

**ANALYZING THE EFFECT OF PERCEIVED OVER QUALIFICATION  
ON TURNOVER INTENTION AND PSYCHOLOGICAL  
DETACHMENT UNDER THE MEDIATING ROLE OF EMOTIONAL  
EXHAUSTION IN THE HOSPITALITY SECTOR OF PAKISTAN**

**Maha Asim**

Riphah International University, Islamabad, Pakistan.

[maha.asim16@gmail.com](mailto:maha.asim16@gmail.com)

**Minhaj Ahmed**

Riphah International University, Islamabad, Pakistan.

[minhaj12324@hotmail.com](mailto:minhaj12324@hotmail.com)

**Umer Farooq Khattak**

[Khattak\\_umer@yahoo.com](mailto:Khattak_umer@yahoo.com)

**Abstract**

This study aims to investigate possible effects of perceived over-qualification on psychological detachment and turnover intention, with emotional exhaustion as a mediating variable, in the hospitality sector of Pakistan. A relational survey-based approach was adopted and data were collected from HR officials of various hotels through structured questionnaires. The inductively quantitative research type was supported by deductive research approach, and data were analyzed using SPSS. According to the findings, perceived over-qualification considerably increases turnover intention, but it does not considerably relate to psychological detachment. Emotional exhaustion mediates between perceived over-qualification and turnover intention; however, it does not mediate between perceived over-qualification and psychological detachment. The study further provides practical implications regarding HR practices in such a way that perceived over-qualification could be reduced through better recruitment strategies, particularly concerning title revision of the job and more aligned selection criteria. Through this research, local communities can add value by understanding these psychological dynamics, considering that very few empirical works have been done in this context.

**Keywords:** Perceived over Qualification, Emotional Exhaustion, Psychological Detachment, Turnover Intention, HR Officers, Hospitality, Pakistan

## **Introduction**

Higher education credentials are strongly associated with work opportunities and success in Pakistani society. McClelland (1990) explained the emergence of job related expectations and the association of expectations and outcomes have been recognized. Perceived over qualification is an overabundance of education, experience or skills that are not utilized or required by the present day employment position (Maynard et al., 2006). Despite the increased and growing interest among organizational experts regarding over qualification, this dimension has yet to have sufficient attention by researchers (Rokitowski, 2012). Current research investigations are focused on attitudes and turnover intentions (Maynard, et al., 2006) of the over qualified workforce (Bashshur et al., 2011). Especially, less research seems to have been done on employees' behavioral intentions and responses to perceived over qualification (Fine & Nevo, 2008). Rokitowski (2012) explained examples that if an employee feels overqualified for the job but is unable or unwilling to leave the position, how will the employee manage this situation? The current research will attempt to address this question by examining a relationship of perceived over qualification with psychological detachment and turnover intention.

There is a growing concern regarding over qualification which has spread to every country in the world (Buchel & Mertens, 2004). Being aware of the psychological implications of working in a job where you feel over qualified is a key area for the research (Maynard & Parfyonova, 2013). According to Maynard & Parfyonova, (2013), scholars only recently started to explore the relationship between over qualification and behaviour among employees such as voluntary turnover and withdrawal behaviour, although the association with other work-related behaviours remains to be explored (Liu et

al., 2014). Overqualification in the hospitality sector has emerged to be an increasing concern in recent years. According to Graziano & Cascio, (2015) it is a circumstance in which an employee possesses skills above and beyond those needed for the position they hold. This issue presents a number of challenges, including job dissatisfaction intentions to leave the organization, diminished organizational commitment, decreased productivity, and detrimental consequences on the psychological wellbeing of the employee (Bewley & Bryman, 2004). A study by De Cuyper et. al. (2012), found that overqualification caused employees in hospitality to be less committed to their organizations and experience dissatisfaction with their jobs, higher stress, and decreased work motivation. Additionally, Bewley and Bryman, (2004) demonstrated that employees who were overqualified had higher turnover intentions.

Hence, the primary goal of this study is to investigate perceived overqualification and its relationship to a lack of engagement and withdrawal (McGuinness & Wooden, 2009). Drawing from the Relative Deprivation theory, we plan to empirically evaluate the effect of POQ has on employees psychological and cognitive response. There are two explanations for such a link. First, in the over qualified lot of employees, searching for job and turnover both a driven by a need to find job that can better utilize their competence (Feldman, 2011). Second, we predict POQ to induce negative job attitudes, and following which, we will test the hypothesis that the effect of POQ (Maynard & Parfyonova, 2013) on psychological detachment and turnover intention is mediated by emotional exhaustion.

## **Literature Review**

### **Perceived Over Qualification**

Perceived over qualification (POQ) can be defined “as the extent to which an employed individual perceives that they (a) possesses surplus job qualifications or (b) have limited opportunities to acquire and use new job-related skills” (Johnson, et al., 2002, p.425). When people believe they have

more education, experience, or skills than is required for a given job, this is known as perceived over qualification (Johnson, et al., 2002). According to Im et al. (2023), employees could feel overqualified, for instance, if there aren't enough opportunities for them to demonstrate their abilities, knowledge, and skills, as well as their education and work experience. Overqualification, according to Maynard et al. (2006), is when an employee has a greater level of education, experience, or KSAOs than are necessary for the position. There may be theoretical uncertainty due to the mixed outcomes of POQ (Ma, et al., 2023). According to research on Human Resource Management, both overqualified employees and the organizations that employ them suffer from over qualification perceptions, or the degree to which employees are aware of the discrepancy between their qualifications and job requirements (Feldman et al., 2002).

The literature on perceived over qualification has concentrated mostly on the repercussions of perceived over qualification, and research indicates that higher POQ correlates with unfavourable job attitudes such as lower job satisfaction, more stress (Johnson et al., 2002), mental and physical health (Anderson & Winefield, 2011), emotional organisational commitment, and increased intent to leave the organisation (Kraimer et al., 2009) are all associated with burnout. We tend to find solution to the problem of POQ in employees in work-settings of hospitality sector by utilizing the above mentioned theoretical evidence and testing of hypothesis through sampling techniques and data collection with the help of a questionnaire.

### **Perceived Over Qualification and Emotional Exhaustion**

According to Magdalena, et. al., (2020), perceived overqualification is "the degree to which a worker believes that his/her education, skills, and abilities exceed the demands of the job" (p. 2). According to research done on the hospitality sector, feeling overqualified is a key predictor of emotional exhaustion (Kim & Lee, 2020). A lack of challenge, appreciation, and personal progress may be felt by employees who believe they are

overqualified for their positions, which can result in feelings of boredom and burnout (Magdalena et al., 2020). On the other hand, according to Maslach, et. al., (2001), extended exposure to work-related stressors can cause the condition known as emotional exhaustion, which is characterized by a feeling of constant fatigue, depletion, and cynicism. The hotel industry's heavy workload, role uncertainty, and interpersonal conflict have all been linked to emotional exhaustion (Bakker & Costa, 2014).

There have been studies done in the past on perceived overqualification and emotional exhaustion in a variety of circumstances, including the hotel industry. The hotel business is known for its high turnover, low job satisfaction, and hard workloads, all of which may lead to employees feeling emotionally exhausted. According to Magdalena, et. al., (2020), perceived overqualification is "the degree to which a worker believes that his/her education, skills, and abilities exceed the demands of the job" (p. 2). According to research done on the hospitality sector, feeling overqualified is a key predictor of emotional exhaustion (Kim & Lee, 2020). Employees who believe they are overqualified for their positions may not feel challenged, recognized, or able to progress personally, which can result in boredom and burnout.

According to studies (Kim & Lee, 2020; Magdalena et al., 2020), perceived overqualification in the hospitality sector positively predicts emotional exhaustion. For instance, Kim and Lee's (2020) study on hotel workers in South Korea discovered that perceived overqualification was positively correlated with exhaustion on the emotional front. In a manner similar to that, Magdalena et al.'s (2020) investigation found that among Portuguese hospitality professionals, perceived overqualification was a strong predictor of emotional exhaustion. The hospitality business needs further research on perceived overqualification and emotional exhaustion. Feelings of boredom and burnout may be exacerbated by a perception of overqualification, while exposure to job pressures may lead to emotional exhaustion. These



results underline how crucial it is for the hospitality sector to address job needs and expectations in order to improve employee wellbeing and retention. Therefore, on the basis of the above the following can be hypothesised:

***H1: Perceived over qualification positively affect emotional exhaustion.***

### **Perceived Over Qualification and Psychological Detachment**

Etzion et al., (1998) defined psychological detachment from work as "the individual's sense of being apart from the work setting" for the first time (p. 579). The ability to psychologically disengage from work during off-work hours and not think about work-related difficulties after leaving the office is referred to as psychological detachment from work (Sonnentag & Bayer, 2005). If psychological detachment from work is insufficient, strain responses won't be addressed and continue (Safstrom & Hartig, 2013). According to Sonnentag et al. (2013), psychological detachment is not a passive kind of avoidance coping. Psychological detachment, on the other hand, allows people to recover from work-related efforts at the end of the day, rather than ruminating over work, which can have a negative impact on their personal lives.

We tend to prove that POQ has a negative impact and effect on psychological detachment of employees' in a work setting of the hospitality sector. Only a few researches in the organizational sciences have looked into the topic of over qualification (Erdogan et al., 2011). We believe if there is compatibility between the employee and his job, it will increase the will to work and will help retain employees and in long run which will lead to an increase in the psychological detachment from work. Sometimes, a person when selecting a job does not have many choices, or may choose any job as long as it can be obtained. In such cases, the job seeker will not consider the match between his qualifications and the requirements and cause variation of person job fit that in turn, can lead to perceived over qualification and

decreased level of efficiency of the organization (Margaretha & Wicaksana, 2020).

In the hospitality sector, where employees may be highly skilled but hold low-level positions, overqualification is common. Even if greater productivity, job satisfaction, and career development are all positive effects of overqualification in the workplace, it can also have detrimental effects, notably on the psychological detachment and well-being of the employees. Although having highly skilled personnel may seem advantageous, doing so can harm employees' psychological detachment. The degree to which workers are able to separate from work-related thoughts and feelings during time off, allowing them to recharge and recuperate from stress, is referred to as psychological detachment. Employees who believe they are overqualified for their position may feel as though their skills and responsibilities don't match up, which can cause them to become bored, irritated, and disengaged.

The effect of perceived overqualification on psychological detachment in the hospitality sector has been the subject of numerous researches. For instance, a study by Allen et. al., (2020) discovered that psychological detachment among hotel staff was inversely correlated with perceived overqualification. An earlier study by Kim and Stoner (2008) showed that overqualified personnel demonstrated less psychological detachment than their counterparts. Employees who feel overqualified may first experience a sense of stagnation or boredom due to a lack of opportunities for career progression or job enrichment second, they feel underappreciated or insufficiently utilised, which can breed frustration and disengagement and thirdly, cognitive dissonance maybe caused by a mismatch between an employee's abilities and their job responsibilities, which can result in stress and make it difficult to distance one-self from ideas and feelings connected to the workplace (Kim & Lee, 2012). Therefore, employers' of the hospitality sector at time of selection should make sure they hire the right person for the right job and whose qualifications are aligned with that of the job

requirements. Therefore, on the basis of the above the following can be hypothesised:

***H2: Perceived over qualification negatively affect psychological detachment.***

### **Perceived Over Qualification and Turnover Intention**

Turnover intention of employees refers to the likelihood that an employee's will be leaving his or her current employment (Ngamkroeckjoti et al., 2012). Jiang and Klein (2002) developed a model that predicts turnover indicators based on the gap between employee desires and how the organization fulfills those desires. No matter the location, size, or industry, every organization has historically been concerned a lot about employee turnover (Long et al., 2012). There is a percentage of employees that quit their jobs and look for new ones, and the potential of finding another job is referred to as turnover intention (Zhang W. et al., 2018). An employee may leave their job if it doesn't suit their needs or prevents them from proving their value and decide to leave in order to explore better career development options that will enable them to fulfill their worth (Chen et al., 2021). Employees with higher levels of perceived overqualification were more likely to engage in counterproductive work behaviour or leave the organization (Laaraj, 2023) because there is a significant positive relationship between POQ and negative extra-role behaviours like turnover intention.

Human capital, i.e. employees is considered as the hotel industry's finest and valuable asset as well as the most expensive investment (Brien, 2010; Deery & Jago, 2002; Solnet, 2007). The profitability and sustainability of hotels depend on their capacity to attract and retain talent (Buera & Kaboski, 2012; Mehmetoglu & Engen, 2011). The low pay (Williams, et. al., 2008), lack of career advancement opportunities (Lewis, 2010), and high levels of physical and/or emotional stress from work make hospitality jobs in many developing nations, such as Pakistan, China, Vietnam, and Thailand, unattractive to employees of high calibre (Lashley, 2009). A person's career



grows over time as a result of their work experience, which is a lifelong and ongoing process. The present trend in Pakistan is job overqualification, which has an impact on individual careers. The horizontal and vertical incompatibilities between a person's qualifications and job needs were 53% in 2020 (Kompas, 2020). Due to the recession and the decrease in employment possibilities, perceived overqualification has become recognized to be among of the main business obstacles (Zhang, 2021; Kaymakci et al., 2022).

We tend to prove that POQ has a positive impact and effect on turnover intention of employees' in a work setting of various hotels in Pakistan. Employees with high perceived over qualification believe they are "oversized and under-utilized" from a cognitive standpoint (Chen et al., 2021). As a result, many believe it is difficult to advance in their existing positions, which could lead to a desire to change occupations. Employees work with lesser levels of excitement due to poor "person-job" matching from an emotional standpoint. If a job does not fully utilize a person's abilities, the employee may become frustrated and disengaged from their work (Ahmad and Qadir, 2018; Razeena and Bhasi, 2019). Overall, the literature indicates that perceived overqualification as an ongoing issue in the hospitality sector and a factor in higher turnover intentions. In order to address this problem, managers must provide employees the chance to make the most of their skills and solicit feedback from employees on their job competences and qualifications (Zhang et al., 2019). In the competitive hospitality sector, organizations can boost employee retention rates by tackling perceived overqualification. Therefore, on the basis of the above the following can be hypothesised:

***H3: Perceived over qualification positively affect turnover intention.***

#### **Emotional Exhaustion and Psychological Detachment**

Due to the rapid growth of the economy and significant societal changes brought forth due to the rise of globalization there are now several problems at work involving employees (Weiss, 1973). Employees with a combination of

education, abilities, and experience that exceed the criteria of their positions are growing more prevalent as a result of the global economic downturn and slow job markets (Erdogan, et. al., 2011a; Erdogan, et. al., 2011b). The process of momentarily disengaging from work after work hours is referred to as psychological detachment from work during off-job time (Sonnentag S. et. al., 2010a). Emotional exhaustion is the underlying mechanism in our concept that links with the employees' psychological detachment from work. We suggested that emotional exhaustion over time is positively correlated with psychological detachment from work during personal time.

The work environment in the hospitality industry is renowned for being stressful and in high demand. Employees in this industry must deal with challenging situations, engage with consumers continuously, and put in long hours. Employees can mentally separate themselves from work-related stresses during non-working hours when they have psychological detachment (PD), whereas emotional exhaustion (EE) is a condition of ongoing fatigue and weariness brought on by a sustained exposure to work-related stressors (Maslach, et. al., 2001). The purpose of this research is to investigate the connection between emotional exhaustion and psychological detachment in the hospitality industry.

Stressful working environments, such as emotional challenges and heavy workloads, typically demand a lot of recovery time for employees (De Croon, 2004; Zapf, 2001) because they are obligated to work harder and suppress emotions in order to complete their tasks (Zohar, 2003). Employees must psychologically detach themselves from their occupations during non-work hours, which are particularly crucial necessity (Sonnentag & Fritz, 2015). According to Sonnentag (2003) suggested that subsequent on-the-job behaviour was favorably correlated with recovery experiences. In research it was noted that the importance of psychological detachment from work during downtime for healing (Etzion et. al., 1998; Sonnentag & Bayer, 2005). Similarly, Kilroy et. al. (2020) and Muhamad et. al. (2020) claimed that

psychological detachment at high levels exacerbates the harmful link between burnout and emotional exhaustion. As it can be shown, psychological detachment is a crucial strategy for helping employees reduce stressful situations and recharge. Therefore, on the basis of the above the following can be hypothesised:

***H4: Emotional exhaustion negatively affect psychological detachment.***

#### **Emotional Exhaustion and Turnover Intention**

Turnover is a major problem for the hospitality sector and costs hospitality businesses significantly (Karatepe, et al., 2006). Employees' "willingness to depart an organization" is referred to as one of the antecedents to turnover known as turnover intention (Thoresen, et al., 2003). According to the RD theory, people are likely to intend on turnover more often when they feel both physical and emotional deprived and exhausted. As a consequence of the organization's employees straining to deal with emotional exhaustion, their resources have been drained, making them vulnerable to emotional exhaustion (Karatepe O. & Karatepe T., 2009) and leading them toward turnover intention.

According to Haque A. et al. (2019), the possibility that people would leave the company and look for other employment is known as turnover intention, which is a predictor to employee turnover. Employees in the hospitality industry frequently experience emotional exhaustion as a result of the demanding nature of their jobs, which has a detrimental effect on their level of job satisfaction and retention. Past literature tries to pinpoint the causes of emotional exhaustion in employees in the hospitality industry and how it affects their intention to leave the company. The significant correlation between emotional exhaustion and turnover intention has also been substantiated by prior meta-analytic evidence (Swider & Zimmerman, 2010). Factors that contribute to emotional exhaustion in employees in the hospitality industry are characterized by high emotional labor demands, long

hours at work, and limited career opportunities, all of which cause emotional exhaustion in employees and ultimately motivate them to consider leaving their jobs (Abraham & Michie, 2008). Similar to this, an unfavorable work environment and the presence of better job opportunities influence the intention to leave (Yildiz, 2018).

According to Gok et al. (2012), the sector with high employee turnover rates is the tourism and hospitality sector. The hospitality sector has faced difficulties as a result of employee turnover because they consistently worry about giving their customers high-quality service (Ahmad et. al., 2021). Turnover intention can affect the workflow and cause disruptions and significant loss of human and social capital are possible for organizations (Oruh et al., 2020). Employee turnover intention can affect the efficacy and productivity of an organization (Das et al., 2017), which is crucial for sustainability and creating a competitive advantage, particularly in this era of international competition (Zahra et al., 2018). Both in developed as well as emerging markets, there is a labor shortage in the hospitality sector (Kim et. al., 2014). According to Chen et al., (2014), academics and industry management were interested when the average turnover rate in 2014 in the hospitality industry was found to be 27.6 percent in China alone (Mohsin et. al., 2013). As a result, the industry's top aim is now to reduce turnover intention among employees. Therefore, on the basis of the above the following can be hypothesised:

***H5: Emotional exhaustion positively affect turnover intention.***

#### **Mediating Role of Emotional Exhaustion between Perceived Over Qualification and Psychological Detachment**

Prior to the concept of pandemic returned to the literature, almost one-third of employees believed they were over qualified (Mckee-Ryan & Harvey, 2011; Harari et.al., 2017) because of their training, experience, and other qualifications that were significantly above those needed for their current positions. Considering the recent global recession and a shortage of job

opportunities, greater numbers of individuals feel overqualified for their current positions now than in the past few years. Some careers will probably stagnate in the post-epidemic era (Triana et. al., 2017), and this phenomenon may have a propensity to propagate. As a result, overqualification received significant academic and professional attention as a psychological risk factor in the workplace (Johnson & Johnson, 1996).

Employees must make a daily psychological effort to work. In order to restore personal resources and sustain healthy life conditions, it is crucial for employees to take mental breaks and receive some respite from work-related tasks; numerous studies on occupational health have shown this to be the case (Bakker et al., 2013). Positive employee outcomes, such as less psychological strain symptoms, higher life satisfaction, a lower perceived workload, and less emotional dissonance, have been linked to the ability to detach from work during off-duty hours (Sonnentag, 2012; Sonnentag et al., 2010b). According to a recent meta-analysis by Wendsche and Lohmann-Haislah (2017), there are various markers of employees' subjective well-being that are correlated with detachment from work. However, where there are positive effects so are the negative aspects of failing to be capable to psychologically separate oneself from job demands leading to an adverse connection with burnout, emotional exhaustion, quantitative job demands, and social conflicts.

Others beyond frontline workforce employees can become emotionally exhausted and worn out. Gaines and Jermier, (1983) pointed out that managers who don't frequently deal with consumers may still experience emotional exhaustion. Hotel supervisory employees confront difficulties due to feeling of being overqualified, the unpredictability of working conditions, such as labor availability and seasonality, which may heighten stress levels at work (Krone et al., 1989) and worsen emotional exhaustion (O'Neill and Xiao, 2010). Up until this point, the majority of studies have concentrated on the causes and effects of emotional exhaustion in hotel front-of-house employees.



The emotional exhaustion of hotel supervisory employees was the subject of very few researches that looked into potential influences.

This study tends to demonstrate that the mediator, IV, and DV1 have a favourable relationship. Emotional exhaustion is the underlying mechanism in our concept that links overqualification and employee's psychological detachment to work has been far less studied and necessary to capture an interesting contribution to the literature. According to previous studies, psychological detachment may be a factor in predicting the response of employees after burnout (Liang & Hsieh, 2007). The current study goes against conventional wisdom by claiming that both depersonalization (psychological detachment from work) and organisational dis-identification (total cognitive opposition to an organisation) is influenced by emotional exhaustion. A comparable study was undertaken by Navarro, Mas, and Jiménez with a group of university teachers, POQ and emotional exhaustion were revealed to be strongly linked (Navarro et al., 2010).

In our perspective, emotional exhaustion serves as an essential mediating link between perceived overqualification and psychological detachment. Emotional exhaustion is a precursor to burnout and is characterized by a persistent state of high emotional and physical expenditure of energy (Maslach, 2003). Research on occupational stress has connected feelings of exhaustion to stress-related fatigue, job-related stress/disappointment, psychosomatic difficulties and feeling anxious (Demerouti, et. al., 2001). This discovery suggests that it is plausible to speculate that pressures at work due to the perception of being overqualified causes emotional exhaustion leading to not being able to psychologically detach from work. Therefore, on the basis of the above the following can be hypothesised:

***H6: Emotional exhaustion mediates the relationship between perceived over qualification and psychological detachment.***

### **Mediating Role of Emotional Exhaustion between Perceived Over Qualification and Turnover Intention**

A significant part of Pakistan's GDP comes from the hospitality sector. The high incidence of employee turnover in this industry is just one of several challenges it comes across. The perceived over-qualification of employees is one factor for this high turnover rate. With an emphasis on emotional exhaustion's mediating function, we tend to investigate the relationship between perceived over-qualification and turnover intention in the Pakistani hotel industry. Due to their perceived overqualification, employees who experience high levels of emotional exhaustion may be more inclined to look for alternative jobs. The connection among POQ and turnover intention in this case can be explained by emotional exhaustion.

Due to the expense of hiring new employees and the impact on employee morale, high turnover rates in the hospitality sector have become a major concern. Employees with high turnover intention showed considerably greater levels of emotional exhaustion and felt overqualification, according to a study by Liao et al. (2020), compared to those with low turnover intention. In the hospitality sector, research has shown a strong link between emotional exhaustion, perceived overqualification, and intention to quit. For instance, Liao et al. (2020) discovered that perceived overqualification was partially responsible for the unfavorable link between emotional exhaustion and turnover intention. Similar to this, Lee and Kim (2019) found that turnover intention was significantly predicted by both emotional exhaustion and perceived overqualification.

The relationship between emotional exhaustion and intention to leave the hotel industry has been the focus of a number of studies. The role of emotional exhaustion as a mediator in the relationship between turnover intention and POQ is far less studied and necessary to capture an interesting contribution to the literature. In order to investigate the connection between emotional exhaustion and turnover intention in the hospitality sector,

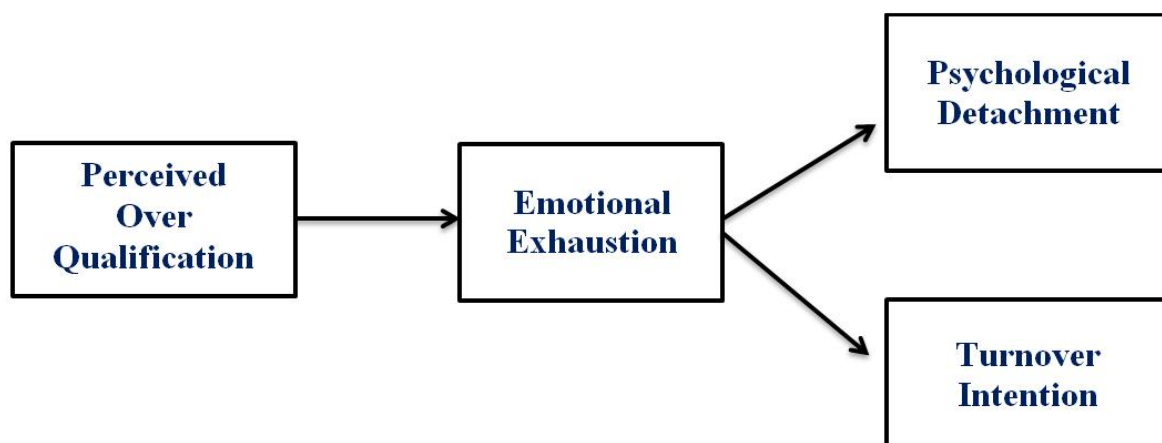
conducted research in China (Bao et al., 2017). The findings showed that emotional exhaustion significantly increased hotel employees' inclination to leave their jobs. Several studies have looked into the mediating effect of emotional exhaustion on turnover intention in hospitality industry. According to Kim et al. (2019) carried out research in South Korea with the purpose of investigating how emotional exhaustion affects the intention of turnover among hotel employees. The findings demonstrated that the association between job demands and intention to quit was considerably mediated by emotional exhaustion.

The mediation impact of emotional exhaustion between perceived overqualification and turnover intention in the hotel business is confirmed by a new study by Shao et al. (2017). According to the findings, emotional exhaustion was significantly connected to perceived overqualification, which in turn was directly related to turnover intention. Additionally, emotional exhaustion had a substantial mediation influence on the association between job demands and turnover intention in the hotel business, according to a study by Peng and Kim (2017). In order to keep competent employees, improve job happiness, and lower turnover intention, it is crucial to address emotional exhaustion and perceived overqualification in the hospitality business.

Moreover, the research indicates that there are a number of critical elements that have an impact on employee retention in the hospitality sector, including emotional exhaustion, perceived overqualification, and turnover intention. Because of the strong correlation between them, retention tactics should take into account all three variables. Employees who believe they are overqualified and who report feeling emotionally worn out are more inclined to consider leaving their jobs. Therefore, in order to minimize emotional exhaustion and lower the likelihood of turnover, companies in the hospitality sector must manage employee expectations, offer opportunities for professional development, and create a friendly work environment. Also to

retain talented staff and lower the cost of turnover, hospitality managers must understand the significance of emotional exhaustion due to POQ and take proactive measures to address it in the workplace. Therefore, on the basis of the above the following can be hypothesised:

***H7: Emotional exhaustion mediates the relationship between perceived over qualification and turnover intention.***



**Figure 1: Theoretical Model of POQ impact on psychological detachment and turnover intention with the mediating role of emotional exhaustion**

### **Methodology**

#### **Population And Sampling**

The population of interest that the researchers intend to investigate is referred to as the study's target population (Majid, 2018). POQ affects employees psychological and cognitive response towards their job related tasks, especially in the service oriented, hospitality sector of Pakistan. Our study focuses upon the hospitality sector in Pakistan. The target population is the middle tier employees belonging to major cities of Rawalpindi, Murree and Islamabad. Our population comprises of employees who are at frontline, managing or supervisory positions, working in the hospitality sector of Pakistan. With the assistance of the Google Form questionnaires will be distributed online via Email and Whatsapp among the sample, during a

period of one month. A total of 380 sets of questionnaire are to be distributed, 288 completed questionnaires are expected to be collected and analyzed. This yields a useable rate of 75.8%.

The process of sampling is based on selecting a sample of people from the target group that are statistically representative (Kamangar & Islami, 2013). Under this study, the Non-probability sampling type is used to collect data along with the Convenience sampling technique which relatively takes less time and incurs less financial strain upon the researcher as compared to other sampling techniques. Its use is significant in selecting the sample size efficiently. In this research study, we decided to distribute our questionnaire to the various different job holders of different sectors. There are total of 380 sets of questionnaire that need to be distributed. We focus to distribute our questionnaire for the sample via online and physical platform and collect their opinions and form a reasonable sample size. Participation in the study was voluntary, through informed consent, and the respondents were assured of the anonymity and confidentiality of their responses.

### **Measuring Instrument**

Data for this study was acquired using a structured questionnaire. Since English is the official professional language in Pakistan, the questionnaire was written in the original English. Respondents were assessed and evaluated with the Likert Scale, which ranged from 1-5, where 1 denotes "Strongly Disagree," 2 "Disagree," 3 "Neutral," 4 "Agree," and 5 "Strongly Agree."

### ***Measures of Perceived Over Qualification (POQ)***

Perceived over qualification is the independent variable of this research study and the scale used to measure this variable is a 10-item scale adopted from W. Roy Johnson, Paula C. Morrow and Gloria Jones Johnson (2002) that addressed perceived over qualification, where in the sample items is "My formal education over qualifies me for my present job" and "My job



frequently provides me with new challenges (reverse coded).” The Cronbach’s Alpha reliability coefficient of this scale was 0.732.

#### ***Measures of Psychological Detachment***

Psychological Detachment is the first dependent variable of this research study and the scale used to measure this variable is a 4-item scale adopted from Sonnentag, S., & Fritz, C. (2007), where in the sample item is “I don’t think about work at all”. The Cronbach’s Alpha reliability coefficient of this scale was 0.655 which is less than the desired reliability. As the scale gets bigger, Cronbach’s alpha becomes more reliable. Therefore, a reliability of 0.65 may be regarded as acceptable if the scale is small, such as 4–6 items.

#### ***Measures of Turnover Intention***

Turnover Intention is the second dependent variable of this research study and the scale used to measure this variable is a 4-item scale developed by Ahuja, M. K., Katherine M. C., and Charles J. K. (2007), where in the sample items is “I will likely be working at the same company this time next year” and “I will likely take steps during the next year to secure a job at a different company (reverse coded).” The Cronbach’s Alpha reliability coefficient of this scale was -.154 (less than 0.7 and a negative value) therefore, we will have to eliminate TI1R item to get 0.783 cronbach’s alpha value.

#### ***Measures of Emotional Exhaustion***

Emotional Exhaustion is the mediating variable of this research study and the scale used to measure this variable is a 3-item scale developed by Wright and Cropanzano (1998), where in the sample items is “I feel emotionally drained from my work”. The Cronbach’s Alpha reliability coefficient of this scale was 0.851.

#### **Control Variables**

As shown in Table;1 below, One-way ANOVA test is required to control the effect of significant demographics on dependent variables, as per scope of the research study. Demographics variables were controlled during regression analysis using One-way ANOVA.

**Table 1: One-way ANOVA**

Demographics	Turnover Intention		Psychological Detachment	
	F-statistic	p-value	F-statistic	p-value
Gender	3.054	.082 n.s.	2.114	.147 n.s.
Marital Status	8.323	.004*	3.323	.069 n.s.
Age	6.321	.000***	1.142	.332 n.s.
Work Status	.032	.859 n.s.	5.346	.021*
Position	1.716	.147 n.s.	.535	.710 n.s.
Experience	4.224	.002**	1.090	.362 n.s.

*N=288, n.s. = not-significant,  $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$*

In this study, the demographic variables were gender, marital status, age, work status, position and experience; however, it is found that the significant difference in turnover intention is across marital status, age and experience. Also from the analysis, we can interpret that work status alone is the demographic that has a significant effect on Psychological Detachment. Therefore, we need to control marital status, age and experience in turnover intention perspective and work status in psychological detachment.

## Results

### Demographics

To get more dependable and accurate results in the current study, demographic data about the respondents, such as their gender, marital status, age, employment status, position, and experience, was also acquired. A demographic that includes education could contain biases. Because education systems differ, for instance, comparing educational achievement across various occupational levels may not correctly reflect a person's qualifications. We preferred to concentrate on variables that are more

broadly applicable or less susceptible to measurement error in order to prevent such biases.

Our research found that, out of a total sample size of 288, Gender (59.7% male and 40.3% women), Marital Status (48.3% single and 51.7% married), Age (35.4% were 18-25 years, 39.2% were 26-35, 20.8% were 36-49, and 4.5% were over the age of 50). Employment status (76.4% full time and 23.6% part time), Position (35.8% managers/supervisors, 17.7 % customer service, 11.1% clerical, 5.9% maintenance and 29.5% other areas of work). Experience (49.3% had 0-5 years, 22.2% had 6-10 years, 17.0% had 11-20 years, 10.4% had 21-30 years, and only 1.0% had more than 30 years).

### Reliability Analysis

**Table 2: Reliabilities of the Scales.**

Variables	Cronbach's Alpha
Perceived Over qualification	.732
Emotional Exhaustion	.851
Psychological Detachment	.655
Turnover Intention	.783

The variables that reflect the instrument's reliability are included in the reliability analysis's results. Where considered as having POQ scale .732 reliability of Cronbach's alpha, emotional exhaustion having .851, psychological detachment shows .655, as the scale gets bigger, Cronbach's alpha becomes more reliable. Therefore, a reliability of 0.65 may be regarded as acceptable if the scale is small, such as 4–6 items. and turnover intention having .783 Cronbach's alpha reliability after deletion of the first reverse coded item (TI1R).

### Descriptive Statistics and Correlation

Table 2 provides below the descriptive statistics and correlation analysis for the study variables:

**Table 3: Descriptive Statistics and Correlation**

	Mean	SD	1	2	3	4
1. POQ	3.47	0.62	(1)			
2. EE	3.58	1.06	.629**	(1)		
3. PD	2.51	0.81	.204**	.212**	(1)	
4. TI	3.63	1.01	.610**	.482**	.152*	(1)

*N=288, \*p<.05, \*\*p<.01, \*\*\*p<.001, Reliabilities in bracket, POQ= perceived over qualification, EE= emotional exhaustion, PD= psychological detachment, TI = turnover intention.*

The above Table: 9 present the descriptive statistics as well as their correlations for all study variables. POQ was significantly positively correlated with turnover intention ( $r=.610$ ,  $**p<0.01$ ), psychological detachment ( $r=.204$ ,  $**p<0.01$ ) and emotional exhaustion ( $r=.629$ ,  $**p<0.01$ ) and in expected direction. Correlations of emotional exhaustion with psychological detachment ( $r=.212$ ,  $**p<0.01$ ) and turnover intention ( $r=.482$ ,  $**p<0.01$ ) were significant and positive and in expected direction. Psychological detachment was significantly positively correlated with turnover intention ( $r=.152$ ,  $*p<0.05$ ) and in expected direction. There are three variables that have correlations that are significant at 0.01 levels (2-tailed) and one variable at 0.05 levels which are in line with hypothesized model.

### Mediation Regression Analysis

**Table 4: Process Hayes- Mediating Effect Regression**

Path	$\beta$	SE	t	p
POQ $\rightarrow$ EE	1.071	.079	13.570	.000***
POQ $\rightarrow$ PD	.183	.095	1.914	.057 n.s.
POQ $\rightarrow$ TI	.821	.094	8.753	.000***

EE → PD	.103	.056	1.840	.067 n.s.
EE → TI	.169	.055	3.052	.003**
<b>Bootstrap Result of Indirect Effect</b>				
<b>Path</b>	<b>Effect</b>	<b>SE</b>	<b>LLCI</b>	<b>ULCI</b>
POQ→EE→PD	.110	.059	-.0096	.2252
POQ→EE→TI	.178	.062	.0574	.2975

*N = 288. Bootstrap sample size = 5,000. Marital status, age and experience controlled in turnover intention model. \*\*\* $p \leq 0.001$ , \*\* $p \leq 0.01$ , \* $p \leq 0.05$ ; TI, turnover intention; POQ, perceived over qualification; PD, psychological detachment; EE, emotional exhaustion; LL, lower limit; CI, confidence interval; UL, upper limit.*

In hypotheses H1, it was proposed that there is a positive relation between POQ and emotional exhaustion. We tested the hypotheses with Process Hayes using their SPSS version. The results highlight the difference between direct effect and total effect of POQ and emotional exhaustion ( $p = .000$ ) H1 is significant, POQ and psychological detachment ( $p = .057$ ) H2 is not significant, POQ and turnover intention ( $p = .000$ ) H3 is significant, emotional exhaustion and psychological detachment ( $p = .067$ ) H4 is not significant and emotional exhaustion and turnover intention ( $p = .000$ ) H5 is significant respectively. The indirect effect of the mediator i.e. emotional exhaustion (see Table 11) with CI of -.0096 (lower) and .2252 (upper) which shows that there is no significant mediating effect of emotional exhaustion on POQ and PD and the direction of mediation is not correct. Therefore, H6 is not supported. Finally, POQ's indirect impact on TI with emotional exhaustion serving a mediating function with CI of .0574 (lower) and .2975 (upper) which shows that emotional exhaustion's has a significant mediating effect on the relationship between POQ and TI is in the correct direction. Therefore, H7 is supported.



### **Discussion**

The organisational sciences have made overqualification a key topic of study (McKee-Ryan & Harvey, 2011). Research collected over the past 20 years that strengthens our knowledge of POQ, addressing the causes of POQ as well as its consequences. A sizeable body of literature has developed, but the consequences of the study done until now remains unclear because of the numerous investigations and contradictory findings. The current study was done to extend scientific research impact of perceived over qualification which is studied as a new variable, in the hospitality sector work settings in Pakistan. The gap was identified by Fine & Nevo, (2008) that less research seems to have been done on employees' behavioral intentions and responses to perceived over qualification. There was limited theoretical argument regarding the connection between POQ, emotional exhaustion, psychological detachment and turnover intention. Results are discussed in more detail as follows.

The regression analysis shows the results of direct effect of POQ on emotional exhaustion. The first hypothesis was supported by the data collected. As proposed in our hypothesis, it was found that there is a significant direct relation and impact of POQ on Emotional Exhaustion. According to previous evidence of such a relationship, the results indicate that high level of POQ in employees leads to high level of emotional exhaustion in the work setting. This data highlights how prolonged exposure to stressful circumstances at work can result in emotional exhaustion, which is characterized by a feeling of chronic burnout, depletion, and cynicism. (Maslach, et. al., 2001). According to research done on the hospitality sector, feeling overqualified is a key predictor of emotional exhaustion (Kim & Lee, 2020). From applied perspective, it means that organizations may benefit from the findings if they emphasize on the long-term advantages of occupations for career advancement given that occupational instrumentality

consistently reduces the detrimental impacts of POQ in employees resulting in a more happy work setting.

The results of the direct impact of POQ on psychological detachment are displayed by the regression analysis. The second hypothesis was not supported by the data collected. As proposed in our hypothesis H2, it was found that there is no significant inverse relation and negative impact of POQ on Psychological detachment. As far as known, there is limited evidence for such a relationship. The results indicate that high level of POQ in employees leads to high level of psychological detachment in the work setting. This finding serves to underline the psychological stress that employees face when they perceive to be overly qualified for their current job; hence the individuals' potentially distances themselves from work. From applied perspective, it means that organizations may benefit from the findings if they make their recruitment selection process more efficient and review the criteria of hiring.

The results of the direct the regression analysis shows the effect of POQ on the intention for turnover. The third hypothesis was also in-line with the data, where it was found that there is a significant positive impact of POQ on turnover intention of employees as proposed in H3. This finding is in line with the previous studies. Gibson and Callister (2010) state that previous studies have demonstrated that overqualified personnel are more prone to have negative emotional reactions to unfavorable conditions, which makes them more inclined to resign (Chen, et al., 2020). From an emotional perspective, poor "person-job" fit might make workers less enthusiastic about their work (Chen, et al., 2021). The previous study results imply that employees who experience POQ desire more challenging positions which they feel are more aligned with their qualification (Lobene, 2010). The findings suggest that turnover is a huge cost for organizations therefore employers must avoid hiring individuals who are more qualified for a specific vacancy. It is implied due to the desire individuals have to seek a challenge through work (Hackman & Oldham, 1976).

The fourth hypothesis was not in-line with the data, where it was found that there is no significant negative impact of EE on psychological detachment of employees as proposed in H4. This finding are not in line with the previous studies. According to Hobfoll (2002), employees may experience emotional exhaustion if their resources are not adequately substituted. Their already diminished labor resources become insufficient when they are unable to attain psychological detachment (Binnewies, 2009). The regression analysis findings show no negative association between psychological detachment and emotional exhaustion (H4). Additionally, our study demonstrated that being emotionally exhausted fails to mediate the negative connection between psychological detachment and perceived overqualification. The relative deprivation theory, which asserts that people get frustrated when they feel they deserve something but are unable to obtain it, which supports these findings (Crosby, 1984). This theory contends that people assess their inputs—such as education and experience—and outcomes—such as work happiness and income—by comparing them to others who have comparable situations. They experience deprivation if their outputs do not correspond to their inputs (Merton, 1968) which make it difficult to detach from the work and its stress during off job hours.

The fifth hypothesis was also in-line with the data, where it was found that there is a significant positive impact of EE on turnover intention of employees as proposed in H5. The regression analysis shows the results of direct effect of EE on Turnover intention. The significant correlation between emotional exhaustion and turnover intention has also been substantiated by prior meta-analytic evidence (Swider & Zimmerman, 2010). Factors that contribute to emotional exhaustion in employees in the hospitality industry are characterized by high emotional labor demands, long hours at work, and limited career opportunities, all of which cause emotional exhaustion in employees and ultimately motivate them to consider leaving their jobs (Abraham & Michie, 2008). Similar to this, an unfavorable work environment

and the presence of better job opportunities influence the intention to leave (Yildiz, 2018). Due to continuous exposure to workplace pressures like workload, time constraints, and client demands, experiencing a combination of physical, emotional, and mental tiredness (Maslach & Jackson, 1981).

The sixth hypothesis was not supported by data, where no significant mediating impact of emotional exhaustion between POQ and psychological detachment was found. Individuals' behavior is indirectly impacted by perceived overqualification through the two mediating processes of emotional and cognitive reactions. Employees with high POQ tend to be overconfident and have high levels of emotional exhaustion in work settings. This leaves an open end study for future researchers, to understand the relationship POQ can have on psychological detachment and use another variable as a mediator between them. As far as known, there is no previous evidence for such a relationship. Employees' genuine comprehension of their work is weakened by this kind of excessive self-awareness and overconfidence, which increases emotional exhaustion. According to Sonnentag, et al., (2010b), examined the connection between emotional exhaustion and psychological detachment; demonstrated that people maintain an emotional connection with their occupations in non-work time. It is implied that various professional groups with a significant workload and intense emotional needs will also show the value of psychological detachment hence, replicating the findings in different occupational categories will be worthwhile.

The last hypothesis was in-line with the data, where it was found that there is a significant positive mediating role of emotional exhaustion between POQ and turnover intention. The intention to turnover is strong when there is a perception of over-qualification. Studies intended to measure employee attitudes and behavior required to take into account the demographic factors (Riordan et al., 2003). Because of this, we adjusted marital status and experience in this mediation model. According to previous studies, issues such as those related to turnover behavior might occur when a person's personal

traits are incompatible with the professional setting in which they work (Tims et al., 2016; Ding et al., 2019). High perceived overqualified employees think their skills significantly exceed the requirements of their current position and that they should pursue career advancement elsewhere. Therefore, the findings will help organizations to better understand the reason of POQ in employees and how they can reduce the turnover through a new recruitment selection plan and job crafting techniques.

### **Conclusion**

The current study, in contrast to earlier studies that concentrated on perceived over-qualification, examined the link between perceived over-qualification, psychological detachment, and turnover intention with emotional exhaustion serving as a mediating factor. The findings showed that emotional exhaustion played a mediation role in the relationship between perceived over-qualification and turnover intention. This study offers a starting point for further research into how employees respond to feeling overqualified (POQ) by examining variations in perceived over-qualification. This study represents a significant advancement in our understanding of the predictive mechanisms underlying the effects of perceived over-qualification on Pakistani hospitality sector employees. Additionally, this study broadens the perceived over-qualification influence zone and offers theoretical backing for organizational management.

### **Managerial Implications**

The results of this investigation demonstrate that feelings of perceived over qualification may have negative implications for job satisfaction, and in individuals who focus more on career get effected strongly by POQ. These findings have important managerial and practical implications for organizations and employers to focus on for career choice, individual decision making and recruitment and selection process.

First, those who are considering taking a job for which they are overqualified need to be aware that there is a strong possibility that this choice will be



connected with lower well-being and reported career success. When seeking for their first jobs, people may look for positions that match their qualifications or they may reduce their standards and be willing to accept positions that are below their level of qualification. The latter choice might lead to a quicker transition into the labour market and a shorter job search period. Research has shown that the second alternative may be especially harmful for those who place a high value on their careers and be linked to a larger degree of relative deprivation (Erdogan, et al., 2018). Because of this, individuals must carefully consider the benefits and drawbacks of choosing a job for which they are overqualified.

Second, managers who seem to be worried or concerned about losing brilliant employees need to first recognise those who feel overqualified and are adamant about finding job that makes use of their qualifications. When an individual believes that their skills are not being completely utilized, managers might not even be aware of it since they may not have the same views on subordinate overqualification as the subordinates themselves. According to previous research, expressions of boredom (Watt & Hargis, 2010), discontentment, or detachment may suggest a feeling of underutilization.

Third, in order to address perceived overqualification, supervisors may use a variety of strategies, such as empowerment (Erdogan & Bauer, 2009) and enabling employees to take on more challenging tasks or initiatives. Proactive steps can be taken by employers by using realistic job previews or expectation-lowering practises to make sure new hires do not have exaggerated expectations (Buckley et al., 2002). The findings further highlight the value of occupational instrumentality in reducing the expenditures associated with POQ. Organizations should work to emphasise the long-term advantages of their occupations for career advancement given that occupational instrumentality consistently reduced the detrimental impacts of POQ on relative deprivation across the two investigations. This could be accomplished by showcasing prospects for job promotion and career

development within the organisation or by using role models who may have previously held the position and went on to achieve great things. The emphasis on career planning and how to create experiences that will prepare workers for future jobs may be included in recruitment and socialization efforts (Lee, et al., 2021).

Lastly, this research also expands the influence boundary of perceived over-qualification and provides theoretical support for organizational management. Hence, the findings suggest that organizations can use this data to modify their recruitment and selection process and can review their selection criteria. Building a comprehensive strategy for employee development that covers career growth and enrichment, timely promotions, and merit-based promotions. The result makes it possible for a company to hire employees who provide value. The development of an organized and impartial selection procedure must also be given top priority. Organizations can also benefit from employment security because it aids in employee retention.

### **Limitations and Future Research Direction**

Every study has some limitations and need more addition in other aspects. The current study also has several limitations which are needed to be addressed in future by other researchers. In the potential limitations of this study, The first concern is a small sample size which does not give a broad view of target population. Cross-sectional data sets are used, which results in a hasty interpretation of the results (Sonnetag, et al., 2010b). Using convenience sampling technique introduces concerns regarding the generalizability of the results. Use of cross sectional design for data collection can result in common method bias. The results differ based on individual experiences, cultural background of the sample and the type of occupation a person holds may have an effect on turnover intention, psychological detachment, and perceived over-qualification. Finally the current study only focuses on self-report feedback rather dyads etc.

To further improve the findings a time lagged approach can be used in future researches. Future research can conduct a cross comparison between Pakistan and other cultures can be a good idea to find differences and similarities between findings. Future research can replicate the findings by adding a moderator to the theoretical framework. According to Kulkarni et al., (2015), in previous studies the definition of over qualification and how it is employers' perceptions of qualifications of applicants and hiring practises can provide further insight into the discrepancy between the two. Future research must explore POQ as an outcome for job searching. Exploring the complexity of the association between an individual's profession, their field of interest, and POQ could serve as a helpful direction for future research. Also investigate the relationship between POQ and job performance. Researchers can expand the model to include behavioural outcomes of POQ. Future research can use Person Job Fit (PJF) theory to explore the career outcomes of POQ (Erdogan et al., 2018). CWB can be used as a dependent variable which can be an important step for future research. Future researchers are required to collect data with an increase in sample size. Future researchers are required to collect data from other sectors apart from hospitality sector where ethics are equally important but violated.

### **References**

- Abraham, R. & Michie, S. (2008). A taxonomy of behavior change techniques used in interventions. *Health Psychology*, 27(3), 379-387.
- Ahmad, A., Barakbah, S.M., & Majdi, A.K., (2021). Hotel Employees' Burnout and Turnover Intentions. *Webology*, 18, 74-88.
- Ahmad, H., & Qadir, M. (2018). Dimensions of perceived over qualification, perceived organizational support and turnover intentions. *Journal of Management and Human Resource (JMHR)*, 1, 18-33.
- Ahuja, M. K., Katherine M. C., and Charles J. K. (2007), "IT road warriors: Balancing work-family conflict, job autonomy, and work overload to mitigate turnover intentions", *MIS Quarterly*, 31, 1-17.

- Allen, P. E., Huang, L., & Chen, Y. (2020). Perceived overqualification as a double-edged sword for proactive behaviors and the role of psychological detachment. *Journal of Hospitality and Tourism Research*, 44(7), 1133-1146.
- Anderson, S., & Winefield, A. H. (2011). The impact of underemployment on psychological health, physical health, and work attitudes. In Maynard, D. C., & Feldman, D. C. (Eds.). *Underemployment*. Springer.
- Bakker, A. B. & Costa, P. L. (2014). Chronic job burnout and daily functioning: A theoretical analysis. *Burnout Research*, 1(3), 112-119.
- Bakker, A. B., Demerouti, E., Oerlemans, W., & Sonnentag, S. (2013). Workaholism and daily recovery: A day reconstruction study of leisure activities. *Journal of Organizational Behavior*, 34(1), 87-107.
- Bao, J. J., Ma, L., & Zhang, J. (2017). Emotional exhaustion and turnover intention in China's hospitality industry: The moderating role of perceived organizational support. *Journal of Hospitality and Tourism Management*, 31, 125-132.
- Bashshur, M.R., Hernández, A., & Peiró, J.M. (2011). The impact of underemployment on individual and team performance. In D. C. Maynard & D. C. Feldman (Eds.), *Underemployment: Psychological, economic, and social challenges* (187-213). New York: Springer.
- Bewley, H., & Bryman, A. (2004). Individual and organizational determinants of perceived overqualification. *Industrial Relations: A Journal of Economy and Society*, 43(4), 901-927.
- Binnewies, C., Sonnentag, S., & Mojza, E. J. (2009). Daily performance at work: Feeling recovered in the morning as a predictor of day-level job performance. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 30(1), 67-93.

- Brien, A. (2010). Managing contingent labour in the hotel industry by developing organizational social capital. *Journal of Human Resources in Hospitality & Tourism*, 9(2), 163-178.
- Buchel, F., & Mertens, A. (2004). Overeducation, undereducation, and the theory of career mobility. *Applied Economics*, 36, 803-816.
- Buckley, M., Mobbs, T., Mendoza, J., Novicevic, M., Carraher, S., & Beu, D. (2002). Implementing realistic job previews and expectation-lowering procedures: A field experiment. *Journal of Vocational Behavior*, 61, 263-278
- Buera, F. J., & Kaboski, J. P. (2012). The rise of the service economy. *American Economic Review*, 102(6), 2540-2569.
- Chen, C. C., & Wang, X. (2014). Perceived overqualification and its outcomes: The moderating role of empowerment. *International Journal of Hospitality Management*, 38, 135-144.
- Chen, C., Feng, J., & Liu, X. (2020). How perceived overqualification and leader humility interact to influence turnover intention. In *Academy of management proceedings* (1, 20534). Briarcliff Manor, NY 10510: *Academy of Management*.
- Chen, G., Tang, Y., & Su, Y. (2021). The Effect of Perceived Over-Qualification on Turnover Intention from a Cognition Perspective. *Frontiers in psychology*, 12, 699-715.
- Crosby, F. (1984). Relative deprivation in organizational settings. *Research in organizational behavior*.
- Das, P., Byadwal, V., & Singh, T. (2017). Employee engagement, cognitive flexibility and pay satisfaction as potential determinants of employees' turnover intentions: An overview. *Indian Journal of Human Relations*, 51(1), 147-157.
- De Croon, E.M., Sluiter, J.K. & Blonk, R.W.B. (2004). Stressful work, psychological job strain, and turnover: A 2-year prospective cohort study of truck drivers. *Journal of Applied Psychology*, 89, 442-454.



- De Cuyper, N., De Witte, H., Van der Heijden, B. I. J. M., & Siegriest, J. (2012). Perceived overqualification and its outcomes. *Journal of Occupational Health Psychology*, 17(2), 230–243.
- Deery, M., & Jago, L. K. (2002). The core and the periphery: an examination of the flexible workforce model in the hotel industry. *International Journal of Hospitality Management*, 21(4), 339–351.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied psychology*, 86(3), 499.
- Ding, W. L., Wang, Y., and Wu, J. B. (2019). Will employees who are “unsatisfied with talents” be more selfish: based on the mediating role of negative emotions. *Leadership Science*, 12, 99–102.
- Erdogan, B., & Bauer, T. N. (2009). Perceived overqualification and its outcomes: The moderating role of empowerment. *Journal of Applied Psychology*, 94, 557–565.
- Erdogan, B., Bauer, T. N., Peiro, J., & Truxillo, D. M. (2011a). Overqualified employees: Making the best of a potentially bad situation for individuals and organizations. *Industrial and Organizational Psychology*, 4(2), 215–232.
- Erdogan, B., Tomás, I., Valls, V., & Gracia, F. J. (2018). Perceived overqualification, relative deprivation, and person-centric outcomes: The moderating role of career centrality. *Journal of Vocational Behaviour*, 107, 233–245.
- Erdogan, B., Bauer, T. N., Peiró, J. M., & Truxillo, D. M. (2011b). Overqualification theory, research, and practice: Things that matter. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 4, 260–267.
- Etzion, D., Eden, D., & Lapidot, Y. (1998). Relief from job stressors and burnout: Reserve service as a respite. *Journal of Applied Psychology*, 83(4), 577–585.

- Feldman, D. C. (2011). Theoretical frontiers for underemployment research. In D. C. Maynard & D. C. Feldman (Eds.), *Underemployment: Psychological, Economic, and Social Challenges* (277–305). New York, NY: Springer.
- Feldman, D.C., Leana, C.R. and Bolino, M.C. (2002). 'Underemployment and relative deprivation among re-employed executives'. *Journal of Occupational and Organizational Psychology*, 75(4), 453–471.
- Fine, S. & Nevo, B. (2008). Too smart for their own good? A study of perceived cognitive overqualification in the workforce. *The International Journal of Human Resource Management*, 19(2), 346–355.
- Gaines, J. and Jermier, J.M. (1983), "Emotional exhaustion in a high stress environment", *Academy of Management Journal*, 26 (4), pp. 567–586
- Gibson, D. E., & Callister, R. R. (2010). Anger in organizations: Review and integration. *Journal of Management*, 36, 66–93.
- Gok, O. A., Akgunduz Y., & Alkan C., (2012). The effects of job stress and perceived organizational support on turnover intentions of hotel employees Ozge. *Journal of Tourismology*, 3(2), 23–32,
- Graziano, W., & Cascio, W. (2015). Perceived overqualification: Implications for employees and organizations. *The Psychology of Work and Organizations*, 1–34.
- Haque, A., Fernando, M., & Caputi, P. (2019). The relationship between responsible leadership and organizational commitment and the mediating effect of employee turnover intentions: An empirical study with Australian employees. *Journal of Business Ethics*, 156, 759–774.
- Harari M.B., Manapragada A., & Viswesvaran C. (2017). Who Thinks They're a Big Fish in a Small Pond and Why Does It Matter? A Meta-Analysis of Perceived Overqualification. *Journal of Vocational Behaviour*, 102, 28–47.

- Hobfoll, S.E. (2002). Social and psychological resources and adaptation. *Review General Psychology*, 6, 307–324.
- Im, W. S., Kang, S. M., Pahng, P., & Kang, Y. J. (2023). Unraveling the perceived overqualification puzzle: The role of distributive justice and leader political skill in influencing knowledge sharing. *Acta Psychologica*, 239, 104020.
- Jiang, J. J., and Klein, (2002). G "A Discrepancy Model of Information Systems Personnel Turnover," *Journal of Management Information Systems*, 19(2), 249-272.
- Johnson, G. J., & Johnson, W. R. (1996). Perceived overqualification and psychological well-being. *The Journal of social psychology*, 136(4), 435-445.
- Johnson, G. J., & Johnson, W. R. (2000). Perceived overqualification and dimensions of job satisfaction: A longitudinal analysis. *The Journal of Psychology*, 134(5), 537-555.
- Kamangar, F. and Islami F.,(2013). Sample size calculation for epidemiologic studies: principles and methods. *Archives of Iranian Medicine (AIM)*. 16(5).
- Karatepe, O. M., & Karatepe, T. (2009). Role stress, emotional exhaustion, and turnover intentions: does organizational tenure in hotels matter?. *Journal of Human Resources in Hospitality & Tourism*, 9(1), 1-16.
- Karatepe, O. M., Uludag, O., Menevis, I., Hadzimehmedagic, L., & Baddar, L. (2006). The effects of selected individual characteristics on frontline employee performance and job satisfaction. *Tourism management*, 27(4), 547-560.
- Kaymakçı, R., Görener, A., & Toker, K. (2022). The Perceived Over-qualification's Effect on Innovative Work Behavior: Do Transformational Leadership and Turnover Intention Matter? *Current Research in Behavioral Sciences*.

- Kilroy, S., Bosak, J., Flood, P.C. & Peccei, R. (2020). Time to recover: The moderating role of psychological detachment in the link between perceptions of high-involvement work practices and burnout. *Journal of Business Research*, 108, 52–61.
- Kim, K. Y., Hur, W. M., & Kim, H. G. (2019). Emotional exhaustion, job satisfaction, and turnover intention: A causal examination among employees in the Korean hotel industry. *International Journal of Hospitality Management*, 76, 64-71.
- Kim, S. & Lee, K. (2020). Effects of perceived overqualification on emotional exhaustion and turnover intention in the South Korean hotel industry. *Journal of Hospitality and Tourism Management*, 44, 103-113.
- Kim, S.M., Um, K.H., Kim, H.Y. & Kim, Y.H., (2014) Hospital career management systems and their effects on the psychological state and career attitudes of nurses. *Service Business*, 10, 87–112.
- Kim, T. Y., & Stoner, J. A. F. (2008). Burnout and turnover intention among social workers: Effects of role stress, job autonomy and social support. *Administration in Social Work*, 32(3), 5-25.
- Kim, W. G., & Lee, H. J. (2012). The impact of perceived overqualification on psychological detachment in the hospitality industry. *International Journal of Hospitality Management*, 31(3), 745-752.
- Kompas. (2020). Begini Langkah Perguruan Tinggi Swasta Mencapai IKU. Kemendikbud.
- Kraimer, M. L., Shaffer, M. A., & Bolino, M. C. (2009). The influence of expatriate and repatriate experiences on career advancement and repatriate retention. *Human Resource Management*, 48(1), 27-47.
- Krone, C., Tabacchi, M. and Farber, B. (1989), “Manager burnout”, *Cornell Hotel and Restaurant Administration Quarterly*, 30(3), 58-63.
- Kulkarni, M., Lengnick-Hall, M., & Martinez, P. G. (2015). Overqualification, mismatched qualification, and hiring decisions: perceptions of employers. *Personnel Review*, 44(4).

- Laaraj, M. (2023). The Relationship between Perceived Overqualification and Organizational Citizenship Behavior and Affective Organizational Commitment: The Moderating Role of Perceived Organizational Support.
- Lashley, C. (2009). Marketing hospitality and tourism experiences. *In Handbook of hospitality marketing management* (3-31). Routledge.
- Lee, A., Erdogan, B., Tian, A., Willis, S., & Cao, J. (2021). Perceived overqualification and task performance: Reconciling two opposing pathways. *Journal of Occupational and Organizational Psychology*, 94(1), 80-106.
- Lee, D. K., & Kim, H. K. (2019). The effects of perceived overqualification and emotional labor on hotel employees' job satisfaction, emotional exhaustion, and turnover intention. *International Journal of Hospitality Management*, 76, 151-159.
- Lewis, R. A. (2010). Work-life balance in hospitality: Experiences from a Geneva-based hotel. *International Journal of Management & Information Systems (IJMIS)*, 14(5).
- Liang, S. C., & Hsieh, A. T. (2007). Burnout and workplace deviance among flight attendants in Taiwan. *Psychological Reports*, 101(2), 457-468.
- Liao, J., Liu, Y., Ma, R., & Zhao, M. (2020). Emotional exhaustion, perceived overqualification, and turnover intention: The mediating role of job satisfaction. *International Journal of Hospitality Management*, 85, 102348.
- Liu, S., Luksyte, A., Zhou, L., Shi, J., & Wang, M. (2014). Overqualification and counterproductive work behaviors: Examining a moderated mediation model. *Journal of Organizational Behavior*, 36(2), 250–271.
- Lobene, E. V. (2010). Perceived overqualification: A model of antecedents and outcomes.



- Long, C. S., Thean, L. Y., Ismail, W. K. W., & Jusoh, A. (2012). Leadership styles and employees' turnover intention: Exploratory study of academic staff in a Malaysian College. *World Applied Sciences Journal*, 19(4), 575-581.
- Ma, C., Shang, S., Zhao, H., Zhong, J., & Chan, X. W. (2023). Speaking for organization or self? Investigating the effects of perceived overqualification on pro-organizational and self-interested voice. *Journal of Business Research*, 168, 114215.
- Magdalena, S., Chambel, M. J. & Castanheira, F. (2020). Too much education for so little? The role of perceived overqualification in hospitality employees' outcomes. *Journal of Hospitality and Tourism Management*, 42, 1-9.
- Majid, U. (2018). Research Fundamentals: Study Design, Population, and Sample Size. *Undergraduate Research in Natural and Clinical Science and Technology (URN CST) Journal*. 2(1), 1-7.
- Margaretha, M. & Wicaksana A., (2020). The Relationship between Person Organization Fit toward Organizational Commitment and Organizational Citizenship Behavior: Experiences from Student Activity Organization Members. *International Journal of Management Science and Business Administration*. 6(3), 43-49
- Maslach, C. & Jackson, S.E. (1981), "The measurement of experienced burnout", *Journal of Organizational Behavior*, 2(2), 99-113.
- Maslach, C. (2003). Burnout: The Cost of Caring; ISHK: San Jose, CA, USA.
- Maslach, C., Schaufeli, W. B. & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52, 397-422.
- Maynard, D. C., & Parfyonova, N. M. (2013). Perceived overqualification and withdrawal behaviours: Examining the roles of job attitudes and work values. *Journal of Occupational and Organizational Psychology*, 86, 435-455.

- Maynard, D. C., Joseph, T. A., & Maynard, A. M. (2006). Underemployment, job attitudes, and turnover intentions. *Journal of Organizational Behavior*, 27(4), 509-536
- McClelland, K. E. (1990). The social management of ambition. *The Sociological Quarterly*, 31, 225-251.
- McGuinness, S., & Wooden, M. (2009). Overskilling, job insecurity, and career mobility. *Industrial Relations*, 48, 265–286.
- McKee-Ryan, F. M. & Harvey J. (2011). “I Have a Job, but...”: A Review of Underemployment. *Journal of Management*, 37, 962–996.
- Mehmetoglu, M., & Engen, M. (2011). Pine and Gilmore's concept of experience economy and its dimensions: An empirical examination in tourism. *Journal of Quality Assurance in Hospitality & Tourism*, 12(4), 237-255.
- Merton, R. K. (1968). Social theory and social structure. Simon and Schuster.
- Mohsin, A., Lengler, J., & Kumar, B., (2013). Exploring the antecedents of intentions to leave the job: The case of luxury hotel staff. *International Journal of Hospitality Management*. 35, 48–58.
- Muhamad Nasharudin, N. A., Idris, M. A., Loh, M. Y., & Tuckey, M. (2020). The role of psychological detachment in burnout and depression: A longitudinal study of Malaysian workers. *Scandinavian journal of psychology*, 61(3), 423-435.
- Navarro, M.L.A., Mas, M.B., and Jiménez, A.M.L. (2010). Working Conditions, Burnout and Stress Symptoms in University Professors: Validating a Structural Model of the Mediating Effect of Perceived Personal Competence. *Spanish Journal of Psychology*, 13, 284–296.
- Ngamkroeckjoti, C., Ounprechavanit P, Kijboonchoo T (2012) Determinant Factors of Turnover Intention: A case study of Air Conditioning Company in Bangkok, Thailand. *International Conference on Trade, Tourism and Management*, 21-22.

- O'Neill, J. W., & Xiao, Q. (2010). Effects of organizational/occupational characteristics and personality traits on hotel manager emotional exhaustion. *International Journal of Hospitality Management*, 29(4), 652-658.
- Oruh, E. S., Mordi, C., Ajonbadi, A., Mojeed-Sanni, B., Nwagbara, U., & Rahman, M. (2020). Investigating the relationship between managerialist employment relations and employee turnover intention: The case of Nigeria. *Employee Relations: The International Journal*, 42(1), 52-74.
- Peng, J., & Kim, H. (2017). The mediating effect of emotional exhaustion on the relationship between job demands and turnover intention in the Korean hotel industry. *International Journal of Hospitality Management*, 62, 54-62.
- Razeena, R. & Bhasi M. (2019). The Effect of Perceived Overqualification on Turnover Intention and the Impact of Person-Environment Fit and Employee Wellbeing on the Relationship (Doctoral dissertation, Cochin University of Science and Technology).
- Riordan, C. M., Griffith, R. W., & Weatherly, E. W. (2003). Age and work-related outcomes: the moderating effects of status characteristics. *Journal of Applied Social Psychology*, 33(1), 37-57.
- Rokitowski, L., (2012). Moderating Effects of Situational and Interpersonal Variables on Perceived Over qualification and Job Crafting Relationships. Master's Thesis, State University of New York.
- Safstrom, M., & Hartig, T. (2013). Psychological Detachment in the Relationship between Job Stressors and Strain. *Behavioral Sciences*, 3(3), 418-433.
- Shao, Y., Guo, Y., & Li, K. (2017). Perceived overqualification, emotional exhaustion, and turnover intention of hotel employees. *Journal of China Tourism Research*, 13(2), 197-210.

- Solnet, D. (2007). Employee–customer linkages: a social identification perspective in a hotel industry context. *Journal of Hospitality and Tourism Management*, 14(2), 129–143.
- Sonnentag, S. & Fritz, C. (2015). Recovery from job stress: The stressor detachment model as an integrative framework. *Journal of Organizational Behaviour*, 36(1), 72–103
- Sonnentag, S. (2012). Psychological detachment from work during leisure time: The benefits of mentally disengaging from work. *Current Directions in Psychological Science*, 21(2), 114–118.
- Sonnentag, S., & Bayer, U.-V. (2005). Switching off mentally: Predictors and consequences of psychological detachment from work during off-job time. *Journal of Occupational Health Psychology*, 10(4), 393–414.
- Sonnentag, S., & Fritz, C. (2007). The Recovery Experience Questionnaire: Development and validation of a measure for assessing recuperation and unwinding from work. *Journal of Occupational Health Psychology*, 12(3), 204–221.
- Sonnentag, S., (2003). Recovery, work engagement, and proactive behavior: A new look at the interface between non-work and work. *Journal of Applied Psychology*, 88, 518–528.
- Sonnentag, S., (2010). Recovery From Fatigue: The Role of Psychological Detachment. In Cognitive Fatigue: Multidisciplinary Perspectives on Current Research and Future Applications; Ackerman, P.L., Ed.; American Psychological Association: Washington, DC, USA, 253–272.
- Sonnentag, S., Kuttler, I., & Fritz, C. (2010b). Job stressors, emotional exhaustion, and need for recovery: A multi-source study on the benefits of psychological detachment. *Journal of Vocational Behavior*, 76(3), 355–365.
- Sonnentag, S., Unger, D., and Nägel, I. J. (2013). Workplace conflict and employee well-being: The moderating role of detachment from work

- during off-job time. *International Journal of Conflict Management*, 24(2), 166–183.
- Swider, B. W., & Zimmerman, R. D. (2010). Born to burnout: A meta-analytic path model of personality, job burnout, and work outcomes. *Journal of Vocational behavior*, 76(3), 487-506.
- Thoresen, C. J., Kaplan, S. A., Barsky, A. P., Warren, C. R., & De Chermont, K. (2003). The affective underpinnings of job perceptions and attitudes: A meta-analytic review and integration. *Psychological Bulletin*, 129(6), 914–945
- Tims, M., Derks, D., and Bakker, A. B. (2016). Job crafting and its relationships with person–job fit and meaningfulness: a three-wave study. *Journal of Vocational Behavior*, 92, 44–53.
- Triana, M. D. C., Trzebiatowski, T., & Byun, S. Y. (2017). Lowering the threshold for feeling mistreated: Perceived overqualification moderates the effects of perceived age discrimination on job withdrawal and somatic symptoms. *Human Resource Management*, 56(6), 979-994.
- W. Roy Johnson , Paula C. Morrow and Gloria Jones Johnson (2002). “An Evaluation of a Perceived Over-qualification Scale Across Work Settings.” *The Journal of Psychology*, 136(4), 425-441.
- Watt, J. D., & Hargis, M. B. (2010). Boredom proneness: Its relationship with subjective underemployment, perceived organizational support, and job performance. *Journal of Business and Psychology*, 25, 163–174.
- Weiss, R.S. (1973) *Loneliness: The experience of Emotional and Social Isolation*; The MIT Press: Cambridge, MA, USA.
- Wendsche, J., & Lohmann-Haislah, A. (2017). A meta-analysis on antecedents and outcomes of detachment from work. *Frontiers in Psychology*, 7.



- Williams, D., Harris, C., & Parker, J. (2008). I love you-goodbye: Exit interviews and turnover in the New Zealand hotel industry. *New Zealand Journal of Employment Relations*, 33(3), 70-90.
- Wright, T. A., & Cropanzano, R. (1998). Emotional exhaustion as a predictor of job performance and voluntary turnover. *Journal of Applied Psychology*, 83(3), 486-493.
- Yildiz, M. S. (2018). An empirical analysis of the leader–member exchange and employee turnover intentions mediated by mobbing: Evidence from sport organisations. *Economic Research-Ekonomska Istraživanja*, 31(1), 480-497.
- Zahra, S. S., Khan, M. I., Imran, M., Aman, Q., & Ali, R. (2018). The relationship between job stress and turnover intentions in the pesticide sector of Pakistan: An employee behavior perspective. *Management Issues in Healthcare System*, 4, 1-12.
- Zapf, D., Seifert, C., Schmutte, B., Mertini, H., & Holz, M. (2001). Emotion work and job stressors and their effects on burnout. *Psychology Health*, 16, 527–545.
- Zhang W., Meng H., Yang S., Liu D. (2018). The influence of professional identity, job satisfaction, and work engagement on turnover intention among township health inspectors in China. *International Journal Environmental Research of Public Health*.
- Zhang, R. (2021). Perceived overqualification: a literature review. *Frontiers in Economics and Management*, 2(4), 256-263.
- Zhang, Y., Liu, Z. X., Zhou, H., & Fang, Y. (2019). Overqualification and job satisfaction: The mediating role of job competency and the moderating role of perceived overqualification. *Tourism Management*, 70, 172-182.
- Zohar, D.; Tzischinski, O.; Epstein, R. (2003). Effects of energy availability on immediate and delayed emotional reactions to work events. *Journal of Applied Psychology*, 88, 1082–1093.