Can Perceived Overqualification Increase Cyberloafing? An Emphasis on the Mediating Role of Emotional Exhaustion

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ARTICLE INFO	ABSTRACT
Article type: Research Article **Article History:** Received 19 February 2022 Revised 26 April 2023 Accepted 29 April 2023 Published Online 09 March 2024 **Keywords:** *overqualification,* *cyberloafing,* *emotional exhaustion,* *organizational commitment.*	The paper explains the role of perceived overqualification in cyberloafing. This research is based on the dates that collected from Iranian oil companies. The aim is to explore the association between perceived overqualification and increased cyberloafing in the organization. This research is descriptive and positivist with an applied design. The data were collected using cross-sectional surveys and questionnaires. The statistical population consisted of Iranian oil industry employees with a minimum of one computer system. The respondents were selected using randomized cluster sampling, and the sample size was calculated using the Cochran formula. Inferential statistic methods and structural equation modeling (SEM) were employed to test the hypothesis and analyze the data. Our results indicate that employees with perceived overqualification show behaviors such as compensation to balance their effort and payments, energy loss, and emotional exhaustion. Furthermore, emotionally exhausted employees have higher cyberloafing. However, organizational commitment could be a partial moderator between perceived overqualification and cyberloafing.

Introduction

The COVID-19 pandemic, the heavy economic sanctions, and the nationwide economic turmoil have made many Iranian employees dissatisfied with their work.

The COVID-19 pandemic dramatically reduced employment rates worsened health disorders and caused new disorders in many individuals (Drake et al., 2021: 388). In such circumstances, many employees regard their education, skills, and abilities as beyond job requirements. This is referred to as overqualification (Fine and Nevo, 2011; Liu and Wang, 2012). In developing countries, where the gap between industry and academia is large, there is usually a more tangible perception of overqualification. Under the harsh sanctions on the Iranian economy and the COVID pandemic, this perception can lead to many problems and psychological problems in educated employees, exerting devastating effects on the work environment.

Overqualification is a common phenomenon in organizations (Hu et al., 2015; Zhang et al., 2016; Zhang et al., 2019). Research shows that 20–25% of American employees have surplus knowledge, skills, and experience (Zhang et al., 2019; Feldman & Turnley, 1995). Overqualification poses many negative impacts on employees, including lower job satisfaction (Maynard et al., 2006; Alfes et al., 2016; Harari et al., 2017), lower organizational commitment (Bolino and Feldman, 2000; Harari et al., 2017), lower psychological well-being (Johnson & Johnson, 1996), higher employee turnover intention (Maynard & Parfyonova, 2013; Harari et al., 2017), higher anti-production behavior (Liu et al., 2015), and higher withdrawal behavior (Maynard & Parfyonova, 2013). Therefore, overqualification has been widely studied in recent years (Erdogan & Bauer, 2009; Maynard and Feldman, 2011; Harari et al., 2017; Yu et al., 2019).

Emotional exhaustion can be understood as psychological fatigue arising from private life pressures, job demands, or a combination of both factors. It emerges in the form of signals, such as physical or mental collapse (Lim et al., 2020). The routineness of working life induces overqualification, leading to different degrees of emotional exhaustion. Thus, an employee with perceived overqualification feels a more significant gap between the realities in their workplace and their expectations and experiences higher emotional exhaustion (Yu et al., 2019). Despite the studies on the direct effects of overqualification on emotional exhaustion (Navarro et al., 2010), the potential mechanisms of overqualification and emotional exhaustion have rarely been investigated (Yu et al., 2019). The present study seeks to extend the literature.

The Internet has transformed the personal and work lives of many employees. This is of great importance for both organizations and employees. Furthermore, organizations must provide and use Internet resources to implement business processes (Baturay & Toker, 2015). However, the Internet is expected to contribute to employees' job performance, while it can also be harmful and reduce performance (Mody & Sayponen, 2013). The academic community uses the term "cyberloafing" to describe web-based activities that do not match the job responsibilities of employees (Koay & Soh, 2018). Behavioral scientists describe cyberloafing as an anti-production behavior (Andel et al., 2019). Research has shown that cyberloafing leads to a 30–40% employee productivity reduction quantified as 750 USD per individual (Ugrin et al., 2018; Zhang et al., 2019). The conservation of resources (COR) theory suggests that many employees spend some time using the Internet for personal purposes to neutralize emotional exhaustion when they are supposed to fulfill their job tasks for organizational objectives (Koay and Soh, 2018). Therefore, employees who believe they are overqualified for their jobs and deserve a higher position may seek to neutralize such injustice through cyberloafing. Although previous studies help understand the consequences of overqualification, its potential effects on job behavior and employee productivity deterioration remain unexplored (Liu et al., 2015; Zhang et al., 2019). The present study seeks to demonstrate how perceived overqualification affects cyberloafing. The authors explored the relationship between overqualification and cyberloafing as it had rarely been empirically analyzed (Zhang et al., 2019).

The authors evaluated whether perceived overqualification would lead to cyberloafing, how cyberloafing could be reduced, and whether emotional exhaustion could mediate the relationship between perceived overqualification and cyberloafing.

Cheng et al. (2020) argued that the cyberloafing literature had gaps, including (1) most previous studies on cyberloafing focused on intrinsic characteristics of employees and external environmental factors and (2) the effects of employee perceptions on cyberloafing were rarely studied (Liberman et

al., 2011; Cheng et al., 2020). The effects of employee overqualification on cyberloafing have rarely been explored, and few studies have been conducted on employee overqualification that addresses employee perceptions of education, skills, and experience based on job requirements and employee cyberloafing about overqualification (Hu et al., 2015; Johnson & Johnson, 1996; Khan & Morrow, 1991; Liberman et al., 2011). Therefore, the present work seeks to fill this research gap by evaluating the relationship between overqualification and cyberloafing with the mediating role of emotional exhaustion.

The focus of this paper is on the employee perception perspective. We evaluate the mediating role of emotional exhaustion and investigate the moderating role of organizational commitment in the relationship between overqualification and cyberloafing in developing countries. Overqualification has multiple implications in developing countries as these countries have underdeveloped industries, a highly educated labor force, and a massive gap between industry sectors and academia. This is an excellent context for exploring how and when perceived overqualification affects cyberloafing and measuring the contributions of emotional exhaustion. The proposed conceptual framework will hopefully contribute to future works in this area.

Theoretical foundations
Social exchange theory
The present study adopted the social exchange theory proposed by Homans (1958) and Blau (1964) in psychology and by Thibaut and Kelley (1959) in sociology. This theory was later extended to management (Cropanzano & Mitchell, 2005). The social exchange theory can explain a wide set of behaviors (Huang et al., 2018). It establishes an exchange relationship between employees and the organization as a social or economic exchange (McKan-Stein & Ai-Min, 2019). Agreeing to the theory of social adaptation, an individual's values make them appear a shape of behavior in a situation (Tajeddini et al., 2021). It suggests that employees fulfill a certain job at a certain time to compensate for certain services, leading to an economic relationship. In social exchange, however, financial rewards, economic relationships, and non-financial benefits, such as job security, a sense of identity, and competence, are important to employees. This theory suggests that human relations form based on mental cost-benefit analysis (Chernyak-Hai & Rabenu, 2018). Therefore, employees who feel overqualified may seek to establish a balanced relationship through cyberloafing (Lim et al., 2020).

The conservation of resources theory
The COR theory suggests that motivation is necessary for acquiring, conserving, and enhancing personal resources (Feng & Wang, 2019). Proposed by Hobfoll (1989), the conservation of resources has been among the most cited theories in organizational psychology and organizational behavior in recent years. This theory is a motivation theory that, at its core, describes many human behaviors based on the evolutionary need for obtaining and conserving resources for survival (Hobfoll et al., 2018); that is, individuals intrinsically have the motivation to protect their resources, e.g., energy, money, and time, and acquire new resources (Hunter et al., 2017; Halbesleben et al., 2014). A resource whose value is aligned with personal values is assumed to be valuable, and resources of higher alignment are more valuable (Srivastava & Bajpai, 2020). This theory argues that resource threats may lead to emotional or physical exhaustion. Therefore, individuals engage in behaviors that help conserve their resources in such circumstances (Jin et al., 2018).

Perceived overqualification and cyberloafing
Based on the person-environment (P-E) fit theory (Kristofbrown et al., 2005), employees who believe in a mismatch between the assigned job tasks and their knowledge, skills, and abilities undergo overqualification (Maynard and Parfyonova, 2013). Overqualification is accompanied by negative job attitudes, such as lower job satisfaction and higher turnover intention, increased stress (Johnson et al., 2002), and reduced mental and physical health (Doomani, 2015). Moreover, such employees may develop anger and a belief in injustice due to a lower ratio of outputs to inputs, including challenging jobs, compensating services to education and skills, and comparison to colleagues who had job positions matching their competence (Harari et al., 2017; Liu and Wang, 2012). The COR theory argues that motivation is necessary for acquiring, conserving, protecting, and enhancing personal

resources (Feng & Wang, 2019). Employees seek to conserve their resources, including time, energy, and valuable activities. They engage in balancing behaviors when these resources are at stake (Ötken et al., 2020). Based on the social exchange theory, employees who feel that their time is being wasted and their abilities are beyond their job requirement may develop a perception of injustice for their inputs, including education, skills, and experience, by compensating for services, skills, rewards, and benefits (growth opportunities). They may thus take measures, such as cyberloafing, to bring a balance (Cheng et al., 2020).

The term cyberloafing was proposed by Kamins (1995) and was extended by Lim (2002) (Cheng et al., 2020). Cyberloafing emerged once electronic devices and online media appeared (Shaddiq et al., 2021). It refers to the intentional internet use of employees in the workplace for personal purposes rather than for fulfilling job tasks (Lim, 2002; Lim and Chen, 2012; Mills et al., 2001). Cyberloafing is defined as the unauthorized use of the Internet during work (Shaddiq et al., 2021). Cyberloafing is also defined as employees' improper use of organizational resources through access to the Internet for personal purposes during work (Ötken et al., 2020). It is often considered an anti-production behavior and somewhat service withdrawal (Andel et al., 2019). Universality, secrecy, and harmfulness are the fundamental characteristics of cyberloafing (Cheng et al., 2020).

Lim and Teo (2005) reported that more than 80% of employees engage in entertainment and personal activities during work. Mercado et al. (2017) found that employees spend over 60% of their work time on social media.

Secrecy implies that employees may pretend to be fulfilling their tasks using the Internet while they are not. As a result, cyberloafing employees and employees who are fulfilling their tasks may be seen to be the same (Cheng et al., 2020). Scholars refer to such cyberloafing as an excellent hardworking mask (Zhang et al., 2019). Since it is very easy to keep such activities secret in an organization, detecting cyberloafing and systematically reducing it can be challenging (Lavoie and Pychy, 2001).

There are numerous studies on the harmfulness of cyberloafing. Organizational behavior scholars describe cyberloafing as an anti-production behavior (Stuart et al., 2009; Cheng et al., 2020). Cyberloafing is often recognized as deviant behavior as it diminishes productivity (Kuay, 2018; Lim, 2002; Zhang et al., 2019). Organizations annually lose nearly 4500 USD per employee due to cyberloafing (Lim et al., 2020). Several surveys have shown that employees spend nearly 20-24% of their working time on cyberloafing (Koay et al., 2017; Lim and Chen, 2012). This organizational behavior leads to a 30-40% decline in employee productivity. Cyberloafing was estimated to impose an annual cost of 750 USD on organizations (Ugrin et al., 2018; Henle et al., 2009). Thus, personal emails and web browsing result in unproductive work time and employee distraction, and a long time is needed to recover distracted employees (Cheng et al., 2020). It was found that employees were distracted by social media every 5–10 min, and nearly 23 min were required to restore the distracted employees (Graves, 2013). Failure to pay attention to cyberloafing in an organization can have security consequences: information theft, hacking, and virus infection (Lim and Chen, 2012; Korunovska and Spiekermann-Hoff, 2020). Research has shown that cyberloafing is a safer way to compensate for perceived injustice than other abnormal behaviors, such as being late at work, making personal phone calls, and chatting with colleagues (Zhang et al., 2019). Therefore, an employee can take revenge on their organization by pretending to be busy online while engage in cyberloafing (de-Lara, 2007; Lim, 2002; Zoghbi-Manrique-de-Lara, 2009; Zhang et al., 2019). Therefore, employees with higher perceived overqualification may engage in higher cyberloafing. Such employees believe that they deserve a higher position based on their competence so that they can flourish their talent (Johnson et al., 2002). Khan et al. (?) reported the positive effect of perceived overqualification on knowledge concealment and cyberloafing. Anger can also be effective as a potential mediator in the direct relationship between perceived overqualification and cyberbullying (Khan et al., 2022).

Employees who experience overqualification may develop negative feelings when their job demands are not met and reduce their efforts in accomplishing organizational objectives (Luksyte et al., 2011; Liu et al., 2015). As a result, such perceptions induce cyberloafing. Therefore, the present study hypothesizes that:

H1: Perceived overqualification has a positive, significant relationship with cyberloafing

Perceived overqualification and emotional exhaustion

Overqualification occurs once employees find their competence, e.g., education, skills, and experience, is beyond their job requirements (Johnson and Johnson, 1996). Even though perceived overqualification exists among employees, it is not the same as objective overqualification (Yu et al., 2019). Objective overqualification refers to a gap between individual competence and job requirements, while perceived overqualification refers to the perception of employees who have higher competence than their assigned tasks in the organization (Yu et al., 2019).

Research has shown that a gap between what employees deserve and what they think can induce adverse reactions (Gurr, 1970). An employee who compares their current position with the position they think they deserve to have and realizes that their position is not what they expected begin to withdraw from their tasks and develop a feeling of deprivation (Yu et al., 2019). Therefore, the present study expects employees who think their competence is beyond their job requirements to be emotionally exhausted. Erdogan and Bauer (2009) indicated that the negative impacts of overqualification on the intention to stay, voluntary turnover and job satisfaction were reduced due to empowerment (Spreitzer, 2008), which can be partially attributed to emotional exhaustion. Employees with perceived overqualification feel their colleagues have lower abilities but perform the same tasks and probably feel deprived. A feeling of deprivation may induce frustration, depression, anger, and pain, leading to emotional exhaustion (Yu et al., 2019).

Overqualification is common during recessions, which is proved by increasing evidence. A study using data from 359 employees in China found that Overqualification had a positive relationship with emotional perception and that the pay-for-performance policy had a mediating role in the relationship between merit and burnout (Gong et al., 2021).

Social exchange theory establishes an exchange relationship between employees and the organization under a social or economic exchange (McKan-Stein and Ai-Min, 2019; Shore et al., 2012; Blue, 1964). Human relationships are established based on mental cost-benefit analysis. Therefore, employees tend to repeat actions that have led to rewards, and a particular behavior with higher reward reception is more likely to be re-exerted (Homans, 1958; Chernyak-Hai & Rabenu, 2018). Perceived overqualification indicates circumstances under which employees perceive their effort to be beyond their received rewards, feel deprived, and may develop mental dissatisfaction and negative feelings, such as emotional exhaustion. (Harari et al., 2017). Thus, the present study hypothesizes that:

H2: Overqualification has a positive, significant relationship with emotional exhaustion.

Emotional exhaustion and cyberloafing

Emotional exhaustion has been of great interest to researchers in recent years since it strongly impacts both working-life quality and optimal organizational performance (Wright and Cropanzano, 1998). It represents the tiredness of employees due to work and chronic physical and emotional discouragement arising from job over-demands and excessive troubles in the workplace (Wilk and Moynihan, 2005). This psychological condition stems from continuous mental pressure imposed by the environment. These pressures strain the individual when there is a lack of balance between environmental demands and individual abilities (Dhaini et al., 2018). Furthermore, emotional exhaustion is an antecedent of anti-production behaviors, particularly cyberloafing (Carpenter and Berry, 2017; Oosthuizen et al., 2018). This psychological condition affects deviant behaviors by decreasing psychological resources and inducing anti-production work behaviors, thus, reducing efficiency (Chen et al., 2020).

Previous research indicated a positive relationship between job stressors and cyberbullying. Still, other dimensions should also be addressed.

Evidence indicates that stressors have a direct negative effect on cyberbullying, while inhibitory stresses have a direct positive effect. Both types of indirect stressors have a positive effect on cyberbullying emotionally. However, even though challenging stressors are negatively correlated positively with resilience and inhibitory stressors are negatively correlated with resilience, evidence supports the mediating role of resilience between occupational stressors and cyberloafing (Zhou et al., 2022).

As mentioned, the conservation of resources theory suggests that individuals seek to recover their resources to reduce stress (Lim et al., 2020). Emotionally exhausted employees attempt to recover their lost resources (Hunter et al., 2017; Hobfoll et al., 2018). A mismatch between job demands and individual abilities induces psychological pressure and emotional exhaustion: in this context, employees begin to balance their competence and job requirements (Dhaini et al., 2018). As a result, employees engage in cyberloafing to prevent a future loss of resources and relieve their emotional exhaustion. Tourigny et al. (2013) suggest that emotionally exhausted employees have a higher tendency to leave the organization and a lower level of desirable behavior and spirit. Likewise, the present study assumes that employees with perceived overqualification undergo emotional exhaustion due to the perceived losses of their valuable resources (Hobfoll et al., 2018; Agarwal and Avey, 2020). Oravec (2018) suggested that cyberloafing can help employees reduce stress and negative feelings. Therefore, emotionally exhausted employees experience this deviant behavior in the organization to cope with further stress, hence the hypothesis that:

H3: Emotional exhaustion has a positive effect on cyberloafing

Perceived overqualification and organizational commitment
Organizational psychologists have discussed organizational commitment since the 1960s (Loan, 2020). The concept of organizational commitment was introduced by Becker (1960) and Meyer and Allen (1991). Organizational commitment can be described as a condition in which an employee tends to fulfill organizational tasks and seeks to maintain their position in the organization (Ahad et al., 2021). In another definition, the ambition of hard work for organizational visions and missions to acknowledge the value and objectives of organizations perfectly represents organizational commitment (Novitasari et al., 2020).

Organizational commitment models have three components: affective commitment, normative commitment, and continuance commitment. These components were conceptualized by Allen and Meyer (1990). These three widely recognized components of organizational commitment are defined as:
1. Affective commitment refers to an emotional attachment to work and the intention to keep working in the organization.
2. Continuance commitment is awareness of the costs of leaving the organization. In this respect, higher employee investment reduces the probability of withdrawal.
3. Normative commitment is the sense of obligation to fulfill the assigned tasks and responsibilities in the organization (Loan, 2020).

Johnson et al. (2020) described the relationships between organizational commitment with overqualification (Uğur et al., 2015). Oki (2013) provided evidence supporting managers' concerns about a lack of commitment as an important challenge regarding employees with perceived overqualification. Research has shown that overqualification and affective commitment are negatively related (Johnson et al., 2002; Lobene and Meade, 2010; Maynard et al., 2006). Employees who feel that their competence is beyond the job requirements undergo exhaustion. Furthermore, previous studies suggest that overqualified employees are mismatched with their organizations and show lower commitment. As overqualification is defined as a mismatch between an employee's experience educational skills and job requirements, an employee-job match has the strongest relationship with overqualification. Edwards (1991) argued that an employee-job match refers to the match between the abilities of an employee and job characteristics (demand/abilities) and between individual demands and job requirements/resources. Job requirements include the knowledge, skills, and abilities required by employees to fulfill a task at an acceptable level. Hence, overqualified employees have excessively higher abilities than their job requirements. Also, such employees have specific demands that may not be met by the organization. Rose (2005) demonstrated that employees with higher education demand higher credit, positions, social relationships, and behavior in the organization, while not all organizations can normally meet such demands. Therefore, overqualification is assumed to be a barrier to participation and commitment. Harari et al. (2017) showed that the relationships between perceived overqualification, job dissatisfaction, and reduced organizational commitment would lead to a higher withdrawal tendency. Employees going through overqualification keep their jobs in fear of becoming unemployed. Such employees choose to stay or be employed in positions that need lower education,

experience, and skills for various reasons, such as economic concerns or family. Research has shown that these employees have higher withdrawal intentions and lower organizational commitment levels (Akın and Ulukök, 2016), hence the hypothesis that:

H4: Organizational commitment moderates the positive relationship between perceived overqualification and cyberloafing – i.e., the relationship is stronger when organizational commitment is lower.
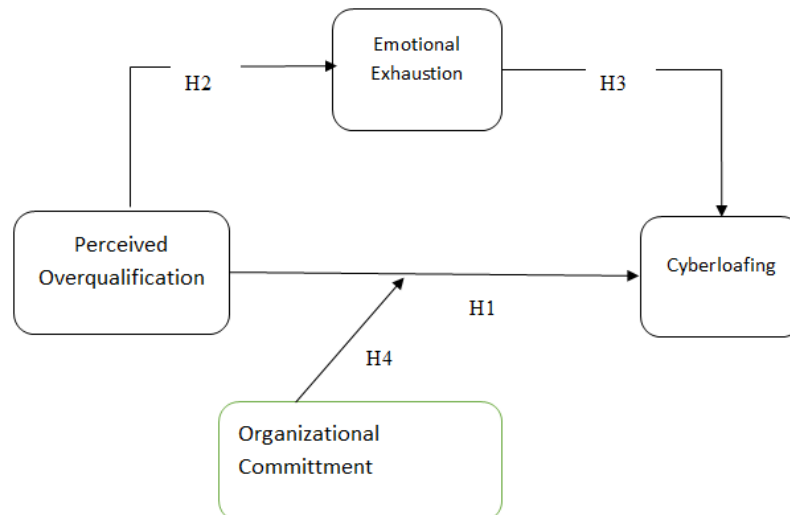
Fig. 1. depicts the proposed conceptual model.

Overqualification is prevalent in times of economic downturn .The global recession and the meaning of job opportunities mean they are overqualified for more years. The post-epidemic period may have seen a slump in some work, and this phenomenon may have spread. Thus, excessive competence has attracted the interest of academics and employees as a psychosocial risk factor in the workplace. In addition, Iran has been under sanctions for several years, and the lack of international economic interaction has undeniably affected the economic conditions of businesses and employees, making the effects of overqualification and emotional burnout more visible.

Perceived overqualification can induce misunderstanding in employees as an internal condition, and even employees with both job and organization matches may experience such misunderstanding. Therefore, according to the conservation of resources theory, overqualified employees feel deprived by the organization and experience emotional exhaustion. Then, they seek to bring a balance through effort reduction and cyberloafing (based on social exchange theory). As a result, the present study hypothesized that perceived overqualification would lead to cyberloafing through the mediating role of emotional exhaustion. Furthermore, in the presence of emotional exhaustion and misunderstanding, employees with higher organizational commitment experience lower cyberloafing and put greater efforts into organizational objectives. Therefore, the organizational commitment was incorporated as a moderator into the proposed model.

Methodology

This paper adopted the research onion model. We chose a cross-sectional quantitative methodology and collected data via questionnaires. We administered two questionnaires to 321 Iranian oil industry administrative employees sampled by cluster sampling: the standard questionnaire of Lim et al. (2020) for cyberloafing, emotional exhaustion, and organizational commitment, and the standard questionnaire of Luksyte et al. (2022) for overqualification. The participants had at least one computer system and access to the Internet. Morgan's Table was used to determine the sample size according to the population size.

To evaluate the validity and reliability of the measurement model, factor loads, composite reliability (CR), average variance extracted (AVE), and Cronbach's alpha were calculated in Smart

PLS 3. The factor loads were found to be greater than 0.7, suggesting that the measurement model was sufficiently reliable. The composite reliability of each variable was higher than 0.7, suggesting satisfactory reliability. Finally, the model had acceptable validity with a Cronbach's alpha of larger than 0.7. AVE was used to measure convergent validity. It was larger than 0.5 for the variables, demonstrating good convergent validity. The sample size was calculated using the Cochran formula. Inferential statistics, structural equation modeling (SEM), and model fitness were used to test the hypotheses and analyze the data in two steps: (1) model fitness measurement and (2) hypothesis testing in Smart PLS 3. This software has minor limitations and appropriate analysis power (Mazloomi & Harandi, 2015). (see Table 1 for a summary of the methodology).

Table 1. Methodology

Methodology			
Paradigm	Positivism		
Objective	Descriptive		
Research Type	Orientation	Approach	Data Type
	Applied Research	Deductive	Quantitative
Strategy	Survey		
Statistical Population	Office Employees of Oil Companies		
Respondents	Sampling Method	Sample Size Calculation	
	Randomized Cluster Sampling	Cochran Formula	
Data Collection	Field Study		
Collection Tools	Tool	Validity	Reliability
	Standard Questionnaire of Lim et al. (2020)	Face Validity and Convergent Validity	Cronbach's Alpha
Data Analysis	SEM		
Software	Smart PLS 3		

Findings
Descriptive statistics
Females accounted for 31.8% of the respondents, while the remaining 68.2% were males. Furthermore, 0.3% of the respondents were below 20 years of age, 20.9% had an age of 21-30, 48.9% were at the age of 31–40 years, 21.8% were 41–50 years, 7.5% were 51–60, and the remaining 0.6% had an age above 60. In addition, 6.2% of the respondents had diplomas, 4.7% had associate degrees, 29.9% had bachelor's degrees, 41.4% had master's degrees, and 17.8% had a Ph.D. Concerning income, 35.9% of the respondents earned 1–5 million IRR per month, 35.9% had an income of 6–10 million IRR per month, 19.6% earned 11–15 million IRR, and the remaining 13.7% reported monthly incomes higher than 16 million IRR. Regarding work experience, 37.4% had work experience of 1–8 years, 34.6 had worked for 9-16 years, 17.4% reported a work experience of 17–24 years, and the remaining 10.6% had over 24 years of work experience.

Validity and reliability
To evaluate the validity and reliability of the measurement model, factor loads, CR, AVE, and Cronbach's alpha were calculated in Smart PLS 3, as shown in Table 2.

The factor loads of the items for the latent variables are provided in Table 2. The factor load of a construct is calculated by measuring its correlation with its indices. A factor load above 0.3 implies that the variance between the corresponding construct and its indices is higher than the measurement error variance, suggesting that the measurement model is reliable. However, several researchers mentioned factor loads of 0.4 and 0.5 (and even 0.7) as the reliability criteria (Rousta & Jamshidi, 2020). The present study found all the factor loads to be greater than 0.7. This demonstrates that the measurement model was reliable. Furthermore, CV was calculated to be 0.7, indicating that the model had satisfactory reliability (Hair et al., 2014; Meijani et al., 2021). Cronbach's alpha was obtained to be above 0.7, further verifying the model's reliability. The model also had a CV larger than 0.5, showing good convergent validity (Hair et al., 2014).

Table 2. Validity and reliability of the measurement model

Item	Factor Load	Cronbach's Alpha	CR	AVE
Cyberloafing		0.714	0.836	0.630
C1: I generally use the internet for personal purposes in the workplace.	0.769			
C2: I connect to the internet several times a day for personal purposes in the workplace	0.770			
C3: I spend a significantly long time using the internet for personal purposes in the workplace	0.840			
Emotional exhaustion		0.716	0.830	0.620
EE1: I feel emotionally tired of my job	0.793			
EE2: I feel miserable and tired at the end of the day	0.849			
EE3: I feel exhausted by my work	0.723			
Organizational commitment		0.722	0.833	0.625
OC1: I would like to make more effort than I am required for the success of the company	0.754			
OC2: I am proud of telling others that I am a member of this company	0.873			
OC3: I have realized that my organization and I have the same values	0.737			
Perceived overqualification		0.726	0.832	0.624
PO1: I feel that my knowledge and abilities do not match my job position	0.855			
PO2: My job does not match my academic education	0.747			
PO3: My job level does not match my academic education level	0.763			

Testing the structural model
To test the structural model, Bootstrapping was employed (for 321 samples) (Fig. 2).
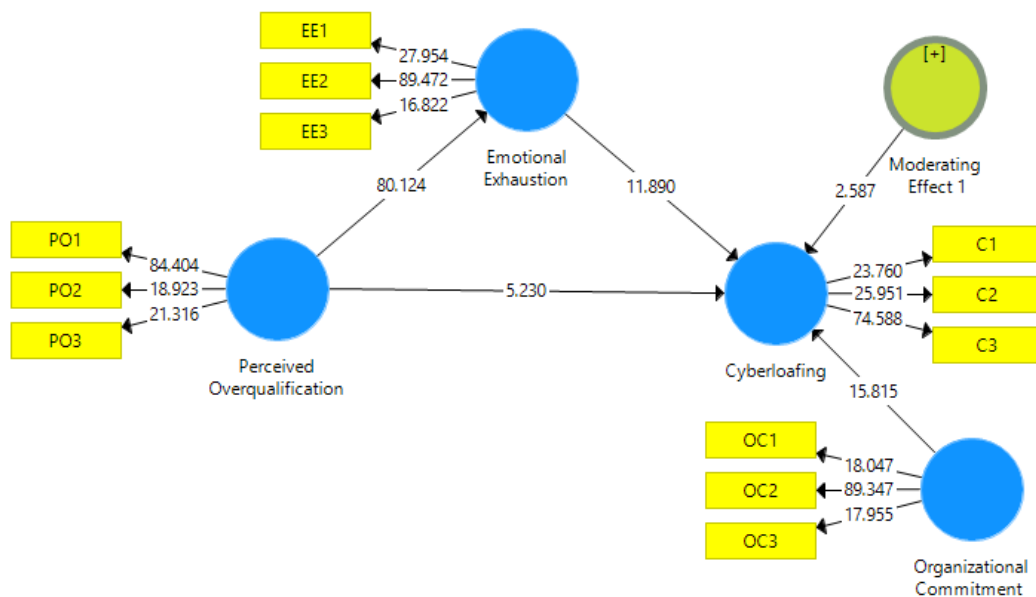
Fig. 2. Proposed model with t-values

To fit the measurement model, the coefficient of determination was found to be acceptable (i.e., R^2=0.647 for emotional exhaustion and R^2=0.849 for cyberloafing). Since Q^2 was positive for all the endogenous variables (0.357 for emotional exhaustion and 0.494 for cyberloafing) (Urbach and Ahlemann, 2010; Rousta and Jamshidi, 2020), the model had high predictive power, verifying the sufficient fitness of the structural model (Export Performance: 0.312; Innovation: 0.229). According to Fig. 2, all the relationships are confirmed as the t-values are larger than 1.96. Table 3 shows the hypothesis testing results.

Table 3. Testing of the hypotheses

Path	B	T-value	Effect	Result
Emotional exhaustion → Cyberloafing	0.466	11.890	Positive	Confirmed
Perceived overqualification → Emotional exhaustion	0.804	80.124	Positive	Confirmed
Perceived qualification → Cyberloafing	0.201	5.230	Positive	Confirmed
Moderating role of organizational commitment	-0.046	2.587	Negative	Confirmed

According to Table 3, all the hypotheses were confirmed. Furthermore, the relationship between perceived overqualification and cyberloafing would be stronger when the moderating role of organizational commitment is smaller.

The Baron and Kenny (1986) method was employed to evaluate the mediating effect of emotional exhaustion. The proposed model was executed in the absence and presence of emotional exhaustion as a mediating variable. Baron and Kenny (1986) argued that a significant effect of the independent variable on the dependent variable before and after the incorporation of a mediating variable would suggest a partial mediator. However, there is full mediation when the significant effect of the independent variable on the dependent one becomes insignificant in the presence of the mediating variable. Table 4 shows the results of testing the mediating role of emotional exhaustion in the relationship between perceived overqualification and cyberloafing. As shown, emotional exhaustion is a mediator.

Table 4. Mediation test results

Path	Absence of Emotional Exhaustion		Presence of Emotional Exhaustion		Result
	β	T-value	β	T-value	
Perceived overqualification → Cyberloafing	0.816	128.897	0.310	7.699	Confirmed (Partial Mediation)

Discussion

It was found that perceived overqualification could induce a cyberloafing tendency among employees, supporting H1 (β=0.44, t-value=11.890). The findings revealed that perceived overqualification had a positive relationship with cyberloafing. This is consistent with Zhang et al. (2018).

Additionally, perceived overqualification was found to induce emotional exhaustion among employees. Therefore, H2 was supported (β=0.804, t-value=80.124). There is a positive, significant relationship between perceived overqualification and emotional exhaustion. This is consistent with Yu et al. (2019). They studied the relationship between perceived overqualification and emotional exhaustion, with the mediating role of leader-member exchange based on data from 297 employees at 12 Chinese companies. The finding is also consistent with Liu and Wang (2016). They reviewed the overqualification literature and proposed suggestions for research and practice. This implies that even miss-perceived overqualification in employees whose competence matches their job requirements would induce gaps between the managers and employees and diminish organizational performance. Therefore, organizations should not only clarify job requirements for employees but also take measures to improve the psychological health of employees and avoid emotional exhaustion.

It was found that emotionally exhausted employees engage in more deviant behaviors, such as cyberloafing in the organization. This supports H3 (β=0.201, t-value=5.230). This finding is consistent with Koay and Soh (2018). They studied the relationship between ostracism in the workplace and cyberloafing in a case study of Amazon in the USA and proposed a moderated mediation model. Their findings suggested a positive, significant relationship between emotional exhaustion and cyberloafing. However, the findings are inconsistent with Lim et al. (2020). They explored the impacts of abusive supervision, emotional exhaustion, and organizational commitment on cyberloafing among 255 public sector employees in Malaysia. They found that emotional exhaustion would not lead to cyberloafing. They explained this finding by the mediating role of organizational commitment. Malaysian employees showed commitment and fulfilled their tasks even when emotionally exhausted and did not engage in cyberloafing. The behavior of Malaysian employees is completely different from that of Iranian employees. This difference can be attributed to their cultural differences. Furthermore, the Malaysian respondents worked in the public sector, whereas the Iranian respondents worked in the

private sector. Therefore, it can be said that emotional exhaustion in employees may partially arise from perceived overqualification or their misjudgment of a mismatch between job requirements and competence. According to the conservation of resources theory, employees with perceived overqualification adopt a defensive approach and attempt to protect their valuable resources, such as time, energy, and family. Employees may silently engage in such behavior as a compensating response to perceived overqualification. Such employees cannot effectively fulfill their tasks, leading to numerous negative consequences for the organization.

Furthermore, organizational commitment was found to play a partially moderating role in the relationship between perceived overqualification and cyberloafing. This supports H4 that organizational commitment partially moderates the positive relationship between perceived overqualification and cyberloafing; i.e., this relationship is stronger when organizational commitment is poorer. This is consistent with Harari et al. (2017). They published a paper entitled "Who thinks they are a big fish in a small pond and why does it matter?" and performed a meta-analysis of perceived overqualification. They combined the findings of twenty-five studies on perceived overqualification and demonstrated that the results would differ depending on the power distance in different countries. This can be explained through social exchange theory.

Conclusions

This paper evaluated cyberloafing as a consequence of perceived overqualification in Iranian organizations. Cyberloafing was investigated as an antecedent of perceived overqualification since it is an anti-production behavior. The mediating role of emotional exhaustion in the relationship between cyberloafing and perceived overqualification was also examined. Furthermore, the moderating role of organizational commitment in the relationship between perceived overqualification and cyberloafing was studied. The hypotheses were confirmed. Here, the following lines explain hypotheses based on the social exchange theory and the conservation of resources theory.

Overqualification usually increases during economic turmoil. The economic sanctions against Iran have intensified the overqualification of the employees, thus causing emotional exhaustion and increasing cyberloafing.

Cyberloafing as a destructive and deviant behavior can reduce employee productivity and focus. However, due to the economic sanctions and the COVID-19 pandemic, the perception of overqualification among employees can develop, particularly in developing countries with a lack of technological and industrial diversity and a highly educated and specialized workforce. Emotional burnout this will also increase hyperactivity.

They employed a dual-pathway cyberloafing model to determine whether employees with perceived overqualification would lead to system inefficiency. A mismatch between job requirements and employee competence may convince employees that their competence is beyond their job positions. Based on the social exchange theory, such employees seek to neutralize the mismatch through negative behaviors such as cyberloafing to harm the organization and balance their inputs and outputs as they think their job demands are not met. The social exchange theory suggests that organizations should implement procedures to cope with weaknesses in meeting employees' expectations for challenging activities in their job positions.

Organizational commitment can partially mediate the relationship between perceived overqualification and cyberloafing; i.e., employees with higher organizational commitment are less likely to engage in cyberloafing and make greater contributions to productive workforces. Thus, managers and human resource directors should consider recruiting and retaining employees more committed to fulfilling organizational objectives.

As a result of the studies of this research, it is suggested that organizations should recruit employees with a high organizational commitment to reduce cyberloafing. Job requirements should be clearly outlined and presented to employees at the time of employment to avoid overqualification perceptions. Top managers and human resources directors should prepare and implement a comprehensive package of incentives to reduce the perception of overqualification in the organization. The roots of emotional exhaustion should be traced via available psychological tests. Since employees with higher emotional exhaustion are more likely to engage in cyberloafing, human resource directors should plan and implement training courses for the psychological empowerment of employees to

avoid emotional exhaustion and overqualification. The organizational identity and brand of the employer should be reinforced to reduce the perception of overqualification. Developing organizational interactions and dialogue can reduce emotional exhaustion. Organizations should introduce and explain cyberloafing as a deviant behavior to employees rather than installing strict computer control systems. Then, the employees should be trained to use the Internet effectively to fulfill organizational goals. Organizations should clarify emotional exhaustion, hold psychological and training meetings with employees to lower cyberloafing, and motivate employees to diminish cyberloafing, thus reducing emotional exhaustion and cyberloafing. Organizations should stress organizational commitment in recruitment and implement measures to evaluate organizational commitment among recruitment candidates. Organizations should consider the positive implications of cyberloafing rather than focusing only on its negative consequences. It is almost impossible to eliminate cyberloafing in the workplace; however, organizations can probably diminish cyberloafing by understanding employees and providing time and opportunities to employees for personal activities (i.e., outcome-oriented procedures).

Suggestions for research
- Future studies should incorporate harmonious passion, need for achievement, moral disengagement, and anger toward the organization as new variables into the model.
- This model should be studied in several major industries to compare and analyze the findings against those in the oil industry.
- This model should be examined in laboratory conditions before and after economic sanctions. Also, the role of sanctions and specific economic conditions in the effects of change on each other be evaluated and the results will be presented to economic policymakers.
- The equality theory should be exploited to explain the findings of new variables

Limitations
We encountered several limitations. The present study was conducted on private companies in Iran's oil, gas, and petrochemical industry. Therefore, the proposed model can be extended to other industries and companies, such as service-oriented corporations. Although we were initially not allowed to distribute the questionnaires in the organization, we were able to convince the authorities by ensuring the confidentiality of the results. Moreover, the COVID-19 pandemic and telework conditions affected the employee's biased knowledge of their colleagues. The authors sought to minimize this gap through online communications.

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