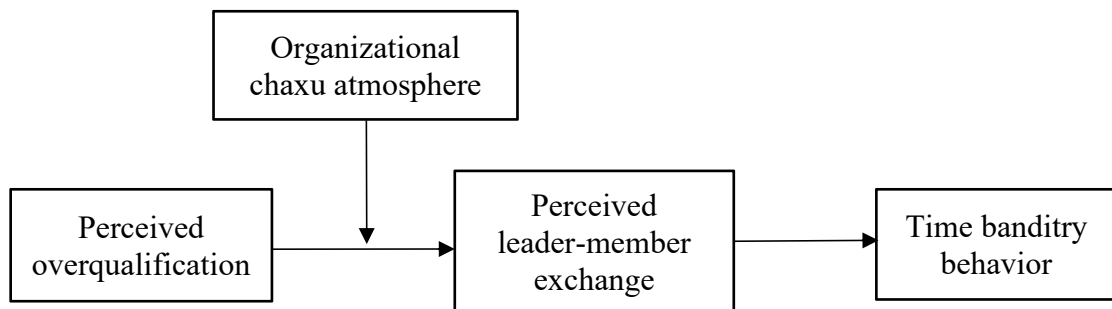


Fig 1 Theoretical model

3. Research Method

3.1 Sample

This study adopts the method of questionnaire survey to obtain sample data in two stages. The first stage mainly collects control variables such as gender, age, and employee evaluation data on perceived overqualification and organizational chaxu atmosphere. A total of 580 questionnaires were distributed and recovered in this stage. After eliminating 21 invalid questionnaires, the remaining 559 valid questionnaires were stored in the sample database. After an interval of one month, the second stage of the questionnaire was distributed to the respondents in the sample library, mainly collecting the evaluation data of employees on the leader-member exchange relationship and time banditry behavior. A total of 470 questionnaires were collected at this stage. After eliminating 40 invalid questionnaires, 430 valid questionnaires were finally obtained.

3.2 Measuring Tool

The measurement scales used in this study are mature scales. Each scale item uses Likert's 5-point scoring method, 1-5 represent 'very disagree', 'compare disagree', 'uncertain', 'compare agree' and 'very agree'.

Perceived overqualification: This study uses the scale developed by Maynard (2006) [14], a total of 9 items, such as 'my job requires less education than I have', etc. The Cronbach's α is 0.90.

Perceived leader-member exchange: This study uses the scale developed by Graen (1995) [43], a total of 7 items, such as 'do you usually know how satisfied your leader is with what you do?', etc. The Cronbach's α value of the scale is 0.84.

Time banditry behavior: This study uses the scale developed by Brock (2013) [44], a total of 31 items, such as 'I spend more time than necessary on tasks', etc. The Cronbach's α is 0.97.

Organizational chaxu atmosphere: This study uses the scale developed by Zhenyu (2003) [45], a total of 11 items, such as 'my leadership treats different subordinates differently.', etc. The Cronbach's α is 0.95.

Control variables: Combined with the existing relevant research literature, this study selected six demographic variables: gender, age, education, working years, post and enterprise nature as control variables.

4. Statistical result

4.1 Confirmatory Factor Analysis and Common Method Bias Test

Table 1 Confirmatory Factor Analysis Results					
Model	χ^2 / df	RMSEA	CFI	IFI	TLI
Four-factor Model (P,L,T,C)	2.60	0.06	0.88	0.89	0.88
Three-factor Model (P+L,T,C)	3.11	0.07	0.85	0.85	0.84
Three-factor Model (P,L+C,T)	4.07	0.09	0.78	0.78	0.76
Two-factor Model (P+L+C,T)	4.79	0.09	0.72	0.73	0.71
One-factor Model (P+L+T+C)	6.27	0.11	0.62	0.63	0.60
Note: N = 430, P = perceived overqualification, L = perceived leader-member exchange, T = time banditry behavior, C = organizational chaxu atmosphere, *** indicates $p < 0.001$					

In order to test the discriminant validity of the four variables of " perceived overqualification, " " perceived leader-member exchange, " " time banditry behavior " and " organizational chaxu atmosphere, " this study uses AMOS26.0 for confirmatory factor analysis. The results are shown in table 1. Compared with other factor models, the four-factor model had the best fitting effect ($\chi^2 / df = 2.60$, RMSEA = 0.06, CFI = 0.88, IFI = 0.89, TLI = 0.88), indicating that the model had good discriminant validity.

Since all variables are measured by self-reporting, a common method bias analysis is required. According to the results of Harman single factor test, there were 9 factors with eigenvalues greater than 1, and the variance interpretation rate of the first factor was 30.54 % (< 40 %), indicating that there was no serious common method bias in this study.

4.2 Descriptive Statistics and Correlation Analysis

In this study, descriptive statistics and correlation analysis were carried out on the research variables. The mean, standard deviation and correlation matrix of the variables are shown in table 2. There is a significant negative correlation between the perceived overqualification and the perceived leader-member exchange ($r = -0.43$, $p < 0.01$), and a significant positive correlation with the time banditry behavior ($r = 0.45$, $p < 0.01$). There is a significant negative correlation between the perceived leader-member exchange and the time banditry behavior ($r = -0.48$, $p < 0.01$). The results of the correlation analysis are in line with the hypothesis expectations, and hypothesis 1 and hypothesis 2 are preliminarily supported.

Table 2 Mean, Standard Deviation, and Correlation Coefficients of Variables												
Variable	M	SD	1	2	3	4	5	6	7	8	9	10
1.Perceived Overqualification	3.10	0.95	1									
2.Perceived Leader-member Exchange	3.7	0.88	-0.42*	1								
3.Time Banditry Behavior	2.71	0.85	0.45*	-0.48*	1							
4.Organization al Chaxu Atmosphere	3.08	1.07	-0.14*	0.01	-0.12*	1						
5.Gender	1.57	0.50	0.10*	-0.12*	0.05	-0.01	1					
6.Age	2.51	0.71	-0.07	0.17*	-0.22*	0.09	-0.10*	1				
7.Education	3.06	0.55	0.01	0.06	0.04	0.05	0.03	-0.04	1			
8.Working years	2.52	0.88	-0.17*	0.20*	-0.24*	0.07	-0.14*	0.78*	-0.10*	1		
9.Post	1.95	0.99	-0.14*	0.17*	-0.15*	-0.06	-0.03	0.44*	0.15*	0.47*	1	
10.Enterprise Nature	1.64	0.89	-0.04	0.08	-0.09	-0.05	-0.04	-0.05	0.12*	-0.01	0.06	1
Note: N = 430, ** indicates $p < 0.01$, * indicates $p < 0.05$ (two-tailed test).												

4.3 Hypothesis Test

This study uses hierarchical regression method to test the hypothesis, and the results are shown in table 3. First of all, it can be seen from model 6 in table 3 that the perceived overqualification has a significant positive impact on time banditry behavior ($\beta = 0.43$, $p < 0.001$), thus hypothesis 1 is supported. Secondly, it can be seen from model 2 in table 3 that the perceived overqualification has a significant negative impact on the perceived leader-member exchange ($\beta = -0.39$, $p < 0.001$). And it can be seen from model 7 that the perceived leader-member exchange has a significant negative impact on time banditry behavior ($\beta = -0.45$, $p < 0.001$). Meanwhile, from model 8, it can be seen that after adding the perceived overqualification and the perceived leader-member exchange at the same time, the positive impact of the perceived overqualification on time banditry behavior is reduced, and the regression coefficient is reduced from the original ($\beta = 0.43$, $p < 0.001$) to ($\beta = 0.30$, $p < 0.001$), and the perceived leader-member exchange still has a significant negative impact on time banditry behavior ($\beta = -0.33$, $p < 0.001$). This shows that the perceived leader-member exchange plays a partial mediating role between the perceived overqualification and time banditry behavior, thus hypothesis 2 is supported.

Table 3 Hierarchical Regression Analysis Results									
Variable	PLMX					TBB			
	Model 1	Model 2	Model 3	Model 4		Model 5	Model 6	Model 7	Model 8
Gender	-0.09	-0.06	-0.06	-0.05		0.01	-0.02	-0.03	-0.04
Age	-0.01	0.07	0.07	0.08		-0.07	-0.14*	-0.07	-0.12
Education	0.05	0.06	0.06	0.04		0.03	0.03	0.06	0.05
Working years	0.15	0.05	0.06	0.05		-0.17*	-0.06	-0.10	-0.04
Post	0.10	0.07	0.06	0.07		-0.05	-0.003	0.01	0.02
Enterprise Nature	0.07	0.06	0.05	0.06		-0.10*	-0.09*	-0.07	-0.07
PO		-0.39***	-0.40***	-0.39***			0.43***		0.30***
PLMX								-0.45***	-0.33***
OCA			-0.05	-0.04					
PO×OCA				-0.11**					
R2	0.07	0.21	0.21	0.23		0.07	0.25	0.26	0.33
ΔR2	0.07***	0.14***	0.14***	0.02**		0.07***	0.17***	0.19***	0.07***
F	5.13***	16.05** *	14.22** *	13.54** *		5.55***	19.72** *	21.07** *	26.10** *
Note: N = 430, PO = perceived overqualification, PLMX = perceived leader-member exchange, TBB = time banditry behavior, OCA = organizational chaxu atmosphere, * indicates p < 0.05, ** indicates p < 0.01, *** indicates p < 0.001 (two-tailed test).									

In order to ensure the reliability of the research results, this study also uses the Process program for bootstrap test to determine whether the mediating effect is significant by whether the confidence interval contains 0. The test results are shown in table 4, and the confidence interval of the mediating effect at the 95 % level is [0.08, 0.16], excluding 0. At the same time, after controlling the mediating variables, the confidence interval of the direct effect at the 95 % level is [0.19, 0.35], which also does not include 0. Therefore, it is further explained that the perceived leader-member exchange plays a partial mediating role between the perceived overqualification and the time banditry behavior, thus hypothesis 2 is supported again.

Table 4 Bootstrap Test Results of Mediating Effect				
	Effect	BootSE	BootLLC I	BootULC I
Indirect Effect	0.12	0.02	0.08	0.16
Direct Effect	0.27	0.04	0.19	0.35
Total Effect	0.39	0.04	0.31	0.46

Finally, according to model 4 in table 3, the regression coefficient of the product term of perceived overqualification \times organizational chaxu atmosphere is significant ($\beta = -0.11, p < 0.01$), and the R^2 of the regression model changes significantly ($\Delta R^2 = 0.02, p < 0.01$), indicating that organizational chaxu atmosphere plays a significant role in regulating the relationship between perceived overqualification and perceived leader-member exchange. Hypothesis 3 is supported.

In order to show the adjustment effect more clearly, this study added and subtracted a standard deviation from the mean value of the organizational chaxu atmosphere to form two groups of high organizational chaxu atmosphere and low organizational chaxu atmosphere, and drew the adjustment effect diagram. As shown in figure 2, compared with the low organizational chaxu atmosphere group, the relationship between the perceived overqualification and the perceived leader-member exchange in the high organizational chaxu atmosphere is significantly steeper, that is, when the perceived overqualification increases, employees in a higher level of organizational chaxu atmosphere will have a lower sense of leader-member exchange, which further verifies hypothesis 3.

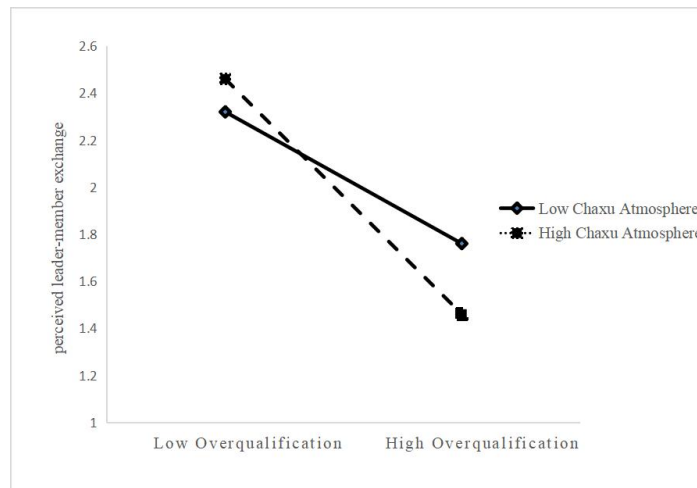


Fig 2 The moderating effect of organizational chaxu atmosphere on the relationship between perceived overqualification and perceived leader-member exchange

In order to test the moderated mediation effect in hypothesis 4, this study used the Process program to carry out the bootstrap test of conditional mediation effect, and the results were shown in table 5. When the organizational chaxu atmosphere is high (mean plus a standard deviation), the indirect effect of perceived overqualification on time banditry behavior through the perceived leader-member exchange is significant, and the confidence interval at the 95 % level is [0.10, 0.21], excluding 0. When the organizational chaxu atmosphere is low (mean minus one standard deviation), the indirect effect of perceived overqualification on time banditry behavior through the perceived leader-member exchange is also significant. The confidence interval at the 95 % level is [0.02, 0.11], excluding 0. However, there are significant differences in the mediating effect value of perceived leader-member exchange under different levels of organizational chaxu atmosphere. It can be seen from table 5 that with the improvement of organizational chaxu atmosphere, the intermediate effect value is also significantly improved, indicating that compared with low organizational chaxu atmosphere. Under the high organizational chaxu atmosphere, the perceived leader-member exchange plays a stronger mediating role between the perceived overqualification and the time banditry behavior, which means that the organizational chaxu atmosphere has a moderating effect on the mediating role of the perceived leader-member exchange, thus hypothesis 4 is supported.

Table 5 Conditional Mediating Effect Test				
Regulating Variable Grouping	Mediation effect value	BootSE	BootLLCI	BootULCI
Low organizational chaxu atmosphere	0.07	0.02	0.02	0.11
medium organizational chaxu atmosphere	0.13	0.02	0.08	0.18
high organizational chaxu atmosphere	0.15	0.03	0.10	0.21

5. Discuss

Based on the equity theory, this study explores the relationship between perceived overqualification and time banditry behavior. The results show that perceived overqualification positively affects time banditry behavior. The perceived leader-member exchange plays a partial mediating role between the perceived overqualification and the time banditry behavior. The organizational chaxu atmosphere positively moderates the relationship between perceived overqualification and the perceived leader-member exchange, and positively moderates the mediating effect of the perceived leader-member exchange.

This study broadens the research on the antecedents of time banditry behavior. Previous studies on the antecedents of time banditry behavior mainly focused on leadership style, organizational environment, job characteristics, etc., and less on the impact of employees' negative cognition on time banditry behavior. Based on the equity theory, this study explores the direct effect of perceived overqualification on time banditry behavior and the indirect effect of perceived leader-member exchange relationship on time banditry behavior. In addition, the results provide some managerial implications for leaders in the organization. Firstly, organizations should pay attention to the problem of overqualification of employees. Leaders can actively pay attention to the working status of subordinates, timely find out the bad working status of employees and the possible problem of overqualification, and take the initiative to help employees solve the problem of overqualification, so that employees can give full play to their personal abilities in more suitable positions, and also create greater benefits for the organization. Secondly, because the negative emotional experience of employees is the main cause of time banditry behavior, managers should also pay attention to the working status and emotional problems of employees, take the initiative to give employees care and timely help, and create a good working atmosphere. Finally, organizational chaxu atmosphere can enhance the negative impact of the perceived overqualification on the perceived leader-member exchange relationship, thus increasing employees' time banditry behavior. In view of this, leaders should clarify and standardize the various management systems of the organization, ensure the fairness of the implementation of promotion, rewards and punishments, and avoid differential management, and try to establish a good working relationship with every employee.

First of all, since the sample data of this study are derived from the self-report of employees, there may be a problem of common method bias. Therefore, in the future, research data can be obtained by combining self-assessment and other-assessment. Secondly, this study only considers the moderating effect of organizational chaxu atmosphere. In the future, other factors such as individual trait factors can be added to examine the boundary conditions of perceived overqualification affecting time banditry behavior. Finally, from the perspective of equity theory, this study explores the influence mechanism of perceived overqualification on time banditry behavior through the mediating path of leader-member exchange relationship perceived by individuals, but does not consider whether individuals will also take leader-member exchange relationship as a comparative content in the process of comparison. Therefore, future research can

further explore the mediating effect of leader-member exchange relationship in combination with social network relationship.

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