

Social support and type a behavior pattern (TABP) as moderators between person-environment fit (P.E fit) and turnover intention

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Keywords

Person Environment fit (P.E fit), Social support, Type A behavior pattern (TABP), Turnover intention.

Abstract

This paper aimed to investigate the mediating role of social support and type A behaviour pattern as moderators between Person-Environment fit (P-E fit) and turnover intention between Canadian International College (CIC) admin staff. The findings of the study emphasized that social support and type Personality pattern (the opposite of TAPB) play an important role in reducing the admin member's intention to leave CIC when there's a misfit between him/her and CIC's environment, on the other hand the lack of social support and the existence of type A behaviour pattern will accelerate turnover intention for admin member who's feeling misfit between him/her and CIC's environment.

1. Introduction

Organizational behaviour is concerned with understanding and predicting how people behave and react in organizational settings, nowadays many investigations in organizational research domains have focused on the compatibility between employees and their work environment as a reason for their stability or intention to leave their organizations which they feel misfit with its work environment. Although the phenomenon of turnover or turnover intention becomes very common at the Egyptian organizations in general and the private educational ones especially at recent years, and has been irritated decision makers inside these organizations because of its negative effect on its productivity and performance in general, no considerable body of literature has investigated this phenomenon yet, especially in its relation to P-E fit or misfit, although there is also a common complaint from a large portion of employees inside these organizations from their feeling of misfit or incompatibility with their work environment either in general or their feeling of misfit with culture, values, peers, supervisors, nature of jobs inside these organizations, which logically could be linked to or considered as main reason for their intention to leave these organizations and their actual leave later on.

It is also expected that social support especially at eastern countries as Egypt play a vital role in reducing or softening employees' intention to leave their work even in case of their feeling of misfit with it, but in contrast it could be predicted that TABP will accelerate the employee's intention to leave his organization in case of his/her feeling of misfit with its environment, that the characteristics of such behaviour pattern which includes impatience, competitiveness, ambition, anger, hostility, irritability and time-urgency, will not encourage them to tolerate with this incompatibility or afford such misfit.

2- Literature Review

2-1: Person Environment fit (P-EFit):

The concept of P-E fit is considered to be one of the dominant conceptual forces in the field of interactional psychology (Schneider, 2001). Researchers traditionally contextualized P-E fit as multidimensional concept, the most ambitious contribution on multidimensional fit came from Jansen and Kristof-Brown (2006) who developed a model encompassing five different

dimensions of fit (P-V, P-O, P-G, P-J, and P-P fit), In brief, they predicted that these five forms of combine to comprise multidimensional P-E fit, other researchers define and explain the content of each one as follows :

- P-O fit: Kristof defined Person-Organization fit as the compatibility between individuals and organizations, which is represented as the relationship between the fundamental characteristics of an organization (culture, climate, goals, values and norms) and a person's ones (goals, values, attitudes and personality), (Kristof, 1996).
- P-J fit: Person-Job fit can be defined as the fit between the abilities of a person and the demands of a job, or the desires of a person and the attributes of a job (Edwards, 1991).
- P-V fit: Person-Vocation fit is described as the congruence between a person's interests, abilities, characteristics and the requirements of his/her vocation (Holland, 1997).
- P-G fit: Person-group fit is explained as the extent to which people share similar characteristics with their work groups (Kristof, 1996).
- P-P fit: Person-Person fit involves the impact that one person may have on the work environment of another person, such as his or her supervisor (Jansen et. al., 2006)

2-2: turnover intention:

Turnover intention as a construct has attracted increased research attention in the recent past, issues on turnover intention research have been extensively conducted worldwide, it has been studied in both management and behavioural research, one way to improve employee retention is through a lower rate of intent to leave or one's behavioural intention to quit. Organizational studies suggest that intentions to leave are important for organizations and researchers because once people have actually implemented the behaviour to quit; there is little likelihood of gaining access to them to understand their prior situation (Juhdi et al 2013). The causal relationship between turnover intention and actual turnover is well established in the management literature and the underlying premise is that behaviour intent is a practical proxy of actual behaviour (Maxwell et al., 2003).

Although, Firth et al., (2004) stated that intentions do not equal behaviour and therefore all reported intentions to quit are really little more than talk until they are acted on, but scholars have found that intention to leave one's organization is one of the best proxies for actual turnover (Alexander et al., 1998), meanwhile Elangovan said that the most important and immediate antecedent of turnover is the intention to quit, that led the most researchers more focus on turnover intention rather than actual turnover (Elangovan 2001). Turnover can give many implications in financial and operation of the organization (Gomez et al., 1992), these issues lead to organization losses in their skilled and experienced employees, decreasing productivity, and customer satisfaction of the organization (AmranAwang et al., 2013).

Meyer justifies turnover intention as conscious wilfulness and deliberate intention to leave the organization to seek for other alternatives job opportunities in other organization (Meyer et al., 2002) , while Lacity defined turnover intention as 'the extent to which an employee plans to leave the organization' (Lacity, et al., 2008). In the same vein, Hom and Griffeth noted that turnover intentions as an individual voluntary to withdrawal from the company and intent to search for alternative employment (Hom PW, Griffeth RW, 1991).

2-3: Social support:

The term social support likely is a very familiar concept to most individuals and many would agree that it plays an important role in influencing the well-being of each one. A large number of definitions of social support have been formulated and reflect a wide variety of viewpoints; however, most typically, the conceptualization of social support has been approached from two major perspectives: structural and functional: Structural support assumes

that the quantity of established social connections an individual has is important and is not concerned with the quality of existing relationships (Sarason & Sarason, 1994). In contrast, functional support considers the particular functions that social relationships serve an individual (Stroebe, 2000).

Broadly speaking, "social support consists of social relationships that provide (or can potentially provide) material and interpersonal resources that are of value to the recipient, such as counselling, access to information and services, sharing of tasks and responsibilities, and skill acquisition" (Thompson, 2006). McIntosh (1991) defines social support as perceived or actual resources available from one or more individuals to another, which assist individuals to deal with stress and enhance their wellbeing. A general description put forth by Wallston and colleagues (1983) stated that social support represents "the comfort, assistance, and/or information one receives through formal or informal contacts with individuals or groups", Baumeister and Leary (1995) have suggested that being accepted and included leads to a variety of positive emotions, whereas being rejected or excluded leads to potent negative feelings.

According to Naswall, Sverke and Hellgren (2005), social support may take on different forms, i.e. emotional, instrumental or informative. Emotional support entails having someone to talk to about a stressful situation, while instrumental support supplies the individual with assistance when faced with uncertainty. Social support may also originate from different sources such as the individual's work situation, family and friends.

2-4: Type A behavior Pattern (TABP):

In the 1950s cardiologists Friedman and Rosenman began to study a personality type that they believed was linked to coronary heart disease CHD. It became known when they published an article about the Type A personality (Type A behavior pattern or TABP). This personality was defined as an action-emotion complex characterized by excessive competitive drive, intense striving for achievement, easily provoked hostility, aggressiveness, impatience, an exaggerated sense of time urgency, punctuality, emphatic gestures, and concentration on self-selected goals at the expense of other aspects of life. As an opposite type of personality there was defined the type B who is more relaxed and non-competitive, unhurried, more open to broader spectre of life experience and leisure. It could also be described as a relative absence of type A features (Kastytis, 2012).

In addition to organizational factors, Beehr and Newman (1978) in their model emphasized the importance of individual variables that influence how people at work environment view situations and work stressors. Such individual difference factors can be personality types or behaviour patterns; one such behaviour pattern is the type A behaviour pattern (TABP).

3- Conceptual Framework:

The conceptual framework (see figure 1) expresses the relationship between P-E fit, Social Support, TABP and turnover intention.

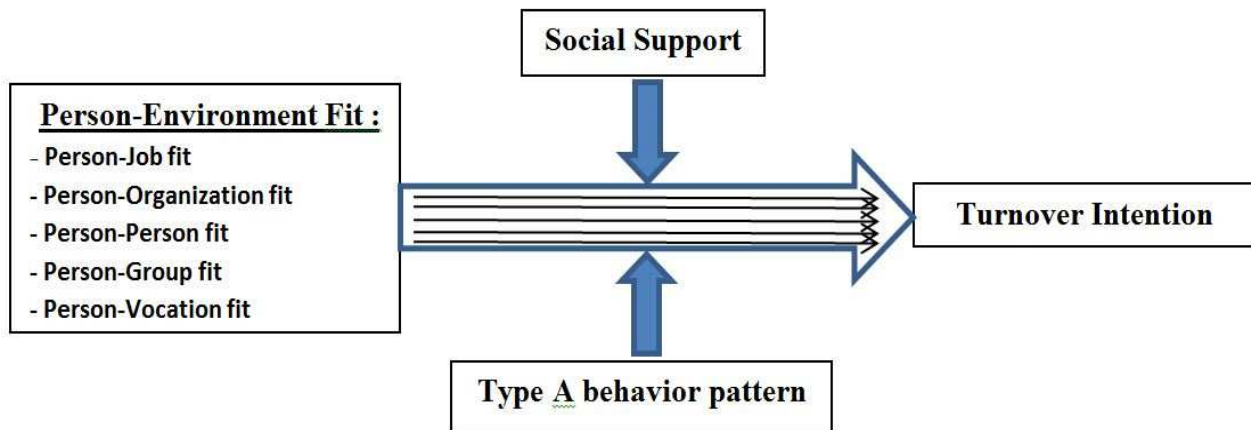


Figure 1: Conceptual framework

3-1: Person-Environment fit and Turnover Intention:

There are many researches has been conducted within the last 30 years, which addressed the issue of Person-Environment fit whether in terms of its nature or its antecedents and consequences, given the importance of that topic because of its obvious effects on employees and the organization as a whole, accordingly the Person-Environment misfit is expected to lead to the employee's desire to leave work on that organization's environment which is not compatible with him/her. A review of researchers who have been exposed to the relationship between Person-Environment fit and turnover intention, can be divided into two main groups:

First group of researchers who spoke about the relationship between turnover intention and Person-Environment fit (as a whole), where they all ended up to the existence of an inverse relationship between the two, in the sense that the individual whenever felt fitting with the work environment, the less or weakened desire to leave work, and on the contrary, whenever he/she felt no compatibility with the working environment the more strengthened his desire to leave work[(Lyons & O'Brien (2006), Vogel & Feldman (2009), Mitchell et al., (2001), Goodman & Symantec(1999),Hakanen, Bakker & Schaufeli(2006), Datta.B. Pawase, Dr.N.S. Poonawala (2013)].

The second group of researchers has talked about the relationship between turnover intention and each one of the five dimensions of Person-Environment fit separately, in which: P-O fit was found to influence intention to leave and turnover [Vancouver, J.B., & Schmitt, N,W, (1991), Moynihan & Pandey (2008) and Caldwell & O'Reilly (1990)], higher levels of P-J fit were related with lower levels of turnover intentions (Sekiguchi, 2004), P-P fit linked to intention to leave (Ostroff, 2005), P-G fit related negatively to intention to leave (Lin, et. Al., 2005), P-V fit has negative relationship with turnover intention (Spokane AR., 1985), by combining those results to one another, the same conclusion will arise again confirming that Person-Environment fit (as the sum of each of-O,P-J,P-P,P-G and P-V fit) is inversely correlated to turnover intention.

On the basis of the above review, this study argues that person-environment fit (as a whole or *each one of its five dimensions* May correlates negatively with turnover intention. Therefore, the following hypotheses are proposed:

Hypothesis 1: Person-Environment fit has negative relationship with turnover intention.

Hypothesis 2: Each one of person-environment fit's five dimensions (P-V, P-O, P-G, P-J, and P-P fit) has negative relationship with turnover intention.

3-2: Social Support as a moderator between (P-E fit) and (Turnover Intention):

McIntosh (1991) defines social support as perceived or actual resources available from one or more individuals to another, which assist individuals to deal with stress and enhance their wellbeing, so social support is expected to interact with the stressor so that those who perceive that they have strong social support may react less negatively (Fenlason & Beehr, 1994), and as per (AbuAlRub 2004) social support decreases job stress and improves job performance.

In terms of P-E fit, the direct effects of social support are consistent with the notion that support acts as a supply that fulfils affiliation needs, the buffering effects of social support suggest that support from others helps the person meet demands that generate stress, acquire supplies to fulfil needs, or reinterpret the subjective person or environment such that the effects of misfit are diminished (Cohen & McKay, 1984).

According to (Cooper, Dewe, & O'Driscoll, 2001; Karasek & Theorell, 1990; Lim, 1996) social support may act as a buffer in high demand situations.

In general, workers who received care from their social network experienced more satisfaction and commitment within their organizations and wanted to stay longer than those who felt lonely (PatipanLobburi, 2012). Based on a relatively large number of empirical studies, researchers found that perceived workplace social support from supervisors and co-workers have been found to be a working condition that improves job satisfaction and organizational commitment that in turn reduces turnover intention (Mor Barak, Nissly, & Levin, 2001; Um & Harison, 1998, and Patipan Lobburi, 2012).

On the basis of the above review, this study expected that social support will play an important role as a moderator between Person-Environment fit and turnover intention, so the researcher hypothesized that:

Hypothesis 3: Social Support has a significant mediating influence on the relationship between Person-Environment fit and turnover intention.

3-3: TABP as a moderator between (P-E fit) and (Turnover Intention):

In spite of the lack of studies and researches which focused directly on the relationship between TABP and (P-E fit) or between TABP and turnover intention, researcher depended on some of them which guided him to expect the significant mediating influence of TABP on the relationship between Person-Environment fit and turnover intention, such as Ivancevich et al., (1982) who argued that: For an individual with a Type A pattern, characterized by competitiveness, a constant struggle against time, an achievement-orientation, and an intense sense of urgency, a discrepancy might arise when the work environment is not matched by these behaviours, an environment that is ambiguous, hinders achievement because of excessive role conflict, and includes supervisors who discourage competitiveness would not fit well with the Type A pattern individual.

As per [Chesney and Rosenman, 1980; Chao, 1982, Friedman and Rosenman, 1974; Glass, 1977; Matthews, 1982; Rosenman, 1986, Sparacino, 1979] Cumulative research evidence suggests that people exhibiting behaviours characteristic of Type As will be more likely to be highly sensitive to environmental stressors than people who do not exhibit these behaviours. Other work-related studies suggest that Type As perceive their employers to have greater "expectations for the quantity and quality of work performed" [Chesney and Rosenman, (1980)] relative to Type Bs; and that Type As are more involved in their jobs [Davidson and Cooper, 1980], and experience more role stress, job stress, and turnover cognition [Jamal and Baba, 1991] compared with Type Bs.

In addition to these studies which contributed to formulate the researcher's point of view, by reviewing the characteristics of TABP it could be noticed and expected that some of

these characteristics (such as impatience, competitiveness, ambition, anger, hostility, irritability and time-urgency) will affect the relationship between person-environment fit and turnover intention, especially in case of misfit between the employee and his/her work environment in which the impatience of TABP will increase and accelerate the pace of turnover intention.

Depending on the above researchers' point of views and characteristics of TABP, this study argues that TABP will play an important role as a moderator between Person-Environment fit and turnover intention, so the researcher hypothesized that:

Hypothesis 4: Type a behaviour has a significant mediating influence on the relationship between Person-Environment fit and turnover intention.

4. Methodology

4.1: Data Collection:

The main variables of the study were person-environment-fit, social support, TABP and turnover intention. Standard questions are used to measure these variables which are adopted from previous studies. Data used in the current study is collected from admin staff of Canadian International College (CIC) in Egypt which is a private educational organization. Total of 400 questionnaires were distributed out of which 233 were returned showing response rate of 58.2 %.

4.2: Measurement Scale:

To achieve the purposes of the present study, the researcher employed a quantitative approach, particularly the use of questionnaire survey, for data collection.

- Person-Environment fit (P-E fit): was measured by using Vogel and Feldman's 2009 instrument (14 Items), which instrument measured all five dimensions of P-E fit and respective questions were provided for each element, three for P-O fit, three for P-J fit, two for P-V fit, four for P-G fit, and two for P-P fit, respondents were asked to indicate their agreement on a five point Likert-type scale with 1 - strongly disagree to 5 - strongly agree.

- Social support: was measured by the Social Provisions Scale for Cutrona, C. E. and Russell, D., 1987, which contains 24 items, four for each type of support (Attachment, Social Integration, Reassurance of Worth, Reliable Alliance, Guidance, and Opportunity for Nurturance) half of the items describe the presence of a type of support and the others describe the absence of it , respondents were asked to indicate their agreement on a five point Likert-type scale with 1 - strongly disagree to 5 - strongly agree.

- Type A Behaviour Pattern (TABP): was measured by using Brother's 1969 scale contains 14 items, each consisting of two phrases placed at opposite ends of a continuum ranging from extra TABP to the absence of TABP (TBBP type B behaviour pattern), respondents were asked to indicate their agreement on an 11-point scale centered at zero and ascending to five in both directions.

- Turnover Intention was measured by three items following Mobley's (1982), the respondents were asked to indicate their agreement with the following three items on a five point Likert-type scale with 1- strongly disagree to 5- strongly agree: (1) "I think a lot about leaving the organization." (2) "I am actively searching for an alternative to the organization." (3) "As soon as it is possible, I will leave the organization".

5. Results

The researcher used the statistical package for social sciences (SPSS). The first statistical analysis to be performed was coefficient Cronbach's alpha to measure the internal reliability

analysis to examine various scales. Reliabilities (Cronbach's alpha) of these scales were as follows: P-E fit's five dimensions (P-O fit is 0.629, P-J fit is 0.616, P-V fit is 0.802, P-G fit is 0.881, P-P fit is 0.506), turnover intention is 0.818, social support is 0.909, and TABP (Type A behaviour pattern) is 0.906.

On the other side, discriminate and convergent validity were measured by using Chi-square test and average variance extracted (AVE), discriminate validities (Chi-square) of these scales were as follows: P-E fit's five dimensions (P-O fit is 126.694, P-J fit is 51.532, P-V fit is 254.618, P-G fit is 496.383, P-P fit is 28.045), turnover intention is 244.817, social support is 5159.214, and TABP (Type A behaviour pattern) is 4840.273, while convergent validities (AVE) of these scales were as follows: P-E fit's five dimensions (P-O fit is 57.564, P-J fit is 72.380, P-V fit is 71.759, P-G fit is 73.863, P-P fit is 66.958), turnover intention is 73.510, social support is 68.021, and TABP (Type A behaviour pattern) is 78.93.

Based on the results of both Cronbach's alpha, Chi-square and AVE analysis, the researcher found that all of the variables were valid and reliable.

Correlation Analysis:

Correlations (Table 1)

		POFIT	PJFIT	PVFIT	PGFIT	PPFIT	PEFIT	TURNOVER
P-O FIT	Pearson Correlation	1	.562**	.595**	.540**	.292**	.655**	-.424**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N		233	233	233	232	232	233
P-J FIT	Pearson Correlation		1	.774**	.839**	.684**	.899**	-.663**
	Sig. (2-tailed)			.000	.000	.000	.000	.000
	N			233	233	232	232	233
P-V FIT	Pearson Correlation			1	.858**	.788**	.945**	-.714**
	Sig. (2-tailed)				.000	.000	.000	.000
	N				233	232	232	233
P-G FIT	Pearson Correlation				1	.704**	.950**	-.715**
	Sig. (2-tailed)					.000	.000	.000
	N					232	232	233
P-P FIT	Pearson Correlation					1	.807**	-.672**
	Sig. (2-tailed)						.000	.000
	N						232	232
PEFIT	Pearson Correlation						1	-.750**
	Sig. (2-tailed)							.000
	N							232

** . Correlation is significant at the 0.01 level (2-tailed).

Evidence in table (1) showed that there was a significant negative relationship between person-environment fit as a whole and turnover intention ($r=-0.750$, $P<0.1$), this implies that the higher the CIC admin staff are feeling p-e fit the lower their turnover intention, thus hypothesis 1 (which includes : *Person-Environment fit has negative relationship with turnover intention*) was supported.

There was a significant negative relationship between each one of person-environment fit's five dimensions and turnover intention as follows : There was a significant negative relationship between person-organization fit (p-o fit) and turnover intention ($r=-0.424$, $P<0.1$), this implies that the higher the CIC admin staff are feeling p-o fit the lower their turnover intention, there was a significant negative relationship between person-job fit (p-j fit) and turnover intention ($r=-0.663$, $P<0.1$), this implies that the higher the CIC admin staff are feeling p-j fit the lower their turnover intention, the analysis showed that there was a strong significant negative relationship between person-vocational fit (p-v fit) and turnover intention ($r=-0.714$, $P<0.1$), this implies that the higher the CIC admin staff are feeling p-v fit the lower their turnover intention, the analysis showed that there was a strong significant negative

relationship between person-vocational fit (p-v fit) and turnover intention ($r=-0.714$, $P<0.1$), this implies that the higher the CIC admin staff are feeling p-v fit the lower their turnover intention, the analysis showed that there was a strong significant negative relationship between person-group fit (p-g fit) and turnover intention ($r=-0.715$, $P<0.1$), this implies that the higher the CIC admin staff are feeling p-g fit the lower their turnover intention, thus hypothesis 2 (which includes: *Each one of person-environment fit's five dimensions (P-V, P-O, P-G, P-J, and P-P fit) has negative relationship with turnover intention*) was supported.

Regression Analysis:

Furthermore, a hierarchical regression analysis revealed that social support moderates the relationship between P-E fit and turnover intention R square change = 0.49. This means that social support explains an additional 4, 9 per cent of the variance in turnover intention even when the effect of p-e fit and its dimensions are statistically controlled for. This is statistically significant contribution, as indicated by the significant F change value = 0.000. The ANOVA table indicates that the model as a whole is significant $\{F(2,229) = 188.356, P < 0.0005\}$. Thus hypothesis 3 (which includes: *Social Support has a significant mediating influence on the relationship between Person-Environment fit and turnover intention*) was supported.

In addition, a hierarchical regression analysis revealed that TABP moderates the relationship between P-E fit and turnover intention R square change = 0.10. This means that TABP explains an additional 1,0 per cent of the variance in turnover intention even when the effect of p-e fit and its dimensions are statistically controlled for. This is statistically significant contribution, as indicated by the significant F change value = 0.000. The ANOVA table indicates that the model as a whole is significant $\{F(2,229) = 159.830, P < 0.0005\}$. Thus hypothesis 4 (which includes: *Type A behaviour Pattern (TABP) has a significant mediating influence on the relationship between Person-Environment fit and turnover intention*) was supported.

Both of two moderators (Social support and TABP) make a unique statistically significant contribution that the Sig. of social support = 0.000, while Sig. of TABP = 0.023, which means both of them are less than 0.05, In order of importance (according to their beta values), they are: social support (beta = - 0.22) and TABP (beta = 0.098), which means that the negative effect of social support is stronger than the positive effect of TABP, while both of them remain significant.

6. Discussion & Conclusion:

This study empirically tested the relationship between its main four variables which are Person-Environment fit, turnover intention, Social support and TABP, the results of empirical analysis confirmed that:

- Person-Environment fit and turnover intention are significantly negatively correlated. This finding is also supporting the earlier work of [Lyons & O'Brien (2006), Vogel & Feldman (2009), Mitchell et al., (2001), Goodman & Svyantek (1999), Hakanen, Bakker & Schaufeli (2006), Datta.B. et al., (2013), Vancouver, J.B., & Schmitt, N.W., (1991), Moynihan & Pandey (2008) and Caldwell & O'Reilly (1990), Sekiguchi, (2004), Ostroff, (2005), Lin, et. Al., (2005), and Spokane AR., (1985)], which implies that the admin staff member at CIC who is not fit with his/her work environment at CIC will have strong intention to leave it, which will guide decision makers at CIC to a vital reason for their admin staff member's turnover intention.
- The significant mediating influence of social support on the relationship between person-environment fit and turnover intention, this finding comes supporting the studies of [Fenlason & Beehr, (1994), Abu AlRub, (2004), McIntosh, (1991), Cohen & McKay, (1984), Cooper, Dewe, & O'Driscoll, (2001), Karasek & Theorell, (1990), and Lim, (1996)], and confirming what was stated by [PatipanLobburi, (2012), Mor Barak, Nissly, & Levin, (2001); Um & Harison, 1998, and PatipanLobburi, (2012)], confirming the significant softening influence on the relationship

between person-environment fit and turnover intention, which means that in case of feeling of misfit or incompatibility with CIC work environment, social support will play a vital role in decreasing or eliminating his/her turnover intention.

- The significant mediating influence of TABP on the relationship between Person-Environment fit and turnover intention, which comes compatible with the findings of [Ivancevich et al. (1982), Chesney and Rosenman, (1980), Chao, (1982), Friedman and Rosenman, (1974), Glass, (1977), Matthews, (1982), Rosenman, (1986), Sparacino, (1979), Chesney and Rosenman, (1980), Davidson and Cooper, (1980), Jamal and Baba, (1992)], indicating that the TABP characteristics for any CIC admin member will strengthen the negative relationship between person-environment fit and turnover intention, especially in case of p-e misfit in which case this type will accelerate and increase the employee's desire to leave.

7. Theoretical Implications:

In spite of there are several studies at many countries that have tried to link person-environment fit and turnover intention, the Egyptian private educational environment still in need of more from these types of studies, that a large number of educational private institutions in Egypt still suffering from high rate of turnover especially for their admin staff, combined with a common complaints in a large portion of its admin staff from their misfit with their work environment, and unfortunately these institutions are often unable to stand on the interpretation of the causes behind this phenomenon as an essential step to eliminate it or reduce its aggravation, so this paper comes compatible with the needs of organizational behaviour studies in Egypt which still have lack of such studies, especially studies which contain new kinds of mediators which moderate the relationship between person-environment fit and turnover intention, such as social support or type A behaviour pattern which is - as far as the researcher's knowledge - hasn't been used before as a moderator between previous variables at any Egyptian study.

8. Managerial Implications:

The current study contributed practically by helping decision makers and persons in charge of HR processes at the private educational institutions in Egypt to know some reasons for turnover intention in their admin staff, and take some decisions or procedures to eliminate it, in this context they have to consider :

- P-E misfit as a main reason for turnover intention, accordingly decision makers and HR managers have to select admin members who are compatible with their work environment, as well as they have to maintain and increase their perception to P-E fit in general and its contents and sub dimensions (P-P, P-V, P-G, P-J, and P-O fit) through orientation, training, promotion, planning career path, rotating processes which well in turn reduce their intention to leave their organizations.
- The importance of social support in its effect on the relationship between P-E fit and turnover intention, especially from supervisors which is an effective source of social support inside work environment, as it reduces the turnover intention even in case of P-E misfit, which encourages decision makers to pay more attention to give admin staff more social support inside work environment and guide them how to get as much as they can through the outsider sources, which finally will decrease their turnover intention.
- The importance of personality tests in general and TABP test especially (which is unfortunately not exist at any private educational institute at Egypt as far as the researcher's knowledge) as a part of selecting and hiring processes for admin staff, which indicates if the admin member is TABP or TBBP, and has to be considered as a main reason for turnover intention in case of P-E misfit or incompatibility, as the characteristics of TABP especially his/her impatience will increase and accelerate his/her turnover intention, so the supervisors and decision makers

within these organizations has to be careful to achieve, increase and maintain the P-E fit especially to such type (TABP) more than others, or expect their intention to leave the organization more quickly than TBBP members.

9. Limitations & Future Scope of Research

When generalizing these results some limitations should be noted. The research was limited to social support and Type a behavior Pattern (TABP) as Moderators between Person-Environment fit (P.E fit) and turnover intention on admin staff of one of the private educational institutions in Egypt, which means, it doesn't examine:

- The relationships between the four mentioned variables outside Egypt.
- The relationships between the four mentioned variables at governmental or non-educational organizations.
- The moderating effect of other moderators or demographic variables (such as gender) in the relationship between dependent and independent variables.
- The relationship between p-e fit and turnover itself instead of turnover intention.

Accordingly all of the above considerations could be a fertile area for further studies.

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