

The Influence of Coaching Leadership on Post-90s Employees' Perceived Overqualification: The Mediating Effect of Job Crafting

Zizheng Liu^{1, *}

¹ School of Labor and Human Resources, Renmin University of China, Beijing, China

*Corresponding author: 2020200949@ruc.edu.cn

Abstract. A sizeable portion of the population on entering workforce are facing high level of perceived overqualification, and researches have shown the negative effects of it. Therefore, it is essential to find solutions to reduce perceived overqualification of employees through appropriate management methods based on the characteristics of the new generation of employees represented by the post-90s generation. This study constructs a model that coaching leadership influences the post-90s employees through employees' perceived overqualification through job crafting. 300 samples of post-90s employees were collected to conduct empirical analysis, and the results show that: coaching leadership has significant and negative impact on perceived overqualification of post-90s employees. Coaching leadership has positive impact on post-90s employees' job crafting. Job crafting has significant and negative impact on perceived overqualification of post-90s employees. Job crafting mediates the relationship between coaching leadership and perceived overqualification of post-90s employees. The implications, limitations, and future directions of these findings were discussed.

Keywords: Perceived overqualification; coaching leadership; job crafting; post-90s employees.

1. Introduction

In recent years, with the continuous development of China's higher education, the number of highly educated and capable talents is increasing. According to news report, the number of college graduates in 2022 at all levels and of all types in China will exceed 10 million for the first time. As China's economy is still in an unbalanced and insufficient state of development, this mismatch between education and economic development leads to the imbalance between supply and demand of human resources. As a result, many new employees experience strong perceived overqualification because of their own education level, knowledge, experience, skills and other qualifications are beyond work requirement. Researches show that perceived overqualification often causes employees to be dissatisfied with their work, which leads to job burnout, high turnover intention, low level of organizational citizenship behavior and other problems. These problems make enterprises that have too many employees with high sense of excess qualification face the risk of high turnover rate, increase management costs, and lack the motivation for sustainable development. In particular, compared with former generations, post-90s employees tend to be highly educated, more independent, more innovative, and pursue more challenging work. Therefore, the post-90s generation is more likely to be affected by the sense of excess qualification, but also has more potential to improve their work by being guided by appropriate leadership. Thus, it can be seen that, at a time when more and more new employees will experience perceived overqualification, how to reduce perceived overqualification of employees through appropriate management methods based on the characteristics of the new generation of employees represented by the post-90s generation is a practical problem to be solved urgently.

Perceived overqualification refers to the subjective feeling that an individual realizes that his or her education, skills and experience exceed the job requirements [1]. Most of the existing researches on "perceived qualification" focus on the impact of perceived qualification and its mechanism, Most the impacts are usually negative, such as causing employees' anger, disappointment and other negative emotions [2], reducing organizational citizenship behavior [3] and increasing turnover

behavior [4]. However, in recent years, there are some studies on the relationship between overqualified employees and innovation [5] and knowledge sharing [6], which suggest that overqualified employees may use their exceed qualifications to optimize their work.

Compared with the research on the consequences of perceived qualification, researches on the influencing factors of perceived qualification are few, especially at the organizational level. Therefore, there is a research gap in this area. Existing researches suggest that leader-member exchange is negatively related to employee's perceived overqualification, high-quality leader-member exchange relationship enjoy better communication, give employee more access to resources, provided them with more challenging tasks and make them feel valuable, so it can reduce perceived overqualification [7]. Therefore, it is suggested that proper leadership style which has potential to form high-quality leader-member exchange relationship may be what leaders can adopt to solve the problem of high perceived overqualification. In this case, this study matched coaching leadership as the leadership style in addressing the problem and propose its mechanism of action.

Coaching leadership was formally proposed by Goleman in 2000 and is a new type of leadership. It refers to the effective use of coaching technology to help employees find deep needs, establish work goals, provide corresponding resources and support in the process of achieving goals, improve employees' psychological model, stimulate employees' potential, and ultimately achieve win-win between employees and the organization [8]. Compared with other leadership styles, coaching leadership style has the characteristics of emphasizing the establishment of equal relations with subordinates, paying attention to their mental improvement and potential development, encouraging them to try new things and tolerating their mistakes [9]. Research shows that coaching leadership can significantly improve the role clarity and job satisfaction of employees [10], and improve employees' self-efficacy [11]. It can be speculated that coaching leadership does have a positive impact on improving employees' cognition of work and self-ability, and improving employees' psychological state, which also provides a basis for us to speculate on coaching leadership in reducing employees' sense of excess qualifications. In addition to having a generally positive impact on employees psychologically, coaching leadership can also promote employees' innovation [12] and have a significant positive impact on job crafting [9], in terms of work behavior.

The concept of job crafting originates from the view of job redesign. When the top-down traditional job design cannot meet the self-expression needs of employees whose self-awareness is constantly highlighted, they may redesign their jobs to better match themselves with their jobs. Based on the job requirement resource model, job crafting is defined as the coordination and matching of job requirements and work resources through a series of positive behaviors by employees according to their own abilities and preferences [13]. As have mentioned that previous studies have shown that coaching leadership can positively affect employees' job remodeling. In fact, some scholars have also found that perceived overqualification of employees is negatively related to job crafting [14], but perceived overqualification of employees is taken as the antecedent variable of job crafting. Existing research shows that job crafting improves employees' awareness of the meaning of work [15], and employees' autonomy and competency satisfaction [16]. These research results indicate that job crafting may be used as an antecedent variable, which enables employees to re-understand and adjust their work under the guidance of coaching leadership to make it match their own qualifications, thus reducing perceived overqualification. This provides a new explanation for the negative correlation between job crafting and employee's perceived overqualification. Based on the above, this study takes job crafting as the antecedent variable of perceived overqualification and the mediator of coaching leadership to reduce perceived overqualification of employees.

As times change, the post-90s generation is obvious different in personality characteristics from the post-80s generation [17]. The post-90s employees are usually curious and flexible, emphasizing freedom and autonomy in work [18], and have high education level, strong learning and innovation ability [19], as well as in need of leaders showing strong strength and respect for subordinates [20]. Now, the post-90s generation has entered the workplace and gradually become the main force in the workplace. Therefore, the main object of this study is the post-90s employees who are likely to have

perceived overqualification and who are likely to reshape their work under the guidance of suitable leadership style

To sum up, under the background that more and more new employees may have perceived overqualification and the theoretical support of previous relevant studies, this study tries to explore the possibility that coaching leaders can reduce perceived overqualification of post-90s employees by promoting job crafting, so as to enrich relevant research and provide reference for human resource management of enterprises.

2. Hypotheses Development

This project mainly studies the influence of coaching leadership on perceived overqualification of post-90s employees and the intermediary role of job remodeling. This study proposes the following assumptions:

Coaching leaders often communicate with employees on an equal footing, deeply understand their needs, fully tap their potential, jointly set reasonable work goals, and provide relevant resources and support for employees, so that employees can better play their abilities and qualifications, balance their abilities and work completion, and enable employees to better understand the work objectives and work significance, thus reducing perceived overqualifications of employees. Therefore, it is proposed that:

H1: Coaching leadership has significant and negative impact on perceived overqualification of post-90s employees.

Based on the social exchange theory, when coaching leaders help employees understand their deep work needs, help them set work goals and provide relevant support, employees who feel the help of leaders will try their best to adjust their perception of work and reshape their work according to their abilities and needs, so as to improve the completion of work and repay the help and support of leaders. At the same time, employees can reduce the mismatch between their abilities and work tasks by reshaping their work, digging deep into work resources, actively seeking new and challenging work tasks, intentionally exercising themselves and giving full play to their abilities at work. In a word, coaching leadership can effectively promote employees' job crafting, so that employees' abilities can be actively and fully played, and ultimately reduce employees' perceived overqualification. Therefore, it is proposed that:

H2: Coaching leadership has significant and positive impact on post-90s employees' job crafting.

H3: Job crafting has significant and negative impact on perceived overqualification of post-90s employees.

H4: Job crafting mediates the relationship between coaching leadership and perceived overqualification of post-90s employees.

3. Methodology

3.1 Sample and Procedure

In this study, questionnaires are used to collect the relevant data of post-90s employees. The questionnaires were distributed and completed online. When the questionnaire was issued, the post-90s in-service employees were invited to fill in the questionnaire. After receiving the data, the ages of the subjects were screened again to ensure that the samples met our requirements. In addition, the answer of question "What is the capital of China?", and whether the time for filling in the questionnaire is too short were examined to screen out questionnaires that are obviously not answered carefully. Finally, this paper received 335 questionnaires, with 300 valid samples, and the sample efficiency was 89.6%.

Among the samples, 45.3% were male and 53.7% were female. In terms of education background, high school degree and below accounted for 0.7%, junior college degree accounted for 23.7%, bachelor degree accounted for 58.3%, and graduate degree and above accounted for 17.3%. In terms

of working experience, 0.3% have less than one year, 49.7% have one to three years, 35.3% have four to six years, and 14.7% have seven or more years. years of service in current enterprise, 4.3% have less than one year, 63.3% have one to three years, 35.3% have four to six years, and 24.7% have seven or more years. years of service in current position, 19.7% have worked less than one year, and 35.0% for one year, 58.3% for two years, and 17.3% for three years or more. As Table 2 shows.

Table 1. Symbols for variables

Variables	Symbols
Age	X1
Gender	X2
Work experience	X3
Years of service in current enterprise	X4
Years of service in current position	X5
Educational background	X6
Perceived overqualification	PO
Coaching leadership	CL
Job crafting	JC

Table 2. Controlled variables' coding and proportion of each category

Variables	Code	Proportion
X2	1=male	45.3%
	2=female	53.7%
X3	1= high school degree and below	0.7%
	2=junior college degree	23.7%
	3=bachelor degree	58.3%
	4=graduate degree and above	17.3%
X4	1=less than one year	0.3%
	2=one to three years	49.7%
	3=four to six years	35.3%
	4=seven or more years	14.7%
X5	1=less than one year	4.3%
	2=one to three years	63.3%
	3=four to six years	35.3%
	4=seven or more years	24.7%
X6	1=less than one year	19.7%
	2=one year	35.0%
	3=two years	58.3%
	4=three or more years	17.3%

Note. *N* =300

3.2 Measures

This study draws on the mature scales used many times in previous studies, which all use the Likert five-points rating method. The scores from "1" to "5" indicate "completely inconsistent" to "completely consistent".

Coaching leadership. Coaching leadership was measured using Heslin et al.'s 10-item scale. A sample item was "My supervisor can support me in taking on new challenges" [21]. In the study, the Cronbach's alpha of the job crafting scale was 0.942.

Perceived overqualification. Perceived overqualification was measured using Maynard et al.’s 9-item scale [22]. A sample item is “I have more abilities than I need in order to do my job” In the study, the Cronbach's alpha of the job crafting scale was 0.851.

Job crafting. Job crafting was measured using Tims et al.’s 21-item scale. Sample items were “I try to learn new things at work”, “I ask for more tasks if I finish my work” [23]. In the study, the Cronbach's alpha of the job crafting scale was 0.963.

In addition to the above main research variables, this study will collect relevant data of age, gender, work experience, years of service in current enterprise, years of service in current position and educational background.

4. Results and Discussion

4.1 Descriptive Statistics

The intercorrelations, means, standard deviations and coefficient α reliabilities (Cronbach's α) of the variables are presented in Table 3 Cronbach's α coefficient of each scale is higher than 0.8, and, which indicates that the data collected in this study has high reliability, and all scales have high reliability.

It can be seen from Table 3 that coaching leadership is significantly negative-correlated to perceived overqualification and has a positive correlation with job crafting. Job crafting is significantly negative-correlated to perceived overqualification. In addition, except for gender, the control variables are significantly related to perceived overqualification and job crafting, Therefore, it is important to control these variables for subsequent regression analysis.

Table 3. Statistical coefficients and correlation

Variable s	1	2	3	4	5	6	7	8	9
1.X1									
2.X2	0.043								
3.X3	0.507**	-							
4.X4	0.440**	-0.54	0.529**						
5.X5	0.326**	0.043	0.248**	0.517**					
6.X6	0.005*	-	-	-0.058*	-0.044				
7.PO	-	-	-0.286*	-	-	0.061*	(0.851)		
8.CL	0.300**	0.025	-0.286*	0.189**	0.203**	*		-	(0.942)
9.JC	0.429**	-	0.303**	0.340**	0.393**	-0.003	0.584**	-	0.849* (0.963)
	0.364**	0.046	0.354**	0.364**	0.405**	-0.25	0.551**	*)
Mean	28.060	1.550	2.640	2.360	2.480	2.920	2.786	3.497	3.606
SD	2.230	0.499	0.729	0.686	1.049	0.657	0.873	0.986	0.923

Note. $N=300$; * $p < .01$ and ** $p < .001$ (two-tailed); α reliabilities are given in parentheses on diagonal.

4.2 Tests of Hypotheses

This study tests the direct effect and mediating effect with the help of hierarchical regression. The results are displayed in Table 4. The VIF values of each model are less than 5, indicating that there is no obvious collinearity between variables.

Hypothesis 1 proposes that coaching leadership has significant and negative impact on perceived overqualification of post-90s employees. The result of model 2 supported this relationship as indicated by the regression coefficient and associated significance level ($\beta = 0.503, p < 0.0001$).

Hypothesis 2 proposes that coaching leadership has positive impact on post-90s employees' job crafting. As shown in Table 3 model 6, the relationship between coaching leadership and job crafting is positive and significant ($\beta = 0.758, p < 0.001$). Hypothesis 3 proposes that job crafting has significant and negative impact on perceived overqualification of post-90s employees. The result of model 3 supported this relationship as indicated by the regression coefficient and associated significance level ($\beta = -0.492, p < 0.001$).

Table 4. Hierarchical regression results of the mediating effect of job crafting

Variable	Perceived overqualification			Job crafting		
	model 1	model 2	model 3	model 4	model 5	model 6
1.X1	-0.074***	-0.008	-0.041	-0.014	0.069**	-0.027*
2.X2	-0.036	-0.095	-0.082	-0.096	0.094	0.029
3.X3	-0.220*	-0.117*	-0.117	-0.151*	0.211*	0.136***
4.X4	0.074	0.099	0.109	0.105	-0.071	0.035
5.X5	-0.105	0.020	0.018	0.031	0.250***	0.063**
6.X6	0.047	0.044	0.043	0.043	-0.008	-0.009
7.PO		-0.503***		-0.370***		
8.JC			-0.492***	-0.176*		0.758***
R ²	0.127	0.341	0.304	0.352	0.256	0.720
Adj R ²	0.109	0.339	0.302	0.348	0.241	0.719
F	7.105***	154.408***	130.179***	80.798***	16.815***	766.318***
VIF	1.023~1.82	1.061~1.82	1.026~1.83	1.027~3.86	1.023~1.82	1.027~1.82
	7	9	1	3	7	9

Note. $N=300$; * $p < .05$, ** $p < .01$, *** $p < .001$ (two-tailed).

Hypothesis 4 states that job crafting mediates the relationship between coaching leadership and perceived overqualification of post-90s employees. According to model 4, when coaching leadership and job crafting are regressed to perceived overqualification of post-90s employees at the same time, the significant negative impact of coaching leadership on perceived overqualification of post-90s employees is weakened ($\beta = 0.37, p < 0.001$). The coefficient difference between coaching leadership and perceived overqualification in model 2 and model 4 is $\beta - \beta' = 0.503 - 0.37 = 0.133$. At the same time, job crafting still have negative and significant impact on post-90s employees' perceived overqualification ($\beta = 0.176, p < 0.05$), so job crafting partially mediates the relationship between coaching leadership and perceived overqualification of post-90s employees and the part of mediating effect value is 13.3%. Then, the PROCESS V3.4 plug-in of SPSS and the Bootstrap method (5000 samples) are used to further verify the mediating effect. The results show that the indirect effect of job crafting between coaching leadership and perceived overqualification of post-90s employees is significant (*Indirect effect* = -0.133 , *BootSE* = 0.091, *BootLLCI* = 0.316, *BootULCI* = 0.044, 95% confidence intervals excluding 0). Therefore, Hypothesis 4 is supported.

4.3 Theoretical Implications

This study aims to examine whether coaching leadership help reduce post-90s employee's perceived overqualification and tried explaining the influence path by testing the mediating of job crafting.

The results fully support the direct relationship hypotheses, and also support the mediating effect hypothesis. The partial mediating effect suggests that job crafting does play an important role in the influence path of coaching leadership on perceived overqualification, but it also indicates that there

are possibly other factors between coaching leadership and perceived overqualification. Below, theoretical and practical implications of our results are discussed.

This study contributes to the literature on the employee's perceived overqualification. There are many researches on the influence of employee's perceived overqualification, and most of them point out its negative influence on work performance and work attitude. However, there is little research on the influencing factors of employee's perceived overqualification, especially on the organizational level. This study clearly filled this research gap by verifying the role of coaching leadership in reducing employee's perceived overqualification.

In addition, when exploring the antecedents at the organizational level of overqualification, our research focused on coaching leadership. Coaching leadership was put forward by Goleman in 2000, which is a relatively new concept of leadership and a new topic in academic research. That makes this study in the forefront of human resource management practice research in a way. Different from other leadership styles, coaching leaders emphasize equal communication with subordinates, have important characteristics such as personalized understanding of each employee's needs and abilities, inspiring employees to try to solve problems, and providing resource support (Wang,2018). This study creatively combines coaching leadership with solving the problem of employee's perceived overqualification, enriching the research on the influence of leadership style on employee's perceived overqualification.

Finally, this study builds an influence path for coaching leadership to reduce perceived overqualification of post-90s employees by promoting job crafting. Previous researches have pointed out that job crafting is negatively correlated with employee's perceived overqualification. However, the reason is often explained as that people with a high perceived overqualification will reduce their willingness and motivation to reshape their jobs, few studies have considered job reshaping and matching work with resources as the reasons for lower level of employee's perceived overqualification. Meanwhile, there are also researches verify that caching leadership positively influences job crafting, but this is the first time looking into the mediating effect of job crafting in the relationship between coaching leadership and post-90s employees' perceived overqualification, which is also a contribution to the literature.

4.4 Practical Implications

The results of this research also have valuable implications for managers. First, as coaching leadership help decrease post-90s employee's sense of over-qualification, it is practically important for leaders to cultivate coaching leadership style by facilitating communication with subordinates, and trying hard to understand their deep-seated needs, help them set work goals, and provide corresponding support.

Second, the results implicated that job crafting is an important path for coaching leadership to influence employee's perceived overqualification, so it is recommended for enterprises to create free and innovative environment and provide adequate resources for employees to better realize job crafting.

Third, this study provides a new perspective on solving problem of employees' high perceived overqualification. Instead of trying to retain employees by providing higher remuneration or relieving employees' negative emotions, leaders are recommended to encourage and help employees to actively adjust their work to match their qualifications, so as to reduce their perceived overqualification. In this way, the work quality of the employees is also likely to be improved, which is beneficial to the long-term development of the company.

4.5 Limitations and Future Directions

Some limitations of this study should be acknowledged. First, the data are cross-sectional so that this paper cannot draw any conclusions about the causal direction of the observed relationship. Also, the mediate effect of job crafting needs time to take effect. Therefore, future research can use longitudinal data to further verify the relationships. Second, this study mainly adopts convenient

sampling and snowball sampling methods. Although the regional sources and occupations of the samples are wide, it doesn't achieve true randomness. Therefore, random sampling should be achieved as much as possible in future research. Third, this study focuses on the impact of coaching leadership on perceived overqualification of post-90s employees. However, it remains to be explored how other leadership styles affect perceived overqualification of employees compared to coaching leadership and whether post-90s employees differ from employees of other generations in this issue. Last, this study takes job crafting as an overall indicator without distinguishing different dimensions. It is suggested that different dimensions of job crafting can be scored and tested separately in future research to further explore this issue.

5. Conclusion

Human resource management practitioners and other managers in enterprises have gradually come to notice of the problem of employees' perceived overqualification as more and more highly talented graduates entering workforce. They have tried many approaches to avoid the side-effects that came along employees' high level of perceived overqualification, but there may be a better way. The results of this study indicate the possibility of reducing post-90s employees' perceived overqualification by adopting coaching leadership style and partly reveal its mechanism by confirming the mediating role of job crafting. Therefore, our study provide evidence for how managers can address the problem that come along high perceived overqualification from headstream, and it is partly by motivating employees to adjust their work so as to give full play to their abilities which is beneficial to the utilization of human resources and long-term development of the enterprise. It is also looked forward to future research on the basis of this study to improve the mechanism of coaching leadership to reduce employee overqualification, and to compare and analyze whether other leadership styles have similar effects.

References

- [1] Cheng Qiyun, Sun Caixin, Zhang Xiaoxing, et al. Short-Term load forecasting model and method for power system based on complementation of neural network and fuzzy logic. *Transactions of China Electrotechnical Society*, 2004, 19(10): 53-58.
- [2] Yang Wenxin, Yang Chun, Zhou Fan. Overqualification and employee's job crafting: the impacts of work alienation. *Science of Science and Management of Science and Technology*, 2015(02): 149-160.
- [3] Ding Wanling, Wang Yao, Wu Jiebo. Are employees with unfulfilled talent more selfish -- based on the mediation of negative emotions. *Leadership Science*, 2019(12): 99-102.
- [4] Maynard, D.C., Parfyonova, N.M. Perceived overqualification and withdrawal behaviours: Examining the roles of job attitudes and work values. *Journal of Occupational and Organizational Psychology*, 2013, 86(3): 435-455.
- [5] Li Hui, Ding Gang. The mechanism of the effect of perceived excessive qualification on the innovative performance of new-generation employees - The mediating effect of work modeling and the moderating effect of vocational delay. *Technoeconomics and Management Research*, 2019(06): 3-9.
- [6] Zhao Hengchun, Li Xiangquan. The influence of perceived qualification on organizational knowledge sharing behavior -- based on the moderating effect of traditional Chinese cultural values. *Journal of Zhengzhou University (Philosophy and Social Sciences Edition)*, 2022, 55(01): 51-55.
- [7] Alfes K., Shantz A. and Baalen S. Reducing perceptions of overqualification and its impact on job satisfaction: the dual roles of interpersonal relationships at work. *Human Resource Management Journal*, 2016, 26(1): 84-101.
- [8] Wang Yanfei, Zhang Jingyuan, Lin Xingchi, Zhou Lianghai, Zhu Yv. A literature review of coaching leadership behavior and prospects. *Foreign Economics and Management*, 2016, 38(05): 44-57.
- [9] Wang Hongyv, Cui Zhisong. How can coaching leadership promote employees' job crafting-A multilevel mediated model. *Jiangsu Social Sciences*, 2018(02): 61-71.

- [10] Kim, Sewon. Assessing the Influence of Managerial Coaching on Employee Outcomes. *Human Resource Development Quarterly*, 2014, 24(1): 59-85.
- [11] Zhao Jingjie, Shao Defu, Yi Meng, Peng Jinqian. Coaching leadership, self-efficacy and employee's job performance. *South China Journal of Economics*, 2018(03): 99-112.
- [12] Song Ziyv, Gao Zhonghua. "Well-balanced Tension and Relaxation" is powerful for innovation-a dual moderating model of the relationship between coach leadership and employees' innovative behavior. *Research on Economics and Management*, 2020, 41(04): 132-144.
- [13] Tims M, Bakker A B. Job crafting: Towards a New Model of Individual Job Redesign. *SA Journal of Industrial Psychology*, 2010, 36(2): 1-9.
- [14] Xie Wenxin, Yang Chun, Zhou Fan. Overqualification and employee's job crafting: the impacts of work alienation and psychological resilience. *Science of Science and Management of Science and Technology*, 2015(02): 149-160.
- [15] Berg, J.M., Grant, A.M., et al. When callings are calling: crafting work and leisure in pursuit of unanswered occupational callings. *Organization Science*, 2010, 21(5): 973-994.
- [16] Slemp, G.R., Vella-Brodrick D.A. Optimizing employee mental health: the relationship between intrinsic need satisfaction, job crafting, and employee well-being. *Journal of Happiness Studies*, 2014, 15(4): 957-977.
- [17] Zhao Yixuan, Zhao Shuming, Xu Yunfei. A study of intergenerational differences of Chinese employees based on two years of achieving styles data, 2019(12): 1751-1760.
- [18] Bai Limei. A probe into the loyalty management of the 'post 80s' and 'post 90s' employees. Inner Mongolia University, 2012: 29-30.
- [19] Cui Shanbin. Research on the management of the post 90s employees in TC company based on personality characteristics. North West Agriculture and Forestry University, 2019: 22-23.
- [20] Liao Xiaoming, Chen Shan. The characteristics and management strategies of the new generation of 'post-90s' employees. *Leadership Science*, 2017(19): 10-11.
- [21] Heslin P A, Vandewalle D, Latham G P. Keen to Help? Managers'implicit Person Theories and Their Subsequent Employee Coaching. *Personnel Psychology*, 2006, 59(4): 871-902.
- [22] Maynard D.C., Joseph,T.A., Maynard,A.M. Underemployment, jobattitudes, and turnover intentions. *Journal of Organizational Behavior*, 2006, 27(4): 509-536.
- [23] Tims M, Bakker A B, Derks D. Development and Validation of the Job Crafting Scale. *Journal of Vocational Behavior*, 2012, 80(1): 173-186.