

Engaging Overqualified Employees Review for Research

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Abstract

In this paper, the focus will be on how the organization must continue to actively recruit individuals who are the most qualified or even overqualified for positions. Hiring individuals who possess knowledge, skills and abilities greater than those required of the position ultimately benefits the organization when coupled with giving the employee more independence and control, while communicating that they are a valued entity within the organization. This can help in reducing both negative job attitudes and intentions to quit of these overqualified employees.

Keywords: Perceived Overqualification, Engaging Employees

Introduction:

Overqualification has been addressed in many countries as a noticeable issue, although over past decades' scholars have made great progress in identifying the negative effect of Overqualification. But New research indicates that overqualified employee tends to perform better than other employees, and they don't quit their jobs as it's known. Besides, a simple professional tactic like empowerment can diminish any dissatisfaction they may feel.

Overqualification refers to a surplus of skills, education, and experiences that are not required or being applied by the current employment situation (Maynard, Joseph, & Maynard, 2006).

In this review paper the focus is on critically Understanding the mechanism that explains the relationship between perceived Overqualification, work engagement and identifying the boundary conditions between these relationships.

According to (F. John Reh 2019) Some managers are unresponsive to hire overqualified employees for many reasons. Some are valid in some cases. Some are not. The following reasons are considered to be the mostly known:

- They will leave when things improve: They may leave when things improve. It is up to the manager to make them feel valued and inspired so there will be a possibility for them to stay in the organization.
- Inflexible to train: Many managers, especially new ones, have their own consideration about hiring an employee with higher qualifications and experiences, that employee will do things their own way rather than the way the manager wants. If they want to do things their way, ignore them and shift to the next candidate. Though, if they say they can recommend or suggest things based on their experience but are definitely will follow the company procedures and guidelines, then you may get a better outcome from their side and if not, they will have to do it your way.
- Skills not up-to-date: this is something that manager has to ask about in the interview process. If anything, an overqualified employee possibly has better skills because they have broader skills, both technically and interpersonally then it will be more beneficial to the job, but in case they don't have the new skills needed for the position then you can teach them a new techniques to get more advantage of their ability to do multi-tasks.
- Too costly: This is the most common reason known for not hiring overqualified employees. If the company puts the salary range for a position, it is proper to assume that anyone who applies for the position is able to do the work for that identified salary. A more experienced employee may ask for a higher salary because he/she knows how exactly they can add to the organization.

Overqualified Employees Types:

There are different types of overqualified employees, which they are:

1. Qualified Managers

Good managers welcome overqualified employees. They know that in order to get promoted, they have to motivate their talented employees as well as to encourage such overqualified employees to take over their job. Such managers welcome overqualified employees because they know that those employees will enhance their image in front of the top-level management and by this, they are a stepping stone to their own promotion. They

also know that to get promoted, their team have to exceed the organization's expectations.

Good managers hire the best employees they can afford. They aren't afraid of the employees who might be overqualified, smarter, or more experienced. They develop the skills of their employees to help the team harvest at their best level.

2. Underqualified Managers

The major hitch to hire overqualified employees is underqualified manager. When Someone promoted away from their skill level and they don't want to be noticed. They don't want other employees to do anything better because it might reflect on the manager's performance.

Such managers consider that better way of doing the tasks by their team a distortion of their image. Because they are too busy in protecting their own image and reputation.

Advantages of Hiring An Overqualified Employee

Even though there can be a lot of negative consequences in hiring an overqualified employee, there is also positives in hiring the overqualified. overqualified employees are easier to train, they already have leadership potentials, they offer first class qualifications at a lower price, and more. Here are three definite ways that hiring overqualified employees can have positive outcomes:

- They are more independent and can hold themselves responsible for their work and time management.
- You can give them challenging projects and tasks to keep them from becoming bored with the simpler tasks. And the organization will be more productive by their performance.
- Overqualified employee can bring a lot of proficiency and new creative ideas to the position.

Disadvantages of Hiring An Overqualified Employee:

- For the organization, an overqualified candidate can cause trouble for the organization by requiring higher salary to meet the employee's experience and qualifications.
- Wasting the organization's time by going through interviews, hiring processes, and training only to leave as soon as a better position is available.
- Many organizations avoid hiring overqualified employees because they fear that such employees will become uninterested in their jobs or leave once they find a better opportunity.
- Employees may see it as a threat to their future of development.
- Poor Job Performance

- Dissatisfaction and weariness

Review Literature

According to Maynard et al., 2006. Overqualification captures extents of underemployment that correspond to education, experience, knowledge, skills, and abilities, and designates that the individual possesses an additional of these qualifications which is not required or practiced in the current job.

Erdogan, Bauer, Peiro, & Truxillo, 2011. Indicated that Overqualification is a significant issue in today's workplace for at least for three reasons. Which they are:

1. The Overqualification dominance in the labor market recommends the reduction of human capital. Erdogan et al., 2011.
2. The current study contributes to the literature in four ways.
 - The suggested study describes the association between perceived Overqualification and work engagement through basic need satisfaction. Deci & Ryan, 1991.
 - Statistics also indicate that Overqualification does not apply only to recent graduates but can destructively affect a wide range of employees with different experience levels. Frei & Sousa-Poza, 2012.
 - Moreover, both genders suffer from these constant underemployment rates.
3. Research indicates that Overqualification is linked with mostly negative outcomes including job dissatisfaction e.g.: Fine & Nevo, 2008; Johnson & Johnson, 2000, 2000b, poor health: Johnson & Johnson, 1999, 1997, boredom: Fine, 2007, turnover: Erdogan & Bauer, 2009; Kraimer, Shaffer, & Bolino, 2009; Maynard et al., 2006, lower levels of affective commitment: Bolino & Feldman, 2000; Lobene & Meade, 2013.

Luksyte and Spitzmueller, 2015 called for more research to explore more positive work attitudes and behaviors experienced by employees who noticed to be overqualified. In responding to Luksyte and Spitzmueller's ,2015 call and illustration from theoretical perspective of work engagement (Kahn, 1990; Rich, Lepine, & Crawford, 2010), the present review aims to examine the research effect of perceived Overqualification on employee's motivation to engage in work role. Meanwhile, the present review on the research proposes two essential conditions: (Empowering leadership and role clarity) with which perceived Overqualification would simplify Kahn's concept of engagement.

The above stated secondary data was reviewed from previous studies in order to taste the following assumptions:

Hypothesis 1: Perceived Overqualification is negatively related to work engagement.

The theoretical background suggested that once individuals find themselves in an optimal employment situation such as having a good job that imitates their personality in case of job-related calling, they are likely to be naturally motivated to invest in their jobs and dedicate personal resources to contribute to their internal environment. This experience of perceiving their jobs as relevant is linked with the enhanced psychological states and performance of the job. On the other hand, when individuals find themselves in the current jobs that fail to offer purpose and meaning, their psychological state grieves and they refrain from investing more into their jobs. This pattern of relative deprivation is likely to hold for Overqualification as well. Bernstein & Crosby, 1980.

Hypothesis 2: Perceived Overqualification negatively related to basic need satisfaction at workplace.

It is significant to indicate that basic need satisfaction at work refers to the combined three basic needs. With reference to the previous research on need satisfaction and according to the views of Self Determination Theory which suggested that all three psychological needs function all together and they can be clustered under the overall concept of need satisfaction.

Hypothesis 3: Basic need satisfaction at the workplace positively related to the work engagement.

Besides, basic need satisfaction is anticipated to explain the relationship between perceived Overqualification and work engagement. As Overqualification status designates the limitation in the current job in terms of opportunities to utilize skills, education, and experience (Johnson & Johnson, 2002) and lack of skill utilization reduces one's energy due to uneasiness of basic needs at the workplace (Ryan & Deci, 2000), employees who perceive themselves as overqualified are less likely to show strength, engagement, and involvement toward their jobs as their basic needs are not fulfilled by their current job environment.

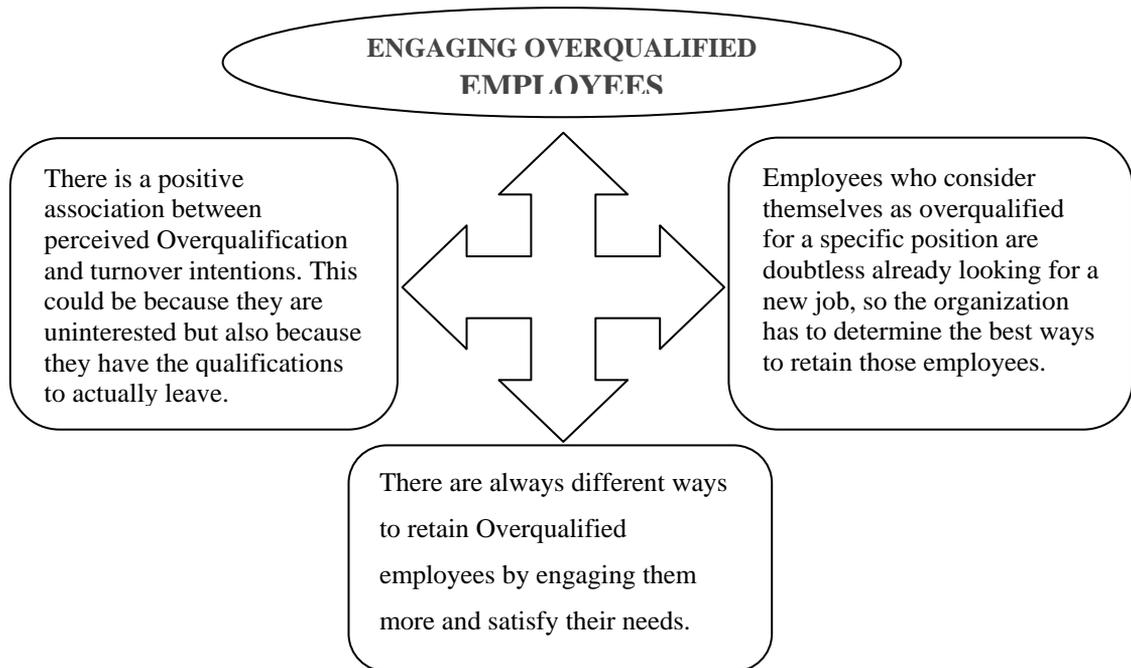
Hypothesis 5: Perceived Overqualification controls the negative and indirect effect of perceived Overqualification on work engagement through basic need satisfaction at the workplace.

Conclusion

when someone is considered as overqualified, it means they have a more far-reaching and more remarkable resume than the hiring manager expected. Irrespective to their aptitude and willingness to do the job, they often got selected by HR department and the hiring

manager and no one concentrate on his/her resume. That is unfortunate for a variety of reasons:

- Individuals with more than the required qualifications never have an opportunity to prove that they are the best candidate.
- The hiring manager devotes time in training and developing a less qualified person and passing up someone who could have done the job well almost from day one.
- HR may do not know how much additional qualification is acceptable so they rule out everyone beyond the least requirements the hiring manager set.



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