



Perception versus Qualification: The Misfit Job Phenomenon

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Person job unfit is a considerable phenomena in organizations. Since, organizations have failed to address this issue. Overqualified employees perceive that their resources are underutilized. Therefore, to address these issues, the main purpose of this study is to examine the effect of overqualified employees on person-job unfit in the presence of illegitimate tasks at the workplace. To solve this problem, the study used a quantitative approach and cross sectional design. A 5-point Likert scale was used to collect the data. A total of 100 questionnaires were distributed among non-teaching overqualified/administrative staff of the Malaysian Manufacturing Industry. A random sampling technique was used. Smart PLS 3 (SEM) was also applied to measure the responses. The findings of this study revealed that the over-qualified employees compared the assigned tasks with their education, abilities or skills and experience and found these tasks were unmatched with them. Further, they perceived illegitimate tasks as role conflict and role ambiguity. Consequently, they considered themselves 'job unfit'. The demographic factors such as gender, age and status have a significant effect on the generalization of the study. Additionally, there are millions of employees, many of them constitute a portion of the workforce, and thus there is a sizable population to which these results could not be generalized.

Key words: *Perceived over-qualification, illegitimate tasks, job mismatch, person-job unfit.*

Introduction

Background of the Study

The study of Watson (2015) investigated talent and rewards management from a worldwide professional services industry perspective. The results demonstrate that the rate of retention has been declining over time as employees switch jobs. Most employees have raised the intention of turnover within the two year period from 2015 to 2014, from 36% to 29% respectively (Watson, 2015).

The employee turnover rate has been enhanced in the manufacturing industry from 1.1% to 13.2% during 2014 and this trend also extended to 14.3% in 2015 (China, 2018). This would effect the productivity and cost of business (Butali, Wesang'ula, & Mamuli, 2013). The manufacturing industry of Malaysia has incurred a productivity decrease to 1.0% annually, as reflected in 2015 and 3.5% in 2014 (Zailani, Shaharudin, Razmi, & Iranmanesh, 2017).

Furthermore, the World Bank advised the Malaysian Government to recognize the mismatch in skills development form a feedback tool regarding performance between the industry and educational institutes and the consequent need to increase the employability skills of talented employees (Razak, Ahmad, & De Mello, 2014; Eko, Yuni and Ilfiandra, 2018) as reflected in Table 1 below.

Table 1: Turnover Ratio and productivity Ratio in Manufacturing Industry

Turnover Rate		Productivity Rate	
2014	2015	2014	2015
13.2%	14.3%	3.5%	2.5%

Sources: (Chin, 2018)

Problem Statement

Findlay, Commander, and Warhurst (2011) highlighted that the development of employees 'skills at the workplace is noteworthy function of any organization. Further, they argued that use of effective skills happens where employees are capable and eager to apply their best qualifications, experience and skills at the place of work. Yet, this is not an easy phenomenon to manage them, since it has its consequences. Specifically, skills underutilization is an important noticeable fact at the work place. Prahalad and Hamel (1990) further investigated that when employees are compelled to utilize their abilities and expertise to perform the underutilized assigned tasks then they feel enslaved and wasted away at the workplace. This situation eventually raises the turnover intentions among the employees. For that reason of being wasted away at the place of work ultimately produces stress and makes the employees aware of this fact that they are not fit for this job. (Schneider, Goldstein, & Smith, 1995;

Chienwattanasook & Jermstittiparsert, 2019) also stated that whenever employees experience their worthlessness tasks at the workplace they will evidently think about to leave the organization. Since, over-qualified employees have the sense of person-job unfit within the organizations. Al-Yahya (2010) disclosed that the relationship between over qualification and person-job unfit is understudied. Thus, this study examines the effect of overqualified employees on person-job unfit in the presence of illegitimate tasks and job unmatched at workplace

Study Objectives

1. To discuss the impact of Job mismatched on the Perception of Illegitimate Tasks
2. To analyze the effect of Job Mismatch with Person Job Unfit
3. To define the consequence of Perceived Illegitimate Tasks on Person Job Unfit
4. To examine the outcomes of being overqualified employee with the Job Mismatch
5. To determine the consequences of Perceived Over-qualification with Perceived Illegitimate Tasks
6. To determine the effect of Perceived Over-qualification on Person Job Unfit
7. To determine the mediating role of Job Mismatch between Perceived Over-qualification and Perceived Illegitimate Tasks
8. To define the mediating role of Job Mismatch between Perceived Over-qualification and Person Job Unfit
9. To define the mediating role of Perceived Illegitimate Tasks between Perceived Over-qualification and Person Job Unfit

Research Framework

Perceived Over-qualification

Perceived over qualification represents to what extent employees perceive themselves holding job qualification, skills and experiences more than job demands (Maynard & Parfyonova, 2013). Further, the feelings of being over qualification may possibly be emerged when employees find no development opportunities linking with the job or they remain underutilized at the job. Harari, Manapragada, and Viswesvaran (2017) found the answer to that question in his study of automobile workers "Would you say your job gives you a chance to use your abilities?" This question is the example of the skill-underutilization approach regarding the over qualification phenomena (i.e., the incongruity between job resources and job demands). On the same note, over-qualified employees with the excess of qualification, skills and experiences, ultimately seek self-esteem and self-identity via the new opportunities for the skills utilization (Maynard & Parfyonova, 2013). However, when employees feel that the assigned tasks are far below from their skills and experiences they get disappointed and perceive those tasks as a threat to their self-identity (Semmer et al., 2015). That's why, the



tasks which matched with the employees skills and qualification are vital because they strengthen the employees' level of self-identity and self-esteem (Abrahams, 2014; Semmer, Tschan, Meier, Facchin, & Jacobshagen, 2010). However, when assigned tasks do not match with the employees' skills they perceive these as unnecessary and unreasonable tasks (Apostel, Syrek, & Antoni, 2018). That is why overqualified employee sense that these tasks are not matched to their qualification, rendering them illegitimate tasks (Abrahams, 2014; Semmer et al., 2010).

Job Mismatch (Skill Mismatch)

Skill mismatch explains the level of discrepancy between the skills of each individual worker and the skills required by the job characteristics (Allen & De Weert, 2007). Al-Yahya (2010) examined the associations between the underutilization of the employee's skills and the job demands. He examined the contradiction between the level of the qualification that employees possess and the level of job demands (Rumberger, 2002). Moreover, if the underutilization of the human capital continuously occurred, these findings highlighted that the organization needed to fix this because job description must be well matched with job specification (Al-Yahya, 2007), especially for new graduates and newly hired managers who have recently passed broad training and skills development programs (Al-Yahya, 2010). At the workplace, when employees are unable to employ their skills, they ultimately lose opportunities for career development (Al-Yahya, 2010). Therefore, having not enough opportunities means they do not have the chance to be promoted (Al-Yahya, 2010). For that reason, when over-qualified employees find no opportunities for career enhancement because of the matchless work tasks that are far below their education and skills, they perceive them as illegitimate tasks (Abrahams, 2014; Kulkarni, Lengnick-Hall, & Martinez, 2015; Semmer et al., 2010).

Illegitimate Tasks

Illegitimate tasks are a role violation (Semmer et al., 2010). Roles are assigned to employees via management and supervisors and consequently determine their status at the workplace (Yun, Takeuchi, & Liu, 2007). Roles develop expectations (Blanford, Richels, & Rutherford, 2009), concerning this, roles also set the standard of what legitimately can be anticipated from the role played. However, roles also create disappointment if they fail to fulfill job specifications, for example in the hospital an appointed nurse will eventually find her role illegitimate if she is asked to clean the toilets (Apostel et l., 2018). Thus at the place of work, roles become more than anticipation. Similarly, for the employee, professional roles establish their social identity within organizations (Haslam & Ellemers, 2005; Warr, 2007).

Such professional identities give them purposeful existence at the workplace and also ascertain identity globally (Sluss & Ashforth, 2007). Yet, organizations do not provide fascinating



working environment at all times and the existence of some upsetting practices are a part of this. On the same note, illegitimate tasks are an upsetting phenomena and also have potential to threaten identity. According to role theory, mismatched demands put stress on an employee relating to their job. Employees experience role conflict when they find themselves pulled in numerous directions as they try to reply to numerous statuses required (Addae, Praveen Parboteeah, & Velinor, 2008). Furthermore, illegitimate tasks refer to role conflict and illegitimate tasks are illustrated as the existence of mismatch between an employee's skills and the assigned work tasks (Apostel et al., 2018).

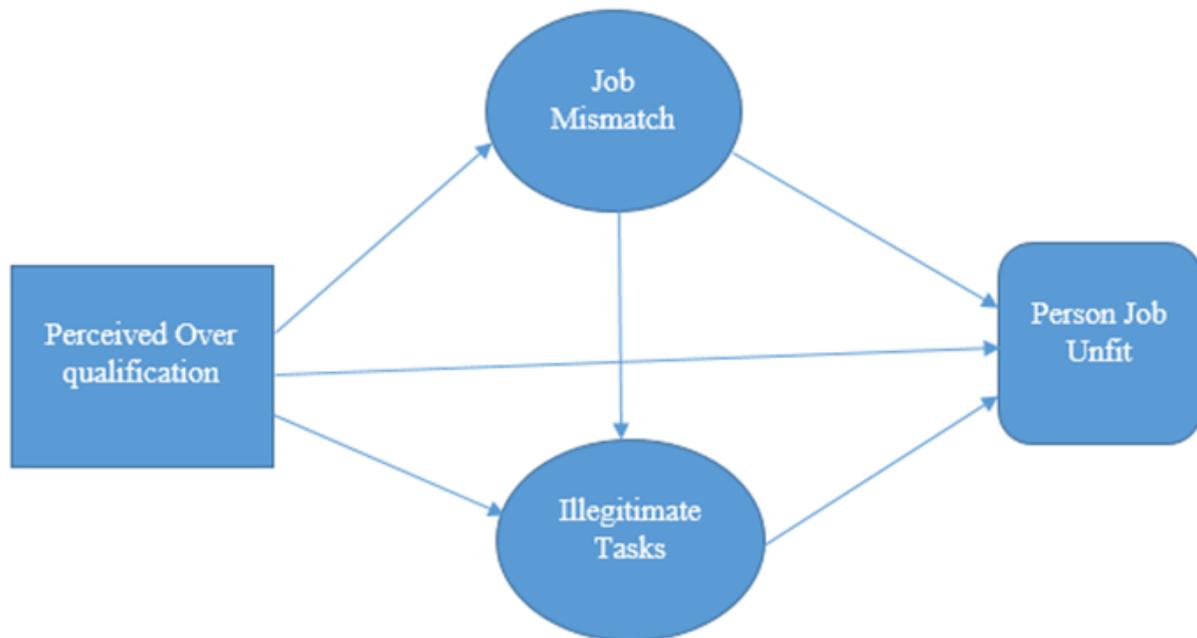
Facets of Illegitimate Tasks

Illegitimate tasks reflect two aspects in that they are unreasonable and unnecessary tasks and most importantly, unreasonable tasks are those burdensome tasks that one should not ask of employees (Semmer et al., 2010). Moreover, a task can become mismatched when a newly hired employees is assigned to complete tricky tasks that require a lot of experience and expertise or when a highly talented or experienced employee has to perform insignificant or valueless tasks (Apostel et al., 2018). Illegitimate tasks are all about poor practices that cause an employee to experience loss of value within the organization, and that their effort is not valued in return. In view of this, employees perceives illegitimate tasks as a negative phenomenon because such tasks offer no opportunity for career development (Omansky, Eatough, & Fila, 2016).

Person-Job Misfit

Person-Job fit has two aspects "Person-Job Fit and Person-Job Unfit" (Brkich, Jeffs, & Carless, 2002). Person-Job fit in this research is illustrated as the acceptable linkage between the employee's attained skills, abilities and the requirements of the job (Brkich et al., 2002). Person-job unfit is when conflict occurs between the skills acquired by the employees and the level of job they possess. Moreover, it has also been observed that person-job unfit drastically effects employee mental health (Brkich et al., 2002; Buchanan & Norko, 2011). Lobene and Meade (2010) note that "the match between job demands and worker abilities defines qualification fit; low levels of tasks which may lead to perceived over qualification." So, this perceived contradiction eventually generates withdrawal behaviours and job switching behaviours (Maynard & Parfyonova, 2013). As a result, if employees feel that they have not been justified for the assigned job tasks according to their attained education and experience they will have a sense of lowered career enhancement opportunities and this perception will contribute to the perception that their job as illegitimate (Abrahams, 2014; Semmer et al., 2010). The research framework for this study is presented in Figure 2 below.

Figure 2: Research Framework



Study Hypothesis

1. There is a significant relation between Job Mismatch and Perceived Illegitimate Tasks
2. There is a significant relation between Job Mismatch and person Job Unfit
3. There is a significant relation between Perceived Illegitimate Tasks and Person Job Unfit
4. There is a significant relation between Perceived Over-qualification and Job Mismatch
5. There is a significant relation between Perceived Over-qualification and Perceived Illegitimate Tasks
6. There is a significant relation between Perceived Over-qualification and Person Job Unfit
7. There is a significant mediating role of Job Mismatch between Perceived Over-qualification and Perceived Illegitimate Tasks
8. There is a significant mediating role of Job Mismatch between Perceived Over-qualification and Person Job Unfit
9. There is a significant mediating role of Perceived Illegitimate Tasks between Perceived Over-qualification and Person Job Unfit

Research Methodology

The collection of data was from a sample of Malaysian Manufacturing employees, from a list of overqualified administrative employees based on job description and job specification which was taken from the company management as the study population. Random sampling technique was used and the sample size was 100. The data was collected through an adapted survey.

Measurement

The Perceived over-qualification had 9 items originally and was developed by Maynard, Joseph, and Maynard (2006) to measure the construct. The Job or Mismatch has 4 items originally and it was developed by Fine and Nevo (2008) to measure the construct of mismatch. Cronbach’s α was 0.85. Most items were original but one item (“I have been provided training more than the job requirements”) was added. Since job mismatch refers to underutilizing the skills and these skills also come from training (Al-Yahya, 2010). Further, illegitimate tasks measured by using the Bern Illegitimate Task Scale (BITS) and was developed by (Semmer et al., 2010). This scale has four measuring items of unnecessary tasks and four measuring items of unreasonable tasks. This scale starts with questions such as, “Do you have work tasks to take care of, which keep you wondering if ...” followed by statements such as “... should be done by someone else?” Person-Job unfit is labelled as a mismatch among the employee’s skills, expertise and knowledge for the requirements of the job (Brkich et al., 2002). Person Job fit with two facets: “Person-Job Fit and Person-Job Unfit” (Brkich et al., 2002). Scale was measure by 5 items. All constructs were measured by using 5-point Likert scales (from strongly agree =1 to strongly disagree =5).

Analysis and Results

Figure 1. Measurement Model Assessment

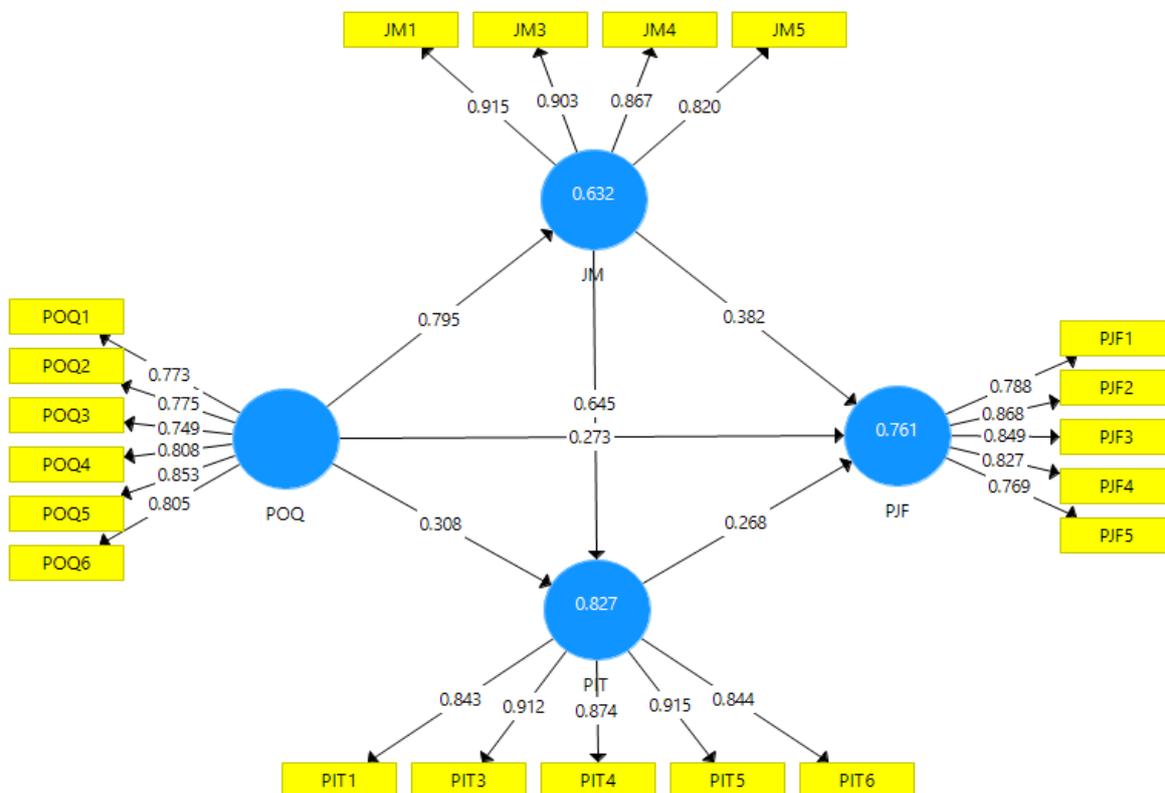


Table 1. Internal Consistency, Convergent Validity, composite reliability and AVE

Construct	Indicators	Loadings	Cronbach's alpha	Composite Reliability	AVE
Perceived Over Qualification (POQ)	POQ1	.773	.883	.911	.631
	POQ2	.775			
	POQ3	.749			
	POQ4	.808			
	POQ5	.853			
	POQ6	.805			
Job Mismatch (JM)	JM1	.915	.899	.930	.769
	JM3	.903			
	JM4	.867			
	JM5	.820			
Perceived Illegitimate Task (PIT)	PIT1	.843	.925	.944	.771
	PIT3	.912			
	PIT4	.874			
	PIT5	.915			
	PIT6	.844			
Person Job Fit (PJF)	PJF1	.788	.879	.912	.674
	PJF2	.868			
	PJF3	.849			
	PJF4	.827			
	PJF5	.769			

Source: Authors' own estimates based on survey data.

Reliability test was applied to measure the consistency, while convergent validity is recognized as a level by including multiple items to measure at the same conception (Surienty, Ramayah, Lo, & Tarmizi, 2014). Values of outer loading all items are within the range with significant level at the 0.05 p values. Composite reliability (CR) which is the measure of the overall reliability of all constructs as a collection of heterogeneous with similar items and its value must be >0.70 (Mihail & Kloutsiniotis, 2016). All constructs are achieving the level of threshold 0.70 for Cronbach's Alpha (Mihail & Kloutsiniotis, 2016). The values of average variance extracted (AVE) have been above the threshold limit of 0.50. By following the instructions of Hair et al. (2010), all the items having factor loading less than 0.5 were deleted. So, in the current study, the 2nd item of the construct job mismatch, 7, 8, 9 items of Perceived Over-qualification and 2,7,8, items of Illegitimate Tasks were deleted. All constructs with their measurements are given in table-I. Discriminant validity of all reflective constructs have been assessed with Fornell-Lacker criteria in the model. The values of each AVE is compared to the correlation of all constructs with their items and all AVE values should be greater than the values of correlation (Mihail & Kloutsiniotis, 2016).

Table 2: Discriminant Validity

	JM	PIT	PJF	POQ	
JM					
PIT	0.874				
PJF	0.835	0.816			
POQ	0.885	0.702	0.799		

Source: Authors' own estimates based on survey data.

Figure 2. Strutural Model Assessment

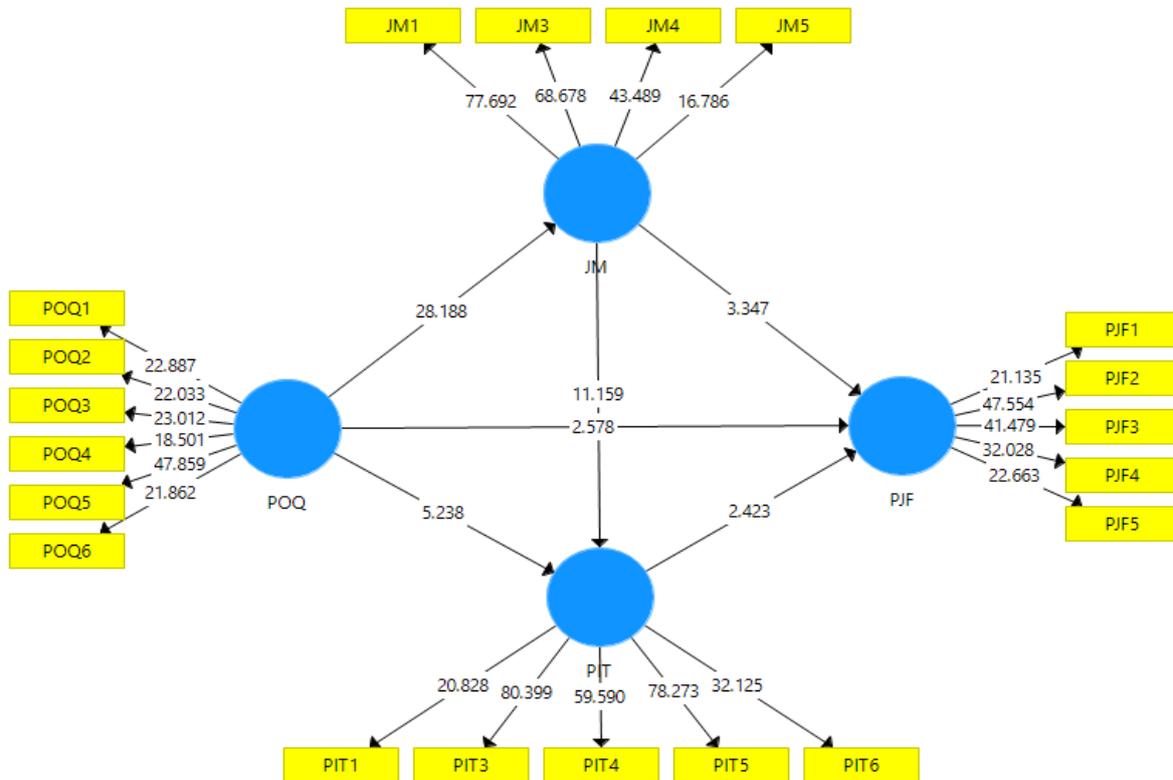


Table 3. Direct Effect

	(β)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	f^2	Decision
JM -> PIT	0.645	0.643	0.058	11.159	0.000	0.882	accepted
JM -> PJF	0.382	0.383	0.114	3.347	0.001	0.119	accepted
PIT -> PJF	0.268	0.265	0.111	2.423	0.016	0.052	accepted
POQ -> JM	0.795	0.798	0.028	28.188	0.000	1.719	accepted
POQ -> PIT	0.308	0.31	0.059	5.238	0.000	0.201	accepted
POQ -> PJF	0.273	0.276	0.106	2.578	0.010	0.095	accepted

Table 3 displays the measurement model assessment of direct effects and found that all the direct relations with t-value > 1.96 at 0.05 at significance level. Consequently, all the relations are significant. Furthermore, β -value displays a positive association.

Table 3; précis the results of the best-fitted model and clarifies that the direct association between exogenous variables and endogenous variable. The exogenous variable, Job Mismatch has a direct significant effect on Perceived Illegitimate Tasks and Perceived Job Unfit. Similarly, The exogenous variable, Perceived Illegitimate Tasks has a direct significant effect on Perceived Job Unfit. Likewise, The exogenous variable, Perceived Over-qualification has a direct significant effect on Job Mismatch, Perceived Illegitimate Tasks and Perceived Job Unfit. Thus, the H1, H2, H3, H4, H5 and H6 of the current study are supported. Results show that there is a significant relationship between exogenous and endogenous variables. All variables are significant at 0.05% level.

Cohen (2013) determines that “effect size (f^2) 0.02 is small, 0.15 is moderate and 0.35 is considered as strong.” Though, in this study JM has strong effect on PIT $f^2 = 0.882$, JM and PJF has moderate effect $f^2 = 0.119$. Similarly, PIT and PJF has small effect $f^2 = 0.052$. On the other hand, POQ and JM has strong effect $f^2 = 1.719$. Similarly, POQ and PIT has strong effect $f^2 = 0.201$ and POQ and PJF has small effect $f^2 = 0.095$.

Table 4: Indirect Effect(Mediation)

	(β)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
POQ -> JM -> PIT	0.513	0.513	0.047	11.017	0.000	Mediated
POQ -> JM -> PJF	0.303	0.306	0.092	3.303	0.001	Mediated
POQ -> PIT ->PJF	0.083	0.081	0.035	2.393	0.017	Mediated

Confirmation of mediating effect, bootstrapping method (Smart-PLS) could be used with 2000 randomly drawn samples at 0.05% level (Hair Jr, Hult, Ringle, & Sarstedt, 2016). Table 4 shows the in-direct effect (mediation). It is evident that in-direct relationship has t-value more than 1.96 which validates the hypothesis. Therefore, it is proved that Job Mismatch mediates the relationship between Perceived Over-qualification and Perceived Illegitimate Tasks. Similarly, Job Mismatch mediates the relationship between Perceived Over-qualification and Perceived Job Unfit . Likewise, Perceived Illegitimate Tasks mediates the relationship between Perceived Over-qualification and Perceived Job Unfit.

Table 5: R-Square (R^2) Value

Latent Variable	Variance Explained (R^2)
Person Job Unfit (PJF)	76.1%
Job Mismatch (JM)	63.2%
Perceived Illegitimate Task (PIT)	82.7%

Moreover, Table 5 shows that R^2 value is 0.590 R^2 value is moderate. It demonstrates that Perceived Over-qualification, Job Mismatch and Perceived Illegitimate Tasks are expected to explain 76.1% of variance in dependent variable (Person Job Unfit). Similarly, Perceived Over-qualification is expected to explain 63.2% of variance in dependent variable (Job Mismatch). Likewise, Perceived Over-qualification and Job Mismatch are expected to explain 82.7% of variance in dependent variable (Perceived Illegitimate Tasks).

Table 6: Construct Cross-Validated Redundancy

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Job Mismatch (JM)	692	376.681	0.456
Perceived Illegitimate Task (PIT)	865	349.835	0.596
Person Job Fit (PJF)	865	457.496	0.471

Additionally, the quality of model was examined through predictive relevance (Q^2). Henseler, Ringle, and Sinkovics (2009) argued that Q^2 value should not be less than zero. In this study Q^2 of Job Mismatch is 0.456, Q^2 Perceived Illegitimate Task (PIT) is 0.596 and Q^2 of Person Job Fit (PJF) is 0.471 which shows that all Q^2 values more than zero. It is shown in Table 6.

Findings and Discussion

Globally, many individuals have been facing “overqualified epidemic” Elmer (2012) with the difficulty of having job unmatched qualification, skills and abilities. Specifically, in Pakistan where the employment rate is low and inflation rate is relatively high. Considering this situation that likely to be continuing in future, this study mainly focuses on effect of overqualified employees on person-job unfit in the presence of illegitimate tasks and job unmatched at workplace. When manufacturing employees are asked to perform tasks that are far below from their skills, capabilities and education, they consider them as unreasonable and unnecessary tasks. Based on the prior studies, deprived theory of Crosby (1984) has also been applied in this study that examined the effect of overqualified employees on person-job unfit in the presence of illegitimate tasks and job unmatched at workplace. As presented in Hypothesis 1, the statistical results, β vale 0.645 and $f^2 = 0.882$ show that job mismatch has the strong positive relation with the perception of illegitimate tasks. On the same note, over qualified employees of manufacturing have a high tendency of perceiving

themselves as a victim of illegitimate tasks. This outcome is poorly represented in previous literature.

As to Hypothesis 2, the statistical results, β vale 0.382 and $f^2 = 0.119$ show that the job mismatch and person job unfit have strong positive relationship. This finding acknowledges to the previous studies finding (Kalleberg, 2008). As hypothesized 3, the statistical results, β vale 0.268 and $f^2 = 0.0882$, show that perceived illegitimate Tasks and person job unfit have strong positive relationship. The finding shows that when employee perceives unnecessary and unreasonable tasks at workplace he or she claims that this job is unfit for him or her. As hypothesized 4, β vale 0.795 and $f^2 = 0.1.719$, the results show that perceived over-qualification has strong positive effect on job mismatch. These outcomes are significantly identical with the previous studies that also observed the positive association of over-qualification with the job mismatch (Alba-Ramirez & Blázquez, 2002; Allen & Van der Velden, 2001; Green & Zhu, 2010; Wald, 2005). Since, employees who perform the jobs in the universities perceive themselves over-qualified when they have to carry out the tasks that do not match with their qualification, experience and skills.

As per Hypothesis 5, the statistical results, β vale 0.308 and $f^2 = 0.201$, show that perceived over-qualification has strong positive effect on perceived illegitimate tasks. The employee's perception of having illegitimate tasks creates the feelings of being misfit for the assigned job demands. This is also considering as the understudied phenomena concerning to the previous studies. In Pakistan specifically in manufacturing sectors overqualified employees take illegitimate tasks as social identity stressor, role conflict and role ambiguity. That is why they considered themselves misfit for this job. As hypothesized 6, the statistical results, β vale 0.273 and $f^2 = 0.095$, show that perceived over-qualification and person job unfit have a strong positive relation. Since employees in manufacturing perceive that their qualification, skills and experience are not suitable for this job. So, they perceive that their job is unfit for them. This study also acknowledges the previous findings (Kulkarni et al., 2015; Lobene & Meade, 2010). As to Hypothesis 7, the statistical results, β vale 0.513 and P value=0.000<0.05, show that Job Mismatch strongly mediates between perceived over-qualification and perceived illegitimate tasks. Negligible studies have been conducted on this relationship. The findings show that over-qualified employees with mismatch skills enhance the perception of illegitimate tasks.

In terms of Hypothesis 8, the statistical results, β vale 0.303 and P value=0.001<0.05, show that Job Mismatch strongly mediate between perceived over-qualification and person job unfit. Negligible studies have also been conducted on this relationship. The findings show that when manufacturing employees perceive over-qualification while performing the tasks at workplace, the sense of job mismatch is emerged this consequence refer to generate intention for having job unfit for them. For Hypothesis 9, the statistical results, β vale 0.083 and P



value=0.017<0.05, show that manufacturing employee's perception of illegitimate tasks at workplace strongly mediate between perceived over-qualification and person job unfit. Negligible studies have also been conducted on this relationship.

Conclusion

The purpose of this study was to examine effect of overqualified employees on person-job unfit in the presence of illegitimate tasks and job unmatched at workplace of Malaysian Manufacturing Industry. In educational sectors specifically in universities, administrative employees perceived themselves the victim of being over-qualified concerning to the underutilization of the skills. They perceive mismatch between job resources and job demands. They eventually make comparisons and get frustrated when they find contradiction between their assigned job demands and attained skills, experiences and education. Manufacturing employees feel that their skills are underutilized while performing the assigned tasks. This situation makes them note that they are performing unreasonable and unnecessary tasks. Moreover, at the workplace the manufacturing employee sense of underutilization of skills has increased. As a result, this upsetting situation creates identity role stressors and mismatch between job resources and job demands. Thus, this disturbing state of affairs over time makes them realizes that they are not fit for the assigned job.

Managerial Implication

Within the educational sector, supervisors are concerned about losing their talented and skilled employees who demand more critical work assignments. While, on the other hand sometimes supervisors/management remain uninformed about employee talent this lack of awareness makes employees felt that their skills are not being well utilized. Accordingly, Watt and Handargis (2010) observed the consequences of underutilization in terms of the boredom expressed towards the assigned job tasks, dissatisfaction, or detachment. Hence, e researchers Erdogan and Bauer (2009) argued that this situation can be handled via the management or the supervisors; making the employees more productive through the effective utilization of their skills accordingly and encourage the employees to indulge themselves in more challenging tasks or projects (Hornung, Rousseau, Glaser, Angerer, & Weigl, 2010). On a similar note, manufacturing administration can also play an influential role by notifying employees not to develop unrealistic expectations about their jobs (Buckley et al., 2002). Likewise, because of the occurrence of such aspects over-qualified employees feels that they are affected by illegitimate tasks and this perception make them pretty much frustrated and discontented from their job or the organization. Thus management/supervisors can fix this issue by offering attractive perks and providing significant psychological and physical resources.



Limitations of the Study

In conclusion, the limitations and suggestions for future research are presented. Firstly, when the time comes for data collection any single study has limitation. This is specifically important to know in the case of this study which examined the phenomenon of over-qualification, turnover intention and or job switching as job over-qualification rates are highly dependable on the employment rate of a country (Vaisey, 2006). Similarly, perceived job alternatives are also likely to affect turnover intentions (Maertz Jr & Campion, 2004). In the current highly competitive labour market, highly talented and highly qualified employees make their way easily via expending their efforts to find a better job and feel good when they finally get the chance to effectively utilize their experiences and skills. Moreover, demographic factors such as gender, age and marital status also have significant effect on the generalization of the study. Further, there are millions of employees, many of them who constitute a significant portion of the workforce, and thus there is a sizable population for whom these results could not be generalized.



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