Response to Reviewer Comments

Dear reviewer:

Thank you for your valuable comments on our manuscript. Those comments are extremely valuable to our paper, and significant to our researches. We have studied comments carefully and have made correction which we hope meet with approval. We use the 'Track Changes' function in Microsoft Word and revised portion marked in red in the paper. The following is the specific modification instructions, please review them.

Best wishes to you!

Point 1: "Motivation is weak. Authors could better define the research question and the aim of the paper. Moreover, they could better point out the existing gap in the literature. Introduction should be extended, i.e. brief information on used methods, why this method was chosen instead of etc.".

Response 1: After our discussion and thinking, we have revised the introduction as follows, with the changes in red. The specific content is:

In the current business market with many talents, there is a phenomenon that the supply of talents exceeds the demand for jobs, and coupled with the outbreak of COVID-19, the enterprise economy is seriously threatened and there are a large number of layoffs, which undoubtedly aggravates the imbalance between supply and demand in the talent market, resulting in a large number of talents unable to find suitable jobs, and the overqualification of employees becomes a very common phenomenon [1]. Therefore, combined with the quantity and quality of talents and the status quo of enterprises recruiting employees, the study of overqualification is not only beneficial to the physical and mental development and career development of employed employees, but also beneficial to enterprises' reasonable development of talents to obtain sustainable development.

Overqualification means that employees think that their own ability and knowledge exceed the needs of their own positions. At present, there are differences in the research views on perceived overqualifications. Most of them focus on the negative impact of perceived overqualifications. Some scholars believe that the sense of overqualification will reduce employees' work engagement, self-efficacy, job satisfaction, reduce work performance, team performance, organizational citizenship behavior, and anti-productive behavior due to unfairness, feeling deprived or feeling that the mismatch between human and job will lead to negative employee output, etc. [2-5].

However, the previous positive research on perceived overqualifications is relatively lacking. Some studies start from the theory of relative deprivation and believe that employees with a sense of perceived overqualifications will work harder and achieve high task performance in order to get rid of relative deprivation and studies from psychological contract theory [6-8]. But it is not sufficient. Especially in the context of open innovation, where the market is complex and changing and competition is fierce, employees' innovative behavior is the basis and key for companies to gain competitive advantage and achieve sustainable development [9]. For enterprises, innovation is the first productive force that can help them gain sustainable competitive advantage and win sustainable business development. Therefore, it is crucial to explore the relationship between the influence of overqualification and innovation behavior and the inner mechanism, and to rationalize the use of talents and stimulate the innovation behavior of employees. In view of this,

this paper is based on a new perspective—self-evaluation theory to explore the positive relationship between perceived overqualification and employees' innovative behavior, to explore the mediating mechanism, and to explore the boundary conditions based on face theory. Expand the research perspective of the intermediary mechanism between the perceived overqualifications and employees' innovative behavior, and enrich the research on the boundary conditions of the perceived overqualifications and employees' innovative behavior.

In an organization, trust between leaders and employees also affects employees' innovative behavior[10]. Because trust is mutual, including employees' trust in leaders and leaders' trust in employees, but most of the current research focuses on employees' trust in leaders, and relatively little attention is paid to leaders' trust in employees, that is, felt trust [11,12]. Therefore, it is necessary to explore the influence of employees' felt trust on their behavior from the trusted side [13]. The theory of self-evaluation points out that individuals will be influenced by the social environment and social information, and constantly conduct self-recognition and evaluation, which ultimately affects their own attitudes and behaviors [14]. Especially when the information comes from important people in the organization (such as leaders) and is positive information, the effect of self-evaluation is more obvious [15]. Especially for employees with perceived overqualifications, under the premise of mismatches between people and job, the trust of superiors may have an important impact on self-perceptions and evaluations, which in turn affect their attitudes and behaviors[16]. Therefore, based on the self-evaluation theory, this paper explores the influence mechanism of felt trust on perceived overqualifications and innovative behavior, and further verifies the explanation logic based on the self-evaluation theory.

In the workplace, employee behavior can also be affected by stress[17].According to the face theory, employees will be affected by the ability face pressure at work, and will be disturbed by the thinking of "don't lose face" at work [18]. In terms of theory, although some scholars have discussed perceived overqualification and employee in-novation behavior, it is not enough. Based on the face theory, there are few studies that analyze the moderating effect of ability face pressure between the perceived overqualifications and employees' innovative behavior, and the relationship between felt trust and employees' innovative behavior.

In addition, the literature studying employee behavior in the field of organizational behavior has more often used length of service as a control variable, but the length of service also has an impact on employees' work experience, interpersonal relationships, and skills [19]. Because the moderating variable of this paper, the size of the ability face pressure is closely related to the employee's work experience, interpersonal relationships and other factors [18]. Therefore, this study included length of service into the study to explore the higher-order moderating effect of length of service. By establishing a three-dimensional interaction model, this paper not only explores the influence of perceived overqualifications on employees' innovative behavior and felt trust on employees' innovative behavior, but also explores the moderating effect of ability face pressure on it, as well as the synergistic moderating effect of length of ser-vice.

Since the research variable of this paper is employees' perceived overqualification and innovative behavior, it needs to be analyzed from employees' data, so this paper uses a questionnaire to carry out the research, and the obtained findings are processed by SPSS 25.0 and AMOS 24.0 to test the hypotheses of this paper through data structure, and finally draw conclusions and analyze.

The theoretical contributions of this paper are as follows: first, to verify the positive influence

relationship between perceived overqualification and innovative behavior, and to obtain the mediating mechanism of felt trust between perceived overqualification and employee innovative behavior based on self-evaluation theory, to enrich the research on the positive effect of perceived overqualification, and to fill the gap of the mediating mechanism between perceived overqualification and innovative behavior, and to help companies recognize the inner mechanism of perceived overqualification. This study provides theoretical support for the maximization of talent utilization. Second, we discovered the boundary effects between perceived overqualification and innovative behavior and between felt trust and innovative behavior, and extended the literature on perceived overqualification by exploring the ability face pressure of employees at work based on the face theory, and studying the ability face pressure of employees as a moderating variable, which was verified to clarify the boundary effects of overqualification of employees in the process of their ultimate effect on innovation behavior, and provides a new perspective for exploring the factors influencing employees' innovative behavior. Third, in the research process, the factor of employees' length of service is added, and it is argued that employees' ability face pressure may be influenced by length of service. Therefore, a higher-order adjustment model is constructed, and length of service are used as a higher-order adjustment variable to explore the ultimate effect on overqualification and innovative behavior, which enriches the literature on perceived overqualification and length of service, and the length of service no longer appear as a statistical variable only.

Point 2: "The references should be refreshed. Do not use references older than 15 years. Literature review and improvements in regard to literature background should be made."

Response 2: We have made a large number of replacements in the introduction, literature review, and theoretical contributions. The specific content is:

References

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Point 3: "Discussion should be better. The results are presented clearly, but the findings are not compared and contrasted with relevant literature. Linking theoretical considerations with empirical findings and providing some planning insights is critical in a journal with the scope of Sustainability."

Response 3: After our discussion and thinking, we have made changes and additions to the discussion, see Line469-512. The specific content is:

In the above quantitative analysis, we conclude the following conclusions: first, the perceived overqualification has a significant positive effect on employees' innovative behavior, while felt trust plays a partial mediating role between the perceived overqualification and employees' innovative behavior. The verification of the mediating role of felt trust extends the research on the mediating mechanism in the influence of perceived overqualification and innovative behavior [1]. In the long run, the perceived overqualification of employee promotes leaders to entrust employees with important responsibilities, deepen employees' perception of trust, and further stimulate employees' innovative behavior. This is a positive virtuous circle. The higher the ability and knowledge of employees, the easier it is to make leaders feel at ease to hand over some important tasks, promote employees' perception of trust, and positively stimulate innovative behaviors. Of course, there are many ways to improve employees' felt trust, such as leaders communicating more with employees, discussing more with employees, etc.

Second, verify the boundary effect of ability face pressure. Ability-face pressure negatively regulates the relationship between perceived overqualification and employees' innovative behavior, that is, when the pressure of ability-face is greater, the positive relationship between the sense of excess qualification and employees' innovative behavior will be weakened; The relationship between felt trust and employees' innovative behavior, that is, when the ability face pressure is greater, the positive relationship between felt trust and employees' innovative behavior will be weakened. Affected by the face culture, the pressure on employees' ability and face is real. What enterprises can do is to minimize the perception of employees' ability face pressure. For example, they can improve their proficiency and flexibility by training employees, and use "mentor-apprentice" system to make new employees understand the job and get familiar with the work environment as soon as possible to reduce the perception of ability face pressure.

Third, this paper establishes a higher-order adjustment model and adds length of service to the study. With the increase of length of service, the negative relationship between ability face pressure on the perceived overqualification and employees' innovative behavior weakens. The moderating effect of length of service on the negative correlation between felt trust and employees' innovative behavior is not significant. This shows that with the increase of length of service of employees, the work experience and familiarity of the employees are improved, when

the employees of perceived overqualifications who have worked for a long time are less affected by the negative boundary effect of ability face pressure than those who have worked for a short time, and the degree of innovation is elevated. In this regard, enterprises should pay more attention to talent, in the recruitment of new employees at the same time, but also pay more attention to the presence of older employees, know how to "treasure talent", im-prove the sense of belonging and cohesion of employees, and thus extend the service time of employees. The moderating effect of length of service on the negative correlation between felt trust and employee innovative behavior under the ability-face pressure is not significant. It may be that under the high ability face pressure, felt trust as a kind of positive organizational support, both old employees with long working time and new employees with short working time may have the idea of "not losing face" and seeking progress in a stable manner may weaken the generation of new risk-taking behaviors and reducing innovative behaviors.