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## **The Consequences of Overqualification on Job Outcomes: Challenges, Recommendations, and Future Directions for Mitigation**

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### **Abstract**

This study discusses the subject of over qualification and job outcomes, the subsequent challenges it presents, and possible recommendations and future directions towards remediation. By definition, over qualification exists when an employee's skills, education, or experience are much more advanced than what is needed for a job. Job misalignment produces various adverse effects on job satisfaction, employee motivation, performance, and retention rates. This paper identifies several challenges facing overqualified employees: a sense of frustration, falling levels of engagement at work, and a sense of underutilization. Such challenges affect both individual wellness and the larger organizational culture and productivity. Employees who are overqualified report a low number of job satisfaction figures and high turnover intentions to face higher recruitment and training costs by organizations. Several recommendations for tackling those challenges comprise the study. Organization-wide employee support programs should endorse free discussion with the creation of possible projections involving employees for their future career aspirations and possibilities for utilizing their skills best. Effective job designs will also permit increased role flexibility and access to challenging opportunities for carrying out employees' skills. Organizations may also create an organizational culture of continuous learning and development through which employees qualify for career advancements using skills that match their learning qualifications. It is highly recommended for regular evaluations of the job roles and expectations to ensure their alignment with the capabilities of employees. Directions for future research may take the shape of longitudinal studies assessing how over qualification impacts job outcomes in the short term and the success of strategies employed. Cross-industry comparisons might reveal how different sectors manage over qualification.

Keywords: Over qualification, Job Satisfaction, Employee Motivation,



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Performance, Mental Health, Turnover Intentions, Career Development, Organizational Culture

### **Background Research Study on the Consequences of Over qualification on Job Outcomes**

Over qualification signifies a condition whereby an employee holds greater qualifications or more skill and experience than required for the job; this represents, in modern labor markets, a significant issue. Considering that overqualification impacts more than just those employees going through it, organizations are said to suffer consequences resulting from a mismatch. It is said that the existence of overqualification has been on a large scale, with studies having shown that conditions exist in which a large number of employees in various countries feel overqualified for their present jobs (Gkorezis et al., 2019; Huang & Hu, 2022). Understanding the consequences of over-qualification toward job outcomes becomes necessary whenever organizations aim to optimize performance and satisfaction levels for their employees.

From consistent studies, it has been established that perceived over-qualification affects job satisfaction negatively. Employees who feel overqualified score low in job satisfaction because of the dissatisfaction arising from a mismatch between their skills and job requirements (Niu et al., 2023). Job dissatisfaction may arise from feelings of boredom and frustration, as employees perceived to be overqualified do not consider their duties challenging enough for fulfillment (Khan et al., 2022). The emotional impact of perceived over-qualification engenders employee disengagement, diminishing their commitment toward their job and their motivation to act appropriately with them. The less they feel that their skills are utilized, the less employees will accept to put in extra effort, leading to a reverse final results of over-qualification on productivity (Wu et al., 2022).

Further consequences of perceived over-qualification can be found at the workplace environment and dynamics. Overqualified employees might engage in counterproductive work behaviors (CWB) to cope with feelings of boredom and frustration (Khan et al., 2022). According to Bennett & Robinson (2000), counterproductive work behaviors are voluntary behaviors that are harmful to the organization's goals and occur in response to negative emotions. Consequently, this habit becomes a catalyst for creating a toxic environment in which these overqualified employees may show dissatisfactions in ways that hurt their colleagues and the organization.

There is extensive empirical literature laying out the nexus of being overqualified and job boringness. Job boredom entails a sense of disengagement and dissatisfaction with work because of performing monotonous and unchallenging tasks (Fisher, 1993). Job boredom is in fact exacerbated when employees perceive a mismatch between their qualifications and actual job requirements, hence increasing the incidence of counter-productive work behavior (CWB) (Niu et al., 2023). Boredom, as an emotional state, calls for the impulse to escape disagreeable working conditions, which provokes the employees into deviant behaviors as a way of coping (He et al., 2020). This vicious circle of over-qualification causing boredom relieving through more counterproductive behaviors affords organizations a pressing task to remedy challenges posed by overqualified employees.



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Job crafting, referring to voluntary changes employees make in their work context to fit their strengths and preferences, is deemed plausible to ameliorate the detrimental effects imposed by over qualification (Wrzesniewski & Dutton, 2001). Engaging in job crafting may help overqualified employees create meaning and satisfaction in their work, decreasing boredom and disengagement (Berg et al., 2013). Research shows that proactive behaviors like job crafting help alleviate negative effects of perceived over qualification by allowing employees to alter the context of their work for better fit with their needs (Tims et al., 2016). Therefore, organizations should encourage job crafting practices in their organizations so that employees take ownership of their roles, thereby increasing their job satisfaction.

Moreover, managerial support in the Over qualification scenario must not be relegated to an auxiliary role. Managers recognize the competencies of their employees and create an avenue of growth and promotion. Previous research has shown that supportive management practices are instrumental in mitigating adverse consequences of over qualification, creating a positive workplace wherein employees feel valued and engaged (Gong et al., 2021). Therefore, even through dialogue targeting the needs and aspirations of overqualified employees, the managers can further develop their job satisfaction and mitigate the likelihood of CWB.

The effects of over qualification extend to employee mental health. The stress that individuals feel when they know they are overqualified can cause adverse effects to their health, such as anxiety and depression (Liu et al., 2015). Long-term overqualification has been experienced to reduce overall well-being, thereby necessitating organizations to have supportive measures in place that would improve mental health and job happiness. Acknowledging and dealing with the problems employees face due to excess qualification would in turn create a healthy and productive workforce.

The aftermaths of exceeding qualification also touch on the mental health of an employee. Anxiety and depression (Liu et al. 2015) are the demoralized health outcomes of experiencing stress due to feeling overqualified. Long exposure to over-qualification may reduce well-being in total; hence, it is vital for organizations to have supportive measures put in place to further mental health and job gratification. Addressing the obligations of overqualified employees would create an even more healthy and productive workforce.

### **Research Problem**

Over qualification has turned out to be a big issue in today's labor market, a growing number of employees find themselves in positions where their skills, education, or experience are not being used to the fullest. This goes beyond individual job satisfaction and motivation; it has further implications for organizational performance and employee wellness. While much literature exists on job satisfaction and motivation, direct consequences of perceived over qualification remain somewhat unexplored, especially in terms of Work Counterproductive Behavior (CWBs) and job boredom.

Research has observed that an overqualified person shows low job satisfaction together with frustration (Khan et al., 2022; Niu et al., 2023). This dissatisfaction emanates from the feeling that the demands of the job do not match up with the skills of the employee, which generates boredom and disengagement. Edwards



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(1991) shows that low fit with the job evokes negative emotions that subsequently generate negative behaviors including CWBs. These behaviors are the voluntary acts intended to harm the legitimate interests of an organization, such as absenteeism, withdrawal, and outright deviance (Bennett & Robinson, 2000).

While some studies have considered Over qualification as it affects job satisfaction and motivation (Liu et al., 2015; Wu et al., 2022), much information would still need to be examined that would showcase how Over qualification impacts CWBs. Research on this topic is still with direct outcomes. There is a need to explore mediators with that will either worsen or lessen its impact, one of which is job boredom. Job boredom, which refers to feelings of engagement deprivation and disappointment because the tasks were unchallenging, has been associated with CWBs (Fisher, 1993). The actual mechanism of how perceived Over qualification leads to job boredom-that in turn leads to CWBs-is still an undiscovered territory.

The potential role of job crafting as a moderator in this relationship is an underexplored area in the literature. Job crafting is defined as changes employees make on their own in their job to better fit their skills and interests. It has been suggested as a way of alleviating negative effects of job boredom on overqualified employees (Wrzesniewski & Dutton, 2001). Hence, by providing opportunities to tweak a few task components to suit their capabilities, Job crafting may act as a moderating factor against the negative effects of perceived over qualification.

### **Challenges of over qualification globally and in Pakistan**

The fact that it is over qualification where man's qualifications educate skills beyond the scope of his job results into bigger difficulties in labor markets across nations of the world. Post effects of over qualification not only affect an employee but also affect an organization. Among others, decreased job satisfaction, increased turnover intentions, and counterproductive work behaviors are some negative outcomes that result from over qualification. Over qualification effects are quite severe among developing countries such as Pakistan, where the conditions of economy and employment policies make it even worse for overqualified individuals.

Increasingly, over qualification tends to hit all nations of the world due to globalization, technological advances, and economic downturns; it's quite interesting because CEDEFOP (2018) claims at least one-third of employees in the United Kingdom, Canada, or the United States find themselves overqualified for their current occupations.

The situation is largely caused by a mismatch of education qualification and the required performance of a job, worsened further owing to the nature of work changing in a technology-driven economy (Gkorezis et al., 2019). This left workers doing jobs which seldom utilize their full potential, leaving them frustrated, bored, and disengaged.

The primary challenge that qualifications lead to is job satisfaction. Overqualified employees have been shown to be less satisfied than those whose qualification is just right (Niu et al., 2023). The overqualified employee tends to consider himself as under-utilized, thus hurt and frustrated by his boredom (Khan et al., 2022). Besides affecting the well-being of employees, this low job satisfaction also has a ripple effect on organizational performance, reducing productivity, and



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increasing employee turnover.

Besides, overqualified individuals consciously or unconsciously indulge in counterproductive work behavior (CWB) to deal with frustration and boredom. CWBs entail voluntary acts that may violate significant organizational norms and thereby threaten the well-being of either the organization or its members, such as absenteeism, withdrawal, and workplace deviance (Bennett & Robinson, 2000). The emotional stress of being overqualified can trigger negative behavior, making employee management even more challenging for organizations. This link is important to study from the standpoint of organizations that want to optimize the performance and satisfaction of their employees.

Elevation the problem of overqualification is put under a different light because of the socio-economic nuances in Pakistan. The labor market in Pakistan has become characterized along the lines of debilitating unemployment and underemployment with a particular emphasis on educated youth (Ministry of Planning, Development & Reform, 2019). Therefore, It is frustrating for many graduates to find themselves working in a field unrelated to their qualifications, with increasing apathy towards their work. According to ILO, the youth unemployment figure in Pakistan is far above the global average, aggravating the issue of overqualification (ILO, 2021).

Job qualification mismatch is a major hindrance, given that in Pakistan the education system itself does not go hand in hand with the needs of the labor market. Many graduates earn degrees in subjects that have no parallel job openings, thus providing an oversupply of qualified persons in the labor market (Arif, 2019). This scenario not only influences job satisfaction at an individual level but also imperatively slows down economic growth because skilled labor remains underutilized in the actual operations of the workforce.

The culture in Pakistan also adds to the various problems surrounding Over qualification, where societal norms require candidates to acquire higher education regardless of the demand from the job market. This situation is compounded by ignorance of skill development and vocational training, which is much more likely to contribute to employability (Nasir & Nazli, 2019). The culture reinforces formal qualification relative to practical skills, hence creating a vicious circle of over qualification and underemployment.

At the same time, economic instability and very few job opportunities in Pakistan only add to the downward spiral for the overqualified. The country is facing an ailing economy, heavy inflation, political instability, and lack of investment, which have affected almost all sectors in Pakistan (World Bank, 2020). Consequently, these highly qualified persons end up settling for underemployment, thus consuming their goodwill on ludicrous jobs against their qualifications, rendering themselves unfulfilled and frustrated.

Confronting such challenges arising from Over qualification will require a multidimensional approach to resolve. In Pakistan, more dedication is to be made to ensuring that the education system responds to the challenge of labor market demand, with initiatives supporting vocational training and skill development programs. Partnerships that foster strategic collaboration between industries and educational institutions would help gainfully employ these graduates by equipping them with skills tailored to the job market needs (Ali & Khan, 2021).

Furthermore, organizations must develop policies for recognizing the potential of



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overqualified employees and strategies for their engagement and retention. Providing access to career development and skill training as well as job crafting opportunities could help to counteract negative outcomes of over qualification and ultimately increase job satisfaction while reducing turnover intentions (Tims et al., 2016). An organizational culture that promotes the contributions of overqualified staff will prove advantageous for organizations to tap and leverage their skills for higher productivity and innovation.

### **Significance of the Study**

Present review study on over-qualification and its effects on job outcomes holds much significance considering the fact that the labor market has been evolving so rapidly. Understanding the multi-faceted challenges posed by over-qualification becomes critical for research and practice in human resource management and policy. Such significance includes theoretical, practical, and policy issues.

**Theoretical Contribution:** This review further adds to the existing literature by synthesizing findings relating to overqualification, job satisfaction, counterproductive work behavior (CWB), and job crafting. From previous research, perceived overqualification negatively affects job satisfaction (Niu et al., 2023). This study further extends that by elucidating the mediating role of job boredom and moderating effects of job crafting. By integrating these areas, the current study augments knowledge on how overqualification affects workplace behavior and employee well-being, providing an all-inclusive framework compatible with person-job fit theory (Edwards, 1991). This theoretical advancement will lay groundwork for future empirical studies intending to delve deeply into the dynamics of overqualification.

Results of this review hold important organizational implications as they relate to increasing numbers of overqualified individuals. Therefore organizations must understand the risks of making them underutilized in terms of disengagement and turnover intention (Khan et al., 2022). And by understanding how overqualification related to CWBs, organizations can offer interventions to influence job satisfaction and performance. Creating a culture that gives space for job crafting makes it easier for employees to redesign their jobs to increase engagement and diminish their sense of boredom (Wrzesniewski and Dutton, 2001). These would be preemptive, giving organizations the chance to develop overqualified individuals into active and closing the exit doors through which they would escape to join another company.

With respect to policy recommendations, it is imperative within the context of the review that educational and labor policies ensure conformity between the skills of the workforce and the demands of the market, especially for developing countries like Pakistan. The gap between educational qualifications and job requirements is one of the most critical challenges contributing to the Over qualification of workers (Arif, 2019). Policymakers should give priority to programs for vocational training and skill enhancement so that graduates are equipped with the competencies required in the labor market (Ali & Khan, 2021). Such initiatives would curtail the occurrence of over qualification, thereby leading to a greater degree of satisfaction and productivity among workers. Therefore, the enhancement of collaboration between educational institutions and industry may also help in identifying labor market needs better and providing more relevant educational programs (Nasir & Nazli, 2019).



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## **Review of Literature**

It serves as a serious issue of the individual and organization: Over-qualification—the situation in which the education, skills, or experience of an individual surpass the requirement for the job. The multidimensional highly compound effect of over-qualification makes it one of the worst phenomena in the job market these days. This effect cannot only be an issue for an individual but has far-reaching effects on the organization as well as the wellbeing of employees working in it—physical, emotional, social, and even familial. The effects of an over-qualified have many conclusions and can be discussed under different job outcomes such as employee motivation, performance, effective productivity, job satisfaction, career development, mental health, workplace relationships, and turnover intentions. This literature review offers a critical evaluation of these consequences based on recent research findings.

## **Job Satisfaction**

Job satisfaction is one of the most highly studied consequences of over qualification. Research shows that overqualified people are, on average, less satisfied with their jobs than well-qualified people. This discontent stems from a person's feeling that the capabilities and education they possess are less relevant to their jobs, leaving feelings of frustration and un-fulfillment (Niu et al., 2023). Studies showed that the perception of a mismatch between one's qualifications and the job's demands increased the probability of negative emotions such as boredom and frustration resulting in a lower job satisfaction level (Khan et al., 2022).

The impact of over qualification on job satisfaction may also depend on other contextual factors like organizational support and job design; for instance, organizations, which like employers, would put forward skill-utilizing opportunities, train employees, and give meaningful jobs will probably reduce some warrant-reserving effects of over qualification (Erdogan et al., 2011). Moreover, the effect of an organization encouraging job crafting, were employees could redefine what constitutes the optimal use of their job, has enhanced job satisfaction among overqualified individuals as they are able to bring their tasks in line with their skills and interests (Wrzesniewski & Dutton, 2001).

## **Employee Motivation**

Over qualification is said to have much more impact on employee motivation as it usually results in reduced intrinsic motivation and also reduced sense of commitment to the organization. Research conducted has found that overqualified employees are less motivated owing to the belief that they are underutilized when it comes to their capability (Wu et al., 2022). This is seen in various forms, such as reduction in effort, inability to engage, and unwillingness to take on extra duties.

Intrinsic motivation stands closely connected to sensing achievement and fulfillment from one's work. Overqualified individuals have no motivation to work when the tasks allocated do not challenge or require them to apply their skills. They could begin disengaging with their roles if this happens (Kyndt et al., 2016). Also, the impact on motivation may ripple down to organizational culture in that the most disengaged employees are the last ones to infuse positivity into team dynamics and overall employee morale.



## **Performance and Productivity**

The relationship between Over qualification and employee performance is rather intricate and multi-dimensional. On the one hand, overqualified people are well endowed with the skills and knowledge to perform excellently in their roles; on the other hand, underutilization of what they possess can lead to reduced performance and productivity (Liu et al., 2015). When employees judge that they are overqualified for their jobs, they are more likely to indicate a disinclination to exert maximum effort.

According to the research, overqualified employees often resort to counterproductive work behaviors (CWBs) to cope with their dissatisfaction (Khan et al., 2022). The CWBs may include actions that hinder or contradict the attainment of the goals set for the organization such as absenteeism, withdrawal from team activities, or even extremely negative behaviors like gossiping and sabotaging. The emotional price of being underutilized could cause an individual to develop cognitive overload, which cripples decision-making, as well as task performance.

Over-qualified people also suffer from "creative stagnation." When no challenges are presented to a person, they are less likely to be innovative or critical thinkers; thus, their efforts lead to human as well as organizational development stagnation (Niu et al., 2023). Organizations should look to approaches that draw open employment from meaningful engagement for overqualified employees that develop skills and present challenging assignments relevant to their expertise.

**Career Development Over-qualification** can have a detrimental effect on employees' career development paths. These bourgeoisies feel high qualified for their current roles, and in such cases, employees look for better-fitting, much higher-quality resources-normally resulting in job changes that divest them from their careers of well-deserved progression (Arif, 2019). Such practices have brought about perpetual instability-as if the overqualified are changing jobs, they cannot hold on to good careers for long. Regarded yet as with being overqualified, a person starts feeling it devalues even low self-esteem, and in that, it can assume an even higher degree of difficulty in advancement across careers. Thus, overqualified staff often do not believe in their ability to attain the top-level roles, especially as they tend to see poor acknowledging of their qualities in current positions (Erdogan et al., 2011). Organizations should, therefore, understand that overqualified employees are sometimes capable of making meaningful contributions to their workforce and that an upward movement and professional development opportunities should also be available.

**Mental Health Psychological consequences** go into mental health, too. Previous studies have found that people who think they are overqualified are at higher risk for stress, anxiety, and even depression (Liu et al., 2015). And that emotional burden itself underutilizes can diminish overall well-being into burnout and poor job performance. Qualitative aspects of the overqualification-relationship with mental health are even more concerning in situations of high work stress-hearing employees may consider themselves super-qualified but feel their current roles cannot harness these---if at all can intensify anxiety and thus add to these negative feelings of disengagement and dissatisfaction in the workplace (Khan et al., 2022). Organizations must give greater attention in these areas related to mental health and be open to promoting environments that encourage psychological well-being for all their employees, particularly those





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employees who are overqualified and are usually more vulnerable in this regard.

### **Dynamics of the Workplace**

Overqualification disrupts the relationships among colleagues, team cohesion, and other aspects of workplace dynamics as such. Overqualified employees have difficulty relating with their peers in possible cases leading to isolation or resentment (Gkorezis et al. 2019). This will stiffen any team structure because overqualified individuals feel underappreciated or underacknowledged in their contributions, or their fellow peers may see them as unapproachable or arrogant because of their existing qualifications.

### **Withdrawal and Counterproductive**

Work Behavior from overqualified employees may also affect workgroup morale and productivity to a great extent. Disruption of workplace dynamics leads to the creation of poisonous environments in the workplace where cooperation and communication become poor, affecting organizational performance (Niu et al., 2023). The fostering of inclusive cultures that allow people to gain from the potential of overqualified employees is but a small portion of ensuring that employees are feeling engaged and appreciated at work.

### **Intention to Leave the Job**

Finally, among the worst results related to over qualification is that the affected employees will tend to have a high inclination toward turnover. Studies have proved that overqualified individuals show more work abandonment or quit intention as compared to other individuals (Wu et al., 2022). The reasons behind this activity are obvious; they seek a better job in terms of relevance with the qualification and experience in favor of a meaningful work life.

The organization suffers high quit rates, which has consequences like recruitment and training costs, team interruptions, and loss of significant knowledge and capabilities (Khan et al., 2022). All organizations should focus on positive measures that would help satisfy the needs and aspirations of overqualified people to reduce their turnover intentions. These strategies may include advancement opportunities, skills development, job crafting, as well as a supportive work environment that recognizes contributions.

### **Conclusion of the study**

Overqualification is a major issue that today challenges both individuals and organizations in all the sectors of the world's economy. In this study, overqualification was subjected to critical examination regarding its consequences, including how it affects job satisfaction, employee motivation, performance and productivity, career development, mental health, workplace dynamics, and turnover intentions. The heavy findings of the study establish overqualification as a complex construct which adversely affects individual welfare and further brings huge costs to the organization.

Job satisfaction is a very prominent effect of overqualification. Employees whose jobs do not reflect their qualifications complain of low satisfaction, essentially because they feel frustration and nuisance at their jobs (Niu et al., 2023). Then follows decreased motivation and productivity in the wake of such dissatisfaction. When an employee feels that he/she has costly skills that the



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employer does not appreciate put into work, his/her intrinsic motivation could decline. This is harmful not only to individual employees but to the entire morale of an organization (Khan et al., 2022). The organizations, therefore, have to keep in mind that job design and employee engagement schemes are necessary for bringing employee roles aligned with the skills and aspirations of the workforce. The factor of overqualification, however, is beyond an understatement in the context of employee performance and productivity. Studies demonstrate that the overqualified are likely to encounter what one would refer to as "creative stagnation," whereby their potentials remain dormant for lack of challenge in the jobs they are engaged in (Liu et al., 2015). Such stagnation leads to development of counterproductive work behaviors (CWBs), which are detrimental not only to an organization's goals but to its team as well in terms of disturb culture and broken cohesiveness (Khan et al., 2022). The relationship of overqualification to CWBs points to the necessity of organizations having preventive measures to create a workplace environment that allows employees to innovate and employ their talents.

Another important aspect relating to overqualification is career development. Employees perceive themselves as overqualified, and these may stagnate their career ambitions, leading to a lot of turnover intentions as they want to find better match jobs.(Arif,2019) With this constant shifting, it can create a cycle of unstable trends within the longer run careers, while also adding to a wider issue of workforce disengagement. Instead, organizations should provide well-defined career advancement options and opportunities for enhancing professional profiles against which overqualified talent can be effectively positioned and used (Erdogan et al., 2011).

Mental health issues, in fact, are appearing more alarming in association with overqualification. Several studies found that overqualified individuals are prone to both anxiety and depression, risk factors that have been attributed to occupational burnout due to the emotional toll of under-utilization (Liu et al., 2015). The unhealthy mental situations arising from overqualification can accrue to the individual in question, but these are likely to cause an increase in absenteeism and ultimately low productivity in organizations.

Hence, it becomes crucial for organizations to improve the mental health schemes within their frameworks and develop support systems that can help the overqualified deal with the challenges in the work setting.

Workplace dynamics are affected by the mode in which overqualified persons operate. Feelings of isolation and resentment which ensue among overqualified persons can disrupt relationships with colleagues leading to reduced group cohesion (Gkorezis et al., 2019). Organizations must therefore come up with inclusive cultures that appreciate and acknowledge the value of each employee's input such that no employee is socially disconnected because of overqualification or there are no conflicts within teams that arise from being overqualified. Finally, increasing turnover intentions of overqualified individuals presents serious challenges for organizations.

As described in the literature, overqualified individuals are more prone to looking for alternatives, which in turn leads to higher turnover rates that cost a lot for recruitment and training (Khan et al., 2022). Therefore, organizations should adopt practices that aim to enhance employee engagement, job crafting, and skill opportunities to help reduce this issue. Building a supportive



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environment suiting the special needs of overqualified employees can do much to build loyalty and reduce turnover rates in an organization.

### **Recommendations to Mitigate the Consequences of Overqualification**

The consequences of overqualification will exert immense pressure on both people and the organization. The nations in the developing world have recognized this and probably have tried different ways to recommend such strategies to be adopted in other parts of the world. Some of the more important suggestions are based on best practices observed in the developed world. Employees Support Program- Worldwide, the most developed country has already developed a well-founded employee support program to address both satisfaction and the mental activity of work.

For example, in the UK, a number of organizations have instituted an extensive Employee Assistance Program (EAP) for counseling and mental health support for overqualified employees dealing with feelings of inferiority and distress (Health and Safety Executive [HSE], 2020). These sorts of programs help to lessen mental health issues and improve both well-being and job satisfaction.

**Job Crafting Context.** When employees are given the encouragement to do job crafting, they would have a chance to redefine their roles according to their capabilities and interests. Research in the Netherlands shows that job crafting initiatives lead to an increased feeling of job satisfaction and insufficiency (Bakker & Demerouti, 2007). Organizations can encourage job crafting by training and providing resources for employees to manage their work roles.

**Clear Career Development Pathways.** Importance in clear career development pathways has been stressed in countries like Germany because it helps the career pattern of employee trajectories. This improvement in career trajectory can be provided to workers through mentorship programs and professional workshops in skill improvement and career advancement to reduce over-qualified employees' turnover intentions (Schilling, 2017).

Nothing can take away from overqualification but continuous learning initiatives to complement the continuous learning programs. Sweden is uxterme in providing avenue programs for lifelong learning through which it finances adult education programs that keeps employees up-to-date with skill enhancement and labor market programs (OECD, 2020). Employers must create a culture of continuous learning in both formal and informal settings and provide opportunities for training and development that are in line with employee aspirations and organizational need.

### **Job Design and Role Clarity**

Effectively designed jobs and clearly defined role expectations could counteract feelings of overqualification. In Canada, organizations are increasingly focusing on aligning the job role with employee skill through creating detailed job description and clear expectation. This clarity allows employees to bond with their contributions and is likely to decrease frustration ascribed to perceptions of underutilization (Kyndt et al., 2016).

### **Open Communication and Feedback**

Continuous open communication and feedback methods can assist organizations in identifying and rectifying the problems that the overqualified employees face.



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Companies that practice employee feedback surveys in the USA identify that they record stronger engagement and job satisfaction level since they can localize interventions tailored-off to specific needs of their workforce (Gallup, 2021). Going ahead, creating a highly feedback-oriented culture speaks less of managers being brought down-to-earth and employees feeling empowered and accepted wherein they countervail the emotional forces that deter productive work.

### **Work in a Flexible Arrangement**

Flexible working arrangements have the power to reduce the pressure caused by overqualification. The Netherlands is an example of a nation that has put initiatives in place for encouraging work-life balance through flexible working hours and remote work options (Eurofound, 2020). Organizations can also take this up so that the employees can properly manage their personal and professional lives.

### **Facilitating Internal Mobility**

This makes it possible for overqualified employees to try out different roles in the organization which may match better their qualifications. The multinational companies like those in United States have found that promoting jobs internally can go a long way in reducing the turnover intentions and increase job satisfaction in the organization (Rynes et al., 2002). An organization's infrastructure would be compatible with the establishment of a culture that promotes mobility and exploration in the workforce.

### **Implications of the Study**

This investigation has manifold permutations on over-qualification in terms of theories, organizational practices, and projections for future policy development.

### **Theoretical Contributions**

The present study contributes to overqualification by integrating different psychological and organizational behavior theories into the underpinnings of person-job fit theory and job demands-resources model. Further, the study lays down a solid framework for future research by demonstrating the linkage of overqualification to diverse job outcomes such as job satisfaction, performance, and mental health. Motivated by this, researchers can broaden the current scope towards understanding the nuanced interplay of individual attributes and organizational circumstances.

### **Organizational practices**

Bring about proactive management of overqualified employees at organizations. This study speaks volumes on job design, employee support programs, and continuous learning opportunities. These practices when implemented by organizations would create a scenario where employees are better engaged, reduced turnover intentions, and overall improved productivity. This reinforces the possibility of organizations having to identify and utilize the skills that overqualified workers bring rather than seeing them as liabilities.

### **Policy Development**

Revisiting labor market strategies in the perspective of overqualification is very



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important for policymakers. This includes making provisions for vocational training programs and lifelong learning schemes that promote policies aligning with the matching of educational outputs with labor market needs. In its totality of measures against overqualification, the systemic approach might help a reduction of overqualification incidence and its respective consequences, thereby creating a more skilled and satisfied workforce.

### **Future Directions**

Future research agendas in overqualification should include a number of substantive areas relevant to an in-depth understanding of this phenomenon and its consequences:

### **Longitudinal Studies**

Longitudinal studies will, among other contributions, reveal how the effects of overqualification evolve across time. Knowing what the long-term implications for job satisfaction and career development are can help organizations create retention techniques that are less damaging than loss of human resource.

### **Cross-Cultural Comparisons**

Future research should address overqualification in different cultural contexts. Comparative studies can uncover how entrenched cultural attitudes to education and work translate into the perception and consequences of overqualification, thus enriching rather than merely participating in this global discourse.

### **Technology Impacts**

The advancement of technology continues to take place at a startling pace, coupled with the emergence of increasing commonality in automation, and thus needs to be studied in its ramifications to overqualification. Research should address whether the effects of developments in technology heighten or lessen employee sensationalization of overqualification by sectors.

### **Interventions and Best Practices**

Future research should focus on have specific evaluations of targeted interventions designed at mitigating overqualification effects. Lessons on best practices at organizations in terms of accountability for overqualified employees will inform practice.

### **Exploring Various Populations**

Additional studies are needed to understand how overqualification may affect various populations, including marginalized groups and different age cohorts. This can guide the design and programming of appropriate learning interventions and policy responses for each group.

Future research might offer fresh topics on how organizational culture and the management of overqualified employees go together. For instance, understanding how unique cultures shape how employees view themselves as overqualified can lead to specific practices of engagement and retention.

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