The relationship between Person-Organization Fit, burnout, and turnover Intention among CIC academic staff

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Person Organization fit (P.O fit) , Burnout , Turnover intention .

Abstract
The purpose of this study was to investigate the relationship between person organization fit (P-O fit), burnout (as a whole and its three dimensions) , and turnover intention, between CIC (Canadian International College) academic members, or how can the misfit between the academic member and his/her organization causes burnout, which is in turn leads to a desire to leave work or turnover intention .The findings of the study confirmed the role of P-O misfit as an antecedent to burnout in general and to each one of its three dimensions (emotional exhaustion ,depersonalization and reduced personal accomplishments), meanwhile the existence of turnover intention as a consequence to burnout in general and to its three dimensions (emotional exhaustion ,depersonalization and reduced personal accomplishments), as well as the strong negative relationship between P-O fit and turnover intention.

1- Introduction
Studies have shown that teachers are the most vulnerable groups to burnout , and because of the negative effects of burnout which include the desire to leave work, the choice of the researcher for that topic to investigate the causes and results or antecedents and consequences of burnout among academic members in CIC, expecting that misfit between the personality and values of academic member with the college's values and culture considered a fundamental cause of work stress, which if lasted without treatment will inevitably lead to burnout, while burnout will affect negatively the academic member's productivity, quality of work and the way of dealings with his students.

Moreover studies have shown that things usually go beyond that to the desire of the academic member who is suffering from burnout to leave the organization, and sooner or later the desire become a reality and the academic member will take an action deciding to leave work, leaving behind many types of losses for his organization.

There are several studies on one or two of the following three variables (P.O fit, burnout and turnover intention), some of them have tried to link person organization fit and burnout, others tried to link burnout and turnover intention, or P.O fit and turnover intention, both of these studies may sometimes contained other variables in addition to those mentioned variables, or include other moderators mediating the relationship between the independent and dependent variables, but the current study has linked the three mentioned variables (P.O fit, burnout and turnover intention) together.

2- Literature Review
2-1: Person Organization FIT (P.O Fit):
Usually individuals prefer organizations that their skills and competencies utilized in the best manner and have which environment that is consistent with their individual characteristics (Mehdi Abzari1, et al., 2015).
Researchers claim that Person Organization fit (P-O fit) is the key for maintaining the committed workforce that is necessary in a competitive business environment (Bowen, et al., 1991, Kristof,

1996), Robbins and Judge (2009) described that organization faces a dynamic and changing environment and requires employees who are able to readily change tasks and move easily between teams, it is more important that employee's personalities fit with the overall's culture than with the characteristics of any specific job. Originally researchers did not differentiate between the various types of fit, but during the past 25 years, studies have increasingly focused on different forms of fit or congruence (Kristof-Brown, Zimmerman, & Johnson, 2005).

The research has traditionally focused on P-E fit, which is defined as the match between a person and the environment (Kristof, 1996), during these past two decades, researchers have found other sub-dimensions of P-E fit, such as P.O fit, P.J fit, P.G fit, P.P fit, or P.V fit, however there are many researchers (for example, Behling, 1998; Borman & Motiwildo, 1993; Kristof, 1996; Montgomery, 1996) who feel that P-O fit is becoming more important. Research suggests therefore that organizations should hire people who share their values and visions (Bowen, et al.,1991).

Person-Organization fit (P-O fit) is defined as the "compatibility between people and organizations that occurs when at least one entity provides what the other needs or they share similar fundamental characteristics or both" (Kristof et al., 2005).
Therefore, increasing productivity and/or reducing employee turnover are better strategies; with one of the factors that have significant relation is the degree of fit between a person and the organization (Silversthorne, 2004).

2-2 : Burnout :

The use of burnout term has been present since the 1970s (Maslach, Schaufeli, Leiter, 2001). Herbert Freudenberger (1974) brought the concept of burnout to professional and public awareness and generally is considered to be the founding father of the burnout syndrome (Schaufeli and Buunk, 1996). According to Leiter (1991) burnout is a reaction to chronic stress experienced by people who provide services to other people. Studies of burnout found that increased burnout is associated with higher levels of demand and lower levels of resources necessary to fulfill this demands. Maslach (1993) defined burnout as (A psychological syndrome of emotional exhaustion, depersonalization and reduced personal accomplishment that can occur in normal individuals who work with people in some way), accordingly these three dimensions are described as followed:

2.1.1. Emotional Exhaustion

Emotional exhaustion is regarded as the basic individual energy component of the syndrome, burnout (Maslach, Schaufeli, & Leiter, 2001), According to Cordes and Dougherty (1993) emotional exhaustion is characterized by a lack of energy and a feeling that one's emotional resources are used up .

2.1.2. Depersonalization

Depersonalization refers to the employee's negative perception of his or her recipients, and is an attempt to cope with the emotional stressors of one's work, depersonalization can be viewed as an attempt to minimize the emotional resources loss that results from the constant need to solve intense client problem situations (Wright and Bonett, 1997). Development of depersonalization (cynicism) represents the interpersonal context dimension of burnout and refers to a negative, callous, or excessively detached response to various aspects of the job (Maslach and Leiter, 2008).

2.1.3. Reduced personal accomplishment

A third aspect of the burnout syndrome, reduced personal accomplishment, refers to the tendency to evaluate oneself negatively (Maslach et al., 2009). It represents the self-evaluation dimension of burnout and refers to feeling of incompetence and a lack of achievement and productivity at work (Maslach and Leiter, 2008).

When Leiter and Maslach (2000) spoke about antecedents and consequences of burnout they said: the empirical research on contributing factors has found that situational variables are more strongly predictive of burnout than are personal ones, In terms of antecedents of burn out, both job demands and a lack of key resources are particularly important. The consequences of burnout are seen most consistently in various forms of job withdrawal (decreased commitment, job dissatisfaction, turnover and absenteeism), with the implication of a deterioration in the quality of care or service provided to clients.

2-3 : turnover intention :

Turnover intention as a construct has attracted increased research attention in the recent past, it has been studied in both management and behavioral research , one way to improve employee retention is through a lower rate of intent to leave— one's behavioral intention to quit. Organizational studies suggested that intentions to leave are important for organizations and researchers because once people have actually implemented the behavior 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 company (Amran Awang 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). 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).

3- Conceptual Frame work:

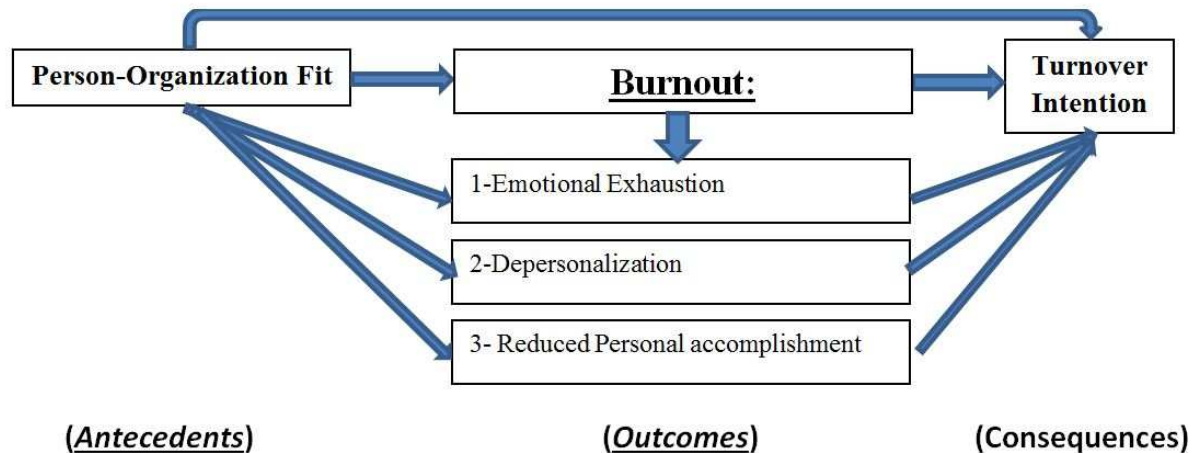The conceptual framework (see figure 1) expresses the relationship between P-O fit, Burnout, and turnover intention.

Figure 1: Conceptual framework

3-1 : Person-Organization fit and Burnout:

Burnout is a form of chronic distress that results from a highly stressful and frustrating work environment, which means the working environment could be an important contributor to mental ill health and well-being of the worker (Schaufeli, Leiter, and Maslach, 2009, PV De Silvia et al.,2009). Causes of burnout can be categorized mainly into three groups: personal characteristics, job characteristics and organizational characteristics. On the currently available evidence, organizational characteristics have more profound effect on burnout, compared to personal and job characteristics. The burnout phenomenon has grown from a specialized occupational hazard to a common workplace hazard. Thus, it appears that the same basic factors seem to drive burnout now as before. Most prominent are the imbalance between demands and resources at work, and the conflict between values (i.e. between personal values and those of the organization). (PV De Silvia et al.,2009).

When there is a gap between individual and organizational values, workers will find themselves making a trade-off between work they want to do and work they have to do, research has found that a conflict in values is related to all three dimensions of burnout (Leiter & Larvie, 1997), and a structural model of burnout suggests that values may play a key role in predicting levels of burnout (Leiter & Malachi, 2005, 2008). Accordingly, it is predicted that value incongruity has implications for all three aspects of burnout. First, the strain of ongoing conflict with the organization or central people within that organization depletes employees' energy. Both the strain of conflict and the futility of wasted talent are exhausting. Second, value conflicts decrease employees' involvement in their work. Employees experience a de-motivating situation in which they are discouraged from pursuing what they truly value. Third, they lose their sense of efficacy and accomplishment as they devote their time and talents to activities of little personal importance. Together the impact of value congruence constitutes a major process in the development of burnout (Leiter et al., 2008).

On the basis of the above review, this study argues that person-organization fit may correlates negatively with burnout. Therefore, the following hypotheses are proposed:

Hypothesis 1: Person-Organization fit has negative relationship with burnout.

Hypothesis 2: Person-Organization fit has negative relationship with each one of burnout's three dimensions: Depersonalization, emotional exhaustion and reduced personal accomplishment.

3-2: Burnout and turnover intention:

According to (McCoy, 2003) although many studies have examined teacher attrition, some researchers have recognized the need for a more complete analysis of the impact of teacher burnout on teacher turnover, and according to (Malachi et al., 2001) the consequences of burnout are potentially very serious for the staff, the clients and the larger institutions in which they interact, our initial research on this syndrome suggests that burnout can lead to a deterioration in the quality of care or service that is provided by the staff. It appears to be a factor in job turnover, absenteeism, and low morale.

The researchers have carried out many researches globally to curtail the level of burnout to minimize the negative consequences in the organization. (Malik, 2010) Burnout and turnover are common in the life cycle of any organization and burnout is one of the reasons for employees to leave the organization. The rapid turnover of skilled labour harms the organizations in terms of excessive cost. Workers in human services organizations (e.g. police officers, social workers, nurses, and teachers), are more vulnerable to high degrees of burnout (Weisberg, 1994).

The consequences of job burnout are important organizational issues. Job burnout has been found to be closely related with reduced organizational efficacy and work-related problems such as high turnover, absenteeism, and actual turnover [(Ismail, 2015), (West man et al., 2001); (Ali et al., 2012); (Floe et al., 2013); (Malachi et al., 2001);(Dougherty 1993), (Leiter, M. P., & Malachi, C. 2000)]

Although existing empirical research provides many findings showing that job stress is associated with undesirable organizational outcomes, the basic logic behind these findings is that job stress increases job dissatisfaction, thereby motivating decisions to quit (Pascal Paella , 2011), or to leave the employer (e.g., Firth, Mellor, Moore, and Loquat, 2004; de Croon, et al., 2004), The relationship between burnout and intention to leave the employer has been examined by many researchers, Gupta and Behr (1979) were among the first to observe the impact of job stress on intention to leave. Their results show that the experience of stress significantly increases employee intentions to leave their organization. Lazaro et al. (1984) found a significant positive relationship between burnout and job

withdrawal behaviours, one of which is labour turnover.

Shiroma, A. (2005), found that burnout led to higher levels of intention to leave work. Spider and Zimmerman (2010) found turnover related to the facets of burnout; however, they found that depersonalization was the most proximal antecedent of turnover, while emotional exhaustion was the most proximal antecedent of absenteeism, they argue that employees with high levels of cynicism distance themselves from their work, and that this manifests behaviourally through turnover. In contrast, employees with high levels of emotional exhaustion are likely to find that temporary separation from work is a way in which they can recuperate their emotional resources, rather than taking the drastic measure of turnover.

Most research overall provides significant relationships suggesting that the more employees perceive their job as stressful, the more their intention to leave their organization increases (e.g., Firth, et al., 2004; Leiter, M. P., & Maslach, C. 2000).

On the basis of the above review, this study argues that Burnout may correlates positively with turnover intention. Therefore, the following hypotheses are proposed:

Hypothesis 3: Burnout has positive relationship with turnover intention.

Hypothesis 4: Each one of burnout's three dimensions: Depersonalization, emotional exhaustion and reduced personal accomplishment, has positive relationship with turnover intention.

3-3: Person-Organization fit and Turnover intention:

In twenty first century, persons are likely demonstrating concern in choosing the most appropriate organization for them to work and appropriate job for them to perform much better. The priority have been shifted from the conventional models which based on knowledge, skills, abilities for jobs to hiring for organizational compatibility which fit the individual personality, beliefs and values with the organizational culture, norms and values. (Amran Awang et al., 2013)

A basic underlying assumption of the P-O fit literature is that people will be more attracted to and less likely to exit organizations where they find a close match (Elfenbein and O'Reilly 2007, 5; Schneider 1987). Previous studies have frequently proposed that a negative association between the P-O fit and turnover intention. Cable and Judge argued that Person-organization fit may affect employees' intention of turnover (Cable and Judge, 1996). As per Verquer et al.,(2003) the P-O fit was negatively associated with the intention to quit, and as per Chatman (1991)value congruence reduces turnover Intention, same findings for Vandenberghe's study (1999) who found that nurses were less likely to have quit if they perceived high P-O fit.
In addition, the research conducted by Hoffman and Woehr (2006) revealed that the P-O fit was related to turnover, on the other hand several studies have found that highly engaged employees are less likely to be involved in voluntary turnover (Juhdi, Pa'wan, & Hansaram, 2013; Saks, 2006; Society for Human Resource Management, 2006).

Accordingly (Amran Awang et al., 2013) confirmed that P-O fit is popular in organizational behavior and personnel management because it is significantly affects employees' turnover intention, and P-O fit theories show that people will leave the organization if their characteristics do not fit or match with the organization, which means the better P-O fit, the fewer employees have an intention to quit from the organization. Depending on the above researchers' point of views, this study argues that Person-Organization fit may correlates negatively with turnover intention. Therefore, the following hypothesis is proposed:
Hypothesis 5: Person-Organization fit has negative relationship with turnover intention.

4. Methodology
4.1: Data Collection:
The main variables of the study were person-organization-fit, burnout, 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 academic staff of Canadian International College (CIC) in Egypt which is a private educational organization. Total of 250 questionnaires were distributed out of which 187 were returned showing response rate of 74.8 %.

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.
P-O fit was measured by using Cable and DeRue three-Item scale (2002), in which the authors developed a three item assessment tool to determine employee perceptions about P-O fit, needs-supplies fit, and demands-abilities fit, the scale included questions such as "My personal values match my organization's values and culture". Respondents were asked to indicate their opinion with each statement on a five point Likert-type scale with 1 - strongly disagree to 5 - strongly agree.

Burnout was measured using Maslach Burnout Inventory for educators, 1996 (MBI-ES) which is 22-item instrument. The instrument consists of three subscales to evaluate each domain of burnout, namely emotional exhaustion, depersonalization and reduces personal

accomplishment. Items were scored on a 7-point frequency rating scale anchored with never (= 0) and every day (= 6).

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-O fit is 0.844, turnover intention is 0.859, emotional exhaustion is 0.838, depersonalization is 0.817 and reduced personal accomplishments is 0.924.

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-O fit is 257.272 , turnover intention is 262.953 , emotional exhaustion is 789.031 , depersonalization is 417.624 , and reduced personal accomplishments is 1060.462 , while convergent validities (AVE) of these scales were as follows: P-O fit is 76.3 , turnover intention is 78.16 , emotional exhaustion is 65.84 , depersonalization is 58.41 , and reduced personal accomplishments is 65.42 .

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.

Correlations (Table 1)

		P-O FIT	TURNOVER	EMOTIONAL	DEPERSONALIZATION	Reduced PERSONAL ACCOMPLISHMENT	BURNOUT
P-OFIT	Pearson Correlation	1	-.687-**	-.717-**	-.670-**	-.540-**	-.716-**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N		187	187	187	187	187
TURNOVER	Pearson Correlation		1	.748**	.509**	.658**	.640**
	Sig. (2-tailed)			.000	.000	.000	.000
	N			187	187	187	187

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Evidence in table (1) showed that there was a significant negative relationship between p-o fit and burnout as a whole (r=-0.716, P<0.1), this implies that the higher the CIC academic staff are feeling p-o fit the lower they are suffering from burnout, thus hypothesis 1 (which includes : P-O fit has negative relationship with burnout) was supported .

There was a significant negative relationship between p-o fit and each one of burnout's three dimensions as follows : there was a significant negative relationship between p-o fit and emotional exhaustion (r=-0.717, P<0.1), this means that the higher the CIC academic staff are feeling p-o fit the lower they are suffering from emotional exhaustion, there was a significant negative relationship between p-o fit and depersonalization (r=-0.670, P<0.1), which implies that the higher the CIC academic staff are feeling p-o fit the lower they are suffering from depersonalization , the analysis showed that there was a significant negative relationship between person-organization fit and reduced personal accomplishment (r=-0.540, P<0.1), which

implies that the higher the CIC academic staff are feeling p-o fit the lower they are suffering from reduced personal accomplishment , thus   hypothesis 2 (which includes : P-O fit has negative relationship with each one of burnout's three dimensions: Depersonalization, emotional exhaustion and reduced personal accomplishment) was supported .

The analysis showed that there was a significant positive relationship between burnout as a whole and turnover intention (r=-0.640, P<0.1), this implies that the higher the CIC academic staff are feeling burnout the higher their intention to leave their work at CIC, thus hypothesis 3 (which includes: Burnout has positive relationship with turnover intention) was supported. There was a significant positive relationship between each one of burnout's three dimensions and turnover intention as follows : There was a significant positive relationship between emotional exhaustion and turnover intention (r= 0.748 , P<0.1), this implies that the higher the CIC academic staff are suffering from emotional exhaustion the higher their intention to leave their work at CIC, there was a significant positive relationship between depersonalization and turnover intention (r= 0.509 , P<0.1), this implies that the higher the CIC academic staff are suffering from depersonalization the higher their intention to leave their work at CIC, the analysis showed that there was a significant positive relationship between reduced personal accomplishment and turnover intention (r= 0.658 , P<0.1), this implies that the higher the CIC academic staff are feeling reduced personal accomplishment the higher their intention to leave their work at CIC, thus   hypothesis 4 (which includes : Each one of burnout's three dimensions: Depersonalization, emotional exhaustion and reduced personal accomplishment, has positive relationship with turnover intention) was supported .

Evidence in table (1) showed that there was a significant negative relationship between p-o fit and turnover intention (r=-0.687, P<0.1), this implies that the higher the CIC academic staff are feeling p-o fit the lower their intention to leave their work at CIC, thus hypothesis 5 (which includes : P-O fit has negative relationship with turnover intention) was supported .

6. Discussion & Conclusion:

Since employees in general and academic staff especially are the most valuable asset for any educational organization, universities always try to identify the factors causing turnover intention in their staff.

The current study examined the impact of P-O fit/misfit on burnout, and the impact of both P-O fit and burnout on turnover intention for academic staff at CIC.

First, our empirical analysis demonstrated the relationship between P-O fit and burnout (as a whole and its three dimensions). A significant strong negative relationship is proved between these two variables, In addition the findings of current study referred to a strong negative relationship between P-O fit with all burnout's three dimensions (emotional exhaustion, depersonalization and reduced personal accomplishment), this finding is in accordance with the earlier researches (Schaufeli, Leiter, and Maslach, 2009, PV De Silvia et al. 2009, PV De Silvia et al.,2009, Leiter & Harvie 1997, Leiter & Maslach 2005, 2008, Leiter et al. 2008), Which implies that academic staff who are better fitted in CIC have less symptoms of burnout in general and they are less suffering from emotional exhaustion, depersonalization and reduced personal accomplishment, while the misfit academic staff in CIC will strongly suffer from emotional exhaustion, depersonalization, reduced personal accomplishment and burnout in general.

Secondly, this study empirically tested the relationship between burnout (as a whole and its three dimensions) and turnover intention, the results of empirical analysis showed that these two variables are significantly positively correlated, in addition there is a strong positive relationship between turnover intention with all of burnout's three dimensions (emotional

exhaustion, depersonalization and reduced personal accomplishment), this finding is also supporting the earlier work (Malik 2010, Weisberg 1994, Ismail 2015, Westman et al. 2001, Ali et al. 2012, Faloye et al. 2013, Maslach et al. 2001, Dougherty 1993, Leiter, M. P., & Maslach, C. 2000, Pascal Paillé 2011, Firth et al. 2004, de Croon et al.2004, Gupta and Beehr 1979, Lazaro et al. 1984, Swider and Zimmerman 2010,Shirom A. 2005), which implies that the burned-out academic members at CIC (who are suffering from emotional exhaustion, depersonalization and reduced personal accomplishment as dimensions of burnout) will have more intention to leave CIC, on the contrary, the non-burned-out academic members (who are not suffering from emotional exhaustion, depersonalization or reduced personal accomplishment as dimensions of burnout), will be more stable or have less intention to leave CIC .

Thirdly, the study tested the relationship between P-O fit and turnover intention. A significant negative relationship found between these two variables, such finding supporting the earlier work (Amran Awang et al. 2013, Elfenbein and O'Reilly 2007, Schneider 1987, Cable and Judge, 1996, Verquer et al., 2003, Vandenberghe's study1999, Saks 2006, Juhdi, Pa'wan, & Hansaram 2013, Hoffman and Woehr, 2006), which means that the academic members at CIC who are feeling P-O misfit, will have more intention to leave CIC in comparing with others, on the other hand the academic members who are compatible with CIC or have P-O fit will have less intention to leave CIC.

7. Theoretical Implications:

burnout and turnover intention, or P.O fit to turnover intention, both of these studies may sometimes contained other variables in addition to those mentioned variables, or include other moderators mediating the relationship between the independent and dependent variables, but - to the best of the researcher's knowledge - no significant research is conducted to link these three variables together especially in the context of Egypt, considering that the P.O fit (or misfit) is an antecedent to burnout, while turnover intention is a consequence of burnout, which means that the misfit with the organization is causing burnout, which in turn is leading to a desire to leave work or turnover intention, taking in consideration the three dimensions of burnout when linking it to P.O fit or turnover intention .

8. Managerial Implications:

The current study will contribute practically by helping decision makers and persons in charge of selecting academic members at educational institutions in Egypt to reduce a considerable turnover intention, by understanding the relationship between P-O fit and burnout, as well as the effect of both P-O misfit and burnout on turnover intention.

Decision makers in educational institutions must also pay more attention to the perception of academic staff about their organizations, in this regard P-O fit has to be seen as a crucial tool for managing them, as it plays a vital role in selecting, socializing and training academic members, which can considered as a competitive advantage for these institutions.

Accordingly, decision makers in educational institutions have to:

- Focus on selecting such academic members whose personalities and values are matching with their organizations' values and culture as possible to achieve P-O fit, which could be achieved through personality tests and many other tests within the recruitment and hiring processes, which is unfortunately almost not existing at most of educational institutions in Egypt .

- Try to inculcate the organization's culture and values as a step to increase the compatibility between the academic member and his/her organization and achieve P-O fit, through orientation, socialization and training programs.

- Pay attention to burnout levels for their academic members, and keep measuring it periodically considering its relationship to P-O misfit and its role as a main source for turnover intention.

- Consider the relationship between P-O misfit and each one of burnout's three dimensions, which means the P-O misfit will most probably results in one or more of these three symptoms, and the same for its relations to turnover, which means the intention to leave may occurs because of one or more of these three dimensions (emotional exhaustion, depersonalization and reduced personal accomplishment).
- keep their academic members away from this phenomenon (burnout) as they can, and in case one of them falls into burnout or one of its symptoms, they have to check his/her P-O fit (as an antecedent to burnout) trying to increase it, but if they can't they have to expect his/her intention to leave the organization (as a consequence to burnout) and prepare the reaction in advance.

9. Limitations & Future Scope of Research

When generalizing these results some limitations should be noted. The research was limited to P.O fit and its outcomes and consequences on academic members of one of the private educational organizations in Egypt, which means, it doesn't examine:
- The relationships between the three mentioned variables outside Egypt.
- The relationships between other types of fit such as person-environment fit (P.E fit), person-job fit (P.J fit), person-group fit (P.G fit), person-person fit (P.P fit), or person-vocation fit (P.V fit), and burnout or turnover intention.
- The relationships between the three mentioned variables at governmental or non-educational private organizations.
- The moderating effect of some moderators (such as social support or personality type) or demographic variables (such as gender) in the relationship between dependent and independent variables.

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

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