



Relationship Between Underemployment and Turnover Intention *



Eksik İstihdam ile İşten Ayrılma Niyeti Arasındaki İlişki

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DOI: <https://doi.org/10.25204/iktisad.1088991>

Article Info

Paper Type:
Research Paper

Received:
16.03.2022

Accepted:
21.07.2022

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Abstract

This study aims to investigate the relationships between all sizes of underemployment and turnover intention. The data obtained using the survey method were analyzed by statistical methods such as Exploratory Factor Analysis, Kruskal Wallis H, Mann Whitney U, Spearman Correlation Analysis. It was concluded that the turnover intention scores of those who work in jobs whose average weekly working hours are not compatible with their preferred working hours, who are involuntary part-time and temporary or of limited term, who receive less wages than their previous jobs, and which are not suitable for their education level, are higher. The empirical results show a significant and positive link between overqualification-underemployment and turnover intention. All the study's hypotheses were accepted, and implications were discussed.

Keywords: Employment, underemployment, overqualification, turnover intention.

Makale Bilgileri

Makale Türü:
Araştırma
Makalesi

Geliş Tarihi:
16.03.2022

Kabul Tarihi:
21.07.2022

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Tüm hakları saklıdır.



Öz

Bu çalışmada eksik istihdamın tüm boyutlarıyla işten ayrılma niyeti arasındaki ilişkiler araştırılmıştır. Anket yöntemi ile toplanan veriler Açımlayıcı Faktör Analizi, Kruskal Wallis H, Mann Whitney U, Spearman Korelasyon Analizi yöntemleriyle analiz edilmiştir. Haftalık ortalama çalışma saatleri tercih ettikleri çalışma saatleriyle uyumlu olmayan, gönülsüz yarı zamanlı ve geçici veya sınırlı süreli, önceki işlerinden daha az ücret alan, eğitim düzeylerine uygun olmayan işlerde çalışanların işten ayrılma niyeti puanlarının daha yüksek olduğu sonucuna varılmıştır. Çalışmanın ampirik sonuçları fazla niteliklilik-eksik istihdam ve işten ayrılma niyeti arasında anlamlı ve pozitif ilişkinin varlığını göstermiştir. Ayrıca çalışmanın tüm hipotezleri kabul edilmiş olup çıkarımlar tartışılmıştır.

Anahtar Kelimeler: İstihdam, eksik istihdam, fazla niteliklilik, işten ayrılma niyeti.

Atıf/ to Cite (APA): Güney, A. ve Sıçrar, H. (2023). Relationship between underemployment and turnover intention. *Journal of Economics Business and Political Researches*, 8(20), 18-35

* This paper is an expanded and revised version of the research presented at the 19th Labor Economics and Industrial Relations Congress held in Zonguldak-Kdz.Ereğli/Turkey on 04-06 October 2018.

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1. Introduction

Economic climate features employment and unemployment issues in almost all areas in the twenty-first century, from economy to politics, politics to social policy (McKee-Ryan and Harvey, 2011). As in many other countries, higher employment rates and lower unemployment are considered important indicators of economic welfare. However, evaluating employment and unemployment rates as the leading indicators of the well-being of the labour market may be deceptive. In job life, a worker may prefer to work for more hours, be paid less than the previous work, or may not fully utilise his/her knowledge, skills, and experience. Employment and unemployment statistics undervalue these conditions. Therefore, measuring unemployment is not enough to comprehend the labour market and business life problems. Studies on underemployment are complementary to the phenomenon of employment and unemployment.

Economists and politicians have used low unemployment and high employment rates as indicators of economic well-being. However, the financial and emotional costs caused by the employees in the jobs that require less than the education, skills, and experience and where individual preferences are not considered in matters related to the job situation have not been adequately addressed. The main reason for the costs caused by underemployment is that underemployment negatively affects business life. It can be said that one of the essential effects of underemployment on business life is turnover intention. Turnover intention is the behavioural tendencies of the employees to leave the organisation they work for. As these tendencies increase over time, they may lead to layoffs (Chen et al., 2014). The adverse effects of leaving the job on the organisation are mostly related to costs. Examples of these costs are the costs incurred for rehiring and retraining. High amounts are spent on formal and on-the-job training, a significant cost element for organisations (Glyde, 1977). Another cost element for organisations is the inability to replace the employee who leaves the job with another suitable employee or remains vacant until a new employee is brought in.

In the literature, only a few studies discuss the adverse effects of underemployment on business life (Akin and Ulukök, 2016). In addition to this deficiency, studies generally focused on overqualification which is only one dimension of underemployment and its effects on business life (Berk et al., 2015; Yıldız et al., 2017). This study handled the five dimensions of underemployment (hours underemployment, job-situation fit, underpayment, overqualification, and job-education fit) separately. The relationship of these dimensions with turnover intention was examined.

This study consists of four chapters. In the first chapter, underemployment is introduced, and the adverse effects of underemployment on business life are briefly mentioned. In addition, this chapter emphasises why underemployment is vital in business life. In the second part, the literature review of underemployment and turnover intention cases is done, and these cases are explained conceptually. The research methodology is included in the third part, and the relationship between underemployment and turnover intention is statistically analysed. In the fourth chapter, results and suggestions regarding the relationship between underemployment and turnover intention are given in line with the findings.

2. Conceptual Framework Under Literature Review

2.1. Underemployment

In its broadest definition, underemployment refers to “working at a job below the full working capacity of the employee” (McKee-Ryan and Harvey, 2011). Turkish Statistical Institute, by adopting the definition from the 16th. International Conference of Labor Statisticians, organised by ILO, divides underemployment as “*time-related underemployment*” and “*inadequate unemployment.*” Time-related underemployment is defined as “persons employed in the reference week who worked less than 40 hours as total (in main job and additional job/s)were willing to work additional hours and were available to do so”, whereas inadequate employment is defined as “In case persons are not

covered in the “time-related underemployment” concept; persons employed in the reference week but were also looking for a job to replace the present job or as an additional job within last four weeks and were available to start work within two weeks if they could find another job.” (Türkiye İstatistik Kurumu, 2016).

In their study, Feldman (1996: 387) approached underemployment in five dimensions. Persons;

- Having more formal education than the job requires,
- Involuntarily employed in a field outside the area of legal education
- Having higher degree work skills and more experience than the job requires
- Involuntarily working part-time, temporarily, or discontinuously
- Earning wages 20% or less than in the previous job

constitutes these five dimensions of underemployment.

Related literature generally parallels that of the classification Feldman (1996). Dimensions of underemployment in literature are listed below.

Hours Underemployment

Hours underemployment, which refers to those workers who would like to work more hours than available, is a persistent problem in labour markets (Acosta-Ballestetos et al., 2021) and labor economics views individual underemployment as ‘constrained hours,’ where a worker has fewer hours than the number preferred (Kim and Golden, 2022). Overemployment and underemployment of labour is a demand-supply incompatibility that the employees’ preferences about how many hours they are willing to work are not considered by the employer’s (Abrahamsen, 2010). Underemployment is generally expressed as an oversupply of labour from the employees’ side. It is a condition that employees are willing to work more at the current wage degree (Wilkins, 2007). For example, employees who have part-time, daily, or temporary jobs want to work for more hours yet work less than they wish to reflect underemployment (Creed and Moore, 2006).

Job-Situation Fit

Job-Situation fit refers to employees’ demands regarding full or part-time work, shift, and working hours are considered and met by employers (Holtom et al., 2002). Feldman (1996) interprets that only employees who involuntarily work part-time, temporarily, or discontinuously are in underemployment.

Underpayment

Dooley (2003) considers underemployment as inadequate employment and focuses on two dimensions of underemployment defined in terms of working hours and wages. According to Dooley, those in low-wage employment work as much as they want but earn wages below or near an individual's poverty degree Jensen and Slakc (2003) considered underemployed those who are employed with a labour market earnings of less than 125% of the official poverty line compared to the previous year. Aiken and Ferman (1966) considered this dimension of underemployment as job mobility and reached the wage level of the current job and the last position based on a weekly change of 8 dollars. Feldman (1996) made a similar comparison and named those employed with 20% less wage than their previous job as underemployed.

Overqualification and Job Education Fit

The concept of overqualification can be expressed as having more than one's education, experience and abilities as a whole (Fırat and Kaplan, 2022). Underemployment occurs when those in employment have the degree of education and skills that exceed their standard job requirements or feel that they cannot fully use their abilities. Underemployment has been used as a contradictory

concept that objectively reflects the difference between the educational requirements of the job and the educational achievements of those in employment (Khan and Morrow, 1991). Glyde (1977) considers involuntary employment where those in part- or full-time employment do not adequately use their skills, including formal education and work experience, so they are underestimated compared to other individuals with similar skills in whom equal investments are made. Having more than enough formal education, job skills, and experience is an essential dimension of underemployment. It constitutes the first two dimensions of the classification made by Feldman (1996). These two dimensions are also called overqualification in the relevant literature (Khan and Morrow, 1991; Erdoğan et al., 2011). Overqualification is the situation in which those in employment have excess skills, knowledge, abilities, education, experience, and other competencies that are not required or used in the job (Erdoğan et al., 2011).

2.2. Turnover Intentions

Turnover intention can lead to negative consequences for businesses, economy and employees (Pekersen et al., 2022) and turnover intention is the whole of the behaviours exhibited by the employees when they are not satisfied with their current working conditions (Büyükbese et al., 2022). According to Dess and Shaw (2001), turnover is voluntary and involuntary. Voluntary turnover is an employee's decision to terminate the employment relationship. Involuntary turnover is a decision made by the employer to terminate the employee's employment relationship. In other words, turnover means the termination of an individual's employment in the organisation. Voluntary turnover is essential in evaluating turnover models. These models consistently address voluntary termination (Tett and Meyer, 1993). The turnover model shaped by Mobley (1977) focuses on turnover resulting from job dissatisfaction and evaluating alternative job opportunities (Hulin et al., 1985). The turnover intention has emerged as the most potent predictor/precursor of leaving the job (Egan et al., 2004). It can also be attributed to a plan or tendency to quit. It is the behavioural tendency of employees to leave the organisation they work for. As these tendencies increase over time, they may lead to job termination (Chen et al., 2014). Today, all organisations are faced with employee turnover. While some employees leave the organisation voluntarily, others are dismissed by the organisation involuntarily. Both types expose organisations to many different costs. These costs include opportunity costs, costs for rehiring, and retraining. The low morale of the employees who stay in the organisation due to leaving their jobs can also be added to these costs. When organisations lose valuable employees, these costs become more significant (Chang, 1999). In general, high turnover in organisations increase costs and thus decreases financial performance (Dess and Shaw, 2001).

2.3. Effects of Underemployment on Work-Life

Underemployment is a problem that is considered as important as unemployment in many recent studies and needs to be solved for national economies (Taşçı and Darıcı, 2010). Concerns about underemployment increase due to low incomes, increased welfare loss, and other adverse effects (Wilkins, 2007). Many studies in the literature investigate the impact of underemployment on business life.

Perceived overqualification refers to occupational incompatibility, overtraining, skill use, and lack of progress opportunities (Johnson and Johnson, 1996). The inability of employees to fully use their skills and abilities is one of the possible sources of stress that leads to poor health. Perceived overqualification may cause a sense of personal failure in working life, resulting in depression and emptiness that negatively affects health (Johnson and Johnson, 1997). Johnson and Johnson (1996) evaluated that perceived overqualification is significantly related to depression and stress. According to them, the greater the perceived overqualification, the greater the psychological distress. Bolino and Feldman (2000) also stated that underemployment hurts mental health and positively affects anxiety.

Borgen et al. (1988) showed that underemployment was negatively associated with job dissatisfaction and frustration with a lack of opportunities for improvement.

Similarly, Khan and Morrow (1991) claimed that underemployment (perceived overqualification) is negatively related to job satisfaction. Feldman and Turnley (1995) associated underemployment with poor job attitudes. This study stated a negative relationship between underemployment and job satisfaction, commitment, adoption, and motivation. In line with this study, Bolino and Feldman (2000) negatively correlated underemployment with significant job satisfaction and organisational commitment. It has also been argued that underemployed managers show lower job performance. Maynard et al. (2006), in their study investigating the relationship between the dimensions of underemployment and job attitudes, showed a negative relationship between underemployment and job satisfaction.

Additionally, perceived overqualification; is negatively associated with job satisfaction and affective commitment. Demir and Dalkılıç (2021) stated in their study that overqualification has a significant and positive effect on organizational cynicism. High perceived overqualification reduces the positive relationship between psychological capital and job creation (Caymaz et al., 2021). Job situation compatibility positively affects job satisfaction, organisational loyalty, employee retention, role, and extra-role behaviour. The harmony between employee preferences and corporate planning practices can increase positive job attitudes and productive behaviours. Work schedules that are incompatible with the employees' intentions may cause a decrease in the employees' satisfaction and organisational commitment degrees and have adverse effects on their job performance (Holtom et al., 2002). Another issue that needs to be mentioned here is work-to-family conflict. Part-time underemployed (Involuntary Part-time) workers also experience more frequent work-to-family conflict, compared to other part-time (Voluntary Part Time) workers (Kim and Golden, 2022).

In line with the mentioned findings, it is thought that underemployment has a strong relationship with job dissatisfaction. Here, it is evaluated that there may be a strong relationship between underemployment and turnover intention. Burriss (1983) showed that underemployed individuals are less likely to spend a year developing their jobs before leaving their jobs. Tan et al. (1994) stated that even newly recruited but underemployed individuals are likely to seek a different position after being hired (Feldman, 1996). Holtom et al. (2002) thinks that if work situation matching occurs, the probability of voluntary turnover will be lower. In other words, there is a significant and positive relationship between underemployment and turnover intention. Similarly, Maynard et al. (2006) found a substantial and positive relationship between underemployment and turnover intention. Wang (2018) stated that employees who are underemployed by hours have a higher purpose of leaving their jobs than those who voluntarily work part-time.

3. Research Methodology

3.1. Aim and Scope of the Research

This research aims to compare the turnover intention of the employees divided into groups according to the four dimensions of underemployment and examine the relationship between the overqualification dimension of underemployment and turnover intention.

3.2. Size of Sampling, Data Collection, and Analysis Methods

The data used to determine the relationship between underemployment and turnover intention degree of the employees were collected with the survey technique. With the thought that full-time, part-time, temporary, or limited-time employees can be employed in shopping centres, the research sample consists of employees in three big shopping centres in Erzurum. To obtain the data, 420 surveys were distributed between 05.03.2018-12.03.2018 by two interviewers, and 341 surveys were collected.

Due to the excessive amount of missing data in 35 of the collected surveys were not included in the research, and the analyses were carried out on 306 surveys. The data were analysed by SPSS version 25 statistical programs. Statistical methods such as Exploratory Factor Analysis, Kruskal Wallis H, Mann Whitney U, Spearman Correlation Analysis were used.

3.3. Research Model



Figure 1. Research Model

Considering the relevant literature (Feldman (1996); Bolino and Feldman (2000); Maynard et al., (2006); Akın and Ulukök (2016); Yıldız et al., (2017); Wang (2018); Afzal et al., (2021)) the following hypotheses were formed;

H1: There is a significant difference between the turnover intention scores of employed employees according to the preferred working time.

H2: There is a significant difference between the turnover intention scores of those underemployed according to job situation matching.

H2a: Involuntary part-time workers have higher turnover intention scores than voluntary part-time workers.

H2b: Those involuntarily employed in temporary or limited-term jobs have higher turnover intention scores than those who are voluntary temporary or limited-term employment.

H3: According to the underpayment dimension, there is a significant difference between the turnover intention scores of those who are underemployed.

H4: There is a significant and positive relationship between perceived overqualification and turnover intention.

H5: According to job-education fitting, there is a significant difference between the turnover intention scores of those who are underemployed.

3.4. The Scales used in The Research

To measure turnover intention, Seashore et al., (1982), three items related to turnover intention in the Michigan Organizational Evaluation Scale were used. The validity and reliability study of the scale in Turkey was carried out by Gül et al., (2008). Cronbach's Alpha Coefficient of three items used to measure turnover intention is 0.911. To measure the overqualification dimension of

underemployment, the underemployment scale compiled by Bolino and Feldman et al., (2000) from several previous studies in the literature was used. It consists of 13 questions and a single factor used to determine whether the employees' education, skills, and work experience are compatible with the job.

Translation and Pre-Test of the Underemployment Scale into Turkish

The underemployment scale –overqualification dimension- was first translated into Turkish by two experts in English. The scale, which was then translated into Turkish, was evaluated by two faculty members who work in organisational behaviour and have command of both languages. The scale obtained as a result of the evaluation was translated into English by two different instructors. An assessment was made by comparing the scale translated into Turkish and the original version of the scale. The scale that emerged from the evaluation was applied to the 3rd year students of the Department of Labor Economics and Industrial Relations. It was determined what meaning the students attributed to each item. After this application, some changes were made to increase the intelligibility of some things and the scale was given its final form.

Factor Analysis of the Underemployment Scale

“Factor analysis is a type of analysis that transforms the groups into new variables by dividing a large number of variables into a certain number of groups, making the relationship between the variables in each group maximum and the relationship between the groups minimum” (Karagöz, 2016). Before the exploratory factor analysis, the Kaise-Meyer-Olkin (KMO) test was performed to test whether the sample size was compatible with this analysis. According to the test, the KMO value was found to be 0.767. This value shows that the sample size is “moderately sufficient” (Seçer, 2017). In addition, it was concluded that the chi-square value obtained by the Barlett sphericity test was significant ($\chi^2_{(78)}=1228,781$; $p < 0,000$). The principal component analysis is one of the most frequently used factorisation techniques by researchers who want to reduce a large number of variables and collect these variables under fewer components, (Çokluk et al., 2012). Vertical rotation is generally used in factor analysis due to ease of interpretation and frequency of use. Varimax is vertical rotation and is frequently used by researchers who want to achieve a simple structure and significant factors (Karagöz, 2016). To determine the factor pattern of the scale, the factorisation method principal component analysis was used. As the rotation method, maximum variability was chosen from the vertical rotation methods.

When the total variance table and scree plot were examined, it was seen that there were three factors with an eigenvalue above 1 for the 13 items that were taken as the basis of the analysis. The contribution of the factors to the total variance was found to be a) 20.51 for the first factor, b) 17.78 for the second-factor c) 17.60 for the third factor. The contribution of these three factors to the total variance is 55.89%. The acceptance level for factor loading values was determined as 0.32, (Çokluk et al., 2012). In the analysis, it was seen that there were no overlapping items and one item (12th item) gave a load value below the acceptance of 0.32. The factor pattern obtained as a result of excluding the 12th item from the analysis, the factor loading values of the items, and the common factor variances are given in Table1.

Table 1. Factor Pattern of Underemployment Scale (Vertical Rotation Varimax)

Items	1	2	3	Common Factor Variance (h^2)
3. By the virtue of this job, I can use my skills.	,896	-,016	,054	,80
2. This job gives me the opportunity to do what I do best.	,856	,069	,124	,75
7. By the virtue of this job, I can use my skills derived from my previous experience and education.	,731	-,046	,144	,56
11. This job gives me the opportunity to learn new skills.	,716	-,056	,244	,57
1. My education level is above the required education level for this task.	-,014	,828	,086	,69
5. I feel overqualified for my current job.	-,051	,784	,091	,62
10. I can do things that are more difficult than my current task.	-,097	,724	,082	,54
4. The formal training, I have received is more than the formal training required for this job (So someone with a lower education can do the job).	,202	,595	,365	,53
13. I feel like an unemployed (non-working/inactive) person in this job.	,154	-,035	,726	,55
6. This task requires less effort than tasks I've done before	,056	,129	,722	,54
8. In terms of skill usage, my current task is not as good as it should be.	,112	,290	,670	,55
9. I didn't learn any significant (important) new things on this mission.	,209	,148	,666	,51

After the 12th item, whose factor load value was below the acceptance level, was excluded from the analysis, the analysis was repeated for three factors. It was observed that the contribution of the factors to the total variance was 22.66%, 19.27%, and 18.30%, respectively. The coefficient of these factors to the total conflict is 60.23%. The explained variance is between 40% and 60%, acceptable in multifactorial designs (Tavşancıl, 2005). As seen in Table 1, factor loading values at the subscales a) vary between .72 and .90 for the first-factor b) between .59 and .83 for the second-factor second-factor c) between .67 and .73 for the third factor. When factor loading values are examined in terms of magnitude, load values can be characterized from “good” to “excellent” (Comrey and Lee (1992); Tabachnick and Fidell (2001)).

Reliability Analysis of the Underemployment Scale

Internal consistency reliability is related to the homogeneity of the items on a scale. The higher the correlation between the items in a hierarchy, the higher the scale's internal consistency. Cronbach's alpha coefficient (α) is a reliability determination method frequently used to determine internal consistency in scale development and adaptation studies. The aim is to reveal the compatibility of the items in the scale with each other (Seçer 2017: 217). The α value is interpreted as follows (Karagöz 2016: 941).

- $\leq \alpha \leq 0.40$, the scale is unreliable,
- $0.40 \leq \alpha \leq 0.60$, the reliability of the scale is low,
- $0.60 \leq \alpha \leq 0.80$, the scale is quite reliable,
- $0.80 \leq \alpha \leq 1.00$, the scale is highly reliable.

As a result of the analysis, the “Cronbach Alpha” value was found to be a) .83 for the first-factor, b) .75 for the second-factor c) .70 for the third factor. The general “Cronbach Alpha” value of the scale is 79.

4. Findings

4.1. Descriptive Characteristics of Employees

In Table 2, descriptive information about the employees participating in the research are given.

Table 2. Descriptive Information of Employees Participating in the Research

	Groups	Number (n)	Percent (%)
Gender	Male	172	56,2
	Female	134	43,8
Age	17-24 Ages	138	45,1
	Age 25 and Over	168	54,9
Marital Status	Married	96	31,4
	Single	210	68,6
Educational Status	High School and Below	128	41,8
	College	57	18,6
	Licence	113	36,9
	Graduate	8	2,6
Position in Business	Sales Consultant	181	59,2
	Executive	55	18,0
	Cashier	22	7,2
	Waiter	27	8,8
	Other	21	6,9
Average Working Time per Week	Under 40 Hours	34	11,1
	40-45 Hours	69	22,5
	Over 45 Hours	203	66,3
Type of Employment	Full time	272	88,9
	Part time	34	11,1
Business Continuity Status	Continually	237	77,5
	Temporary or Limited	69	22,5
	Not Compatible	81	26,5
Work-Education Harmony	Moderately Compatible	127	41,5
	Fully Compatible	98	32,0
	Less	72	23,5
Salary by Previous Job	Same	150	49,0
	More	84	27,5
Total		306	100

When the distribution of the employees participating in the study by gender is examined shows that the numbers of men and women are close to each other. Most employees are single, high school graduates and sales consultants. In addition, it is seen that most employees work full-time and continuously. Considering the average weekly working time, it can be stated that most of the employees work more than 45 hours per week on average.

4.2. Findings on the Relationship Between Underemployment and Turnover Intention

Nonparametric tests can analyze data that do not meet the necessary conditions for applying parametric tests. Nonparametric tests are more accessible and practical than parametric tests (Karagöz, 2016). Nonparametric tests are used in cases where the data set does not have a normal distribution and homogeneity, and the number of samples is less than 30 (Seçer, 2015). Since the data set used in the research did not have normal distribution and homogeneity, nonparametric tests were preferred to analyze the data. The non-parametric Mann Whitney U test was used to test whether the scores obtained from two independent samples differed significantly. To test whether more than two sample groups showed a statistically significant difference, the non-parametric “Kruskal Wallis H” test was applied. Then, the Bonferroni test, one of the multiple comparison tests, was used to

determine which sample groups the difference was.

Hours Underemployment

Abrahamsen (2010) defines the over-and under-employment of the workforce as a supply-demand mismatch in which employers do not consider employees' preferences regarding working hours. Underemployment refers to people who want to work more hours, and over employment relates to people who want to work fewer hours. Therefore, while investigating the relationship between hours underemployment time and turnover intention, groups were formed by evaluating the average weekly working hours of the employees and their preferred working hours. The first group refers to those who work less than the required time per week (underemployment), the second group refers to those who work for the time they want on average per week (regular employment). The third group refers to those who work more than the time they want per week (over employment).

Table 3. Comparison of Employees' Turnover Intention by Hours Underemployment (Kruskal Wallis H)

N=306	Groups	N	Mean Rank	Chi-Square	p	Difference
Turnover Intention	Underemployment	15	225,30	28,507	0,000*	1>2
	Employment	100	119,60			1>3
	Overemployment	191	165,61			3>2

*p<0.05, there is a significant difference between the means. 1- Underemployment, 2-Employment, 3- Overemployment

According to Table 3, the difference between the mean turnover intention (Chi-Square=28,507; p=0,00<0.05) of the employees according to their working hours was significant. According to the Bonferroni test, the difference between underemployment and employment (p=0.000<0.05), between underemployment and over employment (p=0.034<0.05) and between over employment and employment (p=0.000<0.05) was significant. The turnover intention means those in the underemployment group (225,30) were higher than those in the employment and over employment group (119.59; 165.61 respectively). The turnover intention means the rank of those in the over employment group (165,61) was higher than those in the employment group (119,59). Accordingly, the H:1 hypothesis (There is a significant difference between the turnover intention scores of the employed according to the preferred working time) was accepted.

Job-Situation Fit

Not all workers in part-time, temporary or limited-term jobs are considered underemployment. When employees prefer to work full-time, permanent and continuous, respectively, such work situations are considered under the category of underemployment (Feldman 1996, Maynard, Joseph et al. 2006).

Table 4. Comparison of Employees' Turnover Intention by Job Situation (Part or Full Time Job) (Mann Whitney U)

N=306	Groups	N	Mean Rank	Mann Whitney U	p
Turnover Intention	Full Time	272	147,81	3076,500	0,001*
	Part Time	34	199,01		

*p<0.05, there is a significant difference between the means.

According to the data in Table 4, the difference between the group means was found to be statistically significant (Mann Whitney U=3076,500; p=0,001<0,05). The mean rank of the turnover intention of part-time employees (199.01) was higher than the mean rank of turnover intention (147.81) of those in full-time employment. For part-time workers to be considered underemployment, they must work part-time involuntarily. Ask part-time employees. "If you work part-time, do you want to work full-time?" the question has been asked. Those who answered "yes" were evaluated in the underemployment category.

Table 5. Comparison of Turnover Intention of Involuntary Part-Time Employees and Voluntary Part-Time Employees (Mann Whitney U)

N=34	Groups	N	Mean Rank	Mann Whitney U	p
Turnover Intention	Involuntary Part-time	16	21,69	77,000	0,020*
	Voluntary Part Time	18	13,78		

*p<0.05, there is a significant difference between the means.

According to Table 5, the difference between the group means was statistically significant. (Mann Whitney U=77,000; p=0,020<0,05). The mean rank of the turnover intention of involuntary part-time employees (21,69) was higher than the mean of the turnover intention of voluntary part-time employees (13,78). Accordingly, the H:2a hypothesis (The turnover intention scores of involuntary part-time employees is higher than the scores of voluntary part-time employees) was accepted.

Table 6. Comparison of Employees' Levels of Turnover Intention by Job Status (Permanent, Temporary or Limited-Term Job) (Mann Whitney U)

N=306	Groups	N	Mean Rank	Mann Whitney U	p
Turnover Intention	Permanent	237	136,01	4030,500	0,000*
	Temporary or Limited-Term	69	213,59		

*p<0.05, there is a significant difference between the means.

According to Table 6; the difference between the group means was statistically significant. (Mann Whitney U=4030,500; p=0,000<0,05). The mean rank of the turnover intention of temporary or limited-term employees (213.59) was higher than the mean rank of turnover intention that of permanent employees (136.01). To be considered in the underemployment category, temporary or limited-term employees must be involuntary temporary or limited-term employment. Ask temporary or limited-term employees. "If you work temporarily or limited-term, do you want to work continuously?" the question has been asked. Those who answered "yes" were evaluated in the underemployment category.

Table 7. Comparison of Turnover Intention of Involuntary Temporary or Limited-Term Employees and Voluntary Temporary or Limited-Term Employees (Mann Whitney U)

N=69	Groups	N	Mean Rank	Mann Whitney U	p
Turnover Intention	Involuntary Temporary or Limited Term	47	38,56	349,500	0,030*
	Voluntary Temporary or Limited Term	22	27,39		

*p<0.05, there is a significant difference between the means.

According to Table 7, the difference between the group means was statistically significant. (Mann Whitney U=349,500; p=0,030<0,05). The mean rank of the turnover intention of involuntary temporary or limited-term employees (38.56) was higher than the mean rank of turnover (27.39) of voluntary temporary or limited-term employees. Accordingly, the H:2b hypothesis (The turnover intention scores of involuntary temporary or limited-term employees are higher than the scores of voluntary temporary or limited-term employees) was accepted. Since the H:2a and H:2b hypotheses were accepted, the H2 hypothesis (There is a significant difference between the turnover intention scores of the underemployed according to the job situation adjustment) was accepted.

Underpayment

Feldman (1996) expressed the underpayment dimension where employees receive lower wages

than their previous jobs. To measure this dimension of underemployment, employees were asked, "how do you evaluate your current salary compared to your previous job?". The answers given were evaluated in three groups as "less", "same", and "more".

Table 8. Comparison of Employees' Turnover Intention Levels by Underpayment Dimension (Kruskal Wallis H)

N=306	Group	N	Mean Rank	Chi-Square	p	Difference
Turnover Intention	Less	72	198,73	32,766	0,000*	1>2
	Same	150	151,63			1>3
	More	84	118,08			2>3

*p<0.05, there is a significant difference between the means. 1- Less, 2- Same, 3- More

According to Table 8, the difference between the mean turnover intention (Chi-Square=32,766; p=0.000<0.05) of the employees according to the underpayment dimension was significant. According to the Bonferroni test, the difference between employees who are paid less and the same wage (p=0.001<0.05), compared to their previous job, between those who are paid less and those who are paid more, and between those who receive the same wage (p=0.000<0.05) and those who receive a higher salary (p=0.015<0.05) was found to be significant. Accordingly, the H3 hypothesis (There is a substantial difference between the turnover intention scores of the underemployed according to the underpayment dimension) was accepted.

Overqualification and Job-Education Fit

Feldman (1996) discussed underemployment in five dimensions. The first two dimensions classified in this study (employees 1- having more than necessary formal education, 2- having more than essential job skills and experience) are called "overqualification" in the literature (Khan and Morrow 1991, Erdogan, Bauer et al. 2011). The third dimension in Feldman's (1996) classification (involuntary work of those who are employed in a field other than their formal education) emerges with the existence of employed in a field other than their formal education) emerges with the first two dimensions. The underemployment scale developed by Bolino and Feldman (2000) was used to evaluate the relationship between overqualification and turnover intention. Since the data set used in the research did not have normal distribution and homogeneity, non-parametric Spearman Correlation Coefficient was used to determine the relationship between overqualification and turnover. Table 9 presents the findings of the relationship between overqualification and turnover intention.

Table 9. The Relationship Between Overqualification-Underemployment and Turnover Intention (Spearman Correlation)

		Business Dimension	Qualification dimension	Task-Related Dimension	Overquali fication	Turnover Intention
Business Dimension	r	1,000				
	p					
Qualification Dimension	r	,071	1,000			
	p	,216				
Task-Related Dimension	r	,364**	,359**	1,000		
	p	,000	,000			
Overqualification	r	,671**	,631**	,792**	1,000	
	p	,000	,000	,000		
Turnover Intention	r	,412**	,344**	,488**	,582**	1,000
	p	,000	,000	,000	,000	

** Correlation is Significant at the Significance Level of 0.01.

According to Spearman Correlation analysis, there is a moderate and positive significant relationship between overqualification and its sub-dimensions and turnover intention. (Seçer 2015).

- **r=.412 p<.01** between turnover intention and business dimension
- **r=.344 p<.01** between turnover intention and qualification dimension
- **r=.488 p<.01** between turnover intention and task-related dimension
- **r=.582 p<.01** between turnover intention and overqualification

In line with the data stated above, it can be said that if the overqualification levels of the employees increase, their turnover intention will also increase. The H:4 hypothesis (A significant and positive relationship between perceived overqualification and turnover intention) was accepted.

To evaluate the third dimension in Feldman's classification (involuntary work of employees in a different field other than their formal education), employees were asked, "How do you evaluate the degree of harmony between the work you have done and the training you have received?". The answers given were evaluated in three groups as "not at all compatible", "moderately compatible", and "fully compatible".

Table 10. Comparison of Employees' Turnover Intention According to Job-Education Fit (Kruskal Wallis H)

N=306	Groups	N	Mean Rank	Chi-Square	p	Difference
Turnover Intention	Not at All Compatible	81	190,13	55,943	0,000*	1>3 2>3
	Moderately Compatible	127	171,55			
	Fully Compatible	98	99,83			

*p<0.05, there is a significant difference between the means. 1- Not at All Compatible, 2- Moderately Compatible, 3- Fully Compatible

According to Table 10, the difference between the mean turnover intention (Chi-Square=55.943; p=0.000<0.05) according to the work-education fit of the employees was found to be significant. According to the Bonferroni test, the difference between the employees whose work and education is incompatible, and those whose work and education are fully compatible (p=0.000<0.05), between those whose work and education, are moderately consistent and those whose work and education are fully compatible (p=0.000<0.05) were found to be significant. The mean rank of the turnover intention of the employees whose job and education are incompatible and moderately compatible (190.13; 171.55, respectively) was higher than the mean rank (99.83) of employees whose job and education are fully functional compatible. Employees who work in jobs that are incompatible with their education are required to work in these jobs involuntarily to be evaluated in the underemployment category. Ask those who work in jobs that are incompatible with their education: "If your work and education do not match, would you like to work in a more compatible job with your education?" question has been asked. Those who answered "yes" were evaluated in the underemployment category.

Table 11. Comparison of Employees' Turnover Intention According to Job-Education Fit (Mann Whitney U)

N=208	Group	N	Mean Rank	Mann Whitney U	p
Turnover Intention	Employees who answered yes	142	123,10	2045,500	0,000*
	Employees who answered no	66	64,49		

*p<0.05, there is a significant difference between the means.

According to Table 11, the difference between the group means was statistically significant (Mann Whitney U=2045,500; p=0,000<0.05). The mean rank of employees in jobs that are incompatible with their education involuntarily (123,10) was higher than the mean rank of turnover

intention (64,49) of those who worked in jobs that were involuntarily incompatible with their teaching. The H:5 hypothesis (There is a significant difference between turnover intention scores of underemployed employees according to job-education fit) was accepted.

5. Conclusion and Recommendations

Adaptation of employees to their jobs has recently become one of the most important issues in organizational research. The selection of personnel suitable for the characteristics of the job and the organization has received a lot of attention, however, most of the employees are unlikely to be placed in the right job in accordance with their personal goals, skills and values (Caymaz et al. 2021), and this is called underemployment. Underemployment has negative effects on job life. These adverse effects have been investigated with the help of studies on the relationship between underemployment and psychological and mental health, job stress (Johnson and Johnson (1996); Johnson and Johnson (1997), job satisfaction, job motivation, job performance, job adoption, organisational commitment, organisational identification and turnover intention (Khan and Morrow (1991); Feldman and Turnley (1995); Bolino and Feldman (2000); Holtom et al., (2002); Maynard et al., (2006); Karacaoğlu and Arslan (2019); Zhang et al., (2021); Toker (2021), organizational deviant behaviour (Dar and Rahman,2020), organizational cynicism (Demir and Dalkılıç, (2021); Tınaztepe and Irge (2021).

The empirical literature on unemployment and physical, mental and psychological well-being, substance abuse, depression and suicides caused by unemployment is extensive. However, there is limited data on the effects of underemployment on worker health and well-being (Pratap et al., 2021). In this study, to examine the relationship between the four dimensions of underemployment and turnover intention, employees were grouped according to these four dimensions and made comparisons. The findings are as follows.

1- Employees whose average weekly working hours are not compatible with their preferred working hours have higher turnover intention scores than those whose working hours are consistent with their preferences.

2-Involuntary part-time and temporary or limited-term employees have higher turnover intention scores than those who voluntarily work in these ways.

3-Employees who are paid less than their previous job have higher turnover intention scores than employees who are paid the same or more.

4-The turnover intention scores of those who work in positions inconsistent with their education are higher than those who work in jobs that are compatible with their education.

As a result of the correlation analysis performed to measure the fifth dimension of underemployment, namely overqualification, a significant and positive relationship was found between overqualification and turnover intention. According to Yıldız et.al., (2017), overqualification has a statistically significant and positive effect on turnover intention. In his study, Gizlier (2018) suggested that perceived overqualification has a statistically significant and positive effect on turnover intention. Similarly, Li et al., (2020), in their study of physicians in China, found that physicians' turnover intention was high and perceived overqualification was positively associated with turnover intention.

As a result, all hypotheses were supported and the findings of the study were consistent with Feldman (1996); Bolino and Feldman (2000); Maynard et al., (2006); Akın and Ulukök (2016); Yıldız et.al., (2017); Wang (2018); Gizlier (2018); Li et al., (2020); Afzal et al., (2021)'s studies.

In line with the findings above, while the managers are planning their workforce;

1- Considering the preferences of the employees in matters related to the weekly working time, work schedule and shift,

2- Paying attention to job situation compatibility, that is, whether employees are willing to work in part-time, temporary or limited-term jobs,

3- Determining the wages of newly recruited employees according to the wages they received in their previous jobs (their new wages should not be less than the wages they received in their last position),

4- Evaluating whether the qualifications of the employees are compatible with the level of education, knowledge, ability, skill and experience required by the job position may reduce turnover intention.

As far as we know, it can be said that this study is one of the first studies in the Turkish literature to investigate the turnover intention with the five dimensions of underemployment. Therefore, it can lead to future studies on the subject. The findings obtained in the research are limited to the businesses operating in three shopping centres in Erzurum. Therefore, the research findings can not be valid in Turkey. In addition, in future studies in Turkish literature, investigating the relationship of underemployment as a whole with cases such as job stress, job satisfaction, job motivation, job performance, job adoption, and organisational commitment with more extensive data may contribute to making healthier generalisations on the subject.

The study has a few limitations. First data is collected only in Erzurum; thus, results may not be generalisable. Second, the study only used a quantitative method that examined the relationship between the four dimensions of underemployment and turnover intention. Because of the nature of the quantitative method, it may not be possible to understand the whole underlying mechanism for the relationship. We recommend that researchers adopt more depth approaches by using qualitative methods to overcome this limitation. As the study only collected data in Erzurum, there still is a great need for further studies in Turkey to expose the relationship between underemployment and turnover intention.

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