

Turnover Intention Among Overqualified Employees: A Multi Group Analysis And Its Implications

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ABSTRACT

This study highlights the effect of perceived overqualification on turnover intention in an emerging economy context characterized by oversupply of graduates. The intention here was to examine whether the contextual factors affect the relationships under study. The mediating role of employee wellbeing and person environment fit is examined in this relationship under two different working environments. This was done to examine whether a perceived fit with the working environment enable an employee to experience wellbeing and thereby weaken the turnover intention. A multi group invariance test was conducted to study whether the organization type and any of the objective variables under study influence these relationships. The analysis was conducted using structural equation modelling using IBM AMOS software. Stratified proportionate sampling was employed for data collection purposes and 561 samples were collected. It was observed that perceived overqualification and person environment fit had an indirect effect on turnover intention through employee wellbeing. The results of multi group invariance test showed that organization type moderated the perceived overqualification- employee wellbeing relationship and objective overqualification moderated the perceived overqualification - turnover intention relationship. The results are indicative of the fact that despite any contextual factors overqualified employees will exhibit turnover intention which may get scaled down if they perceive a fit. The study highlighted the strong wellbeing turnover intention association and the insignificant person environment fit- turnover intention association in all the models examined.

Keywords: Overqualification, Perceived overqualification, Wellbeing, turnover intention, person environment fit

I. INTRODUCTION

The state of being highly qualified but working in jobs requiring lesser qualification is referred to as overeducation or overqualification (Freeman, 1976). Relative to this objective measure is the subjective measure known as perceived overqualification (Maynard et al., 2006). When employees become concerned about being overqualified, the resultant under fulfilled expectations leads to perceived overqualification or skill underutilization (Wassermann et al., 2017;

Deng et al., 2018; McGuinness & Wooden, 2007). This subjective aspect of overqualification is more depressing compared to objective overqualification (Maynard et al., 2006). This phenomenon has been studied in different Countries in varied contexts and is reported to have varied negative and positive consequences. The most likely negative consequence of perceived overqualification is turnover intention resulting in job search behavior leading to poorer job attitudes (Feldman & Maynard, 2011; Maynard & Parfyonova, 2013). Turnover intentions are the best predictors of labor

turnovers (Sharma & Nambudiri, 2013; Boatright, 2014) which proves very costly to firms. The time elapsed between the recruitment of a new employee, the related training and the time lag involved in getting acquainted with the job consumes time and resources of the company. As this is a costly affair, studying about these associations is significant for organizations and researchers.

Limited attempts have been made to explore the mediating variables capable of mitigating the negative consequences of overqualification. Examining the mediating variables in the perceived overqualification literature can help to alleviate the associated negative effects and help to address this problem and retain the overqualified employees. Addressing this research gap, we investigate person environment fit and employee wellbeing as the mediating variable in the relationship between perceived overqualification and turnover intention. Importantly, we proceed with this analysis to understand the cognitive process of why perceived overqualification leads to turnover intention and whether this relationship is affected by any contextual factors. The contextual factors referred to in this study is a Country where the supply of graduates outpacing their demand. We also proceed with this analysis to know the circumstances if any, where the overqualified employees experience wellbeing and hence have a low turnover intention.

Person environment fit (PE fit) represents the extent to which people comply with their work environment so that they perceive a fit with their working environment and remain happy and satisfied (Edwards et al., 1998). Studies related to PE fit demonstrate that the behaviors, actions, and other individual performances are influenced by the interaction between the individual and the environment. (Lewin, 1951). Employees with a high person environment exhibit positive behaviors and attitudes (Kristof, 1996). Similarly, a person's work and the working environment have a bearing on their mental health popularly addressed as

wellbeing. The experience at work and the consequent mental state will have a spillover effect onto the other domains of one's life (De Simone, 2014). Low employee wellbeing results in lower productivity and poorer job attitudes resulting in lowering overall performance of an organization. Employee wellbeing is in fact a precursor to organizational wellbeing. Thus, it is worthwhile to test the role of person environment fit and employee wellbeing in the relationship between perceived overqualification and turnover intention. The intention here is to analyze whether an overqualified employee who perceives a fit with his working environment enjoys a better employee wellbeing and thereby his turnover intention gets eased.

We chose to study these relationships among employees working in two different working environments in an emerging economic context of India. This is done firstly to analyze whether the change in working environment affects the turnover intention and secondly to understand whether any of the contextual or demographic factors influence these relationships. Indian economy is characterized by a large supply of graduates surpassing the growing job opportunities (Geetha, 2020; Daggi, 2015). We found that limited research has taken place in emerging or developing economies emphasizing the wellbeing turnover relationship and hence we proceed with this analysis.

1.2 LITERATURE BACKGROUND AND HYPOTHESIS DEVELOPMENT

1.2.1 Perceived Overqualification and Turnover Intention

Perceived overqualification has been defined as "the extent to which an employed individual perceives that he or she (a) possesses surplus job qualifications or (b) has limited opportunities to acquire and use new job-related skills (Jhonson et al., 2002; Erdogan et al., 2020). This definition refers to a situation where employees are unable to

find a job where they can fully utilize their knowledge, skills, abilities, and experiences (Saragih et al., 2018) ending up in job dissatisfaction (Green & Zhu, 2008; Johnson & Johnson, 2000a). Prior studies have demonstrated turnover intention as one most probable negative consequence of perceived overqualification. Turnover intention designates the intention of employees to quit the work or the relationship with the employer, organization, or profession (Mobley 1982;1977). Thus, behavioral intentions lead to actual behavior and are very costly to firms. When people happen to work unwillingly in positions that require less education, the educational mismatch becomes a source of frustration (Artes et al., 2014). This forms the basis turnover intention among them. Hence, we propose that: H1: Perceived overqualification is positively associated with turnover intention.

The concept of wellbeing has turned out to be a significant area of research with a focus on enhancing the lives of people. It implies the absence of negatives in one's life and having a positive, well-lived and a thriving life (Moore et al., 2012; Baptiste, 2008). Employee well-being refers to an individual's feelings about positive or negative outcomes with respect to undertaking specific job activities in a particular work setting (Zheng & Wang, 2017). Since overqualified employees are met with a poor job fit, they are deprived of adequate skill use and hence turnout to be a source of job dissatisfaction (Erdogan et al., 2011a&b; Erdogan & Bauer 2021; Wu et al., 2015). All the negative attitudes associated with perceived overqualification will certainly lower employee wellbeing (Johnson et al., 1996; Verhaest and Omeij, 2009)) and hence we propose that: H2: Perceived overqualification is negatively associated with employee wellbeing.

Overqualification can be exemplified as a misfit between the person and the job. Besides job fit, considerations of fit with individual values, goals, coworkers, and the vocation (Lub et al., 2016) representing multiple facets of a working

environment also turned up as a matter of relevance (Deschênes, 2020; Granovetter, 1985; Mitchell et al., 2001). Thus, the concept of person environment fit (PE fit) and its multi dimensionality (Edwards & Billsberry, 2020) has gained an increasing relevance in studying work attitudes. PE fit encompasses person goals fit (Kristof, 1996), person values fit (Bretz & Judge, 1994), needs supplies fit (Edwards, 1991; O'Reilly et al., 1991), demand abilities fit (Cable & DeRue, 2002), person co-workers fit (Judge & Ferris, 1992; Kristof Brown et al., 2005), person vocation fit (Holland, 1985;1997) and similar other fits. Research thus far demonstrated a positive relationship between PE fit and work outcomes (Kristof et al., 2002; Cable & Edwards, 2004) scaling down their turnover intention (Nyarko-Sampson et al., 2019; Lyons & O'Brien, 2006). Furthermore, besides being studied as an independent and dependent variable, PE fit is also studied as having a mediating role reducing the dampening effects of negative work attitudes (Uppal, 2021; Özdemir, Y & Ergun, 2015). Since limited studies has been attempted in this regard, enquiring the possibility of a potential mediating effect of PE fit in the relationship between perceived overqualification, turnover intention and employee wellbeing is found worthwhile. Addressing this research gap, we aim to examine whether, an overqualified employee perceiving a fit with his working environment, will have a lower turnover intention and his employee wellbeing is not affected? Hence, we propose that: H3: PE fit mediates the relationship between perceived overqualification and turnover intention. H4: PE fit mediates the relationship between perceived overqualification and employee wellbeing.

In a similar perspective psychological wellbeing at work is achieved through a process of adjustment between organizational members and their work environments (Vogel & Feldman, 2009). Employee wellbeing is referred to as an individual's positive or negative feelings with respect to undertaking specific job tasks in a particular life setting (Weiwei et al., 2017). Inherent to employee wellbeing is the perception of

congruence between the environmental characteristics and the needs and expectations of the employees. Thus, an employee who feels a better match with multiple facets of a working environment will experience enhanced wellbeing. Employees with high wellbeing demonstrate positive work attitudes and remain loyal to their organization (Wu et al., 2020). Thus, PE fit predicts employee wellbeing which may predict turnover intention. Employee wellbeing is one of the strongest predictors of turnover intention and is an important determinant of organizational growth (Martdianty et al., 2020) and is also found to mediate certain relationships (Langove & Isha, 2017). These relationships indicate the significance of employee wellbeing in influencing turnover intention. Hence, we propose that: H5: Employee wellbeing mediates the relation between PE fit and turnover intention. H6: Employee wellbeing mediates the relationship between perceived overqualification and turnover intention.

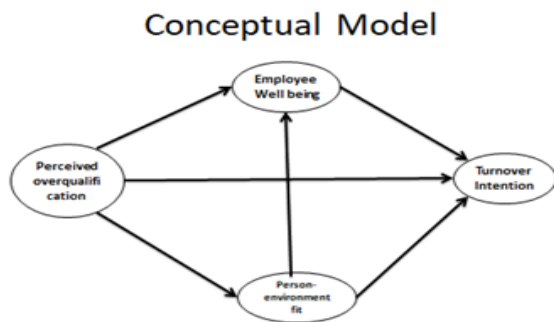


Figure 1. Conceptual Model

Numerous studies have highlighted the influence of perceptions regarding varied environmental and job characteristics in influencing the wellbeing (Parkes, 1990) and perceived overqualification (Erdogan & Bauer 2021). Employees' perceptions of their organisation influence their perceptions of the environment, which influences how individuals relate to their jobs and view their future in the organisation, eventually influencing their work adjustment, health, and wellbeing (Wilson et al., 2004). Warr (1987) specified a situation centered approach through his vitamin model and identified that different aspects of work will have a bearing on the wellbeing. Also, by reexamining the work of Karesk (1979), Warr (2007) suggested that there is a linear and nonlinear relationship between job characteristics and employee wellbeing. The characteristics of a job, the working environment and the associated perceptions exerts an affiliation to the affective wellbeing (Karesk, 1979; Warr, 2007) leading or not leading to withdrawal behaviors. Job security or insecurity (Witte 1999; 2010; Blanchflower & Oswald 1999; Silla et al. 2009); monetary and nonmonetary benefits (Pseiridis et al., 2018; Chen, 2012), job charectersitics (Jonge et al. 1998; 2000; 2001; Lawson et al. 2009); job design, performance monitroring, human resource practices (Holman 2002; Menon 2012) were found to affect wellbeing. Since all these factors depend upon the type of organisation an employe works we proposed to examine whether the organiation type moderates the employees' sense of wellbeing. Hence we porpose that: H7: The organisation type will moderate the relationships H1-H6

Apart from the organisation type, we also aimed to explore whether the proposed model differ across the state of being overqualified ie objective overqualification. Hence we propose that: H8: The ojective overqualification among employees moderate the realtionships H1-H6. These relationships are conceptualized in a model shown in figure I

Upon preliminary analysis, the sample was made up of 56% men. 46% of the sample belonged to the age group 26-30. 51% of the employees were employed in private banks with 74% among them employed in officer cadre relative to the clerical positions. Above all an exceptionally 66.67% of the employees were found to be overqualified for what they do.

2. METHODOLOGY

This study was conducted among 561 employees working in nationalized and new generation private banks in India since the working environment in these two banks is entirely different. Stratified proportionate sampling has been employed for sample selection. The proportion of samples selected from both organization types were in proportion to the population of each bank type. The inclusion criteria pertained to only the employees working in entry level clerical and officer posts and below 50 years of age. Thus, the sample has been controlled for the nature of job, tenure, and age

2.1 Measures

Objective overqualification has been measured using Indirect self-assessment (Hartog, 2000) method where employees were asked about the required level to get the job. Employee wellbeing was measured through positive and negative affectivity using job related affective wellbeing scale (JAWS scale). We employed the short version of JAWS scale consisting of 10 positive and negative items each (total 20 items) ($\alpha=0.894$) (Katwyk et al., 2000). Turnover intention was measured using the Intention to leave scale adopted

by Rosin and Korabik (1991) consisting of 7 items ($\alpha=0.855$). PE fit was measured by using the scales adopted by Vogel and Feldman (2009) for each sub dimension constituting 20 items in total ($\alpha=0.901$). Finally, perceived overqualification ($\alpha=0.905$) was measured using SPOQ scale developed by Maynard, Joseph, & Maynard (2006) consisting of nine items. To bring out exactly the perception of employees, two items from the POQ scale developed by Johnson and Johnson (1996) were also added to this scale. An exploratory factor analysis has been conducted (KMO=0.896) out of which 3 factors were extracted explaining 73% of the variance and were in turn named excess education ($\alpha=0.840$), excess skills ($\alpha=0.856$) and excess experience ($\alpha=0.822$). The rotated component matrix demonstrated a three-factor solution where most of the variables were found to be correlated with separate factors. One Item which loaded less than 0.5 has been ignored (Hair et al 1998). With the resultant 10 items ($\alpha=0.905$) confirmatory factor analysis yielding satisfactory model fit indices (CMIN/DF=3.171, TLI= 0.969, CFI=0.978, AGFI=0.943, RMSEA=0.052) (Bentler and Bonet 1980). The respective standardized regression coefficients obtained were also satisfactory (table 1).

3. RESULTS

The data analysis was employed through structural equation modelling using IBM AMOS software version 21 and the resultant fit indices exhibited a satisfactory fit to the data ($\chi^2 (1307) =2318.167$, CMIN/DF=1.774, CFI = 0.945; GFI= 0.868; TLI=0.938; RMSEA=0.035).

Table 1

Standard Regression Estimates of POQ model			Estimates	S.E.	C.R.	P
Edn1	←-	Excess education	0.917			
Edn2	←-	Excess education	0.794	0.039	24.31	***
Edn3	←-	Excess education	0.844	0.036	27.01	***
Edn4	←-	Excess education	0.674	0.035	18.67	***
Skill1	←-	Excess skills	0.828			
Skill2	<---	Excess skills	0.826	0.051	20.19	***

Skill3	<---	Excess skills	0.761	0.049	18.71	***
Exp1	<---	Excess experience	0.844			
Exp2	<---	Excess experience	0.821	0.047	20.4	***
Exp3	<---	Excess experience	0.741	0.048	18.41	***
S.E- standard error, CR-composite reliability, ***- p value<0.05						

The respective mean values, standard deviations, intercorrelations of all the study variables are presented in table 3. The convergent validity was ensured through respective factor loadings (>0.70) and average variance extracted (AVE) (>0.50) (Fornell & Larcker 1981; Hair et al. 2012) (table 3). Discriminant validity was ensured through the square roots of corresponding AVE values which is represented as diagonal vales in table 3. Each of these values were greater than the corresponding correlation values tabulated below it (Fornell & Larcker 1981).

The possibility of common method variance (CMV) was checked using Harman’s single factor method (Podsakoff & Organ 1986) and the resultant factor extracted explained 27% variance and is unlikely to bias the path coefficients. The fit measures obtained for the hypothesized model were reasonably fit (χ^2 1357) = 2644.103, CMIN/DF=1.948, CFI = 0.928; GFI= 0.928; AGFI=0.836; IFI = 0.928; TLI=0.924; RMSEA=0.041.

Table 2

Standardised Regression path coefficients of the structural model					
			Estimate	S.E.	P
POQ	→	PE fit	-.481	.037	***
POQ	→	TI	.050	.082	NS
POQ	→	EWB	-.110	.035	***
EWB	→	TI	-.914	.124	***
PE fit	→	EWB	.745	.119	***
PE fit	→	TI	.136	.101	NS
***= <0.05, poq=Perceived overqualification, TI=turnover intention,					

The minimum discrepancy less than 5 (Wheaton, 1987), suggested that model was fit. The standardized regression weights and their p values are shown in table. All the hypothesized relationships were significant except for the relationship between a) perceived overqualification (POQ) and turnover intention (TI) (H1rejected) b) person environment fit (PE fit) and turnover intention (H3 rejected). POQ and PE fit showed an insignificant direct effect on TI whereas EWB showed the strongest relationship with TI. PE fit though had an insignificant relationship with

turnover intention, exhibited a strong significant positive effect on EWB ($\beta=0.745$, $p<0.001$); whereas POQ had a week significant effect on EWB ($\beta=-0.110$, $p<0.001$). The indirect effects examined by applying the bootstrap technique in IBM AMOS 21.0 using a bootstrap sample of 2000 with bias- corrected confidence interval level at 95% showed that EWB fully mediates two relationships: POQ and TI (H6 supported); PE fit, and TI (H5 supported) and PE fit partially mediates the relationship between POQ and EWB (H4 supported) (table 4).

Table 3 Mean Values, Standard Deviations, and Intercorrelations among Variables

	Me an	SD	CR	AV E	MS V	1	2	3	4	5	6	7	8	9	10	11	12
1.Exc ess educa	11. 85	3.9	0.6 53	0.6 49	0.3 65	0.8											
2.Exc ess	8.6 8	2.6 9	0.8 85	0.6 60	0.3 88	0.5 87	0.8										
3.Exc ess	8.8 6	2.6 9	0.8 45	0.6 45	0.3 88	0.5 81	0.5 44	0.80									
4.PG fit	8.8 6	1.9 3	0.8 65	0.6 81	0.1 85	- 0.0	- .05		0.8								
5.PV fit	9.4 4	2.9 9	0.8 48	0.6 50	0.4 60	- 0.2	- 0.2	*0.2 51	0.3 99	0.8							
6.NS fit	9.6 7	3.0 17	0.8 71	0.6 94	0.5 89	- 0.3	- 0.2	- 0.39	0.3 93	0.5 98	0.8						
7.DA fit	10. 16	2.7 55	0.8 19	0.6 02	0.5 83	- 0.2	- 0.2	- 0.33	0.3 29	0.4 28	0.6 33	0.7					
8.CW fit	17. 6	3.1 1	0.8 22	0.5 37	0.1 18	0.0 36	0.0 08	- 0.03 4	0.1 82	0.2 44	0.2 44	0.2 54	0.7				
9.PV OC	9.0 3	1.9 9	0.8 16	0.5 98	0.2 70	- 0.1	- 0.1	- 0.17	0.2 68	0.3 31	0.4 91	0.4 09	0.2 59	0.7			
10.TI	18. 35	5.8 7	0.9 13	0.6 78	0.2 42	- 0.2	- 0.3	- 0.40	- 0.5	- 0.1	- 0.1	0.2 57	0.2 51	0.3 19	0.8		
11.P A	32. 8	7.8 3	0.9 15	0.5 25	0.3 91	0.2 04	0.4 44	0.45 4	0.5 73	0.2 58	0.2 34	0.2 71	0.2 32	0.3 01	0.6 19	0.7	24
12.N A	36. 87	7.4 2	0.8 92	0.4 55	0.3 89	0.0 59	0.2 60	0.29 7	0.3 72	0.0 47	0.0 55	0.2 76	- 0.1	- 0.2	- 0.5	0.5 16	0.6

SD-standard deviation, CR-composite reliability, AVE-average variance extracted, MSV-mean squared variance. PG fit-person goals fit; PV fit-person values fit; NS fit-needs supplies fit; DS fit-Demand Abilities fit; CW fit- person co-workers fit, PVOC fit- person vocation fit, TI-turnover intention; PA-positive affectivity; NA-negative affectivity. All the values were significant (p<0.05). The values in bold (diagonal values) are the square roots of corresponding AVE of each factor and the values beneath each diagonal values shows the correlation between each pair of factors.

Table 4 Direct and Indirect Effects in Structural Model

Hypothesis	Direct Effects(c')	Indirect Effects(ab)	Total effects(c)	Results
POQ→EWB→TI	0.050 (ns)	0.365*	0.415	Full
PE fit →EWR→TI	0.136 (ns)	-0.681*	-0.545	Full

POQ→PE	-0.110*	0.361*	0.251	Partial
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*= <0.01, poq=Perceived overqualification, TI=turnover intention, EWB=employee wellbeing

3.1 Multi Group Invariance Test: Organization Type

Table 5

Standardised path coefficients across organisation types

			Private Banks		Nationalized banks	
			β-value	P value	β-value	P value
POQ	→	PE Fit	-0.513	***	-0.462	***
POQ	→	EWB	-0.371	***	-0.019	NS
POQ	→	TI	-0.174	***	.126	NS
PEfit	→	EWB	0.647	***	0.773	***
PE fit	→	TI	0.199	NS	-.011	NS
EWB	→	TI	-0.836	***	-.734	***

***=<0.05, poq=Perceived overqualification, TI=turnover intention, EWB=employee wellbeing

A multi group invariance test (Byrne, 2010; Joreskog, 1971) was done to test whether these relationships hold same among the overqualified employees working in the two organization types under study. For this the invariance of the structural model was tested by splitting the data across the two groups. The test was initiated with confirmatory factor analysis followed by testing the model across two groups. All path coefficients in the conceptual model vary according to the type of organization in which an employee works. This result showed that organization type is a moderator (H8 supported). The fit indices obtained after the invariance test of the model were as follows: $\chi^2 = 2097.759$,

CMIN/DF=1.610, CFI = 0.914; TLI=0.909; RMSEA=0.045. The resultant path coefficients are reported in table 5. The invariance test brings out a remarkable result for nationalized bank employees- an additional path POQ and EWB was found to be insignificant (fig 1). All other relationships stayed same in both the groups as in the case of conceptual model. Thus, the moderation effect was found on the relationship between perceived overqualification and employee wellbeing (figure 2).

3.2 Multi Group Invariance Test: Objective Overqualification as a moderator.

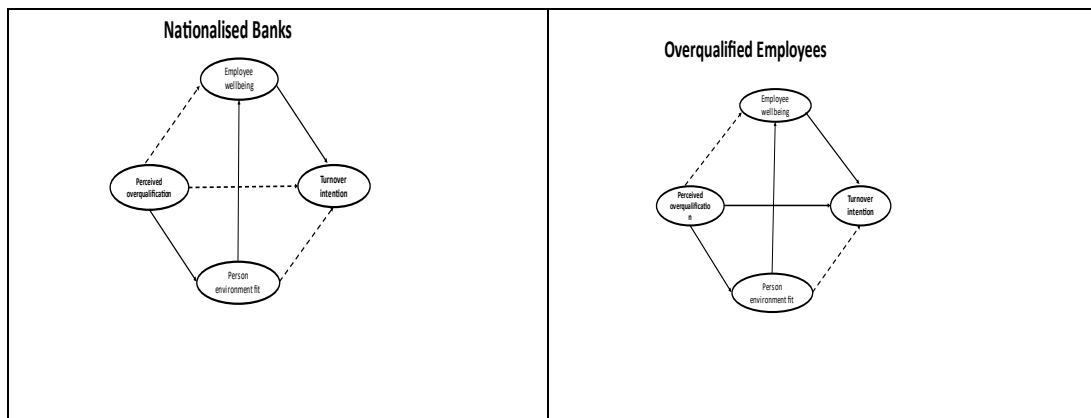
Table 6 Standardised path coefficients across objective overqualification

			Overqualified		Adequately	
			β -	P value	β -value	P value
POQ	→	PE fit	-.486	***	-0.458	***
POQ	→	EWB	-.031	NS	-.317	***
POQ	→	TI	.139	***	-.103	NS
PE fit	→	EWB	.764	***	.629	***
PE fit	→	TI	.052	NS	.271	NS
EWB	→	TI	-.795	***	-0.834	***

***= <0.05 ; poq=Perceived overqualification, TI=turnover intention,

The multi group invariance test was repeated across the overqualified and adequately employees. The results were remarkable. Among overqualified employees the direct effect between perceived overqualification and turnover intention were significant and positive (H1 supported); The direct effects between perceived overqualification and employee wellbeing was negative and insignificant (table 6). Thus, objective overqualification moderated (H8 supported) the relationship between perceived overqualification and turnover intention;

perceived overqualification and employee wellbeing (figure 1). This result reinforces the general finding that overqualification leads to turnover intention under any circumstances. The corresponding model fit indices after the invariance test were as follows $\chi^2 = 3583.752$, $p < 0.001$ CMIN/DF=1.760, CFI = 0.0.879; TLI=0.866; RMSEA=0.037. The standardized regression coefficient for both the groups are presented in the table 6.



4 Figure 2. Result of Multigroup Invariance Test- Moderation

DISCUSSION

The SEM results showed that all the hypothesized relationships stand accepted except two: 1) POQ and TI 2) PE fit and TI. Hypothesis H1 and H3 stands rejected, H2, H4, H5 and H6 stands accepted. Employee wellbeing fully mediated the relationship between POQ and TI; PE fit and TI. PE fit partially mediates the relationship between POQ and EWB. The full mediation effects of wellbeing clearly indicate the importance of employee wellbeing over perceived overqualification in affecting turnover intention. These findings also

explain the cognitive process of why perceived overqualification leads to turnover intention. These results fortify that perceived overqualification leads to turnover intention particularly if it impairs the employee wellbeing. Besides, through multi group invariance test, organization type moderated the relationship between perceived overqualification and employee wellbeing (H7 supported) whereas objective overqualification moderated the relationship between perceived overqualification and turnover intention (H8 supported).

This significant wellbeing turnover relationship observed in the findings are instructive while framing human resource and manpower planning policies from a micro and a macro perspective. The insignificant perceived overqualification → employee wellbeing association in case of nationalized banks and overqualified employees is an eye opener especially in the context of a developing economy characterized by oversupply of graduates. This shows that perceived overqualification cannot be a standalone stimulus to worsen employee wellbeing in this context and is predominantly subjective. In case of nationalized banks, the welfare measures serve as a compensatory constituent for their overqualification. In such banks, even though overqualified employees are doing the same work in the same working environment, same remuneration with time bound promotions as that of adequately qualified employees, perceived overqualification did not exhibit a direct effect on employee wellbeing and turnover intention. Reason behind this might be the utility (Black, 2012) derived by them through these compensations and the discontentment associated with overqualification get mitigated. Instead, in private banks, employees are driven by the performance-based monitoring system and once if they are assessed positively, they will be adequately rewarded or promoted. Though they might be overqualified in the initial stages, gradually they cross over these situations in the escalated positions. But the significant direct effect between perceived overqualification and turnover intention among overqualified employees in the invariance test shows that despite any context, overqualification is an internal offence to them.

Under any circumstances internally they will be discontented and disgusted and that the intention to leave will be prominent in them though they might not leave. The insignificant direct effect of PE fit and turnover intention in all the models also demands a similar explanation. Redelinguys (2015) argued that employees despite being objectively misfit with their job or work environment, they try to develop a subjective fit in

view of many personal reasons. The structural inconsistencies and paucity of jobs might prompt an employee to perceive a fit from the objective misfit unless and until it ruins the employee wellbeing. Thus, though the reasons behind all these findings could be largely structural, the whole study reflects an inclination from the part of employees to get gratified with their circumstances. Notably most employees around them are also overeducated and hence being overqualified may not pinch their employee wellbeing. The negative or positive perceptions associated with overqualification is indirectly routed through person environment fit and employee wellbeing. Thus the significant mediating role of person environment fit and employee wellbeing is predominantly highlighted through the findings of this study.

The significance of these results is that, from an organisation's perspective, principal attention can be given to the designing of jobs and the working environment. Promoting an environment that aligns to the values, goals, needs and expectations in general of the employees and the one which cultivates coworker bondings will nourish enhanced wellbeing so that the turnover intention may not extend to the heights. The managerial efforts dedicated to enrich the social and psychological affiliations of the employees through interventions like programs, policies and procedures aimed at personal and professional development, socialisation, career advancement, engaging and empowering them can instill a sense of involvement and enhanced perceptions of person environment fit in them which might improve their wellbeing. More importantly the mediating role of employee wellbeing highlights the importance of designing well being enhancing policies so that this lot can be retained and their potential can be tapped. Thus, this study addresses the gap in the overqualification literature by establishing the mediating role of employee wellbeing, and thereby seeking the adoption of wellbeing enhancing interventions so as to mitigate turnover intention.

5. CONCLUSION

Through this study we aimed to examine whether an overqualified employee who perceives a fit with his working environment enjoys a better employee wellbeing and thereby his turnover intention gets eased. Though the initial result proved the same, the results of the multi group invariance test showed that, irrespective of the context, overqualified employees will have an intention to leave. But they make up with their existing circumstances if their wellbeing is not affected.

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