

# Sample of Level 3 editing

## Organizational Behavior

Associations of Perceptions of Underemployment Perception with In-role and Organizational Citizenship Behaviors for both ~~between~~ Insiders and Outsider Workers

### ABSTRACT

This study aimed ~~aims~~ to investigate whether there is any relationship between ~~the underemployment perception~~ perceptions of underemployment and ~~in-role~~ in-role and organizational citizenship behaviors based on ~~the view of beneficiary employee~~. In addition, we ~~discover~~ research whether there is ~~there any~~ difference ~~on in~~ these such relationships between ~~those workers who can be considered insiders~~ insiders, and those who are considered ~~and~~ outsiders.

Based on the data collected from both managers and employees, the results of 304 valid questionnaires showed that there was a significant negative correlation ~~betw~~ ~~er~~ ~~between~~ employees' perceptions of underemployment and ~~OCBO~~. However, after further ~~examined~~ examination, it was found that when the leader-member exchange relationship was high, such as with insiders, there was a negative correlation between ~~their underemployment perception~~ perception of underemployment and IRB. On the ~~contrary, other~~ hand, when the leader-member exchange relationship was low, ~~such which is as~~ was the case for ~~as~~ outsiders, there was a positive correlation between ~~the underemployment perception~~ perceptions of underemployment and IRB. The findings from this research ~~will~~ not only enrich the existing literature ~~but~~ also provide important ~~implications for practitioners~~.

#### Comment [SM1]: CHECK:

This is a very unpopular and dramatic word that everyone shuns. Strongly suggest you change it to 'downturn' or, if you wish to make this stronger, 'recession'

### INTRODUCTION

Due to the economic ~~depression~~ all around the world, the unemployment rate has gradually increased. Although many governments have ~~been~~ continuously modifying ~~ied~~ policies to reduce unemployment rates and promote temporary employment opportunities, the ~~unemployment rate in many developing countries~~ is still lower than that in advanced countries.

While unemployment may be a worldwide problem, lower national income or

#### Comment [SM2]: CHECK:

The reference to developing countries here is confusing because you switch from a worldwide trend to a specific contrast without explaining (say) the usual relative positions of developed and developing country employment trends

productivity in developing countries is not mainly due to significant  
~~“unemployment”~~ but rather to ~~;~~ instead, “underemployment” is the main reason.

For instance, owing to the lack of insurance policies for ~~no~~ complete  
unemployment ~~insurance policy~~, those without jobs face living difficulties in  
developing countries. Thus, many people reluctantly ~~for a living~~ take  
unsatisfactory jobs ~~reluctantly to sustain a living, whilst continuing~~ and continue  
to look for better jobs.

~~Terms of this situation which a worker~~ Workers who possess surplus education,  
experience, or skills relative to what ~~a~~ their current job requires have been referred  
to as underemployment, skill underutilization, or  
~~overqualification~~ overqualified. However, “underemployment” is the most  
common term used (Johnson, Morrow, & Johnson, 2002).

With progresses in technology, the transformation of industrial structures, and the  
growth of higher education, ~~moreover~~, job requirements are rarely set to screen  
out individuals who are overqualified for the job (O’Brien, 1986) and ~~;~~ employers  
continue to hire people with higher levels of education than the job ~~content~~  
requires (Howe, 1988). Although management has generally not considered  
“underutilization of skills” or “too much education” among their employees to be  
a problem, empirical ~~works~~ studies (Winefield & Tiggemann, 1989; O’Brien &  
Feather, 1990) have found that underemployed workers are ‘just as badly off  
psychologically as the unemployed’ (Winefield et al., 1991, p. 245).

~~Although~~ Even though the underemployed are regarded as part of the employed  
~~ment~~ population, they tend to be potential subjects of unemployment. According  
to Maynard, Joseph, and Maynard (2006), past studies on underemployment are  
very few. Since there are more and more people underemployed in labor markets,  
underemployment has become ~~s~~ a critical issue and ~~should increasingly become~~  
~~be~~ a matter of concern ~~recently~~.

Feldman (1996), generalizing ~~ed~~ previous studies on underemployment, ~~and~~  
proposed a cause-and-effect model of underemployment, and suggested that  
underemployment would result in employees having a<sup>2</sup> negative ~~work~~ attitude.  
However, in the same paper, he also claimed that underemployment could ~~may~~  
lead to an increased reliance on non performance-based tactics (such as  
networking and impression management) to get ahead.

These two different suggestions make it difficult to conclude what kind of relationship ~~to expect~~ between underemployment and employees' Organizational Citizenship Behaviors (OCB). ~~-~~

Organ (1988) defined OCB as ~~a~~ discretionary and individual behavior that is not directly or formally rewarded. In other words, employees perform OCB without any guarantee of immediate and substantial rewards from their organization for doing so (Konovsky & Pugh, 1994; Organ, 1988). In other words, OCBs are not, ~~strictly speaking, a kinds~~ of work performance.

On the other hand, ~~since~~ some people's job performance is ~~so~~ difficult to evaluate with an objective index, supervisors usually take employees' OCBs into account when evaluating their performances (Allen & Rush, 1998; Schnake & Dumler, 1997) ~~and~~ ~~;~~ sometimes individuals' OCBs ~~have a greater~~ influence ~~more~~ on supervisors' performance evaluation than objective ~~index—indices~~ such as productivity (Krulowicz & Lowery, 1996).

Since supervisors usually take employees' OCBs into account when ~~evaluating~~ their performances, it is reasonable to assume that underemployment may lead to an increased reliance ~~to-on~~ displaying OCBs as a tactic of impression management, ~~in order~~ to get ahead.

In fact, Hui, Law & Chen (1999) ~~once-have~~ suggested that ~~some—the OCB patterns of some~~ people's OCB ~~are—was~~ intentional ~~and~~. ~~In fact,~~ there have been empirical studies demonstrating that OCB ~~can—could~~ upgrade personal image and ~~i—was~~ self-serving (Eastman, 1994; Fandt & Ferris, 1990; Ferris, Judge, Rowland, & Fitzgibbons, 1994).

From the perspective of work attitudes, underemployment seems to have a negative relationship with OCB, but underemployment ~~also—might~~ ~~also~~ be positively related to OCB because of the underemployed individuals' reliance on non performance-based tactics such as impression management.

Since no conclusion about the relationship ~~direction—~~ between underemployment and employees' OCBs can be made ~~by—from~~ Feldman's (1996) theory, and ~~since~~ OCB has become a popular issue for business practices and academic ~~researches—researchers~~ in the past half decade, an empirical study to probe the correlation between underemployment and OCBs becomes necessary.