



Thriving at work and perceived overqualification as predictors of employee career outcomes

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Info Artikel

Sejarah artikel:

Diterima 15 Mei 2022

Disetujui 13 Juli 2022

Diterbitkan 25 Juli 2022

Keywords:

Thriving at Work;

Perceived overqualification;

Career satisfaction;

Turnover intention

ABSTRACT

The purpose of this study is to understand the influence of thriving at work and perceived overqualification on employee career outcomes, which is seen from career satisfaction and turnover intention. This study is carried out on service company employees in Bandung, West Java. The sampling technique in this study is carried out by simple random sampling, with the final number of samples of 110 respondents. The data collection is done by distributing questionnaire using online platforms to the respondents. The questionnaire items used is measured using 5-point Likert scale. The data is then processed using multiple linear regression analysis with SPSS 23 software. The results of this study indicate that thriving at work positively influences employee career satisfaction, and negatively influences turnover intention. On the other hand, perceived overqualification negatively influences career satisfaction and positively influences turnover intention.



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INTRODUCTION

Career is a lifelong and ongoing process in someone's life. It can be understood as an evolving sequence of a person's work experience over time. Currently, one of the phenomena that occurs in Indonesia regarding individual career is related to job overqualification. It was mentioned that there are both horizontal and vertical mismatch in the form of someone's education and skills overqualification with their job, and it reaches 53% in 2020 (Kompas, 2020). It is suggested that due to the recession and decreasing employee opportunities, perceived overqualification becomes one of the important issues in business ((M. J. Zhang et al., 2016); (Kaymakçı et al., 2022)).

This issue arises because there are many cases where overqualified employees work in low-quality job, thus leading them to experience negative career outcomes (Johnson & Johnson, 2000). Aside from the perceived overqualification which predict negative career outcomes, this study also views thriving at work as the predictor for positive career outcomes. This phenomenon of person-job misfit and thriving at work, as well as the condition by which it affects career outcomes, are important to be studied (Lounsbury et al., 2003).

One of the negative career outcomes used in this study is turnover intention. Turnover intention is the individual's intention to leave his/her job ((Chen et al., 2020); (Meyer & Allen, 1984)). Turnover intention has been recognized as the main predictor of actual turnover; thus, this concept and phenomenon becomes a crucial topic in the business environment (Singh et al., 1996). Considering the importance of maintaining individuals to remain in the organization, there is a need to understand the aspects that might drive or reduce turnover intention (Carver, 1998).

Other career outcomes that is contrary to turnover intention is career satisfaction. Career satisfaction is defined as individual's personal satisfaction with various career aspects (Parasuraman et al., 1996). Companies are currently realizing that human resources, or their employees are important assets for them (Jacobs & Roodt, 2007). Therefore, they are also required to look for ways to satisfied their employees, thus they will remain in the organization.

This study is carried out to fill the research gaps in the literature regarding thriving at work, perceived overqualification, and career outcomes. (Erdogan et al., 2018) addressed that person-centric outcomes such as career satisfaction and turnover intention still have limited study in the relationship between perceived overqualification and work-related outcomes (Harari et al., 2017).

In this study, we investigate the underlying mechanisms that influence individual career outcomes (Jiang et al., 2021). We develop and test a model which view career outcomes from both

positive and negative sides, namely career satisfaction and turnover intention (Erdogan & Bauer, 2005). To understand the predictors of career outcomes, we posit thriving at work and perceived overqualification as positive and negative antecedents that will influence individual career outcomes.

RESEARCH METHOD

This study is carried out using quantitative approach which objective is to understand the causal relationship between the variables. The population of this study is employees of service company in Bandung, West Java, with the number of 152 employees. The sampling technique in this study is carried out by simple random sampling, with the final number of samples of 110 respondents counted by Slovin formula. The data collection is done by distributing questionnaire using online platforms to the respondents. The questionnaire items used is measured using 5-point Likert scale. The data is then processed using multiple linear regression analysis with SPSS 23 software. The measurement for each variable in this study is as follows:

1. Perceived overqualification is measured using items from (Maynard et al., 2006), which consists of nine items.
2. Thriving at work is measured using scales developed by (Porath et al., 2012), which consists of two dimensions (learning and vitality) and 10 items.
3. Career satisfaction is measured using scales developed by (Greenhaus et al., 1990), which consists of five items.

RESULT AND DISCUSSION

Validity Test

Validity test is carried out to examine the extent to which a measurement tool is used to measure what should be measured (Ghozali, 2009). Based on the calculation of validity test, all variables in this study have met the criteria, namely >0.30 . Therefore, all items of the variable in this study are valid.

Reliability Test

(Ghozali, 2009) stated that a questionnaire is reliable if respondents' answer to the statement shows consistent result from time to time. The criteria of acceptance of reliability test are >0.6 . In this study, all variables have the Cronbach's Alpha value of >0.06 , which is presented in Table 1 below:

Table 1. Results of Reliability Test

Variable	Cronbach's Alpha	Conclusion
Perceived Overqualification	0,738	Reliable
Thriving at Work	0,726	Reliable
Career Satisfaction	0,795	Reliable
Turnover Intention	0,769	Reliable

Source: Processed Data, 2022

Multicollinearity Test

The results indicate that there is no symptoms of multicollinearity between the independent variables. This is because the VIF value is below 10, and the tolerance value is above 0.1. The results of multicollinearity test is presented in Table 2 as follows:

Table 2. Results of Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Perceived Overqualification	1.000	1.000
	Thriving at Work	1.000	1.000

Source: Processed Data, 2022

Hypothesis Test

1. The relationship between perceived overqualification and career satisfaction shows significant influence, which is indicated by the value of $t\text{-count} > t\text{-table}$, namely $3.533 > 1.9826$, and the significance value of < 0.05 . This means that hypothesis 1 is accepted.
2. The relationship between perceived overqualification and turnover intention shows positive influence, which is indicated by the value of $t\text{-count} > t\text{-table}$, namely $3.175 > 1.9826$, and the significance value of < 0.05 . This means that hypothesis 2 is accepted.
3. The relationship between thriving at work and career satisfaction shows significant influence, which is indicated by the value of $t\text{-count} > t\text{-table}$, namely $2.873 > 1.9826$, and the significance value of < 0.05 . This means that hypothesis 3 is accepted.
4. The relationship between thriving at work and turnover intention shows significant influence, which is indicated by the value of $t\text{-count} > t\text{-table}$, namely $3.175 > 1.9826$, and the significance value of < 0.05 . This means that hypothesis 4 is accepted.

Table 3. Results of Hypothesis Test

Causal Relationship	t-count	Sig.	Conclusion
Perceived Overqualification => Career Satisfaction	3,533	0,000	H1 Accepted
Perceived Overqualification => Turnover Intention	3,175	0,000	H2 Accepted
Thriving at Work => Career Satisfaction	2,873	0,001	H3 Accepted
Thriving at Work => Turnover Intention	2,512	0,001	H4 Accepted

Source: Processed Data, 2022

Determinant Coefficient Test

The value of determinant coefficient, or the magnitude of simultaneous influence of the variable to another variable is as follows:

1. Perceived overqualification has an influence of 43.2% on career satisfaction.
2. Perceived overqualification has an influence of 58.9% on turnover intention.
3. Thriving at work has an influence of 60.1% on career satisfaction.
4. Thriving at work has an influence of 54.8% on turnover intention.

Table 4. Results of Determinant Coefficient Test

Variable	Adjusted R Square	Percentage
Perceived Overqualification => Career Satisfaction	0,432	43,2%
Perceived Overqualification => Turnover Intention	0,589	58,9%
Thriving at Work => Career Satisfaction	0,601	60,1%
Thriving at Work => Turnover Intention	0,548	54,8%

Source: Processed Data, 2022

Regression Analysis

1. Perceived Overqualification has a negative influence on Career Satisfaction. This result is known from the regression analysis with the following equation:

$$\text{Career Satisfaction} = 9.481 - 0.638 \text{ Perceived Overqualification}$$

From this equation, it can be known that if there is no value of perceived overqualification, the value of career satisfaction will reach 9.481. If the value of perceived overqualification increases by 1 value, the value of career satisfaction will decrease by 0.638.

2. Perceived Overqualification has a positive influence on Turnover Intention, which can be seen from the regression analysis with the following equation:

$$\text{Turnover Intention} = 2.538 + 0.533 \text{ Perceived Overqualification}$$

From this equation, it can be known that if there is no value of perceived overqualification, the value of turnover intention will reach 2.538. If the value of perceived overqualification increases by 1 value, the value of turnover intention will increase by 0.533.

3. Thriving at Work has a positive influence on Career Satisfaction, which can be seen from the regression analysis with the following equation:

$$\text{Career Satisfaction} = 7.966 + 0.353 \text{ Thriving at Work}$$

From this equation, it can be known that if there is no value of thriving at work, the value of career satisfaction will reach 7.966. If the value of thriving at work increases by 1 value, the value of career satisfaction will increase by 0.353.

4. Thriving at Work has a negative influence on Turnover Intention. This result is known from the regression analysis with the following equation:

$$\text{Turnover Intention} = 4.707 - 0.359 \text{ Thriving at Work}$$

From this equation, it can be known that if there is no value of thriving at work, the value of turnover intention will reach 4.707. If the value of thriving at work increases by 1 value, the value of turnover intention will decrease by 0.359.

Tabel 5. Result of Regression Analysis

Causal Relationship	Unstandardized Coefficients	
	B	
Perceived Overqualification => Career Satisfaction	9,481	- 0,638
Perceived Overqualification => Turnover Intention	2,538	0,533
Thriving at Work => Career Satisfaction	7,966	0,353
Thriving at Work => Turnover Intention	4,707	- 0,359

Source: Processed Data, 2022

Discussion

The results of this study indicates that the first hypothesis proposed, namely the negative influence of perceived overqualification on career satisfaction, is accepted. It can be known from the value of calculation results, 3.533, and the significance value of <0.05. In other words, perceived overqualification negatively influence career satisfaction. The results of this study support the findings from previous studies conducted by ((Erdogan et al., 2018); (Erdogan et al., 2020); (Vaisey, 2006); (Wassermann et al., 2017)). Employees who perceived that they are overqualified for their current job tend to not be satisfied with their career. The higher the perceived overqualification of employees, the lower their career satisfaction would be (J. Zhang et al., 2019). It occurs because when employees consider that their career goals are not met because they do not get to use their skills, education, and experience in their current job, this will not get them to be satisfied with their careers(Jiang et al., 2021).

The results of this study indicates that the second hypothesis proposed, namely the positive influence of perceived overqualification on turnover intention, is accepted. It can be known from the value of calculation results, 3.175, and the significance value of <0.05. In other words, perceived overqualification positively influence turnover intention. The results of this study support the findings from previous studies conducted by (Abid et al., 2020); (Kaymakçı et al., 2022)022; (Gibson & Callister, 2010)). Perceived overqualification that is felt by employees can lead them to have the intention to leave their job. The higher the perceived overqualification, the higher the tendency for employees to have turnover intention. Overqualified employees perceive that they have superior knowledge, skills, and abilities that should be able to be used in their job, but they are unable to do so. When these feelings arise, employees can get unmotivated and fed up to do their job, and it can lead to them developing their intention to quit their job or organizations(Spreitzer et al., 2005).

The results of this study indicates that the third hypothesis proposed, namely the positive influence of thriving at work on career satisfaction, is accepted. It can be known from the value of calculation results, 2.873, and the significance value of <0.05. In other words, thriving at work positively influence career satisfaction. The results of this study support the findings from previous studies conducted by ((Chang et al., 2020); (Jiang et al., 2020)). Employees who thrive at work by showing vitality and learning tend to not be satisfied with their career. The higher the thriving at work, the higher employees'

career satisfaction would be. Thriving allows individuals to set their career goals and acquire skills for their career growth. The components of thriving at work, namely sense of learning and vitality, can lead employees to be engaged in their work and be satisfied with their careers.

Finally, the results of this study indicates that the fourth hypothesis proposed, namely the negative influence of thriving at work on turnover intention, is accepted. It can be known from the value of calculation results, 3.175, and the significance value of <0.05 . In other words, thriving at work negatively influence turnover intention. The results of this study support the findings from previous studies conducted by (Huo & Jiang, 2021); (Abid et al., 2020)). Employees who thrive at work can evaluate their job, and this evaluation can help them to develop and grow to be better. The higher the thriving at work, the lower employees' turnover intention would be. Individuals who practice thriving at work will be able to learn more, feel positive, and feel alive at their workplace. This will reduce their intention to leave their job. When individuals thrive at work, it minimizes their intention to leave the organization.

CONCLUSION

According to the results of the data analysis and discussion, this study provides several conclusions. First, perceived overqualification is found to have positive relationship on turnover intention, and negative relationship on career satisfaction. Second, thriving at work is proven to positively influences career satisfaction, while negatively influences turnover intention. This study highlights the mechanisms by which two different factors can have two different influences on employee career outcomes, which is represented by career satisfaction and turnover intention. In addition, this study has provided a number of implications. First, perceived overqualification can have a negative influence on employee career satisfaction. This is because they are uncomfortable for being in the position that is not suitable with their qualification. Employees will be more satisfied if they get a job that is suited to their capacity. Furthermore, overqualification that is being neglected by companies will trigger employees to have the intention to leave their organization. Therefore, it is very important for both employees and firms to understand and manage this issue. Regarding thriving at work, this will enable employees to have an ability that continues to grow. This will ultimately have positive influence to their career satisfaction, and eventually leads to better career growth and development. Thriving at work will also reduce employee's intention to leave their job, because they will feel needed and useful in their job.

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