

Voice Endorsement and Cyberloafing: The Role of Relative Deprivation and Perceived Over Qualification

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Abstract: Although the imperical studies about voice endorsement is increasing, but the outcome variables of the voice endorsement are still being ignored to a large extent. According to the relative deprivation theory, this study found that the low voice endorsement have a negative effect which boost the employees' sense of relative deprivation, including the horizontal and longitudinal compares with other persons or groups, and relative deprivation promote the cyberloafing behavior of employees. Moreover, the indirect effects of relative deprivation on the relationship between voice endorsement and cyberloafing behavior are stronger when employees score high on perceived over qualification. These results fill the gap in the voice endorsement researching area and provide a suggestions for leaders to reduce subordinates' deviation behaviors in the perspective of psychological feelings.

Keywords: voice endorsement, cyberloafing, relative deprivation, perceived over qualification

1. Introduction

In the face of the complex market environment in the new century, companies increasingly rely on market information and organizational management situation collected and given feedback by employees. Hence, they encourage employees to express “ideas and suggests aiming at improving the productivity and effectiveness” [1]. However, because that the voice behavior challenges the status quo of the organization or even threaten the interests of the receiver [2], it became normally that the advises were not adopted, rewarded or given feedback [3]. According to the situation, existing studies are mostly explored from the perspective of the speaker trying to explain the reasons why voice were not endorsed or put into effect, while they ignores the effect of the poor voice endorsement on their subordinates in the workplace both theoretically and empirically [1,4]. Therefore, this paper focuses on the influence of voice endorsement on employees' organizational behavior. On one hand, it fills the gap of relevant research and creates a new explaining path for employees' counter-productive work behaviour such as cyberloafing. On the other hand, the study hopes to inspire managers in organizations on how to motivate employees' work enthusiasm so as to impose more modern and more humanized management.

Cyberloafing is a new kind of sabotage that appeared and entered the managers' horizon with the development of Internet. This paper defines the cyberlofing behavior by several features: 1) happening in the working time and workplace; 2) surfing on the Internet for personal purposes; 3)

using the network system in the workplace; 4) leading to the reduce of productivity[5]. Social cognition theory points out that protecting and improving self-image in society is the fundamental motivation of individual behavior [6]. However, employees choose the cyberloafing behaviour that is not conducive to their personal image and organizational value, which is contrary to human's fundamental motivation. Therefore it is necessary and imperative to explore the internal social psychological mechanism of cyberloafing. In general, previous studies mainly used social exchange theory, organizational justice theory and neutralization technology theory to explain the causes of cyberloafing [7]. First of all, in the exchange relationship between employers and employees, employees engage in work in order to get paid. If the pay is on a reasonable level making whose input and output in a balanced state, employees would not sabotage; On the contrary, if employees consider that their work is more than the remuneration given by the employer, they would feel unfairness so that they behave negatively to compensate the sense of unfairness [8]. Secondly, in terms of the organizational justice, the more fair in the workplace (distributive justice, process justice, interactive justice) is perceived by employees, the less likely they cyberloaf [9]. At the same time, from the perspective of the neutralization technology theory, Lim argued that the higher neutralization technology can reduce the cyberloafing behaviors which decrease the sense of inter-active justice [10]. According to social comparison theory, people's self-identity cognition is essentially the cognition of their own characteristics and abilities based on "comparison" [11] It can be seen that comparison is the premise of the perception of being disadvantaged and the motivation of compensation. Relevant studies have also found that individuals are more likely to form negative psychological tendencies in social comparison, such as the sense of relative deprivation and injustice, which lead to counterproductive work behaviors [12]. Relative Deprivation (RD) not only emphasizes the horizontal comparison between an Individual or group and the reference object, but also pays attention to the longitudinal comparison and evaluation, such as the comparison between value expectation and value ability, and the comparison between the current situation and the past and future situation. Two-way comparison makes individuals recognize that they are at a disadvantage, and then experience negative emotions such as anger and dissatisfaction [13]. It can be seen that relative deprivation is a more realistic and common driving factor of cyberloafing, which is different from organizational justice, social exchange and neutralization technology. Therefore, this paper chooses relative deprivation as a mediator to explore the psychological mechanism of cyberloafing from the perspective of "social comparison".

"Talents are everywhere, however seldom can they be recognized." China has attached great importance to the selection and appointment of talents since ancient times. On the one hand, talent selection can reflect managers' judgment and leadership, also benefits maximizing the development of the organization. While on the other hand, it is difficult to discover and exert their advantages in the appropriate way which means a waste of resources for the organization. At the same time, it results in the sense of over qualification caused by an individual's perception of him-self exceeding the educational level, experience, knowledge, skills and ability required by the job [14]. Perceived over qualification is inseparable from the leadership behavior: humble leadership, providing recognition for employees' high qualification, helps weaken the adverse effect of perceived over qualification on employees' psychological privilege and organizational immoral behavior [15]. Some scholars have also pointed out that the political skills of leaders can help reduce the negative effect of the sense of perceived over qualification [16]. Leaders with high political skills can establish better relationships with employees and grasp the needs of employees through observation, so as to provide more support for employees with over qualifications. In the practical practice, individuals with higher ability than work needs will pay special attention to the attitude of organizations, leaders and colleagues towards them and be particularly sensitive to others' evaluation of their ability. In addition, they have a strong motivation to show their ability, which is reflected in the help to colleagues and advice to leaders.

Therefore, the work exchange in the organization is a kind assessment of its ability. Whether the colleagues are satisfied with their help and whether the leaders adopt their suggestions will have a great impact on their enthusiasm. My study adds the boundary variable of perceived over qualification managing to better explain the impact of voice endorsement on the behavior of employees and the mental state in the process, especially for those employees with high over qualification level.

2. Theory and Hypotheses

2.1. The Relative Deprivation Theory

2.1.1. Relative Deprivation Sense of Origin & Connotation

Relative deprivation is a subjective cognitive and emotional experience in which individuals or groups perceive a disadvantage through a horizontal or longitudinal comparison with the reference object, and then experience negative emotions such as anger and dissatisfaction. The core psychological process of relative deprivation is social comparison [17], including both horizontal comparison between individuals or affiliated groups and reference objects, as well as longitudinal comparison between value expectation and value ability or current status and past and future conditions. In addition, a large number of scholars believe that relative deprivation contains not only the cognitive component of social comparison, but also the resulting emotional components such as injustice, anger and dissatisfaction which are also essential components of relative deprivation [13]. Gurr uses a formula to measure individual relative deprivation: $\text{relative deprivation} = (\text{value expectation} - \text{value ability}) / \text{value expectation}$ [18].

2.1.2. Integrated Theoretical Model of Relative Deprivation

Later researchers treated relative deprivation as a mediation variable, establishing an integrated model from antecedent variables to mediation variables to behavioral outcomes.

As for the leading causes of relative deprivation, Crosby believes that when one sees someone having X, wants to get X and feels that he should have got X, and getting X is feasible in a social environment, while X is not eventually acquired, the individual would feel relative deprivation [19]. This process is influenced by individual traits, past experiences, the actual environment and their needs. In the “mediation to outcome” process, individual relative deprivation leads to stress symptoms, emotional reactions (including anger or resentment). Smith et al improved the relative deprivation model: comparisons between individuals within groups, between groups, and members of other groups were included [13]. Among them, Smith and Huo believe that individuals may feel angry or resentful when they find themselves or their group is currently in an adverse situation [20]. In generating this emotional response, the individual or individual group acts differently depending on the possibility of change. If there is an opportunity for change (open systems), then individuals or groups would behave in the usual way, such as hard work, seeking career development or appeals or participates in legal demonstrations. But if there is no chance of change (the closed system), then individuals or groups would adopt unconventional ways, such as theft, sabotage, absenteeism and so on.

2.2. Relative Deprivation as Mediators Between Voice Endorsement and Cyberloafing

On the one hand, employees' advice can provide new ideas and solutions for organizations and leadership while if the advice is not accepted, no good the idea can be realized and the organization cannot benefit from it. On the other hand, in the process of adopting suggestions, leaders and subordinates play different roles. Affiliates provide leaders with information and advice to change

their current work conditions, while leaders respond to and are responsible for their employees' comments. Based on these two aspects, it can be seen that whether the advice is adopted is not only related to the rationality of organizational decision-making, but also affects the working relationship between subordinates and leaders which influences the work behavior of subordinates. For instance, the voice endorsement behavior of decision makers will further affect the suggestion behavior of voice makers. Fast discussed the relationship between self-efficacy, decision makers and recommendations and found that when decision makers have low self-efficacy, their advice will affect their psychological state and think they are threatened, resulting in less voice endorsement [21].

The sense of employee deprivation can be obtained from both individual and group channels. Firstly, the personal deprivation caused by the voice failure is based on the comparison with their own expectations and colleagues. From the definition of RD and the integration theory of Crosby, one situation is the longitudinal RD: employees make good work suggestions, ideas, new solutions, and think that suggestions are reasonable and can have a positive impact on the organization (promoting advice). Employees want leaders to agree with their views, affirm their ability to work well, implement new plans or convey their ideas to higher-level leaders; or employees raise or complain about problems in previous work, hoping to be valued and improved (inhibitory advice) [22]. At this time, the individual value expectations are very big, but if their advice is not adopted or get positive feedback which means that the value ability relative to their expectations are much lower, so individual would feel in comparison with their expectations in a very unfavorable position that leader-ship does not valued or appreciation, finally making them feel loss, dissatisfaction and even anger. Another situation is horizontal RD: if their colleagues' suggestions are recognized by their leaders, employees would be at a disadvantage in the social comparison with their colleagues, creating a sense of injustice, and thus feeling RD. Moreover, whether the voice is endorsed by the leadership can also affect staffs feeling its group under RD: Employees will ascribe the failure of their leaders to accept their opinions as a problem between two different status groups: management and subordinates. They would consider the management class do not respect for subordinates that because of its higher organization status or selfish only for their own interests, that are unwilling to take a risk to change practice according to the voice or convey the voice to the superior which would affect their career development. Based on this cognition, employees oppose their employee group and the leadership group so that the distance between two groups becomes far away, causing anger, dissatisfaction, hostile emotions, and the sense of RD intensifies. Previous studies have also shown that poor inter-group associations improve group RD [23]. Therefore, the study propose the following:

Hypothesis 1: voice endorsement is negatively associated with relative deprivation; In Crosby's integration theory, if the leader's adoption system is closed to subordinates and there is no opportunity for the speaker to change, then individuals or groups are more likely to resort to unconventional behaviors that negatively affect the organization [19]. Therefore, when the sense of RD is high, employees will slow down to compensate for their psychological deficiency. Empirical studies also show that the sense of RD will prompt individuals to engage in (1) deviant behaviors, including theft, violence and counterproductive work behaviors. Personal RD can rise the employees' resignation and reduce their loyalty to organizations and departments [24]. (2) Avoidance behavior. The relative sense of deprivation will lead the subjects to be more inclined to participate in real gambling games, through which they can obtain a sense of compensation [25].

In a large number of counterproductive work behaviors and avoidance behaviors, cyberloafing is highly hidden compared with other deviation behaviors. It not only has a very small risk of being found and punished, but also has a social normative atmosphere in which the law can not be enforced when everyone is an offender [26]. For employees with a relatively high level of deprivation, cyberloafing on the one hand can help employees vent their inner dissatisfaction through online chatting, watching movies and other ways to improve their physical and mental state; On the other

hand, cyberloafing can improve the social identity or image of employees outside the organization, which can compensate employees' self-perception of unfavorable status within the organization. He & Chen believe that cyberloafing makes up for their relative disadvantages, greatly enhancing employees' good expectations for income outside work, new identity and relationship outside the organization, and new social status, thus desalting their risk concerns about the consequences of cyberloafing [27]. Therefore, employees with a high sense of deprivation are more likely to engage in cyberloafing, because this behavior not only compensates for psychological loss, but also is a deviation behavior with the lowest cost. As a result, employees will take the cyberloafing as the first choice to avoid the reality of the gap and dissatisfaction with unfair treatment.

Hypothesis 2: Relative deprivation is positively associated with cyberloafing;

Hypothesis 3: Relative deprivation mediate the negative relationship between voice endorsement and cyberloafing.

2.3. The Moderating Affect of Perceived Overqualification

Perceived overqualification (POQ) is generally perceived as a specific "person-job" mismatch. In particular, it refers to a "needs-ability" mismatch at work, where an employee experiences that his or her abilities (education, qualifications, experience, skills, etc.) exceed the needs of the job [28]. Person-job Fit model illustrates that appropriate fit will bring positive effects to individuals and organizations while inappropriate fit can have negative effects, such as poorer health of employees and higher resignation intentions [28,29]. This negative effects can be explained by "expect-value ability": when the level of education to improve, the value of individual ability and expectation will be improved accordingly. If the value improving range of the increased amplitude is higher than the value of the ability, the individual sense of RD is produced [18]. Crosby argues that the need to achieve makes employees more vulnerable to RD, and the same applies to people who feel overqualified [19]. Therefore, when employees with a high sense of overqualification, according to the "person-job" fit theory, employees may be engaged in routine and uninteresting jobs. At this point, if the suggestions are not adopted by the leaders, or fail to receive reasonable feedback, employees' sense of RD will be more obvious, so that the phenomenon of negative work slowdown is more likely to occur. Therefore, the study propose the hypothesis:

Hypothesis 4: Employees' perceived over qualification (POQ) moderates the indirect effect of employees' relative deprivation on the link between voice endorsement and cyberloafing: the indirect effects of relative deprivation on this link are stronger when employees possess high levels of POQ.

3. Sample and Procedure

The survey was conducted in a petrochemical engineering company and an educational institute in Beijing and Tianjin province, China,. With strong support from the human resources departments, 132 employees were chosen randomly to participate the questionnaire survey. Each participant received 30 Yuan (approximately \$4) for their participation. Furthermore, in order to reduce the common method variance and ensure the data collected were valid, the study conducted a two-wave design using same sample in each time and there were two-week intervals between the two study. Specifically, at Time 1, demographic, independent variable (voice endorsement) and moderator (perceived overqualification) were firstly measured. At Time 2, participants rated their RD as the mediator and their cyberloafing behavior. After deleting 34 invalid questionnaires, 132 usable samples were finally preserved (respond rate = 57.4%). Among the 132 samples, 63 were male (47.7%) and 69 were female (52.3%). The percentage of employees who has an over-25 seniority was 56.9%. The mean age of them was approximately 41.75 years. In the perspective of education, 88% of them got a bachelor's degree or higher.

4. Measures

All scales used in this study were mature scales which have been proved to have good reliability and validity. For foreign scales, this study revised them according to the actual situation of Chinese enterprises and employees, conducted translation and back translation, and invited experts to review and complete the final Chinese revised scale. All questions in the questionnaire were evaluated by employees themselves using 5-point Likert scale. Each number represents the degree to which the question conforms to the description of leader humor behavior ,employees' actual work feeling (1 means "totally disagree", 5 means "totally agree") and employees' cyberloafing situation (1 means "never", 5 means "always").

The study used Burris's scale to measure Voice Endorsement, which includes five items such as "I think the suggestions of this employee should be carried out"($\alpha=0.81$) [2]. RD was measured by Cho's double-way scale including items like "This supervisor expressed humor with me at work."($\alpha=0.89$) [30]. Cyberloafing was measured by Lim & Chen's scale which includes 8 items such as "I will buy personal items online during working hours"($\alpha=0.778$) [31]. Nine items by Chen were used to measure POQ like "The level of education required for my job is lower than my current level"($\alpha=0.776$) [32]. Control Variables contains gender, age, education back-ground and seniority of the employees.

5. Result

5.1. Preliminary Analyses

Similar confirmatory factor analyses were conducted by Mplus to examine the distinctiveness of the five variables . The results of the confirmatory factor analysis illustrated that the hypothesized four-factor model consisting of voice endorsement (VE), relative deprivation (RD), cyberloafing and perceived over qualification (POQ) fit the data reasonably best.

Table 1: Alternative Model Fit Indices for Models.

Model	χ^2	df	CFI	TLI	RMSEA	SRMR
Four factors	863.175	428	0.748	0.726	0.088	0.082
Three factors	965.043	431	0.690	0.666	0.097	0.089
Two factors	1212.856	433	0.548	0.514	0.117	0.108
One factor	1354.884	434	0.466	0.428	0.127	0.120

Note. Three factors:VE+RD, Cyberloafing, POQ; Two factors:VE+RD+Cyberloafing, POQ; One factors:VE+RD+Cyberloafing+POQ.

5.2. Descriptive Analysis

Table 2 demonstrated the mean, standard deviation, internal consistency coefficient α and correlation coefficient among all variables in this study. According to the descriptive information, voice endorsement was significantly negatively correlated with network slowness ($\gamma = -.37$, $p<.01$), significantly negatively correlated with RD ($\gamma = -.52$, $p<.01$), and RD significantly positively correlated with RD ($\gamma =.45$, $p<.01$). There was also a significant positive correlation between

perceived over qualification and perceived RD under boundary conditions ($\gamma = .33$, $p < .01$). These preliminary analyses are consistent with previous expectations of this study.

In addition, from the correlation coefficient, the degree of correlation between age and seniority reached 0.77, which may be caused by the relatively concentrated employment age of the sample. However, in order to avoid the possible impact of multi-collinearity on the results, we only retained the variable of seniority as a control variable in the subsequent regression analysis.

Table 2: Means, standard deviations and correlations.

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8
1. gender	1.48	0.50	1							
2. age	3.49	0.79	.33** *	1						
3. edu	3.72	0.92	-.07	-.21*	1					
4. sen	3.36	1.11	.21*	.77* **	-.03	1				
5. relative deprivation	2.98	0.74	.11	.11	-.12	.09	(0.89 8)			
6. cyberloafing	2.90	0.75	.28**	.05	-.12	.08	.45** *	(0.77 8)		
7. voice endorsement	3.41	0.80	-.03	.05	.02	.07	-.52* **	-.37* **	(0.76 7)	
8. perceived over qualification	2.75	0.65	.10	.02	.05	-.06	.33** *	.23**	-.21*	(0.77 6)

5.3. Mediator Model

In this study, the PROCESS program was used to test the path analysis based on Bootstrap, with repeated sampling of 5000 times to examine the mediating effect of RD in voice endorsement and cyberloafing. As shown in Table 3, at 95% confidence level, the indirect effect coefficient of RD between voice endorsement and cyberloafing is -.17, and the confidence interval is [-.27, -.08], 0 is not in the interval, which meets the judgment criteria for the establishment of mediation effect [33]. So the assumption 3 is supported (Figure 2).

Table 3: Results of the mediation analyses.

Model	Path coefficients		Indirect effects	
	To Relative Deprivation	To Cyberloafing	Estimate	95% Confidence interval
Voice Endorsement	-.521(.069)	-.367(.076)		
Relative Deprivation		.447(.080)		
Gender		.227(.125)		
Seniority		.084(.059)		
RD as a mediator			-.17(.05)	[-.27, -.08]

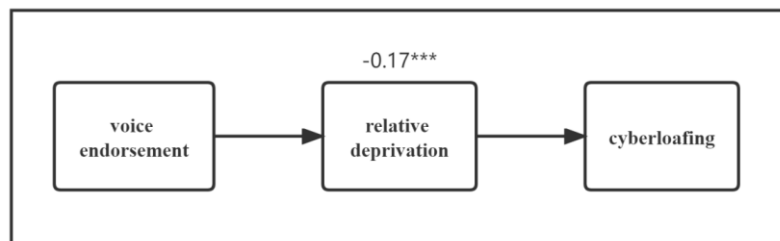


Figure 1: The mediating model of relative deprivation between voice endorsement and cyberloafing.

5.4. Moderating Effect

To verify the hypothesis of the moderating effect, PROCESS was used for analysis in this study. The empirical results showed that the interaction terms of voice endorsement and perceived over qualification (POQ) have a significant positive impact on relative deprivation (Table 4, $\gamma = .955$, $P < .01$). This intuitively reflects the moderating effect of perceived over qualification (POQ) and the moderating effect diagram is drawn in this study (Figure 3).

5.5. Moderated Mediating Effect

In this study, PROCESS was used to analyze the moderated mediation effect. The results show that when the employee's perceived over qualification (POQ) is low, the impact of voice endorsement behavior on cyberloafing through RD is weak ($\gamma = .00$, $CI = [-.34, -.10]$). However, when perceived over qualification (POQ) was high, voice endorsement had a strong indirect effect on cyberloafing through RD ($\gamma = -.36$, $CI = [-.18, -.04]$). Therefore, hypothesis 4 is also supported.

Table 4: Results of the moderation analyses.

Predictor variable	Relative deprivation		
	b	SE	t
Constant	6.134	.856	7.167
Voice endorsement	-1.214	.233	-4.792***
Perceived overqualification	-.516	.288	-2.035*
Voice endorsement * Perceived overqualification	.955	.080	3.054**
R ²	.351***		
	Boot SE	LLCI	ULCI
POQ	Conditional indirect effect at POQ = M ± 1 SD		
-1 SD	0.09	-0.77	-0.43
M	0.07	-0.57	-0.31
+1 SD	0.08	-0.45	-0.12

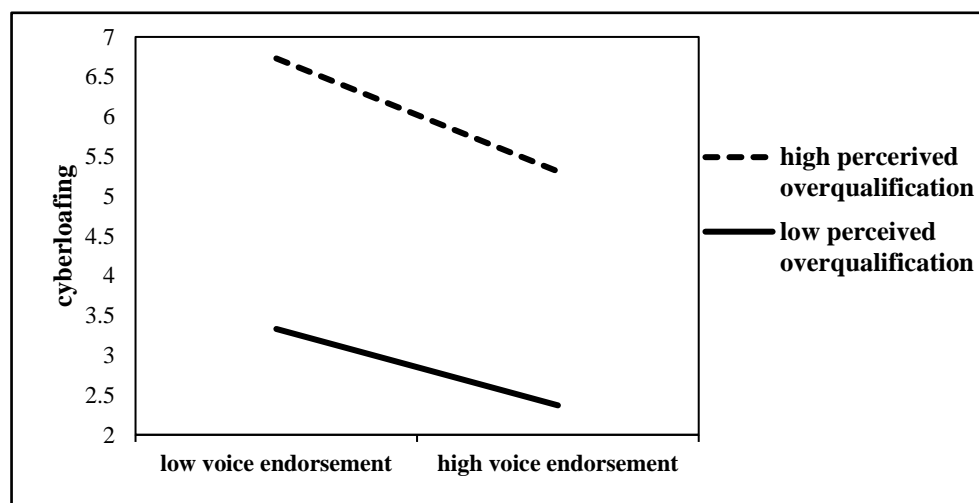


Figure 2: Moderating effects of perceived overqualification.

6. Discussion

Through a double-wave and multi-source field study, the study finds that low voice endorsement of leaders can induce a high-level RD of subordinates which can bring about the cyberloafing behaviour. It further demonstrates that this mediated effect are moderated by followers' individual sense of perceived over qualification (POQ). To be specific, employees with low POQ are more likely to suffer from the RD engendered by low voice endorsement.

6.1. Theoretical Implications

The main theoretical contributions of this study can be described as follows:

Firstly, this study expands the outcome variables of voice endorsement filling the research gap in the field of voice endorsement. Different from the past researches focusing on the antecedents of voice endorsement, this study focuses on the effect of voice endorsement which effectively enriches the outcome research system of voice endorsement by revealing the influence of voice endorsement by leaders on employees' cyberloafing behavior.

Secondly, based on the RD theory, this study constructed the mediation model that the low leader voice endorsement have an negative effect on the employees' sense of RD finally formulating employees' cyberloafing unveiled the "black box" of the outcomes of leader voice endorsement. It also extends the application scope of RD theory to some extent.

Thirdly, this study chose the sense of overqualification as a moderating variable to explore the effect boundary of voice endorsement on employees' RD. Management practice has found that when employees think their abilities are higher than the work needs and have no place to put them to good use, they will be more reluctant to obey authority, which challenges the effectiveness of traditional leadership. In this context, it is of great significance to add the moderating variable of perceived overqualification to probe the influence of voice endorsement on cyberloafing, which helps to deepen the understanding of researchers and managers on endorsing which type of employees' voice will produce the best results.

6.2. Managerial Implications

First of all, this study proves the positive effect of voice endorsement on organizational development, which provides guidance for managers on how to deal with employees' suggestions and reduce subordinates' sense of deprivation. Managers should respect employees' suggestions and timely feedback, taking employees' correct suggestions into consideration in order to achieve the goal of improving enterprise productivity.

Secondly, this study points out that RD can trigger subordinates' cyberloafing performance. Managers should change the traditional commanding leadership style, give adequate respect, care and support to subordinates and adopt to those constructive suggestions from subordinates, so as to reduce the employees' deprived mind as much as possible. Moreover, If the leader decides not to accept the suggestions of the employees, he should also give corresponding explanations and feedback, eliminate some misunderstandings through communication, so as to reduce the RD of the subordinates.

Thirdly, this study reveals the boundary influence of perceived overqualification on RD, which helps managers realize the risks of recruiting highly qualified talents, so as to try to hire person-job fit employees. Moreover, for over-qualified employees, measures such as paying regular attention to their mind and providing emotion adjustment strategy training can be taken as a psychology intervening. Managers should take advantages of different management methods for employees with different ability level to arouse their enthusiasm.

6.3. Limitations and Future Research Direction

Firstly, because this study is not a longitudinal survey, it may raise questions about the common method variance (CMV) bias, but this study is also using two-week-behind the measurement of dependent variables to reduce the common method variance (CMV) bias.

Then, causality has always been a problem for scholars in empirical researches, which is untenable to distinguish the causes and consequences based on questionnaires. Whereas, some measures were used to alleviate the problem of causality: on the one hand, I measures the independent and dependent variables separately; on the other hand, I compared the assumed model to the inverted model (cyberloafing has an effect on voice endorsement) and finds that in the original model, $AIC = 282.965$

and BIC = 291.613. The inverted model's AIC = 301.176 and BIC = 309.824. Under the principle that the smaller the AIC and BIC are, the better the model is [34]. Hence, the original model is obviously more appropriate.

Finally, this study, while revealing the impact of advice endorsement on voice-makers, did not involve its potential impact on other employees in the organization. For instance, according to the comparative social theory, the colleagues whose voices are not adopted by the leaders may be jealous of the employees who are adopted by the leaders, since they would show hostile or even make immoral behavior in their work. Future research should explore more about the influence of voice endorsement on voice makers and their colleagues to build a more comprehensive voice endorsement research system.

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