

## **The Phenomenon of An Overqualified Employee: A Review**

**Dr. Prachi AjitMurkute**

Lecturer, Ibra College of Technology, Sultanate of Oman.

[drprachiajeet@gmail.com](mailto:drprachiajeet@gmail.com).

### **ABSTRACT**

A large percentage of the workforce is underqualified or overeducated in comparison to the task they do. This results in a salary disadvantage compared to individuals that are matched appropriately. Several explanations have been offered. An example of this is that overqualification indicates differences in individual skill sets that are unrelated to market need. Another topic is one's job. Overqualification may be a symptom of a lack of knowledge and a lack of confidence in one's chosen path. Data from a representative sample is required to determine the degree to which this improvement in career matching is reflected in salary levels. Management practises and research on perceived overqualification are used as an intermediary variable to construct a theoretical model that aims to uncover the "black-box" mechanism of perceived overqualified affect team performance.

### **1. INTRODUCTION**

Qualification is a term that is used in a variety of academic contexts to describe a person's set of personal attributes, including his or her level of education, background, knowledge, abilities, and capabilities. This term is used to describe a person's personal attributes in a variety of academic contexts. If these attributes either go above and above the criteria of the work or fall short of them, this is referred to as a quality mismatch. However, the terms "overqualification" and "underqualification" may be used to describe persons who have fewer credentials than are required for the role. The word "quality mismatch" does not have an appropriate equivalent in Turkish. Within the context of the relevant literature, the concept of overqualification has been given a negative connotation almost universally. According to the findings of a number of research, the perception that one is overqualified has a negative effect on both the attitudes and behaviours of workers in the workplace. It has been shown that the practise of overqualification has a negative impact on one's ability to execute their job. According to the research conducted by Fine and Nevo, overqualified employees, on the other hand, perform at a level that is somewhere in the middle (2008). None of the publications that were looked at had any study that evaluated the influence that each of these two aspects has on cooks. Studies have revealed opposing results on the relationship between overqualification and employee performance; some have discovered a positive link between the two elements, while others have found a negative correlation between the two factors. The research conducted by zdevciolu, Kaya, and Dedeolu (2015:8) found that when workers perceive they are overqualified, their performance worsens. There are studies in the body of knowledge that investigate two different subjects from two distinct points of view. In spite of this, there has been no study carried out on this subject for chefs. As a result of this, the purpose of this study is to investigate the effect that a sense of overqualification has on the

performance of employees. The research was seen to be advantageous since it was anticipated that it will fill in any gaps that now exist in this topic.

The labour market has been experiencing shifts in recent years as a consequence of a broad range of factors, including fast advances in technology, the globalisation of commercial activity, and an ever-increasing global population. A person who believes that they are overqualified for their current position is either unemployed or lives in constant fear of being let go from their work. Because of a number of factors, such as financial or family considerations, the employee consents to take a position that calls for a lower level of education and experience than the employee has. According to a study, employees who are required to work in positions that require less training or experience than they do tend to have greater intentions of leaving the company and lower degrees of loyalty to the business. This is because the positions that they are required to work in require less training or experience than the positions that they currently hold. At this time, companies are actively searching for staff members that possess higher levels of competence and productivity. As a direct consequence of this, the current inquiry will centre on determining the extent to which worker performance influences perceptions of excessive qualification. Muşkara, now known as Nevşehir, was a typical Ottoman hamlet in the days of the empire. In the 18th century, the city was given the new name "Nevşehir," which translates to "new city" in Persian. After the Hittites, Christians fled to this city, which became known as the "Land of Beautiful Horses" due to its rich equestrian heritage and served as a shelter and stronghold for them.

According to Doan and Karakuş (2014), as a direct consequence of this, the region is home to a number of noteworthy museums and historical structures, in addition to being a well-liked destination for Christian pilgrims. The Erciyes, Melendiz, and Hasan mountains are all responsible for the fairy chimneys that can be seen in this region. The Hasan mountain range also plays a role. The UNESCO World Natural and Cultural Heritage list now includes the Goreme Natural and Historical National Park, which is widely recognised as having some of the world's most impressive examples of fairy chimneys. It is not easy to discover another location in the world that is similar to this one. Nevsehir is a city in Turkey that is considered to be one of the country's most popular tourist attractions despite its lack of modern job choices in industry. Because of this, the region lays a significant emphasis on the tourist industry. The Kaymakl region is home to a number of noteworthy tourist attractions, including dry cream, wine, pumpkin seeds, pottery, and ceramics. In the Nevsehir area you'll find the settlement of Kaymakl. Activities for tourists in this region include going on horseback safaris, ATV tours, riding in hot air balloons, hiking, mountain biking, visiting churches, and participating in vintage events. There are 111 lodging businesses in the region that have been awarded tourist operation and investment certifications, as shown by the data for the year 2019. The growth of this industry may be ascribed to tourism. Each of these hotels has the capacity to host more than 11,000 guests at a time. In 2019, a total of 3,834,134 people travelled to the region for leisure-related purposes. According to TUIK (2020) and the Nevşehir Provincial Culture and Tourism Directorate (2020), the proportion of visitors who come to Nevsehir represents around 7 percent of the total number of tourists that come to the nation. Nevsehir was selected as the location for the study since it is a popular vacation spot.

## 2. OVERQUALIFICATION AND CAREER

Overqualified or over-educated workers represent a major component of the workforce. Despite the fact that overqualification (OQ) has been found in several countries and time periods, there are few theories to explain the phenomena. Human capital theory, the most commonly recognised description of the need for education, predicts that OQ will not exist. Part of the reason for this is According to human capital theory, individuals aren't expected to invest in education that they can't fully use, even though other theories such as job queueing or assignment theory could suggest otherwise. Because of this, there have been a number of improvements to OQ research. The "heterogeneous skills within qualification levels" argument, for example, is based on the assumption that a lack of formal education may be compensated for by better talents or job experience. A shortage in one component of human capital may be offset by an excess in another, according to OQ's definition of a complicated matching process. However, it's not apparent how this works from the consumer's perspective. Employers are likely to assume a strong association between a candidate's education, training, and motivation (with the first of these signalling the others).

OQ may indicate better talents than anticipated for a position, but it is hard to imagine that oversupply has become a systematic component of the recruiting process. Employers do not seem to actively seek out the overqualified, at least according to Groeneveld and Hartog (2004). Despite this, job searchers might employ OQ as a signalling mechanism for their abilities, possibly notably as a kind of insurance against failure in the job market. Expansion of schooling may increase the competitive pressures individuals feel, which might lead to an increase in overqualification, even if there is minimal evidence of this inside a single organisation. As a result, employers may begin to look for candidates with more 'real' abilities, rather than those with only academic degrees. This, in turn, means that individuals do not necessarily invest in education in the manner that human capital theory predicts they should.

A different approach to the OQ issue downplays the severity of the problem altogether. Some overinvestment, according to this theory, might be the result of market distortions, such as a lack of knowledge about employment openings or possible career limitations, such as having a family. It is possible to have a purpose for starting off in a low-paying job, as suggested by the concept of career delay or mobility. The concept is that matching takes time, which increases as a person's profession progresses. Although the data is inconclusive, this seems like a plausible conclusion. For example, Hartog (2000) and Dorn and Sousa-Poza (2006) found an increasing propensity for prospective workers to choose initial jobs below their educational worth, and thereafter to find a match, whereas Dolton and Vignoles (2000) suggested that OQ lasts throughout graduate careers. As a result, we must verify that overqualification is a passing phenomena in the workplace (which might also, of course, reflect variation in skills). GSOEP and eLiving datasets are used to study both concerns, although time is the most important. A career investment in OQ does not make sense to us since, as Bchel and Mertens (2004) have shown, there is a negative correlation between it with income growth.

## 2.1 The effects of time

It is impossible to speculate on how OQ will develop in the years to come. In spite of the fact that it is feasible to recognise patterns in the rates that vary across countries, doing so is challenging due to methodological challenges. Even if patterns do seem to be occurring, it would appear that they do not follow the same pattern in different nations. For instance, one of the most popular ways used to calculate OQ, also known as the typical education necessary for a certain occupation, is inappropriate since it only assesses changes in the occupational structure. Another approach that is often used to calculate OQ is also inappropriate. Objective techniques, such as management definitions of the education necessary for a job, provide a challenge since it is doubtful that they would adjust effectively to real-world changes in the work requirements; nonetheless, statistics that are based on these methods are unusual. The most common "subjective" choice is to inquire of workers on the level of education that is required for their work, which is the best method to go. However, this approach comes with its own set of problems. It is difficult to compare findings over time since the questions are often posed in slightly different ways, which makes it a challenge. In addition, the meanings that respondents have of the questions themselves may change during the course of the study. It's possible that what's being evaluated here is not a real change in the educational requirements for these jobs, but rather people's subjective assessments of the value of the work that they do in these fields (though of course these might well be correlated with each other). In spite of these challenges, the analysis of trends may provide us with a great deal of information on the evolution of the educational system and the labour market. An spike in OQ might be an indication of a developing gap between what people want to get out of their degrees and what businesses are able to give for them.

This has an effect on the trajectory of a person's professional life, which takes us to the second reason why time is important: Over the course of a working life, an individual's IQ can only develop in a limited number of different ways. It is possible that it will change over time, especially in countries where children start working at a young age to help pay for their education. However, it is also feasible to get further training after starting a career in a certain field. However, the fact that there is a task involved in measuring does not in and of itself make this topic attractive. If, on the other hand, we believe that educational attainment will stay the same over time, then adjustments in occupation will be the only thing that may explain differences in OQ. When individuals leave their workplaces, they obviously have the option to erase any OQs that they may have been exposed to while working there. As a consequence of this, we are curious since to whether overqualified people are more prone to quit their positions, as this may be an indication of a degree of mismatch between the worker and the job. Even though it is difficult to determine, it is probable that those who are most likely to leave their employment are also the people who are most likely to be overqualified for the positions they now hold. People often change employment, which is another cause of change. There is a possibility that the educational prerequisites for the new job will be different from those of the former job. The adjustment, on the other hand, might lead to either upward or downward mobility, or even a movement in the horizontal direction. We would predict upward progress in the workplace, with the exception of those who choose "downsize" their jobs for reasons such as family commitments. As a consequence of this, the

OQ of a person should decline during the course of their professional life; that is, their level of overqualification should get lower. Even if an employee stays with the same company throughout their job changes, there is always the possibility for horizontal and vertical mobility.

When it comes to the present work market as well as the marriage market, it is possible that it will take some time to find a suitable match, which may explain for part of the upward mobility. If, as many people assert, the nature of labour has become more adaptive through time, then this may be a more realistic explanation. Between the years 1975 and 2000, there was a loss of 20 percent in full-time, permanent employment, from 56 percent to 36 percent. At the same time, job-entry compensation decreased in comparison to the income of those who had been worked for a significant amount of time. It is possible that people may go for work experience before deciding on a career path because they are fearful about the future. As a direct consequence of this behaviour, one might anticipate a significant drop in OQ during the early phases of a person's employment. Gregg and Wadsworth, along with Burgess and Rees (1996), the European Commission, and the OECD, are just some of the organisations that have cast doubt on the apparent movement toward more flexible working arrangements. Another assumption that seems to have some basis in reality is that the elimination of "jobs for life" would lead to increased levels of uncertainty at the end of a person's career rather than at the outset.

## **2.2 The Growth of Overqualification**

Findings from previous Skills Surveys show that the following is true:

- Among males, the rate of overqualification has consistently risen from 21.7% in 1992 to 33.2% in 2006, according to the Bureau of Labor Statistics. Overqualification among women increased by the same percentage, from 23.8% to 32.1%, with the rise occurring in the present decade after a period of stability in the 1990s.
- "Formal Overqualification," when graduates are overqualified but don't realise they are underutilizing their talents, contributed significantly to the above-mentioned increase. "Real Overqualification," on the other hand, only saw a minor and inconsequential increase, although overqualified graduates did report underutilizing their talents in the workforce.
- Graduates from the most recent cohorts have been determined to be more overqualified than those from preceding ones.

## **2.3 Overqualification matters for individuals**

- In 1992, the predicted loss in pay for males due to overqualification was already significant, at 0.28 log points (32%). From a low of 0.20 log points in 1997 to a high of 0.40 log points in 2006, the penalty was very stable. Between 1997 and 2001, the penalty for women increased significantly, and even more significantly in 2006, when it reached 0.45 log points. In other words, for both men and women, the penalty for being overqualified has risen sharply in the first half of this decade.

- Real Overqualification has a much larger salary penalty than Formal Overqualification in every single year. Both sorts of overqualification, on the other hand, have been linked in recent years to a growing pay penalty.
- There is a significant negative influence on work satisfaction due to Real Overqualification. Between 1992 and 2001, the influence on males grew dramatically. In 2006, 22% of this group's graduates were unsatisfied with their jobs, compared to 7% of similarly qualified grads at the same time. There has been no notable change in the effect of Real Overqualification on women throughout the years, according to both measures of discontent.
- Formal Overqualification does not seem to be associated with work discontent in either men or women. There is a lot of Formal Overqualification, therefore the aggregate effects of growing overqualification on job discontent are minimal and may have been exaggerated in prior studies.

#### **2.4 Performance and perceptions of over-qualification**

Subjectively and objectively are the two perspectives that might be used while thinking about the problem of overqualification. The term "overqualification" refers to a circumstance in which a person's skill set as well as their educational attainment are superior to what is required for the particular position they are applying for. On the other hand, when seen from a more subjective angle, the concept of overqualification refers to the notion that the capabilities of a person exceed those necessary for the job. The term "overqualification" refers to a person's perception that they have more experience or skills than are required for the job they are currently holding. Although a lot of individuals have the impression that they have too many qualifications, this is not always the case. To put it another way, even if they do not have the required education, experience, or training for a job, they may feel that they are competent to do the duties associated with it. This essential difference allows for the differentiation between subjective and objective overqualification. Subjective overqualification is more common.

In the context of demand-ability mismatch, Kristof-Brown (2000:53) investigated the concept of perceived overqualification. When evaluating an applicant's "talent" for a position, many aspects, including the employee's level of knowledge and talents as well as their level of training and experience, are taken into account. A demand-ability mismatch occurs when a person has more relevant experience for a job than the employer is prepared to compensate them for. As a consequence of this, the current study is centred on the concept of an individual experiencing a sensation of being overqualified. The term "person-job cohesion" (PJ), which is a subset of "person-environment cohesion" (PE), describes the extent to which an employee's personal characteristics are compatible with the requirements of his or her work. The concept of PJ compatibility may be broken down into two distinct areas. Needs-based facts and demands-based skills are two very distinct things. The demand-capability fit is the topic that will be covered in this section. When there is an apparent overqualification for a job, the person and the job are not a good fit for each other. Employees' devotion to their organisations and contentment with their jobs suffer as a direct consequence of this development. In addition to this, it is seen as a perception that heightens the individual's goal

to terminate their employment with the organisation. When we speak about performance, we are referring to the degree to which individuals are able to make effective use of their existing or anticipated knowledge and talents in order to achieve the goals and expectations they have set for themselves. To put it another way, it refers to the proportion of a person's capacity to carry out a task within a certain length of time. A more accurate definition of performance would be the extent to which a target is successfully reached. Performance may be measured at the individual, group, work unit, or business level, and it indicates the degree to which assigned responsibilities contribute to the accomplishment of an organization's objectives. Oban and Eren (2017) investigated organisational performance, however their main emphasis was on employee performance in the organisation. For instance, research conducted by Kuebg and Krahn (1999), Kueng (2000), Eren (2007), Zerenler and Raz (2006), and Ylmaz and zdemir (2016) suggests that the performance of an organization's employees may either contribute to or detract from the overall profitability of the business. To put it another way, the productivity of employees has a direct bearing on the level of success enjoyed by a company. There are many different things that may be done in order to improve the performance of staff members. The performance of the chefs who participated in the current study's sample group demonstrates that the obligatory practical training that is provided at culinary schools and universities benefits their overall performance. In addition, workers are able to improve their performance with the aid of factors such as receiving boosts in compensation, promotions, on-the-job training, and meetings that boost motivation.

### **3. PERCEIVED OVERQUALIFICATION HAS AN IMPACT ON CREATIVE OUTPUT**

Many workers in multinational corporations say that their qualifications, experiences, or education go beyond what is required of them in their current job. Increasingly, people throughout the globe believe that they are overqualified for their positions. In the United States, it is believed that 20% to 25% of workers feel overqualified, whereas in Britain and Canada, the percentage is greater. Research has shown a correlation between a person's perceived overqualification with their ability to perform at a high level and their actual performance. Studies on the effects of "perceived overqualification" have shown conflicting results. Researchers have shown a link between bad performance, a lack of organisational commitment, a lack of work happiness, and a high desire to leave a job if employees believe they are overqualified. Others, on the other hand, claimed that overqualified professionals may outperform their less-qualified counterparts because of their greater workability and experience in the workplace. Perceived overqualification positively correlated with performance, according to the later authors As a consequence of this contradictory findings, the majority of literature concluded that the inconsistent effects of perceived overqualification likely rely on the situation. As a result, it is critical to examine how firms may encourage overqualified people to put their extra skills to good use (i.e., engage in creative performance). One of the most critical components in a company's long-term success is its creative output. In today's competitive environment, organisations are continually looking for methods to increase their creative performance and preserve a long-term edge.

Employees must also be able to execute creative tasks outside of their main responsibilities if they are to increase their overall creative performance. Overqualified personnel, on the other hand, are more inclined to be innovative. There hasn't been much attention paid to the link between perceived overqualification and creative performance. Thus, we sought to understand the underlying mechanisms and contexts of the relationship between perceived overqualification and creative performance..

As a sort of person-job (P-J) mismatch, perceived overqualification may damage workers' work attitudes and behaviours (i.e., low creative performance). The P-J fit, on the other hand, will interact with P-O fit to effect employee performance, Kristof-Brown said. We thus postulate that even if the P-J misfit persists, overqualified workers' creative performance may be improved by P-O fit. Organizational cultures that place a priority on professional growth for employees align with the personal values of overqualified workers by encouraging them to learn and grow their abilities. Employee development-focused corporate cultures share values with those of the corporation as a whole, which may help determine a company's P-O fit. Because of this, we may conclude that a culture of employee growth may have a significant influence on the link between perceived overqualification and corporate identity. In addition, the combination of employee desire, employee capacity, and associated variables results in creative performance. Overqualified workers are more suited to engage in creative endeavours since they have a wider range of skills and expertise. As a result, understanding the underlying mechanisms that drive a company's creative output is crucial. P-O fit is a critical determinant of organisational identification because employees who have a strong feeling of belonging to the organisation are more likely to feel personally motivated to contribute. As a result, we believe that the internal process of perceived overqualification impacting creative performance is dependent on organisational identity.

A moderated mediation model, based on the P-O fit theory, predicted the link between perceived overqualification and creative output. Our hypothesis was that perceived overqualification has an indirect impact on creative performance through organisation identification whether employee development-oriented organisational culture is robust or weak.

In the following precise ways, our research provided an addition to the current literature. An important boundary condition for understanding the link between perceived overqualification and creative performance is examined first. We add to the overqualification literature by exploring employee development-oriented organisational culture as a moderator, and we explain how businesses might profit from overqualified workers. Second, we add to the literature on P-O fit by examining the influence of perceived overqualification on organisational identity. There are complicated relationships between the P-O fit and the P-J fit, which may have an effect on workers' emotional perception and behaviour. By specifically exploring organisational identity as a mediating factor between perceived overqualification and creative performance, we want to expand literature.



#### **4. PERCEIVED OVERQUALIFICATION AND KNOWLEDGE SHARING ON TEAM PERFORMANCE IN RELATION TO RELATIONSHIPS**

The number of graduates from colleges and universities has continued to rise, resulting in a dire job market for highly educated workers, who are forced to accept low-paying positions because they lack the knowledge and experience to do so. Overqualification is the term used to describe this issue. With the development of higher education institutions and different training institutions, the number of companies looking to hire will grow, and the cost of hiring will increase as a result. Some post-secondary institutions commonly need undergraduate, master's, or even doctorate degrees, which has increased the demand for academic credentials. Talent waste is a common problem in certain jobs that need applicants to have three or more years of relevant experience, despite the fact that these jobs were initially basic and straightforward to do. To generate a team performance better than that of individual team members, a group of people began working together in the 1990s. It was first acknowledged in the corporate sphere and then spread over the globe. The team has become the primary mode of operation in various well-known foreign organisations, such as Ge Corp, Att Corp, HP, and other well-known worldwide enterprises. If we are talking about teamwork, we should not just focus on the individual's job performance, but also take into account how each team member's contributions are integrated into overall team performance.

##### **A. The link between a team's performance and its perception of its own overqualification**

Perceived overqualification, according to Maynard et al. (2006), has a detrimental impact on commitment. According to Luksyte et al. (2011), graduates who have participated in the investigation are more likely to engage in counterproductive behaviours at work due to feelings of overqualification, discontent and pressure, boredom, and other unpleasant emotions. There is a direct correlation between subjective performance and perception, according to Bolino & Feldman (2000). On the other side, if an employee's aptitude for a work is too great, it might assist them perform better if they are aware of their superior abilities and expertise. According to Holtom, Lee and Tidd (2002), perceived workers were rated higher than the usual employee by their supervisor or coworker when it came to their quality of work. It was discovered by Erdogan and Bauer (2009) when doing study on the frontline sales employees in Turkey that the recruitment of workers would be viewed overqualified, resulting in a favourable predicted sales performance. Results of this research reveal that considered overqualified has a large favourable effect on task performance, but a very big impact on the perception of task performance does not match this influence on task performance.

##### **B. One's Perceived Overqualification and Knowledge Sharing Interrelationship**

Despite the fact that the organization's high-skilled workers' abilities can't be completely used, they nonetheless exhibited a willingness to adapt to knowledge-sharing behaviour in order to optimise their own benefits. It is both an affirmation of one's personal worth and a source of encouragement for one to share one's knowledge and abilities with others or with organisations.

### **C. Relationship between Team Performance and Knowledge Sharing**

Stephen thinks that businesses may obtain a competitive advantage by creating and protecting their own unique information. While conducting research in 2000 for 36 institutions, Tsai found that a multi-business unit within an organisation can provide opportunities for learning, mutual learning, as well as cooperation, which in turn stimulates the creation of new knowledge and improves the organization's ability to innovate. Srivasta et A1 in the study on decentralisation leadership, knowledge sharing, team effectiveness, and team performance found that team knowledge sharing on team performance had a significant impact on team performance.

### **D. The Mediating Role of Knowledge Sharing**

Academic researchers are increasingly developing "the context of the IPO research input process output," which refers to "the team put into operation beneficial resources and environment," is a process that combines team knowledge and performance with input from the IPO research environment. Xianan, Li Xianan et al. (2013) found a correlation between team performance and information sharing as a mediating variable.

## **5. CONCLUSION**

Many things become better with time, and that includes job incompatibilities. But as we've already shown, overqualification isn't only the consequence of the labour market's inefficiencies; it may also be the result of individuals starting off in their careers at a low level in order to get work experience before making a career decision, as we've discussed above. Individual mismatches may suggest a systemic mismatch between educational outputs and labor-market needs, according to an alternate viewpoint. To illustrate that overqualification is more likely to occur when professional advancement is least feasible, we used the eLiving survey. Despite the very strong institutional relationship between education and labour in Germany, it seems that a general expansion of the educational system has pushed the whole working population above the educational level necessary for their job. Computer skills do not seem to mediate between overqualification and salaries; hence, variation in skills is probably not a factor in explaining the pay impact of overqualification. Perceived overqualification has been examined in the present research. It was projected that as employees' sense of overqualification grew, so would their output. As a consequence of the study, it is suggested that employees' performance is severely impacted by perceived overqualification. In other words, if a person thinks they have more talents than the work requires, they may be less productive. In other words, workers aren't putting their talents and expertise to use in order to meet the organization's objectives because of this circumstance. Hotels in Turkey may have certain issues if their personnel are unable to accomplish their tasks on time or are working at a slower pace in the kitchen. Economic costs and client losses might be a result of this. According to the research, chefs may believe they are overqualified for their jobs because they don't see themselves as superior to their employers, don't feel like they belong there, aren't paid what they're worth, or aren't making the most of the education and training they've received. First and foremost, this research shows that perceived

overqualifiedness has a considerable influence on team task performance. In theory, employees who are perceived to be overqualified have higher expectations, but if their current job is not challenging enough or lacks corresponding development opportunities, their work satisfaction level will be reduced, resulting in a decrease in their willingness to complete teamwork tasks. On the other side, individuals who are viewed as overqualified may work harder in order to get out of their relative deprivation condition, and this may lead to an increase in team performance, which is a very high probability.

## REFERENCES

1. Abrahams, Z. (2014). *Illegitimate tasks, personal resources and job resources as antecedents of job crafting*. Stellenbosch: Stellenbosch University.
2. Addae, H. M., Praveen Parboteeah, K., & Velinor, N. (2008). Role stressors and organizational commitment: public sector employment in St Lucia. *International Journal of Manpower*, 29(6), 567-582.
3. Al-Yahya, K. O. (2007). *The Over-Educated, Under-Utilized Worker: Why Doesn't Human Capital Development Bring Desired Outcomes?* Paper presented at the Academy of Management proceedings.
4. Al-Yahya, K. O. (2010). The over-educated, under-utilized public professionals: evidences from Oman and Saudi Arabia. *Journal of Management & Public Policy*, 1(2), 28-47.
5. Allen, J., & De Weert, E. (2007). What do educational mismatches tell us about skill mismatches? A cross-country analysis. *European Journal of Education*, 42(1), 59-73.
6. Apostel, E., Syrek, C. J., & Antoni, C. H. (2018). Turnover intention as a response to illegitimate tasks: The moderating role of appreciative leadership. *International journal of stress management*, 25(3), 234.
7. Blanford, G. J., Richels, R. G., & Rutherford, T. F. (2009). Feasible climate targets: The roles of economic growth, coalition development and expectations. *Energy economics*, 31, S82-S93.
8. Buchanan, A., & Noriko, M. A. (2011). *The psychiatric report: Principles and practice of forensic writing*: Cambridge University Press.
9. Maynard D C, Parfyonova N M. Perceived over qualification and withdrawal behaviors: Examining the roles of job attitudes and work values [J]. *Journal of Occupational and Organizational Psychology*, 2013, 86(3):435–455.
10. Luksyte A, Spitzmueller C, Maynard D C. Why do overqualified incumbents deviate? Examining multiple mediators. [J]. *Journal of Occupational Health Psychology*, 2011, 16(3):279-96.
11. Erdogan B, Bauer T N. Perceived over qualification and its outcomes: The moderating role of empowerment. [J]. *Journal of Applied Psychology*, 2009, 94(2):557-565.
12. Li Xianan. *Research on the relationship between knowledge sharing and team performance based on knowledge sharing* [D]. Zhejiang SciTech University, 2013
13. Dorn, D. and Sousa-Poza, A. (2006) *Overqualification: Permanent or Transitory*. Neuchatel, Switzerland.

14. Groeneveld, S. and Hartog, J. (2004) Overeducation, Wages and Promotions within the Firm. *Labour Economics* 11: 701-714.
15. Buchel, F. and Mertens, A. (2004) Overeducation, Undereducation, and the Theory of Career Mobility. *Applied Economics* 36(8): 803-816.