Moderating Effect of Emotional Intelligence on the Relationship between Role Ambiguity and Intention to Quit the Job

Omer Khalid Javed Tarrar*[1], Jeena Ann John[1]

[1]College of Administrative and Financial Sciences, AMA International University-Bahrain

Abstract - Employee turnover intention is one of the crucial areas where every organization pay keen attention to reduce it, as it keeps organizational intellectual assets stick with it. Therefore, current study seeks to empirically examine the moderating effect of emotional intelligence on the relationship between role ambiguity and intention to quit. For this purpose, the data was collected from the employees working in the hotels and restaurants located in Kingdom of Bahrain. A total of 366 response were received in a complete form hence used for the final analysis. PLS-SEM was employed to test the hypothesis. The results reveal that role ambiguity has a significant effect on intention to quit. Similarly, the findings also indicate that the significance of emotional intelligence significantly moderating the relationship between role ambiguity and intention to quit the job within the hotel and restaurant industry of Kingdom of Bahrain.

Keywords: intention to quit, role ambiguity, emotional intelligence

INTRODUCTION

Technological modernization, globalization and market segmentation have revolutionized the structure of firms. Nowadays, almost everyone is under a variety of stress. Many means and tactics are available to deal with stress today. Sometimes individuals respond well and don't feel the pressure to have any negative impact on them. On the other hand, sometimes it is difficult for individuals to deal with the pressure, then the individual in this situation is said to be under stress. Stressors can be defined as the tasks or situations that increase the probability of stress response. Whittington, Pzaulus, and Quick (2004) distinguish between (a) specific conditions of the task, (b) conditions of work organization, (c) physical surroundings, (d) public environment and (e) corporate environment, emphasized that one cannot easily classified all the stressors into the above mentioned groups. In addition, there are stressors are various stages of stressors: a) macro stage (lies among tasks and different areas of life, such as conflicts among work and family), b) meso stage (occupational facets such as job stressors and work safety) and c) Micro stage (particular job assignments and their environmental conditions). Similarly, differences are observed according to time period (persistent stress factor vs. circumstantial stress factor), severity (light events vs. distressing events), as well as insight (unfamiliar to known).

Role ambiguity as a variable emerges on the grounds that in any administration setting, employee who have the capacity comprehend and clear about their roles in the organization are prone to perform well in their employment (Anderson & Gerbing, 1988). In the meantime, past scrutinizes identified with representatives that work in an administration setting (Asad, Mohammed, & Alekam, 2016) had demonstrated that role uncertainty impacted the workers' employment performance and retention or quit the organization. Extant literature also conceptualizes this form of supervision as a major source of stress in workplace that has a negative psychological impact on victimized worker.

The intention of employee to leave is one of the major challenges for any organization with its long-term effects. Over the past two decades, the staff turnover problem still exists among all the other management issues of organizations around the world (Qamri, Abrar-ul-haq, & Akram, 2015). According to the survey of turnover, directed by Chartered Institute for Personnel and Development (CIPD) (2018), annual worker's turnover in hotel, catering and leisure sectors

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of United Kingdom is normally 41%, followed by departments like communication (38%), retail (31%) and call centers (30%). And the annual turnover of all restaurant servers in the United States is over 115%.

However, even in 21st century the turnover intention of employees is a matter of interest for all the companies (Akram, Abrar Ul Haq, & Umrani, 2019). For many organizations, regardless of their industry, turnover is a major problem because it can be expensive in terms of recruitment, training, and the cost of lost productivity. Losing an employee, especially an expert or talented employee, also means a loss of intellectual capital, because if someone leaves, it would take several years to reach the same level or speed as of the previous employee (Malik, Abid, Kalaicelvi, & Bhatti, 2017; Malik, Abid, Wahiddin, & Bhatti, 2017) The replacement costs of employee ranges from 90 to 100 percent of the worker's annual income (Ali, Abrar Ul Haq, & Ullah, 2015). From this perspective, employees are considered as assets in every organization. And according to (Asad, Salman Shabbir, Salman, Hussain Haider, & Ahmad, 2018) no technology can replace skillful communication, problem solving and customer   orientation.

According to the recent studies,   workforce is considered to be the most crucial part of the organization. It is impossible to achieve organizational success in the absence of employee's assistance. Therefore, it's very important to keep employees, particularly the main players of the organization. And in order to do so, some authors (Murtaza, Abrar Ul Haq, & Ali, 2015; Qasim, Abrar ul Haq, Hussain, & Roshan, 2018)have mentioned that organizations need to know and understand the reasons for employees quitting while considering the aspects that directs their intentions to quit (Bumjaid, Abid, & Malik, 2019; Murtaza et al., 2015). In addition, organizations must also follow the strict policies to reduce the gap between senior-level management and middle-level management to address the turnover problems of employees within the organization. In most of the developing and developed countries, the employees' intention to quit has resulted in sleepless nights for HR managers as well as for the organizations (Malik, Abid, Mahmood, Wahiddin, & Malik, 2019). Therefore, the current study wants to examine the relationship between Role ambiguity and intention to Quit and also to examine the moderating effect of emotional intelligence on the relationship between role ambiguity and Intention to Quit.

LITERATURE REVIEW
Intention to quit

According to Basak, Ekmekci, Bayram, & Bas, (2013), the intention to quit is the employee's cognitive and premeditated desire to withdraw from the organization. From the extant literature it can be observed that intention by itself is the most important factor which influences the decision of workers to leave their work. Basak et al. (2013) stated that intention to quit is considered as a main predictor of employee's behaviour that can lead towards actual withdrawal. Based on the reasoned action theory, the action of the employees depends on their intentions. Basak et al. (2013) also explained that if an employee shows an intention to act in a certain manner, he is likely to behave in such a way. From this perspective, it has been shown that behavioural intentions are considered to be the foremost predictor of actual conduct.

Recently, many organizations are paying attention to the turnover intentions. Because the employee's withdrawal from the workplace has become a great issue and is considered as the most persisting challenge faced by many of the firms (Aquino, Griffeth, Allen, & Hom, 2017). As it has been observed that if an employee intended to leave the workplace, it will affect the organization in a numerous manners such as, leaving of skilled employee can reduce the productivity of the organization as well as it give rise to expenses that are linked with recruitment of new workers (Hancock, Allen, Bosco, McDaniel, & Pierce, 2013). The replacement costs of employee ranges from 90 to 100 percent of the worker's annual income. From this perspective, employees are considered as assets in every organization. And according to Jacobs & Roodt (2011) no technology can replace skillful communication, problem solving and customer orientation. So, it is important to find out the causes and effects of intention to quit at all times. And in order to do so, some authors such as (Abrar-ul-haq, Jali, & Islam, 2016; Yi, Tunku, & Rahman, 2012) have mentioned that organizations need to know and understand the reasons for employees quitting while considering the aspects that directs their intentions to quit.

The previous studies such as of Pradhan & Jena (2016), found neutralizers as moderating variables (emotional intelligence) that mitigates the detrimental impact of role ambiguity on intention of workers to quit within the context of Indian organizations. But in this study, five moderators like Positive affect, coworker support, emotional intelligence, meaningful work and ingratiation are reviewed that might mitigate the adverse effect of both the stressors (Abusive supervision and illegitimate tasks), which has a rare study in Bahrain. However, previous studies have used qualitative methods (such as (Malik, Abid, Gilal, & Raja, 2017; Malik, Mahesar, Abid, & Wahiddin, 2014; Pradhan & Jena, 2016), but this study has been carried out by using quantitative approach. Hence, this study develops a model based on previous researches which has identified the potential neutralizer that will reduce the stress of employees and will prevent them to quit their workplace. Further, the study helps to understand how employees and organizations are affected by stressors, and the moderators might play part in neutralizing the adverse effect of role ambiguity.

Role ambiguity

The tendency for employees in the service setting to experience role ambiguity was investigated by Singh (2016). According to Singh, this was mainly due to them having to engage constantly in high interactions with their environment, having to deal with non-programmable decisions and perhaps being expected to hold a variety of role from the internal or the external members of the organisation.

The importance for boundary workers to be cleared concerning their job requirements and expectations plays a crucial part in the success in delivering good services. This is because the boundary workers in the service sector have high customers contact. Therefore, in order to determine the importance of employee possessing role clarity and its relationship with their work performance, a study was carried out. The study revealed that when workers experienced role ambiguity, they tend to experience poor job performance and this condition had shown that role ambiguity and job performance possessed a negative relationship. The same study also revealed that role ambiguity had a negative influenced on the job satisfaction of employees as well as on their organisational commitment.

Using the seminal work of Abbas, Ashiq, & Abrar ul haq, (2018) found that there was a significant relationship between emotional reactions and job ambiguity. Employees that experienced role ambiguity tend to have uncertainty attached to scope of responsibilities, about other expectations on them and ways to achieve task success. The study also found that emotional tension increased when ambiguity increased, and ambiguity had also reduced job satisfaction. At the same time, the same study revealed that when employee experiences role ambiguity, they tend to display lower self-confidence, which may have resulted in ineffective performance at workplace. Therefore, it can be concluded that when one experiences role ambiguity, one feel more stressful while role ambiguity will result in lower job satisfaction and self-confidence (Malik, H. A. M., Mahmood, Usman, Rziwan, & Abid, 2019; Malik, Abid, Wahiddin, & Bhatti, 2017; Malik, Mahesar, Abid, Waqas, & Wahiddin, 2017).

Negative correlations were found between role ambiguity and quality of services when the factor was examined in relation to the performance of salespeople. It was found that employees tend to produce poorer quality of service when they experienced role ambiguity (Abrar-ul-haq, Jali, & Islam, 2015). Perhaps these results occurred simply because when employees are unsure of what was being expected, motivation to exert greater effort in delivering good service will tend to be diminishing and ultimately service performance tend to suffer (Akram, 2017; Akram, Murugiah, & Arfan, 2017).

Study on role ambiguity and its relationship with gender was conducted by Bush & Busch, (2019). The study attempted to determine the differences between females and males in the industrial sales force by comparing role clarity, six job satisfaction components, and value importance of the job components, performance and propensity to leave the organisation. Results showed that women tend to experience greater ambiguity pertaining to their role and in turns leading to them having higher propensity to leave their job as compared to men. This was mainly due to women may be less willing to ask for help and to ask questions as they were afraid of their inquiries being perceived as signs" of weakness (Akram, Abrar-ul-Haq, & Surjit, 2018).

Emotional Intelligence as a moderator

Recently, Emotional intelligence (EI) is widely spread topic in psychology research. Goleman and Whitener (2001) popularized this concept in his book named as Emotional Intelligence. Although, they were Salovey and Mayer (1990), who termed "emotional intelligence", explained it as a kind of processing of emotional information that incorporates a thorough evaluation of emotions within themselves and in others, the accurate appearance of emotion and adaptability of the emotion to improve life. In recent years, Mayer, Salovey and Caruso (2015) modified the definition of Emotional Intelligence and explained it as the potential to identify emotions and their associations in order to solve the problems based on them. Thus, the definition indicates that people with emotional intelligence has the skills to understand their emotions and is capable to effectively process this information to make the right decisions in difficult situations (Nikolaou & Tsaousis, 2002). Basically emotions play a crucial role in the life of individuals as they influence employee's behaviors and motivation to adopt plans and actions that in turn change the understanding of physical and mental health (Abrar Ul Haq, Nawaz, Akram, & Natarajan, 2020; Slaski & Cartwright, 2003).

Baron and Hartnagel (2017), among other renowned specialists, believes that emotional intelligence influence the employee emotions as well as skills that are needed to deal with environmental needs as well as stress. Baron and Hartnagel also argues that emotional intelligence is considered to be an essential element in determining success in a person's life and has a direct impact on mental health. According to Baron and Hartnagel, it is suggested that social and emotional intelligence includes five main components: intrinsic abilities, social skills, coping skills, stress management skills and general emotions (Chang & Hu, 2017). It is also believed that a person with strong emotions acquires a specific degree of positive mental health and, therefore, can adjust their emotions when endangered by any pressure at work or in their personal lives. Researchers such as (Slaski & Cartwright, 2019) have shown that people with emotional intelligence experience less stress, have better physical and mental health, and perform better than those with less emotional intelligence.

Likewise, Nikolaou & Tsaousis, (2019) argues that emotional intelligence is linked to managing of strong emotions and positively dealing with the stress situations. By reviewing the existing literature of Job stressors (abusive supervision, illegitimate tasks), intention to quit as well as neutralizers (positive affect, co-worker support, emotional intelligence, meaningful work and ingratiation) it was found that none of the prior studies has examined the relationship of the expressed variables of the study (Malik, Mahmood, Usman, & Abid, 2019).

Conceptual Framework

From this perspective, it has been shown that behavioral intentions are considered to be the foremost predictor of actual conduct. Therefore, following framework may be drawn based on the above theory" discussion.
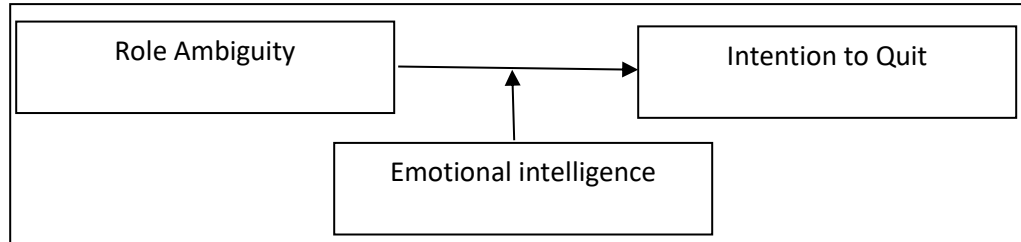

Figure 1: Conceptual Framework

Hypotheses

1 Role ambiguity has a significant relationship with intention to Quit.
2 Emotional intelligence has a significant moderating effect on the relationship between Role ambiguity and Intention to Quit?

METHODOLOGY OF THE STUDY

The aim of this study is to examine the relationship between role ambiguity and intention to quit with moderation effect of emotional intelligence. Therefore, in order to investigate the moderating effects of emotional intelligence on the relationship between role ambiguity and intention to quit, this study has selected employees of the restaurants as a target population in Bahrain purposive sampling method. And a total of 366 respondents filled the questionnaire and all of them were the employees of the restaurants of Kingdom of Bahrain.

Research Instrument

The responses from participants were taken by their ratings for each of the items using a 5-point likert scale ranging from 1 to 5 as (1 = strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree, 5 = Strongly Disagree) (Abrar ul haq, Nawaz, Mahtab, & Cheema, 2012; Ali et al., 2015; Khan, Mahtab, & Abrar-Ul-Haq, 2012). Furthermore, the items of Intention to quit was consisting of 6 items which was adapted from Madu, Kuei, & Madu, (2002). Similarly, the items of emotional intelligence was consisting of 16 items which was developed by Wong and Law (2002). The measurement of role ambiguity was adapted from Rizzo, House, & Lirtzman, (1970) and the reliability of this instrument was reported 0.81 as recorded by Rizzo et al. (1970).

Statistical tools and Techniques for Data Analysis

After getting the study "data using the questionnaire survey method, the data has been transformed into the digital form using IBM SPSS Statistics version 20 (Muhammad Abrar ul haq, Jali, & Islam, 2019a). The data of this study are analyzed through PLS smart version 2. PLS (Partial Least Squares), which is a measurement tool got popularity over past few decades. Different statistical tools are used for data analysis like descriptive statistics, reliability test, validity test, normality test (Abrar Ul Haq, Mahtab, & Ullah, 2015) and SEM analysis.

RESULTS AND DISCUSSION

The data of this study are analyzed through PLS smart version 2. PLS (Partial Least Squares), which is a measurement tool, got popularity over past few decades. PLS also deals with multivariate and complex models more effectively. Furthermore, the targeted statistical population of this research is employees working in hotels and restaurants the in Kingdom of Bahrain. Sample of 366 workers is selected while considering the sample selecting recommendations (Abrar-Ul-Haq, Jali, & Islam, 2016; Abrar ul Haq, Akram, Ashiq, & Raza, 2019; Abrar Ul Haq et al., 2015; Abrar ul haq, Jali, & Islam, 2019b). After removing the uncompleted questionnaires, the final sample size for analysis was 366. Moreover, the tool for data collection was questionnaires which the researcher use Self-administered survey approach to target population. Descriptive analysis shows the demographic values of the respondent like age and nationality. Furthermore, the validity of measurement instruments was evaluated by using the content validity and convergent validity. Convergent validity denotes to the notion that any construct items have adequate correlation with each other. According to researchers (Abrar-ul-Haq, Akram, & Imdad Ullah, 2015; Muhammad Abrar-Ul-Haq, Jali, & Islam, 2015; Muhammad Abrar ul haq, Jali, & Islam, 2016; Fornell & Larcker, 1981) a measure of convergent validity is that the

Average Variance Extracted (AVE) was ranged between 0.508 and 0.681. Statistical results in this study also meet the above-mentioned criteria. Therefore, the measured instruments are properly validated.

The descriptive statistics are reported in table 1 shows that the number of respondents was 366 and the mean and Std. deviation of variables are as follows, the Intention to quit has second lowest mean of 3.366 and Std. deviation 0.805. The role ambiguity has a mean 3.642 and Std. deviation 0.797. The emotional intelligence has the lowest mean 3.156 among all independent variables and Std. deviation 1.049.

Table 1: Descriptive analysis

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Intention to Quit	366	1	5	3.366	0.805
Role Ambiguity	366	1	5	3.642	0.797
Emotional Intelligence	366	1	5	3.156	1.049

Table 2: Age of Respondent

Age	Frequency	Percent	Valid Percent	Cumulative Percent
25 years or less	17	4.6	4.6	4.6
More than 25 to 30 years	86	23.5	23.5	28.1
More than 30 to 35 years	97	26.5	26.5	54.6
More than 35 to 40 years	83	22.7	22.7	77.3
More than 40 to 45 years	51	13.9	13.9	91.3
More than 45 to 50 years	19	5.2	5.2	96.4
Above 50 years	13	3.6	3.6	100
Total	**366**	**100**	**100**	

Descriptive statistics shows that the minimum number of respondents lies in age of above 50 years with 3.6 percentages. Second and third minimum percentage is 5.2 with number of respondents 19 and 4.6 number of respondents 17 respectively. Also the highest number of respondents is 97 under the age of more than 30 to 35 years with percentage 26.5; second highest number of respondents is 86 lies under the age of more than 25 to 30 years with 23.5 percentages. So, on third and second highest percentage is 22.7 and 13.9 with number of respondents (frequency) 83 and 51 respectively.

Convergent Validity of the Measurements

Table 3 shows that the composite reliability values ranged from 0.759 to 0.889. These values exceeded the recommended value of 0.6 (Abrar-Ul-haq, Jali, & Islam, 2016; Abrar-ul-Haq, Jali, & Islam, 2016; Abrar ul Haq, Razani, & Gazi, 2017; Hair, Hult, Ringle, & Sarstedt, 2016; Raza, Minai, ul Haq, Ismail, & Zain, 2018; Ullah, Abrar-ul-haq, & Shah, 2016). The average variances extracted (AVE) values ranged between 0.508 and 0.541 which is greater than the recommended value (0.5) of AVE by Hair et al., (2016). That indicating a good level of construct validity of the measures used (Barclay *et al.*, 1995). These results confirm the convergent validity of the outer model.

Table 3: Convergent Validity of the Measurements

Construct	Items	loading	CR	AVE
Intention to Quit	IQ1	0.634		
	IQ2	0.839		
	IQ3	0.835		
	IQ4	0.776	0.889	0.536
	IQ5	0.733		
	IQ6	0.608		
	IQ8	0.664		
Emotional Intelligence	EI2	0.791		
	EI3	0.674		
	EI4	0.734	0.759	0.508
	EI5	0.598		
	EI6	0.778		
	EI7	0.786		
	EI8	0.797		
	EI9	0.851		
	EI10	0.634		
	EI11	0.634		
	EI12	0.769		

Role Ambiguity	RA3	0.723		
	RA4	0.734		
	RA5	0.782	0.875	0.541
	RA6	0.759		
	RA7	0.764		
	RA8	0.641		

4.2.2 Discriminant Validity of the Measures

The Discriminant validity of the measures was confirmed by employing the method of Fornell & Larcker, (1981). As illustrated in Table 4, the square root of average variance extracted (AVE) for all the constructs were placed at the diagonal elements of the correlation matrix. As the diagonal elements were higher than the other elements of the row and column in which they were located, this confirms the discriminant validity of the outer model. In sum, having established the construct validity of the outer model, it is assumed that the obtained results pertaining to the hypotheses testing should be valid and reliable.

Table 7: The Discriminant Validity Matrix

Construct	Intention to Quit	Role Ambiguity	Emotional Intelligence
Intention to Quit	0.732		
Emotional Intelligence	0.469	0.712	
Role Ambiguity	-0.231	0.166	0.735

Assessing the Inner Model and Hypotheses Testing Procedures

After establishing   outer model fitness for the current study, the next step is to assess the inner model of the current study by examining the hypothesis of the current study. Table 2 and figure 4.1 show the results of hypothesis testing that reveals the significant positive relationship (b=0.042, p<0.001) between role ambiguity and intention to quit, thus accepted the H_1. However, H_2 also shows the significant and positive effect of emotional intelligence between role ambiguity and intention to quit (b=0.299, p<0.01) thus accepted the H_2.
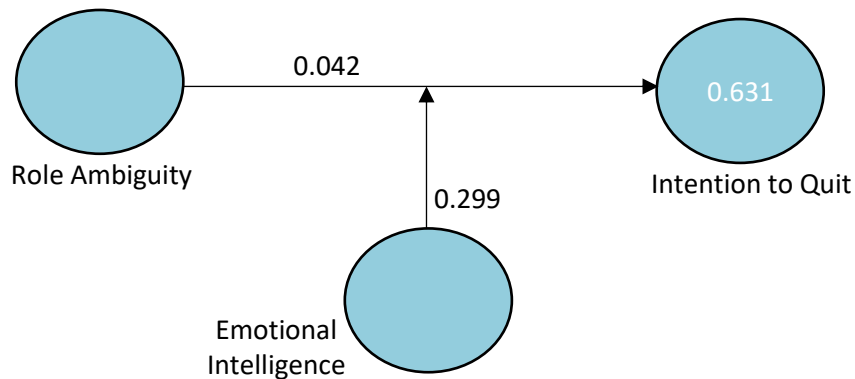

Figure 2: Inner Model

Table 8: The Results of the Inner Structural Model

Hypothesis	Path Coefficient	Standard Error	t-value	p-value	Decision
Role Ambiguity>Intention to Quit (H_1)	0.042	0.071	5.223	0.000	Supported
Role Ambiguity* Emotional Intelligence > Intention to Quit (H_2)	0.299	0.212	1.407	0.080	supported

The current section discusses the inner and outer model of the research that is being carried out. The section highlights the descriptive statistics, inner model and outer model of the current research. The outcome concludes that inner model meets the threshold level of criteria whereas hypothesis testing reveals that both hypotheses are significant and accepted. Moreover, both results are in line with the previous literature that reveals the significant and positive relationship of role ambiguity and intention to quit. For instance,   the job performance and intention to quit of front administration workers

was examined by Singh, Zhang, Wan, & Fouad, (2018). It was found that there were a few sorts of part equivocalness that administration employees can experience, for example, with their bosses, the organization, moral issues, clients, collaborators, family and different chiefs. Results have shown that these factors can affect employee's job quit intention" positively.

Role ambiguity was also studied in the opposite end of the continuum, which is the role clarity. A study by Shah, Haq, & Farooq, (2015) with the aim to evaluate the effect of role clarity and its antecedents and consequences on employees of frontline staff in a call centre revealed the importance of role clarity in determining the service quality performance with role clarity is strongly related to service quality performance. Therefore, the study conveyed that there be role ambiguity existed among the employees; they will not be able to deliver effective job performance hence they shall quit the organizations.

Similarly, prior literature provides enough anecdotal abound the argument that in the presence of emotional intelligence people might positively interplay to mitigate the role ambiguity in the organization. Basically emotions play "a crucial role in the life of individuals as they influence employee's behaviors and motivation to adopt plans and actions that in turn change the understanding of physical and mental health.Though, it is considered as one of the major management problems, as in the case that workers who deal with different people (usually in difficult circumstances), are the individuals lacking the skills to perceive their emotions as well as of others, and are able to reduce their adverse emotional reactions. Workers can do this by hiding their adverse emotional reactions or by managing the ways to respond in stressful events (Shah, Shahzad, & Abrar Ul Haq, 2015).

Baron and Hartnagel (2017), among other renowned specialists, believes that emotional intelligence influences the employee emotions as well as skills that are needed to deal with environmental needs as well as stress. Baron and Hartnagel also argues that emotional intelligence is considered to be an essential element in determining success in a person's life and has a direct impact on mental health. According to Baron and Hartnagel, it is suggested that social and emotional intelligence includes five main components: intrinsic abilities, social skills, coping skills, stress management skills and general emotions (Chang & Hu, 2017; Shah, Abrar Ul Haq, & Farooq, 2015). It is also believed that a person with strong emotions acquires a specific degree of positive mental health and, therefore, can adjust their emotions when endangered by any pressure at work or in their personal lives. Researchers such as (Rehman, Ullah, & Abrar-Ul-Haq, 2015; Slaski & Cartwright, 2003) have shown that people with emotional intelligence experience less stress, have better physical and mental health, and perform better than those with less emotional intelligence. Likewise, (Nikolaou & Tsaousis, 2019; Akram, Abrar ul haq, & Raza, 2018) argues that emotional intelligence is linked to managing of strong emotions and positively dealing with the stress" situations.

Conclusion and Recommendations

The main findings of this thesis are two-fold when it comes to the hypotheses tested. The current research was conducted in the hotel and restaurant industry of Kingdom of Bahrain. The data was collected from the employees of the hotels and restaurants working in the Kingdom of Bahrain. To analyze the data PLS-SEM, which is variance-based technique to analyze the primary data. To objectives were drawn based on the theoretical and practical gaps highlighted in the problem statement. The results were twofold: Firstly, it was found that role ambiguity has a significant and positive effect on intention to quit in the restaurant and hotel industry of kingdom of Bahrain. Secondly, the moderating effect of emotional intelligence is also found to be significant and positive.

The current research provides stipulative recommendations based on the empirical analysis and results. For instance, this study recommends to employer's recruit, train, and retain leaders with the following attributes: who will engage and connect with employees; who will outline clear career paths for employees so they can grow and develop in the organization; and who will motivate, inspire, and look beyond processes to find ways to use employees' skills to benefit the company and the individual. It also recommended that leaders discuss employees' career goals during semi-annual or annual performance reviews, encourage employees to ask career-related questions during the year, and provide training on a consistent basis to reduce role ambiguity.

Employers ensuring leadership presence and support can create sustainable career opportunities. If employees see the hotel industry as a beneficial career opportunity, turnover rates will decrease. Human resource managers have the responsibility to design effective policies that can lower turnover rates and result in the success of the business. On the basis of participant perceptions, it is also recommended HR managers hire the right people from the start, by creating well-structured interviews, creating detailed job descriptions, and referring to the requirement of the job when conducting an analysis of the candidate. Furthermore, HR manager's interview and vet candidates carefully, not just to ensure that the candidates have the right skills and abilities, but also to ensure that the candidates fit well with the company's culture, managers, and coworkers. This recommendation is consistent with research by Alkahtani, (2015), who argued that organizational leaders could reduce employee turnover by undertaking structured recruitment processes and providing adequate budgeting for staff training. In addition, as current studies result reveals the positive association between role

ambiguity and intention to quit, management of restaurant and hotels must focus on job and role clarity of the employees to reduce the job quit. Management should be very clear on job description and job specification to create more role clarity. Employee must be well aware what they suppose to-do and whom they are answerable.

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