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The effect of perceived overqualification on turnover intention: The mediating role of boreout and work alienation[1]

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ABSTRACT (Head Titles)

The current study aims to reveal the effect of employees' overqualification perceptions on turnover intention. The study also examines the serial mediation of boreout in the workplace and work alienation in the relationship between these two variables. The model of the research is the relational screening, which is one of the quantitative research types. The sample of the study consists of university administrative staff. Within this scope, 210 participants who work at Suleyman Demirel University have been reached, including 99 women and 111 men. The average age of the participants is 38 years, and the average seniority is 11 years. Within the scope of the research, data has been collected using the convenience sampling method and survey technique. This study's data has been obtained using the Perceived Overqualification Scale, the Turnover Intention Scale, the Boreout Scale, the Work Alienation Scale, and the personal information form prepared by the researchers. In the analysis of the data, first of all, the collected data is subjected to confirmatory factor analysis. Then, descriptive statistics for all variables have been calculated, and the relationships between variables are determined using Pearson Correlation analysis. Mediation analyses have been performed using the Process macro in line with the recommendations of Preacher and Hayes. Process Model 6 has been used to demonstrate serial mediation.

KEYWORDS

Perceived overqualification, turnover intention, work alienation, boreout, serial mediation

Algılanan aşırı nitelikliliğin işten ayrılma niyetine etkisi: İş yeri bezginliği ve işe yabancılaşmanın aracı rolü

ÖZET

Bu araştırmanın amacı, çalışanların aşırı nitelikllik algılarının işten ayrılma niyetlerine olan etkisini ortaya koymaktır. Çalışmada ayrıca, bu iki değişken arasındaki ilişkide iş yeri bezginliği ve işe yabancılaşmanın seri aracılığının incelenmesi de amaçlanmıştır. Araştırmanın modeli, nicel araştırma çeşitlerinden olan ilişkisel taramadır. Araştırmanın örneklem grubu üniversite idari personellerinden oluşmaktadır. Bu kapsamda Süleyman Demirel Üniversitesinde görev yapan 99'u kadın ve 111'i erkek olmak üzere toplam 210 katılımcıya ulaşılmıştır. Katılımcıların yaş ortalaması 38, kıdem ortalaması ise 11 yıldır. Araştırma kapsamında kolayda örnekleme yöntemiyle, anket tekniği kullanılarak veriler toplanmıştır. Bu çalışmanın verileri: Aşırı Nitelikllik Algısı Ölçeği, İşten Ayrılma Niyeti Ölçeği, İş Yeri Bezginliği Ölçeği, İşe Yabancılaşma Ölçeği ve araştırmacılar tarafından hazırlanan Kişisel Bilgi Formu kullanılarak toplanmıştır. Verilerin analizinde öncelikle toplanan veri doğrulayıcı faktör analizine tabi tutulmuştur. Ardından tüm değişkenlere ilişkin betimsel istatistikler hesaplanmış, değişkenler arası ilişkiler

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[1] Ethics committee approval was obtained for this study by the Social and Human Sciences Scientific Research and Publication Ethics Committee of Süleyman Demirel University, dated 26.04.2022 and no: 120/17.)

Pearson Korelasyon analizi kullanılarak tespit edilmiştir. Aracılık analizleri Preacher ve Hayes'in önerileri doğrultusunda Process makrosu kullanılarak yapılmıştır. Seri aracılığı ortaya koyabilmek için Process Model 6 kullanılmıştır. Analiz sonuçlarına göre, aşırı niteliklilik algısının çalışanların işten ayrılma niyetlerini pozitif ve anlamlı bir şekilde etkilediği sonucuna ulaşılmıştır. Seri aracılık analiz sonuçlarına göre ise, aşırı niteliklilik algısı ve işten ayrılma niyeti arasındaki ilişkide, işe yabancılaşma ve iş yeri bezginliğinin aracı rolünün anlamlı olduğu görülmüştür. Bu kapsamda çalışmada geliştirilen tüm hipotezler desteklenmiştir. Model, aşırı niteliklilik algısı yüksek olan çalışanların işten ayrılma niyetlerinin de yüksek olacağını, bunun yanı sıra işe yabancılaşma ve iş yeri bezginliği yaşayan çalışanlarda bu olumsuz etkinin daha da fazla olacağını göstermektedir. Son olarak araştırmanın kısıtları ifade edilmiş ve elde edilen bulgular alan yazını ışığında tartışılmıştır.

ANAHTAR KELİMELER

Aşırı niteliklilik algısı, işten ayrılma niyeti, işe yabancılaşma, iş yeri bezginliği, seri aracılık

Introduction

Growing labor markets and evolving job structures/conditions according to the requirements of the time create differences in meaning for employees. The differences in meaning may vary according to the qualifications of the employees and the job structure. Employee quality, which is only one of the organizational success factors, has a direct share in the organization. Therefore, the competencies, psychological states, and person-job fit of employees should be addressed by organizations. Additionally, the discovery of deepening behavioral differences among employees with the entry of new generations into the labor market, more research on it, and partially examining it using different effect analyses with newly conceptualized variables may produce more reliable/generalizable results.

In today's world, universities play a crucial role as centers of education and scientific research, significantly contributing to societal development. Therefore, the effectiveness and success of universities depend on the presence of qualified and motivated administrative staff. Apart from academic personnel, administrative staff plays an indispensable role in ensuring universities' smooth functioning and productivity. The working conditions, job satisfaction, and overall well-being of administrative personnel are of great importance to universities' institutional performance and efficiency. This study aims to examine the impact of perceived overqualification on turnover intention, with a specific focus on university administrative staff, and to understand the mediating role of boreout and work alienation in this relationship. In this study, in which employee behaviors are examined through serial mediation effect analysis, the model is constructed from theoretical foundations and past national/international literature. The first concept in the study is the individual's perception of overqualification. Overqualification can be defined as the perception that the job's requirements are below the individual's capacity or the perception of seeing oneself as superior to other employees (Kır & Akçakanat, 2021). Another concept is boreout in the workplace. Boreout is a condition in which workplace demotivation, low work performance, and individual stress lead to psychological and physical complaints (Stock, 2015). Boreout syndrome can pose a concealed danger to individuals and organizations, as it leads to a lack of motivation and a crisis of growth and meaning at work, resulting in high levels of boredom (Stock, 2015). Another concept, work alienation, is defined as the actions and behaviors of the employee that cause powerlessness, meaninglessness, normlessness, and self-alienation against work (Mottaz, 1981). Finally, the concept of turnover intention refers to the employee's turning to different opportunities because the job does not meet the employee's expectations (Polat & Meydan, 2010).

When the literature is analyzed, this study provides originality in terms of the sample group and the discovery of indirect effects between the dependent and independent variables. Simultaneously, it is expected to offer an alternative contribution to explaining personnel turnover in business sectors and be beneficial in human resources planning and determining organizational strategies. On the other hand, there is no similar study in the literature on the concept of boreout regarding the selected research model and method. Additionally, when the

literature was examined, the suggestion to investigate boreout in the workplace with different methods, samples, and concepts was considered (Abubakar et al., 2022). In this context, the role of boreout is explored by the serial mediation modeling method, contributing to previous studies and the field. At the same time, this study contributes to the existing literature on overqualification by focusing on administrative staff in the university context. While previous research has explored the consequences of overqualification mainly in general workplace settings, this study provides valuable insights into how perceived overqualification affects turnover intention among university administrative staff. Understanding the unique dynamics of overqualification within the specific context of universities can enrich theoretical models and provide a more comprehensive understanding of the phenomenon.

The study's investigation of the mediating role of boreout and work alienation between perceived overqualification and turnover intention adds to the understanding of underlying mechanisms that drive the relationship. Examining these mediating factors offers a more nuanced perspective on how overqualification perceptions might lead to turnover intention. This contribution can help researchers and practitioners identify potential intervention points to address the negative consequences of perceived overqualification and mitigate its impact on turnover.

Overall, this research provides valuable theoretical contributions to the dynamics of perceived overqualification, turnover intention, and the role of boreout and work alienation within the context of university administrative staff. These contributions have been considered to enhance the understanding of workplace dynamics and improve the development of more effective strategies for managing and retaining talent in academic institutions.

Conceptual Framework

Boreout

Boreout is a psychological phenomenon that has gained attention recently due to its negative impact on work motivation and performance. According to the Turkish Language Association Dictionary (2023), boreout is defined as "the state of being weary, weariness, and fatigue." It is conceptualized by Stock (2015) as a condition that results in various physical and psychological complaints related to individual stress at work. Boreout is defined as low arousal, meaning crisis and work boredom, whereas burnout is emotional, physical, and mental exhaustion due to prolonged exposure to monotonous stimuli. Although boreout and burnout share some similarities, they have different causes. Burnout results from work stress, while boreout results from low work demands and routine tasks.

According to the Conservation of Resource Theory, individuals are motivated to acquire, retain, or increase resources they value, and the loss or inadequacy of these resources can have profound psychological consequences for employees (Abubakar et al., 2022). Boreout and burnout are negative concepts that have similar consequences, such as exhaustion, loss of motivation, low self-esteem, anxiety, sadness, depression, work inefficiency, and conflicts between work and life demands. Still, they arise from different causes (Stock, 2015). Boreout syndrome is attributed to current social and economic crises, which lead to inadequate work and workload that is not in line with an individual's character. Employees with boreout may find it challenging to find an alternative job, fear social exclusion, and desire career success, making it challenging to leave their current position.

Workplace fatigue, whether from boreout or burnout, can have negative or favorable relationships with various work-related concepts, such as job performance and commitment, career adaptability and work-family enrichment, emotion, and self-esteem (Akdeniz, 2018; Karadal et al., 2018; Moris & Nedosugova, 2019). Employers should pay attention to boreout as a potentially damaging phenomenon that can affect both the employee and the organization.

Work Alienation

Hegel's work, "The Science of the Appearance of Tinin," addressed the alienation of human life from nature and its essence. According to him, alienation will always exist as long as nature, man, and society exist. Today, alienation is defined as the loss of values and norms that determine human behavior and expectations (Şimşek et al., 2006, p. 572). On the other hand, the concept of work alienation is associated with the rise of capitalism and has been addressed subjectively over time (Kanungo, 1981, p. 9). Generally, work alienation can be defined not only as the deterioration of relationships in the workplace but also as the deterioration of all human relationships, leading to an individual's living in a way that is incompatible with oneself, one's essence, and self.

Academic studies have addressed the concept of work alienation in various ways. Nair and Vohra (2010) consider work alienation as a single construct that can manifest as powerlessness or loss of control over work. Seeman (1971) proposes that specific dimensions of work alienation, such as powerlessness, meaninglessness, normlessness, isolation, and self-estrangement, may be underreported by individuals due to societal pressures. On the other hand, Mottaz (1981, p. 516) examines work alienation in terms of powerlessness, meaninglessness, and self-estrangement, stating that employees who have no control over their work experience these negative emotions. Additionally, according to Nair and Vohra (2010, p. 602), the key aspect of work alienation is the lack of comprehension regarding job responsibilities and uncertainty regarding the availability, accessibility, and utilization of resources required to perform the job. Factors such as management style, past events and experiences, organizational size, knowledge flow, division of labor, working conditions, economic factors, and societal/cultural conditions also contribute to work alienation (Şimşek et al., 2006, pp. 576-577).

The Emotional Events Theory and Self-Determination Theory can also explain the concept of work alienation (Lee & Ashforth, 1996; Deci & Ryan, 1985; Turgut & Kalafatoğlu, 2016). The Emotional Events Theory suggests that negative emotions experienced by employees in the workplace may cause work alienation. At the same time, the Self-Determination Theory argues that work alienation may arise from a reduction or loss of autonomy in the workplace. For instance, taking decision-making authority away from employees or making their job tasks routine or boring may cause them to lose their sense of autonomy, leading to detachment and alienation from their jobs.

Studies show that work alienation negatively affects the work environment and social and psychological well-being. Work alienation increases burnout (Usman et al., 2020) and turnover intention (Ünsar & Karahan, 2011; Muharrem & Yeşiltaş, 2014), negatively affects attitudes such as organizational justice (Turgut & Kalafatoğlu, 2016; Durrah, 2020) and organizational commitment, and is influenced by factors such as organizational trust (Özbek, 2011), psychological resilience (Wang et al., 2019), leadership (Dash & Vohra, 2018), and work-life quality (Huseyin, 2018). Hence, it is essential to address work alienation to ensure the well-being of employees and the organizations they work for.

Turnover Intention

Turnover intention refers to the conscious decision made by dissatisfied employees to leave their organization due to unfulfilled job expectations, decreased commitment to the organization, and declining productivity (Bartlett, 1999). Workplace stress, burnout, and excessive workload are some of the factors that contribute to turnover intention (Polat & Meydan, 2010). To prevent turnover intention, effective organizational goals, commitments, and employee identification with the organization are crucial (Polat &and Meydan, 2010; Lee et al., 2012). Employees who identify strongly with their organization tend to have high job satisfaction, productivity, and organizational commitment, making it challenging to leave their jobs (Huang et al., 2007). Organizational Equilibrium Theory and Expectation Fulfillment Theory

are two theoretical frameworks that explain turnover intention. According to Organizational Equilibrium Theory, employees strive to balance job satisfaction and organizational commitment. If the balance is disrupted, employees may develop turnover intentions (Büyükbeşe and Gökaslan, 2018). The Expectation Fulfillment Theory posits that when employees' job expectations are unmet, they experience job dissatisfaction, leading to turnover intention (Eisenberger et al., 2001; Porter and Steers, 1973).

Psychological empowerment (Bhatnagar, 2012), intrinsic motivation (Kim, 2015), organizational identification (Polat & Meydan, 2010), organizational commitment (Sabuncuoğlu, 2007; Lee et al, 2012), high leader-member interaction (Şahin, 2011), organizational climate (Çekmecelioğlu, 2005), human resource management practices (Barlett, 2002), job satisfaction and organizational culture (Egan et al., 2004), and quality of work life (Huang et al., 2007) are among the factors shown to affect employee turnover intention in the literature.

Perception of Overqualification

The term "perceived overqualification" refers to an individual's belief that they possess education, skills, or experience greater than what is necessary for their job (Erdogan et al., 2011). This perception may arise due to a mismatch between an individual's expectations and the actual job requirements or due to a lack of opportunities for advancement within the organization (Johnson & Johnson, 2000). Perceived overqualification can result in negative attitudes and behaviors towards work, and it can be attributed to poor working conditions, lack of autonomy, and personality traits such as neuroticism and narcissism (Lui & Wang, 2012; Özkanan, 2018). Perceived overqualification refers to individuals' perceptions that they have excess skills, knowledge, abilities, education, experience, and qualifications that are not required or used in the job. It can lead to negative attitudes and behaviors toward work, disruption of the perception of equality in the workplace, and lower performance at the workplace.

The concept of perceived overqualification can be explained by the following three theories: Relative Deprivation Theory, Person-Job Fit Theory, and Equity Theory (Kırand Akçakanat, 2021). Relative Deprivation Theory suggests that individuals' level of satisfaction is influenced by social comparison, and emphasizing personal characteristics during the recruitment process can result in a perceived sense of deprivation and reduced job performance (Kristof-Brown et al., 2005; Festinger, 1954). Person-Job Fit Theory emphasizes the compatibility of a job applicant's competencies, personality traits, and other qualities with the job requirements. When individuals feel overqualified for their jobs, they may experience confidence in adapting to the job (Kristof-Brown et al., 2005). Equity Theory posits that individuals' social and economic status is determined by their perception of fairness, and perceived overqualification may affect this perception. When individuals perceive themselves as more qualified than their colleagues and managers, it can create a sense of inequality and cause others to view themselves as less qualified. This can disrupt the workplace's balance of perception and lead to various issues (Greenberg, 1990; Colquitt et al., 2001).

Perceived overqualification has been related to many concepts in different studies, such as job satisfaction, turnover intention, performance, psychological well-being, deprivation, and recruitment (Johnson & Johnson, 2000; Erdogan & Bauer, 2009; Green & Zhu, 2010; Karacaoglu & Arslan, 2019; Maynard et al., 2006; Ye et al., 2017; Li et al., 2020; Deng et al., 2018; Luksyte & Spitzmueller, 2016; Wu et al., 2015; Erdogan et al., 2018; Maynard & Parfyonova, 2013; Triana et al., 2017; Fine & Nevo, 2008; Shen & Kuhn, 2013; Martinez et al., 2014).

Method

This section of the study includes the purpose of the study, research model, sample, data collection tools, and findings.

Purpose and Model of the Study

This study aimed to examine the serial mediation effect of boreout and work alienation in the relationship between overqualification perception and turnover intention in the sample of administrative staff working at Süleyman Demirel University. In this context, the research model was created on the axis of past studies and theories, and the hypotheses developed below are presented with their justifications.
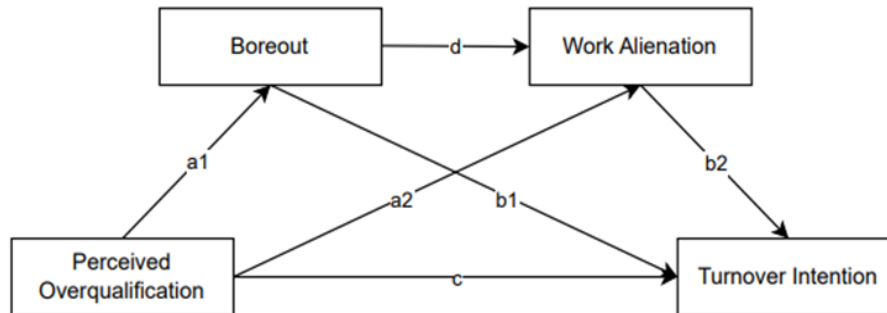

Figure 1 Research model

Perceived overqualification occurs when an employee possesses knowledge, skills, and abilities that exceed the qualifications required (Luksyte & Spitzmueller, 2016, p. 637). This can create a sense of deprivation if the job does not meet the employee's expectations, leading to decreased job satisfaction, lower organizational commitment, and an increased desire to leave the organization (Maltarich et al., 2011). This deprivation is caused by a discrepancy between objective working conditions and the employee's subjective expectations, particularly about their perceived excess qualifications (Yu et al., 2021, p. 6069). Relative Deprivation Theory suggests that this feeling arises when an employee cannot meet their expectations and position, which can be seen as an unfair imposition of performance expectations. To attract candidates with higher education and experience levels, organizations may exaggerate a position's complexity, difficulty, and autonomy during the hiring process. However, unfulfilled promises about job opportunities, challenges, and responsibilities may result in unfair decisions (Liu & Wang, 2012, p. 4). Perceived overqualification can lead to work alienation, which occurs when the job fails to meet employees' needs and expectations (Efraty et al., 1991) and may cause them to leave their jobs (Maynard et al., 2006, p. 511). Organizations should carefully manage employees' expectations during the hiring process to prevent such situations. In this context, the first hypothesis of the study is formulated as follows:

Hypothesis 1: Work alienation has a mediating role in the effect of perceived overqualification on turnover intention.

Boreout is a negative psychological state that can occur when employees experience low work-related arousal, a crisis of meaning, and a problem of growth (Stock, 2015). The Conservation of Resource Theory suggests that the loss of resources is the primary driver in the stress process, and as resources are depleted, individuals become more vulnerable to negative stressors (Hobfoll, 2001; Arshadi & Damiri, 2013). Employees who feel overqualified for their jobs may experience stress when their abilities, goals, and values do not align with their work situation, leading to increased turnover intention (Stock, 2015). This can negatively impact employees' motivation, health, and performance (Abubakar et al., 2022). Additionally, employees who lack growth opportunities may become less motivated and less engaged in their work, leading to a decline in organizational performance (Abubakar et al., 2022). To address boreout, organizations must provide employees with appropriate challenges and growth opportunities. Based on this, the second hypothesis of the study was formed as follows:

Hypothesis 2: Boreout mediates the effect of perceived overqualification on turnover intention.

Overqualification refers to an employee perceiving a mismatch between their abilities and the demands of their job. Job demands that contribute to employee learning, personal development, and growth can positively impact their behavior and performance. In contrast, job demands are seen as obstacles that can lead to negative behaviors and poor performance. Job resources, such as social, physical, and psychological aspects, facilitate employee development and contribute to achieving organizational goals (Khan et al., 2019, p. 934). The perception of overqualification arises from the discrepancy between job demands and job resources, and this perceived mismatch is likely to lead to negative work attitudes and withdrawal behaviors, including turnover intention (Maynard et al., 2006, p. 437). This state of exhaustion then leads to a major crisis of meaning (Stock, 2015). According to the Relative Deprivation Theory, it is stated that because of not meeting the employee's expectations with his/her position, they will fall into a crisis of meaning and a feeling of deprivation (Efraty et al., 1991). As a result, it is thought to create/increase the intention of alienation against work. It is assumed that this psychological situation experienced at work will significantly affect turnover intention. In this direction, the third and final hypothesis of the study was formed as follows:

Hypothesis 3: Work alienation and boreout have a serial mediating role in the effect of perceived overqualification on turnover intention.

Sample

Due to the observation of the perceptions of administrative staff that they deserve better jobs than those they are doing and the striking results found in a previous study conducted on the administrative staff (Karadal et al., 2018), The sample of the research was composed of administrative staff working at Isparta Süleyman Demirel University. Within the scope of the study, data were collected using the convenience sampling method of surveying. According to the Suleyman Demirel University 2021 Administrative Activity Report, there are 2,862 administrative employees in the institution. 210 people (24 online and 186 face-to-face printed) participated in the survey conducted between April 2022 and May 2022. Additionally, the ethics committee permission was obtained from the Suleyman Demirel University Social and Human Sciences Ethics Committee with the decision numbered 120/17 to conduct the research. It was determined that it would be sufficient to have data 5 times the number of statements in the scale (Child, 2006). Simultaneously, based on the view that the number of samples between 200 and 300 in survey-type research methods would be appropriate for analysis (Gürbüz & Şahin, 2014, p. 126), The number of participants reached was sufficient. Demographic characteristics and descriptive statistics of the sample were analyzed:

- Of the participants, 99 (47.1%) were female and 111 (52.9%) were male,
- 131 (62.4%) were married, and 79 (37.6%) were single,
- 4 (1.9%) graduated from secondary school, 33 (15.7%) from high school, 43 (20.5%) from vocational high school, 88 (41.9%) from undergraduate school, and 42 (20.0%) from graduate school,
- The average age was 38 years (standard deviation: 9.01), and the average seniority was 11 years (standard deviation: 8.20).

Measures

In the study, 5-point Likert-type scales were used. In the study, the original scales' original structures were used directly for all scales: "1: Strongly disagree, 2: Disagree, 3: Undecided, 4: Agree, 5: Strongly Agree" for all scales. There are no reverse-coded items in the scales.

Perceived overqualification: Maynard et al. (2006) developed a 9-item, single-dimension scale to measure perceived overqualification. Yıldız et al. (2017) adapted the scale to Turkish but applied it with 2 dimensions. In a related study, the scale was used as a single dimension to maintain its original structure and had a reliability value of 0.82. The scale includes sample statements such as "My job requires less education than I have" and "I have more ability than I need to do

my job." The increase in the mean scores obtained from the perceived overqualification scale indicates that the perception of qualification of the relevant sample has increased.

Work alienation: Hirschfeld and Feild's (2000) 10-item, one-dimensional scale was used, and Ozbek's (2011) Turkish translation was used for the study. The reliability value of the scale (α) was 0.72. The scale includes sample statements such as "I wonder why I work at all." and "No matter how hard I work, you never really seem to reach your goals." Additionally, the increase in the mean scores obtained from the alienation from work scale indicates an increase in alienation from work in the relevant sample.

Boreout: Stock's (2015) 11-item, 3-dimensional scale (boredom, meaning crisis, growth crisis) was used, with a Turkish adaptation by Karadal et al.'s (2018). The scale demonstrated good reliability with α values of 0.78 for boredom, 0.82 for meaning crisis, and 0.76 for growth crisis. The scale includes sample statements such as "In my job, I cannot concentrate." and "My work seems meaningless." Additionally, the increase in the mean scores obtained from the workplace frustration scale indicated an increase in workplace frustration in the relevant sample.

Turnover intention: Tepper et al.'s (2009) 3-item turnover intention scale was used, with a Turkish adaptation by Örücü et al.'s (2020). The scale demonstrated high reliability with an α value of 0.95 in the related study. The scale includes sample statements such as "I plan on leaving this organization very soon." and "I expect to change jobs in the next few months." Additionally, the increase in the mean scores obtained from the turnover intention scale indicates an increase in turnover intention in the sample.

Data Analytics

AMOS, SPSS, and SPSS Process macro plugins were used for statistical data analysis. Since the scales used in the study had previously been subjected to Turkish validity and reliability studies, only confirmatory factor analysis was applied for construct validity in this study. After the factor analysis, descriptive statistics were analyzed, normality of distribution was tested, reliability analyses were performed, path analysis, correlation, and regression-based mediator variable (Process, Model 6) analyses were applied.

Factor Analysis

Confirmatory factor analysis (CFA) was applied to determine the construct validity of the scales used in the study. To ensure that the CFA applied using the AMOS 23.0 program, in which each scale is evaluated separately, yields strong results (Çapık, 2014, p. 97). Reliability tests and normality distribution were also examined before the CFA application. The results of the CFA conducted with the data of 210 participants are presented in Table 1. First-order factor analysis was applied to the overqualification and work alienation scales since they consisted of a single dimension, and second-order factor analysis was used to treat the workplace boreout scale as a single dimension. Since the turnover intention scale consists of three items, the AMOS program did not apply factor analysis.

Table 1 Goodness of fit values for the scales

	RMSEA	GFI	AGFI	NFI	CFI	χ^2/df
Work Alienation	,052	,967	,937	,946	,979	1,561
Overqualification	,080	,946	,890	,926	,955	2,365
Boreout(Second-order)	,074	,931	,886	,946	,970	2,142
GoodFit	$0 \leq$RMSEA$\leq$,05; ,90$\leq$GFI$\leq$1;.90$\leq$AGFI$\leq$1;,97$\leq$NFI$\leq$1;,97$\leq$CFI$\leq$1;0$\leq \chi^2$/df$\leq$3					
AcceptableFit	,05$\leq$RMSEA$\leq$,08;,85$\leq$GFI$\leq$,90;,85$\leq$AGFI$<$,90;,95$\leq$NFI$\leq$,97;,95$\leq$CFI$<$,97;3$\leq \chi^2$/df$\leq$5					

As a result of the confirmatory factor analysis, 1 modification was applied to the Workplace Boreout Scale, 4 modifications were applied to the Perceived Overqualification Scale, 1 modification was used to the Workplace Alienation Scale, and 2 items (items 9 and 10) were removed due to low factor loading. Thus, when the goodness-of-fit values in Table 1 were

analyzed, it was seen that all indices were within acceptable limits (Kline, 2019, p. 219; Gürbüz & Şahin, 2014, p. 345).

Findings

Before proceeding to the testing phase of the research model, the correlation coefficients between the variables considered in the research and the significance of the relationships were determined. Within the analysis, the internal consistency coefficient, scale averages, and standard deviation values were determined to be consistent between the items of the scales, as shown in Table 2.

Table 2. Reliability coefficients, averages, and relationships between variables

Variables	Average	S.D.	Skewness	Kurtosis	1	2	3	4
1. Overqualification	3,19	0,85	,141	-,359	(0,83)			
2. Boreout	2,49	0,86	,623	,092	,499**	(0,90)		
3. Work Alienation	2,36	0,88	,129	-,635	,409**	,526**	(0,83)	
4. Turnover Intention	2,04	1,16	,977	,358	,298**	,397**	,498**	(0,92)

** denotes a significant relationship at p<.01 level.

Table 2 shows that all correlations between variables were positive and significant at the level of p<.01. The strongest relationship was between work alienation and boreout (r=,526). In contrast, the weakest correlation was between perceived overqualification and turnover intention (r=,298). Skewness and kurtosis tests were performed to evaluate the normality distribution of the data, and the results indicated a normal distribution. The mean score for the perceived overqualification was 3.19, indicating that the participants' perception was also above the medium level. On the other hand, the mean score for boreout was 2.49, which was below the medium/moderate level. Similarly, the mean score for work alienation was 2.36, which was also below the medium level, and the mean score for turnover intention was 2.04, indicating that participants had low turnover intention.

To investigate the serial mediating role of boreout and work alienation in the relationship between employees' perceived overqualification and turnover intention, the researchers applied Process Model 6 with the 5000 bootstrap resampling method. Path analysis was conducted within the model, and the results are presented in Figure 2. The path coefficients and significance values are shown in Table 3.
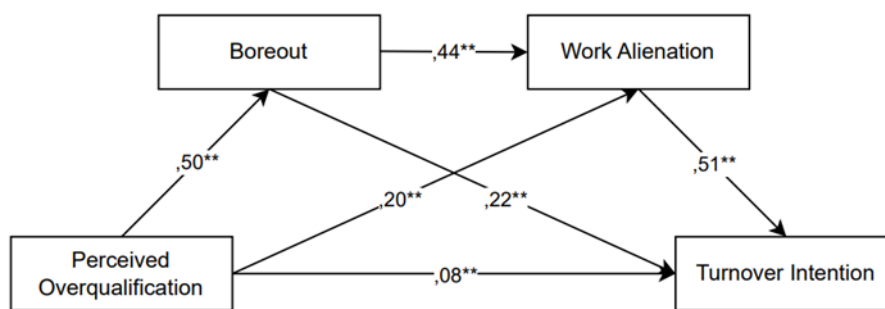

Figure 2 Path analysis results

Table 3 Path analysis significance findings

Variables			DirectEffect	S.D.	LLCI	ULCI
Overqualification	--->	Boreout	,50	,06	,382	,619
Overqualification	--->	Work Alienation	,20	,06	,065	,335
Boreout	--->	Work Alienation	,43	,06	,302	,571
Boreout	--->	Turnover Intention	,22	,10	,023	,422
Work Alienation	--->	Turnover Intention	,51	,09	,327	,698

Overqualification --- > Turnover Intention	,07	,09	,110	,263

When the findings in Table 3 were analyzed, it was found that all path coefficients had statistically significant effects within the framework of the model. The direct effects of all the paths on each other were significant. In the second stage, 3 different indirect effects (Int1, Int2, Int3) were tested in the model with two mediating variables for serial mediator analysis, and the findings were given in Table 4.

Table 4. Mediating variable findings

Variables	β	S.D.	LLCI	ULCI
Overqualification -> Work Alienation -> Turnover Intention	,102	,04	,114	,341
Overqualification ->Boreout-> Turnover Intention	,111	,04	,188	,487
Overqualification -> Boreout -> Work Alienation ->Turnover Intention	,112	,03	,033	,208
Model Summary	TotalEffect (,403)	DirectEffect (.076)	TotalIndirectEffect (,327)	

The hypothesis "H1: Work alienation has a mediating role in the effect of perceived overqualification on turnover intention." was supported based on the beta coefficient (β=,102), LLCI-ULCI not including zero and statistical significance value (p<,001). When the findings of the other hypothesis, "H2: Boreout mediates the effect of perceived overqualification on turnover intention." were examined, it was supported by considering the beta coefficient (β=,111), LLCI-ULCI not including zero and statistical significance value (p<,001). Finally, the hypothesis "H3: Work alienation and boreout have a serial mediating role in the effect of perceived overqualification on turnover intention." was supported by considering the beta coefficient (β=,111), LLCI-ULCI not including zero and statistical significance value (p<,01). In this context, all hypotheses for the study were supported.

In summary, the serial mediation effect of boreout and work alienation, which were considered together within the framework of the established model, had a higher effect value than the other mediation effects. Considering the total effect, the independent variable affects the dependent variable at the level of β=,403. There is only a direct effect within this total effect at the level of β=,076. The remaining effect at the level of β=.327 was the indirect effect arising from the mediating variables.

Conclusions and Discussion

This research investigated how the perception of being overqualified influences the turnover intention among administrative staff at Süleyman Demirel University. Additionally, the study explored the role of boreout and work alienation as mediators in this relationship. The participants in the survey were administrative staff members at Süleyman Demirel University, with an average age of 38 and an average length of service of 11 years.

The results revealed that perceived overqualification was positively associated with turnover intention, which aligns with the Job Demands and Resources Theory. The study also drew on previous research to shed light on the underlying causes of this perception. These findings can offer organizations valuable insights into addressing employees' perceived overqualification and reducing their likelihood of leaving their jobs.

The study considers perceived overqualification as an independent variable, and it was found that an individual's perceived overqualification creates a stressful working environment that negatively affects performance and motivation (Karacaoglu and Arslan, 2019). To manage the perceived overqualification at an individual level, establishing open communication channels with the work environment and setting realistic targets are suggested (Doğan, 2002; Cemal & Çatıkkaş, 2012). This approach also reduces employee stress levels and creates a happier working environment. On the other hand, to manage the perceived overqualification by the

organization, it is recommended that employees be helped to set practical and measurable goals to balance their perception of being overqualified (Güner & Bozkurt, 2017). This approach can prevent employees from feeling overqualified and create a more realistic perception. In addition, providing employees with feedback on their performance can reduce the stress factor of perceived overqualification (Mert, 2020), and it is expected to help them evaluate their work more objectively. Encouraging employees to work in teams is also crucial for creating an awareness of their work (Örgev & Günalan, 2011).

According to a recent study, boreout and work alienation mediate the effect of perceived overqualification on turnover intention, with both concepts having serial mediation roles. The Conservation of Resource Theory explains that when employees lose resources, stress can affect their meaning and motivation, ultimately leading to pressure on the individual and potentially affecting turnover intention (Hobfoll, 2001). In addition, the Relative Deprivation Theory suggests that employees who feel deprived due to unmet expectations may experience a crisis of meaning and become alienated from work, ultimately affecting their turnover intention (Efraty et al., 1991). More research is needed on boreout in different sample groups to better understand its impact on employee turnover intention (Abubakar et al., 2022).

On the other hand, there are many studies on work alienation. Studies in which work alienation was used as an independent variable in the past studies [burnout (Usman et al., 2020) and turnover intention (Ünsar & Karahan, 2011; Muharrem & Yeşiltaş, 2014), organizational justice (Turgut & Kalafatoğlu, 2016; Durrah, 2020) and organizational commitment (Hobfoll, 2001, p. 338)], as well as studies in which it is considered dependent variable [psychological resilience (Wang et al., 2019), leadership (Dash & Vohra, 2018) and quality of work life (Huseyin, 2018)] exists. However, when the previous studies were examined, no study was found in which both boreout and work alienation were considered together, and any serial mediation effect analysis measured the concepts.

To prevent boreout, which negatively affects employees' work performance and general health, it may be recommended that employers make changes in workflow and design methods (Uysal et al., 2018). Lack of communication is also one of the leading causes of boreout (Stock, 2015, p. 581); employers must communicate regularly with employees and create an environment of open and transparent communication (Tinaztepe, 2012). Additionally, it is thought that the employer's adoption of an approach to the needs of employees and the provision of flexible working conditions can reduce the effects of boreout (Atalık & Eroğluer, 2022).

The lack of emotions and motivation because of work alienation negatively affects the performance of employees (Keleş & Cemaloğlu, 2022, p. 58). In this context, to reduce the adverse effects of work alienation, organizations can be recommended to organize various community activities to increase workplace friendships and work/organization loyalty. (Taslian et al., 2022). Additionally, establishing an effective leadership program can enable employees to feel important and valued at work. (Dash & Vohra, 2018). Finally, training needs analyses are applied in developing a workplace culture (Senol, 2022; Acaray, 2014), and training and development programs are presented to employees and implemented (Çebi & Bayraktar, 2022). It is useful in alleviating the adverse effects of work alienation.

Many influences on turnover intention are thought to be the most important issue of discussion in this study and future studies. On the other hand, the employees' job commitment should be improved, and open communication channels should be established to prevent turnover. (Tinaztepe, 2012), workplace friendship (Taslian et al., 2022), career development plans (Huang et al., 2007), and the creation of counseling and coaching services can be recommended (Arısoy, 2017).

Unlike previous studies, this study emphasizes that two or more variables may simultaneously affect turnover intention. In other words, it is stated that turnover intention may lead to emotional distancing of the individual from their job due to the incompatibility between the

qualifications of the individual and the position and character of the job. When the theories explaining the concepts were examined, it was predicted that similar results would occur in line with the research findings. Still, this study offers new ideas and perspectives in serial mediation modeling and understanding the effect of boreout on turnover intention, which is considered a new concept in the literature.

According to these results, some suggestions can be made for practitioners. Organizations can focus on continuing education and development opportunities to reduce the negative impact of perceived overqualification on turnover intention. By investing in employee development and skill enhancement, organizations can more effectively align employee skills and job duties, thereby reducing the likelihood of causing boredom and job alienation. Also, practitioners can encourage employees to allow job descriptions to match their skills and interests better. This autonomy can increase employee satisfaction and reduce the risk of boreout and job alienation. Offering flexibility in job roles can help employees find more meaningful and challenging tasks within their current positions. Regular communication and feedback mechanisms can play a critical role in understanding employee perceptions and concerns about their roles and qualifications. Promoting an open dialogue between employees and their managers can create an environment where employees are appreciated and valued for their skills and contributions. Additionally, it may be beneficial to implement employee well-being programs to cope with burnout and stress, which are closely related to employee fatigue and stress. Initiatives such as mindfulness sessions, stress management workshops, or promoting work-life balance can positively affect employees' overall job satisfaction and reduce their turnover intention. Therefore, businesses need to pay closer attention to job suitability and employee qualifications during hiring. Ensuring job descriptions match candidates' skills and qualifications can help prevent potential problems with perceived overqualification. By considering these recommendations, organizations can create a more impressive and satisfying work environment and thus increase employee productivity; however, if it is accepted that each organization has its context, it is necessary to have a customized approach in the implementation of these recommendations in the context of the business.

This study has several limitations, including the negative structures of the concepts being researched, potential employee mistrust during data collection, and concerns that the organization's reactions may cause prejudice. Additionally, the research only collected data through surveys, limiting the number of participants and generalizability. Qualitative and cross-sectional data collection methods were not used due to time constraints. Despite these limitations, the study contributes to the literature by demonstrating that overqualification, alienation, boredom caused by person-job fit, loss of resources, and relative deprivation are affected by meaning and stress factors, ultimately affecting turnover intentions. The subject should be applied to smaller population/sample groups using different research methods to improve future studies. The study's results may also differ based on institutional structures, size, and legal status, with non-corporate enterprises potentially being more negatively impacted. Therefore, it is recommended to examine the research model's differences based on the size and legal status of the enterprise.

Author Contributions

Author 1: 25%, Author 2: 25%, Author 3: 25%, Author 4: 25% contributed to the study.

Conflict of Interest Statement

There is no financial conflict of interest with any institution, organization, or person related to our article named "The Effect of Perceived Overqualification on Turnover Intention: The Mediating Role of Boreout and Work Alienation."

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Genişletilmiş Özet

Bu araştırmada çalışanların aşırı niteliklilik algılarının işten ayrılma niyetine etkisi incelenmiş, oluşan etkide iş yeri bezginliği ve işe yabancılaşmanın seri aracılık rolü test edilmiştir. Kavramlardan ilki olan aşırı niteliklilik algısı, bireylerin işleri için gerekenden daha yüksek eğitim, deneyim veya becerilere sahip olduğu algısını ifade etmektedir. Aynı zamanda aşırı nitelik algısı, gerçekçi olmayan beklentilere yol açmakta ve bu beklentiler karşılanmadığında işe karşı olumsuz tutum ve davranışlara sebep olmaktadır. Aşırı nitelikliliğin algısının kaynağı, işin gereklilikleri/kişi-iş uyumu

bağlamından doğmakta ve Göreceli Yoksunluk Teorisi, Kişi-İş Uyumu Teorisi ve Eşitlik Teorisi bağlamında açıklanabilmektedir. Bir diğer kavram olan işten ayrılma niyeti, çalışanın örgütten ayrılma konusunda verdiği bilinçli ve ihtiyatlı bir karar olarak ifade edilmektedir. Çalışanların işlerinden beklentileri yetersiz olduğunda, örgüte olan bağlılıkları azalır ve verimlilikleri de düşer, bu da çalışanları örgüt dışındaki fırsatlara yönlendirir. İşten ayrılma niyeti, örgüt araştırmalarında sıklıkla incelenmekte, Örgütsel Denge Teorisi ve Beklenti Teorisi ile açıklanabilmektedir. Bir diğer kavram olan iş yeri bezginliği, iş motivasyonunu etkileyerek psikolojik ve fiziksel sorunlara neden olan bir durumdur. Kaynakların Korunması Teorisi'ne dayandırılan iş yeri bezginliği, yoğun can sıkıntısı, anlam ve büyüme krizi olarak ifade edilmektedir. Öte yandan tükenmişlik sendromu ile çok fazla karıştırılan iş yeri bezginliği, farklı çıkış noktalarına sahiptir. Son kavram olan işe yabancılaşma ise, bireyin hem işine hem de toplama karşı davranış ve beklentilerini belirleyen değer ve normlarının yitirilmesini ifade etmektedir. Bir diğer ifadeyle, çalışanın işe karşı güçsüzlük, anlamsızlık, normsuzluk ve kendine yabancılaşmaya neden olan eylem ve davranışlar bütünü olarak tanımlanmaktadır. Ayrıca işe yabancılaşma, Duygusal Olaylar Teorisi ve Kendini Yönetme Özerkliği Teorisi ile açıklanabilmektedir.

İş piyasaları ve iş yapılarının zaman içinde değişime uğraması, çalışanlar üzerinde gerçekleşen değişimler anlam farklılıklarını oluşturmakta ve örgütlerin çalışan istihdamında, psikolojik durum ve kişi-iş uyumuna dikkat etmesini önemli kılmaktadır. Ayrıca yeni nesillerin iş piyasasına girmesiyle birlikte, mevcut çalışan çevresindeki oluşan farklılıklarda önem arz etmektedir. Bu nedenle, örgüt davranışlarındaki değişikliklerinin anlanması için araştırmaların yapılması ve farklı veri yöntemlerin kullanılmasının gerekli olduğu düşünülmektedir.

Bu sebeple çalışmanın amacı belirlenmiş, kavramların ele alındığı geçmiş çalışmalar ve teoriler göz önüne alınarak model ve hipotezler oluşturulmuştur. Bu kapsamda Süleyman Demirel Üniversitesi'nde görev yapan 99'u kadın ve 111'i erkek olmak üzere toplam 210 katılımcıya ulaşılmış ve aşırı niteliklilik algısı, işten ayrılma niyeti, iş yeri bezginliği ve işe yabancılaşma ölçekleri kullanılarak veriler toplanmıştır. Veri toplama aşamasında karşılaşılan en önemli kısıt, çalışanlar tarafından güven sorunlarının yaşanması, verilerin ne işe yarayacağının bilinmemesi, örgütün çalışan üzerinde ön yargı doğuracak tepki ve sorunlar oluşturacağı düşüncesidir. Bu kısıt nedeniyle veriler yoğunlukta olarak yüz yüze ve gerekli açıklamalar yapılarak toplanmıştır. Verilerin analizinde sırasıyla doğrulayıcı faktör analizi, normallik dağılımı, güvenilirlik analizi, korelasyon, regresyon ve seri aracı modelleme analizleri uygulanmıştır. Araştırma sonucuna göre algılanan aşırı niteliklilik işten ayrılma niyetini etkilemektedir. Bu etkide hem iş yeri bezginliği ve işe yabancılaşmanın aracı etkisi hem de her iki kavramın seri aracı etkisinin bulunduğu saptanmıştır. Bulgular, alan yazını ve teoriler ışığında tartışılmış, mevcut bulgulara sebep aranmış ve çözüm yolları için önerilerde bulunulmuştur. Yine alan yazını incelendiğinde bu çalışma, mevcut değişkenler arasındaki dolaylı etkilerin keşfi ve çalışmanın uygulandığı örneklem grubu açısından özgünlük sağlamaktadır. Aynı zamanda iş piyasasına ve gelecek araştırmalara fayda sağlaması beklenmektedir.