

Role Clarity's Impact On The Relationship Between Human Resources Practices And Intention To Leave, An Empirical Study Among Call Centre Personnel

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Abstract

This study explores the relationship between HRM practices and employee turnover intention, as well as the moderating role of the job description in this relationship, in the telecommunication industry in Klang Valley, Malaysia. Data were collected from 169 employees working in a call centre using a questionnaire survey. Results from Smart PLS Version 4.0.8.2 indicate that job security is negatively related to the intention to leave, while career development opportunities are positively related.

However, participation in decision-making did not significantly influence the intention to leave. Furthermore, the study found that the relationship between career development opportunities and intention to leave was stronger for individuals with high role clarity, while the relationship between participation in decision-making and intention to leave was stronger for individuals with low role clarity. Additionally, the job description moderated the relationship between participation in decision-making and intention to leave. Overall, these findings highlight the importance of HRM practices in reducing employee turnover intention and the role of the job description in shaping this relationship.

Keywords; Role Clarity, Intention, Human Resources Practices, Call Center

INTRODUCTION

Employee turnover concerns continue to displease scholars and practitioners in the field of human resource management (HRM) and organisational behaviour (Oruh et al., 2020). Many scholars have reported that turnover intention contributes to an organization's economic shortfalls (Al-Suraihi et al., 2021; Lazzari et al., 2022). Besides losing experienced employees, a high turnover rate affects the organization economically and has an unfavourable effect on those who remain with the organisation by reducing their productivity and lowering the organization's competitive advantage (Holtom & Burch, 2016). Therefore, retaining highly skilled and experienced employees is one of the most challenging tasks faced by management.

The 2020 Hays Asia Salary Guide (Hays, 2020) reported that the number of respondents actively looking for a new job has increased by 36%. This is also supported by a LinkedIn report that 87% of their respondents actively look for better opportunities at any given time. As such, practitioners and scholars must understand the reason for talent leaving and how to prevent their outflow. Despite numerous significant research findings, scholars and practitioners remain uncertain about what causes employees to leave their organisations. Past studies have suggested that HRM practices are the key to achieving desired outcomes for both employees and organizations, such as training and development (Itzchakov et al., 2022), organisational commitment (Suárez-Albanchez et al., 2021), performance appraisals (Outila & Fey, 2022), corporate social performance (Chaudhary, 2017) and organisational citizenship behaviour (Ngqeza & Dhanpat, 2022).

Although the literature refers to several HRM practices, some practices have become a stronghold of organisations. Based on van Vuuren et al. (2019) research, job security, career development opportunities (Baranchenko et al., 2020), and participation (Blankenship & Slate, 2016) lead to positive workplace attitudes, behaviours, and performance.

These practices have been studied the proven to be effective for organization of any size, industry, and location (Delery & Doty, 1996). HRM practices are recognised as the backbone of employee performance (Robi & Pangestu, 2021). The objective of this study is two-fold; first, this study examines the associations of three critical HRM practices - job security, career development opportunities, and participation and employee intention to leave; and second, to investigate the

moderating role of job description between the HRM practices and turnover intention. This study contributes to the existing literature in several ways. First, it focuses mainly on employee turnover and organizational HRM practices. This study determines employees' overall feelings towards HRM practices and how that reduces the intention to leave. Past studies focused on intended HRM practices rather than employees' perceptions or actual practices. Therefore, examining individual HRM practices can determine to what extent each practice influences turnover intention. Lastly, this study examines the significance of job description as a moderator between HRM practices (i.e., job security, career development opportunities, and participation) and turnover intention. This paper provides a brief explanation of the literature, research method, results, and discussion. Lastly, the research findings of this study are discussed, considering existing research, followed by implications.

LITERATURE REVIEW

Intention to Leave

Turnover has been investigated widely in research of various fields such as psychology, sociology, economics, and organizational behaviour. Turnover can be in the form of voluntary, which is initiated by employees, or involuntary, which is initiated by employers (Dess & Shaw, 2001). The latter happens when employees quit because of their own choice due to various undesirable reasons, such as poor leadership, limited career promotion opportunities, poor HRM practices, lack of perceived organizational support, etc (Steel, & Lounsbury, 2009). An involuntary turnover is a form of employee termination due to layoffs, poor performance, counterproductive work behaviour etc (Steel, & Lounsbury, 2009). In most organizational behaviour studies, turnover is examined in terms of intention to leave, whereby this concept is frequently used as a cognitive predictor of turnover (Wong & Wong, 2017). Intention to leave is the extent to which employees intend to quit their job. According to Ajzen (1991), intention to leave is a valid indicator of actual employee turnover. Prior studies (Abugre, & Acquaaah, 2022; Alzayed & Murshid, 2017) have reported that intention to leave, or intention to stay, is the last rational phase in employees' decision-making process, and it is reflected in their behaviour. Intention to leave is also considered as the most identifiable precursor to actual turnover in organizations, which infers how employees plan to leave their job and employer (Dess & Shaw, 2001). Intention to leave can be associated with physical, psychological, and environmental factors (Steel & Lounsbury, 2009). This is supported by documented literature which reported that intention to leave is a function of various predictors such as HR practices, leadership, organizational commitment, job satisfaction, etc. (see for example Rahim et al. 2016; Ramesh & Gelfand, 2010). Additionally, the job nature and work environment that are emotionally draining may also lead to intention to leave among employees (Sias et al., 2002). Given this, high levels of turnover are least favoured by employers since an unstable workforce increases costs and deteriorates organizational performance. A high turnover rate is also considered a sign of ineffective management for businesses that usually result in losses.

Job Security

Job security refers to employees' perception and expectation of continuity in their job or organizational tenure, reducing the likelihood of unemployment (Davy et al., 1997). While traditionally focused on job continuity, the concept of job security has evolved to include additional components such as working conditions, appreciation, career promotion, and long-term advancement (Bernstrøm et al., 2018; Borg & Elizur, 1992; Greenhalgh & Rosenblatt, 1984). Job security is not only important to employees in alleviating the fear of job loss but also to employers seeking to reduce staffing costs (Jacobson, 1991). Moreover, job security positively impacts motivation levels, leading to enhanced individual and organizational performance (De Cuyper & De Witte, 2005). Previous research has shown that job security is associated with desirable outcomes for employees, including motivation, commitment, and performance (Davy et al., 1997; Jacobson, 1991). When employees perceive their jobs as secure, they are more likely to be motivated, committed, and perform well, benefiting the organization's sustainability (De Cuyper & De Witte, 2006). Employees who perceive job security are also more inclined to acquire new knowledge and skills for personal development, believing in the organization's long-term viability (Pruijt & Derogee, 2010). Furthermore, job security has been linked to positive attitudinal and behavioral outcomes, such as organizational commitment, work involvement, motivation, job performance, efficiency, and innovative work behavior (Caillier, 2016; Ju et al., 2013; Lynn & Kalay, 2015; Kundu et al., 2020). Job security has also been found to reduce work-related stressors like anxiety, burnout, and depression, as it provides employees with a predictable and secure future (Jackson & Schuler, 1985). Conversely, a bleak future in one's current job can lead to distress, while a secure future within an organization promotes positive outcomes, including reduced intention to leave. Based on the theoretical discussions and empirical support above, the following hypothesis is developed:

H1: There is a negative and significant relationship between job security and intention to leave.

Career Development Opportunities

Career development is a crucial aspect of employees' career paths as it contributes to individual development and organizational performance (Pinnington et al., 2022). Specifically, career promotion involves the vertical movement of employees to higher positions with salary increments, preparing them for more challenging roles (Valsecchi, 2000). This benefits both employees and organizations through sustainable development. However, changes in the dynamic business environment, such as economic instability, organizational restructuring, and global recessions, have created challenges in ensuring secure and predictable career development opportunities (Stachova et al., 2019; Wilkinson et al., 2001). Fulfilling employees' developmental needs is essential for driving better performance (Cropanzano & Mitchell, 2005). Career development provides employees with inputs on career plans, strategies, and goals, which guide their behavior at work (Pinnington et al., 2022). Employees are encouraged to manage their own career development by leveraging their knowledge, skills, and abilities (Puah & Ananthram, 2006). However, employers and organizations also play a role in facilitating employees' career development, creating more opportunities for career promotion. The relationship between career development and intention to leave has been studied in organizational behavior research. Employers that prioritize offering career development opportunities have a positive and significant impact on employees' commitment, reducing their likelihood of quitting (Lee & Lee, 2018). When career promotion opportunities are provided, employees reciprocate by demonstrating desirable work attitudes, leading to a state of high commitment (Cropanzano & Mitchell, 2005). Career development opportunities also enhance employees' knowledge, skills, and competencies, as they strive for improved job performance and career prospects, making them less likely to seek other employment opportunities (Sturges et al., 2005). Accordingly, it is posited that:

H2: There is a negative and significant relationship between career development opportunities and intention to leave.

Participation in Decision Making

Participative decision-making is a managerial approach that values employees by providing them with opportunities to voice their thoughts and influence decision-making processes (Gollan, 2005). This can take various forms, such as joint decision-making or autonomous decision-making (Cotton et al., 1998). Participative decision-making has been shown to boost employee morale and motivation, as employees feel valued, competent, and intelligent (Steel & Lloyd, 1988). This leads to increased satisfaction, productivity, and a sense of being recognized and appreciated. In the context of change management, participation in decision-making plays a crucial role in fostering readiness and acceptance of organizational changes (Stone, 2006). Employees who are involved in decision-making processes are more likely to understand and accept the rationale behind the decisions, reducing dissatisfaction. Participative decision-making also enhances employees' sense of autonomy, which fosters positive feelings of self-determination, encouragement, self-efficacy, and hope (Beharavesh et al., 2021). When employees have control and authority over their work, they feel more confident in their abilities to successfully complete tasks (Zhu et al., 2015). Furthermore, participative decision-making creates a supportive environment, reducing stress, anxiety, and burnout among employees (Cox et al., 2006; Schwarzer & Hallum, 2008). This supportive environment contributes to employees' overall well-being. Participative decision-making also reduces the intention to quit or actual turnover, as employees are granted autonomy in their job and feel more engaged, committed, and connected to their current employer (Steel & Lloyd, 1988; Cox et al., 2006). Drawing on these propositions, the following hypothesis is formulated:

H3: There is a negative and significant relationship between participation in decision-making and intention to leave.

Role Clarity

Role clarity is the level of clarity employees have regarding their duties, responsibilities, and objectives at work (Bliese & Castro, 2000). It provides employees with a sense of direction, decision guidelines, and performance criteria, enabling them to perform their tasks effectively (Cäker & Siverbo, 2018). Ambiguity in roles can lead to stress and negative job outcomes (Li & Griffin, 2022). When employees have clear roles, they feel more motivated to meet expectations, exhibit desired behaviors, and align with organizational objectives. Conversely, ambiguity in roles can lead to psychological and behavioral withdrawal, negatively impacting job performance. Empirical studies have shown that role clarity has a significant and positive influence on various workplace outcomes, including job performance, service quality, and intention to stay (Bowling et al., 2015). This can be understood from the perspective of expectancy theory, where employees who have clear knowledge of their duties and expectations are more focused and motivated to achieve their aims (Pringle & DuBose, 1995). When employees are clear about their roles, they believe they should act accordingly and are more motivated to engage in desirable behaviors. Conversely, ambiguous roles lead to stress and withdrawal behaviors, hindering employees from meeting expectations (Li & Griffin, 2022). Organizations must develop clear tasks and responsibilities for each job to function effectively. Role clarity provides employees with the necessary information about their expected job roles, preventing feelings of insignificance and helplessness (Kundu et al., 2020). It enhances

employees' intrinsic motivation, as they understand that their efforts will yield meaningful outcomes. Role clarity also reduces confusion and vagueness in employees' job experiences (Lynn & Kalay, 2015). Even if employees feel secure in their job, uncertainty about tasks and responsibilities can lead to quitting. However, employees are less likely to quit if they feel secure and have clear understanding of their job responsibilities and performance expectations. This is because they are confident in their ability to perform their job and feel a sense of control. Conversely, if employees have low role clarity and perceive low job security, they may be more likely to leave the organization. Uncertainty about job responsibilities and lack of confidence in their abilities can contribute to this decision. Furthermore, if employees feel that their role is undervalued or unimportant, they may seek other employment opportunities. Providing clear job responsibilities and expectations can help employees feel confident in their ability to perform their job and reduce their intention to leave, even in uncertain times.

H4: Role clarity significantly moderates the relationship between job security and intention to leave whereby the negative relationship is stronger when role clarity is high.

Role clarity plays a significant role in the relationship between career development opportunities and intention to leave. For employees with high role clarity, better career development opportunities reduce their intention to leave their current employer. However, for employees with low role clarity, the impact of career development opportunities on intention to leave may be diminished. When employees lack clarity in their roles and responsibilities, they may not fully understand how career development opportunities can benefit their job performance and career growth (Lynn & Kalay, 2015). This lack of understanding or uncertainty may lead them to not take advantage of these opportunities. Employees with clear understanding of their tasks and responsibilities are more likely to be efficient in achieving their performance objectives. They can connect their job responsibilities to the overall objectives of the organization, making them more likely to utilize career development opportunities (Pinnington et al., 2022). With a clear understanding of how these opportunities can benefit their job performance and career growth, they are more likely to actively pursue career advancement. Consequently, they are more likely to excel in their job performance, increasing their chances of career promotion and reducing their intention to leave. In summary, role clarity enhances the positive effect of career development opportunities on reducing the intention to leave. Employees with clear roles and responsibilities are more likely to recognize the value of career development opportunities and leverage them to their advantage. On the other hand, employees with low role clarity may not fully grasp the benefits of these opportunities, leading to a weaker link between career development and intention to leave. Given these arguments, we theorize the following hypothesis:

H5: Role clarity significantly moderates the relationship between career development opportunity and intention to leave whereby the negative relationship is stronger when role clarity is high.

Participation in decision-making allows employees to be involved in idea generation and information sharing, leading to a clearer understanding of organizational goals and strategic direction (Cotton et al., 1988). When employees actively participate in decision-making, they become more receptive to ideas from organizational leaders, increasing their acceptance of new practices or development initiatives (Zhu et al., 2015). Participation in decision-making also helps clarify employees' roles and goals, enhancing their commitment and efforts toward achieving those goals. Employees with a clear understanding of their job responsibilities and their contribution to the organization are more likely to participate in decision-making processes (Cox et al., 2006). They feel confident in their ability to provide valuable input and have a greater sense of investment in the decisions being made. This alignment of objectives and strategic direction between employees and leaders increases motivation and reduces the likelihood of employees leaving. On the other hand, employees with low role clarity and unclear tasks and responsibilities may not feel confident in providing input or understanding the implications of decisions being made. Role clarity acts as a significant moderator in the relationship between participation in decision-making and intention to leave. When employees have clear job responsibilities and expectations, they feel more comfortable participating in decision-making processes, leading to lower intention to leave. They have a stronger sense of investment in the organization and its goals. In summary, participation in decision-making can be more effective in reducing the intention to leave when employees have clear role clarity. Clear job responsibilities and expectations provide employees with confidence and investment in participating in decision-making processes, leading to increased motivation and lower intention to leave. Drawing on this, we posit that:

H6: Role clarity significantly moderates the relationship between participation in decision making and intention to leave whereby the negative relationship is stronger when role clarity is high.

METHOD

Population and Sample

Malaysia is a country that has cultural diversity. Malaysian citizens in over 13 states and 3 Federal Territories in Malaysia speak different dialects. The country is populated by three main races namely Malay, Chinese, and Indian who are significantly different from each other in terms of culture, ritual, and work style. This study was conducted in the Klang

Valley which is the most populated and has the highest volume of economic activity in the country. The Klang Valley consists of the Federal Territory of Kuala Lumpur, the Federal Territory of Putrajaya, and the central part of the State of Selangor. Almost all local telecommunication call centers are in this region. This study was initially planned to target all the major telecommunication players in Malaysia. However, in the final stage, only one company agreed to participate in this study however the identity had to remain hidden for confidential purposes.

After getting permission from the respective superiors, the questionnaires were distributed personally to all employees below the supervisory level, engaged in the call center activities. During the data collection process, the respondents were notified of the purpose of this study and stressed that their participation was duly voluntary. Completed questionnaires were personally collected from the respondents, and 169 completed responses were received at the end of the data collection period. The respondent's mean age was 27.54 years, and the mean experience of the employees was 2.07 years. More than half of them were female (56.2%) as call center jobs were mostly preferred by them while in terms of job status, they were equally represented by permanent and contract staff. The majority of the respondents were single as the call centre job nature requires 24 hours and 7 days a week operation thus very suitable for those without family commitments.

Survey Instrument

A 5-item scale of intention to leave was adapted from (Kelloway et al., 1999) to measure intention to leave. Intention to leave is defined as an intentional and purposeful determination to leave the organisation (Tett & Meyer, 2006). A sample item is "I am thinking about leaving this organization". While three (3) items of job security, two (2) items of career development opportunity, four (4) items of participation in decision making, three (3) items of role clarity, respectively, were adopted (Delery & Doty, 1996) which are widely cited instruments in the literature.

Career development opportunity is referred to what extent the organisation has an internal career ladder or opportunity to their employees. The 5-point Likert scale shows that, the higher the score indicates the existence of a well-defined internal career and staffing system. A sample item included, "employees in this job who desire promotion have more than one potential position could be promoted to" (Delery & Doty, 1996). Higher score denotes the availability of well-defined career development opportunities. The degree to which job security is available was conceptualized as the degree to which employees can expect to remain in their job over an extended period of time and higher score reflects enjoying higher job security. A sample item in the study was "Job security is almost guaranteed to employees in this job" (Delery & Doty, 1996). While participation in decision making was defined as the degree to which an employee is allowed to have input into their work and is valued by the organization. The sample item included "Employees are provided the opportunity to suggest improvements in the way things are done" (Delery & Doty, 1996). While, role clarity was conceptualized as the extent to which jobs are clearly and precisely defined. Higher scores reflected a higher degree of role clarity. A sample item included "The duties of this job are clearly defined" (Delery & Doty, 1996). All items were answered using five-point Likert-type scales ranging from (1) strongly disagree to (5) strongly agree. Additionally, the distributed questionnaire was pretested before collecting data from the organization's employees to identify any unclear questions (Memon et al., 2017). No significant concerns were highlighted except for minor suggestions, excluding the company name and standardization of font size.

DATA ANALYSIS

The present study data applied partial least squares (PLS) modelling using the SmartPLS 4.0.8.2 version (Ringle et al., 2022). This statistical tool examines measurement and structural model without requiring normality distributed data assumption where its suitable for survey research because the data is normally not normally distributed (Chin et al., 2003). The present study data was collected using a single source, thus the data need to be tested for the Common Method Bias using the full collinearity approach as suggested by Kock (2015). Specifically, this method requires an analysis where all variables are regressed against a common variable. If the VIF value is lesser or equal than 3.3 then the issue of common method bias from the single source data doesn't arise. The output of the present study yielded VIF less than 3.3 thus single source bias is not a serious issue in the present data.

Table 1 Full Collinearity Testing

JS	CDO	IL	RC	Part
1.941	2.069	2.854	1.331	1.510

Note: JS = Job Security, CDO = Career Development Opportunity, IL = Intention to Leave, RC = Role Clarity, Part = Participation in Decision Making

RESULTS

Measurement Model

The present study followed the recommendation by Anderson and Gerbing (1988) testing the developed model in two stages. In the first step, the measurement model was tested for instrument validity and reliability, as suggested by Hair et al. (2019). Next, the structural model was tested to understand the developed hypotheses. The measurement model was assessed by examining the loadings, average variance extracted (AVE) and the composite reliability (CR). Specifically, the parameters of loadings should be ≥ 0.5 , while the AVE value should be ≥ 0.5 and the CR value should be ≥ 0.7 . Table 2.0 shows that the AVEs, CRs and loadings were within the acceptable range (Hair et al., 2019).

Table 2 Convergent Validity

	Item	Loading	CR	AVE
Job Security	JS1	0.803	0.629	0.836
	JS2	0.761		
	JS3	0.878		
Career Development Opportunity	CDO3	0.899	0.882	0.789
	CDO4	0.835		
Participation in Decision Making	Part1	0.886	0.661	0.884
	Part2	0.782		
	Part3	0.937		
	Part4	0.610		
Role Clarity	RC2	0.756	0.560	0.792
	RC3	0.769		
	RC4	0.718		
Intention to Leave	IL3	0.902	0.910	0.834
	IL4	0.924		

Note: CDO1, CDO2, IL1, IL2, and RC1 was deleted due to low loading

The second step required the assessment of discriminant validity which was tested using the HTMT criterion (Henseler et al., 2015) and updated by Franke and Sarstedt (2019). The values of HTMT should be ≤ 0.90 while a stricter criterion states that it should be ≤ 0.85 . The details in Table 4.0, shows that the values of HTMT were all lower than the stricter criterion of ≤ 0.85 except for career development opportunity. This required an additional analysis to be conducted which is the HTMT inference. The values of the HTMT inferences in Table 4 shows that the value are ≤ 1 as such we can conclude that the respondents understood that the 5 constructs are distinct. Both the validity test indicates that the measurement items of the study are both found to be valid and reliable.

Table.3Discriminant Validity

Job Security				
Intention to Leave	0.783			
Career Development Opportunity	0.527	0.921		
Role Clarity	0.579	0.328	0.211	
Participation in Decision Making	0.549	0.175	0.166	0.643

Table 4 HTMT Inference

	Original sample	Sample mean	5.00%	95.00%
Intention to Leave -> Job Security	0.783	0.784	0.689	0.873
Career Development Opportunity -> Job Security	0.527	0.528	0.369	0.673
Career Development Opportunity -> Intention to Leave	0.921	0.921	0.847	0.992
Role Clarity -> Job Security	0.579	0.584	0.467	0.702
Role Clarity -> Intention to Leave	0.328	0.335	0.207	0.472
Role Clarity -> Career Development Opportunity	0.211	0.243	0.129	0.375
Participation in Decision Making -> Job Security	0.549	0.562	0.446	0.679
Participation in Decision Making-> Intention to Leave	0.175	0.201	0.123	0.302
Participation in Decision Making-> Career Development Opportunity	0.166	0.195	0.101	0.313
Participation in Decision Making-> Role Clarity	0.643	0.657	0.538	0.790

Structural Model

Following the suggestion of (Hair et al., 2017) the multivariate skewness and kurtosis were assessed prior to analysing the data. The collected data showed that it was not multivariate normal, the study found values of Mardia’s multivariate skewness ($\beta = 4.191, p < 0.01$) and Mardia’s multivariate kurtosis ($\beta = 30.032, p < 0.01$) did not confirm with the normality distributed parameters. Thus, the study reports the path coefficients, the standard errors, t-values and p-values for the structural model as suggested by Hair et al. (2019), in addition, the study also reported using a 5,000-sample re-sample bootstrapping procedure (Ramayah et al., 2018). In line with the argument that p-values are not a good criterion in testing the significance of hypotheses (Hahn & Ang, 2017) the present study adhered the suggested approach of combining several criteria which includes p-values, confidence intervals and effect sizes. Table 5.0 details the summary of the criteria to assess the significance of the developed hypotheses.

The effect of 3 predictors on Intention to Leave was tested, and the analysis found the R^2 value to be 0.745, which indicates that all three predictors explained 74.5% of the variance in intention to leave. Job security ($\beta = -0.355, p < 0.01$) was negatively related, while career development opportunity ($\beta = 0.444, p < 0.01$) and participation in decision making ($\beta = 0.143, p < 0.01$) were positively related to intention to leave, resulting in H1 to be supported and H2, and H3 to be not supported.

Separately, the moderating effect of role clarity on the relationship between participation in decision-making and intention to leave is significant since path coefficient is -0.244 and the value of t is 2.478 (significance level of $p < 0.01$). Role clarity also significantly moderated the relationship between career development opportunities and intention to leave ($\beta = 0.293, p < 0.01$). However, role clarity did not moderate the relationship between job security and the intention to leave. Hypotheses 5 and 6 were supported, while hypothesis 4 was not supported. Additionally, the moderating effect of role clarity makes the influence of the 3 predictors on intention to leave increase to explain 75.6% of the variance. Finally, regarding the graduation of the moderating effect of role clarity, it is verified to be small, as the values of f^2 are 0.073 and 0.144, respectively (Chin, 2010) (Table 5.0).

Table 5 Hypothesis testing

	Std. Beta	Std. Dev	t-value	p-value	BCI LL	BCI UL	f^2	
Job Security -> Intention to Leave	-0.359	0.061	5.911	$p < 0.001$	-0.453	-0.255	0.299	Medium
Career Development Opportunity -> Intention to Leave	0.519	0.054	9.567	$p < 0.001$	0.431	0.607	0.791	
Participation in Decision Making -> Intention to Leave	0.106	0.061	1.744	0.041	0.003	0.192	0.029	
Role Clarity x Job Security -> Intention to Leave	0.112	0.069	1.614	0.053	-0.230	-0.009	0.026	
Role Clarity x Participation in Decision Making -> Intention to Leave	-0.200	0.071	2.828	0.002	-0.296	-0.071	0.065	Small
Role Clarity x Career Development Opportunity -> Intention to Leave	0.106	0.060	1.777	0.038	0.008	0.199	0.025	Small

Adhering to the recent development, PLSpredict was suggested by Shmueli et al. (2019) which is a holdout sample-based procedure that would generate case-level predictions on an item or construct. This is done using the PLS-Predict module with a 5-fold procedure to ascertain the predictive relevance of the study. It was suggested that if all the item differences between PLS-RMSE and LM-RMSE were lower then strong predictive power is confirmed, however, if all values are higher then predictive relevance is not confirmed (Shmueli et al., 2019). They further stressed that, in the instance where the majority of the items are lower than moderate predictive power is assumed and if minority items are lower then low predictive power is assumed. Table 6.0, indicates both item’s errors of the PLS model were lower than the LM model indicating that the present model has a strong predictive power.

Table 6 PLS Predict

	PLS	LM	PLS-LM	Q ² predict
	RMSE	RMSE	RMSE	
IL3	0.801	0.877	-0.076	0.544
IL4	0.778	0.797	-0.019	0.578

Following the suggestion by Dawson (2014) the study used two-way interaction with continuous moderator. The relationship plot was constructed by using the path coefficients (β). Figure 1.0 indicates that the relationship between Participation in Decision Making and Intention to Leave is stronger (i.e. more positive) for individuals with low Role Clarity than for individuals with higher Role Clarity (Equation 1: Intention to Leave = .106 participation in decision making + (-0.200) participation in decision making*role clarity). This indicates an intention to leave increases for an employee when participation in decision making is high and low role clarity. Specifically, participation in decision making leads to higher intention to leave when role clarity is perceived low rather than high (see Figure 1). This suggests that in an organization where participation in decision making is high and employees have high role clarity, intention to leave can be improved.

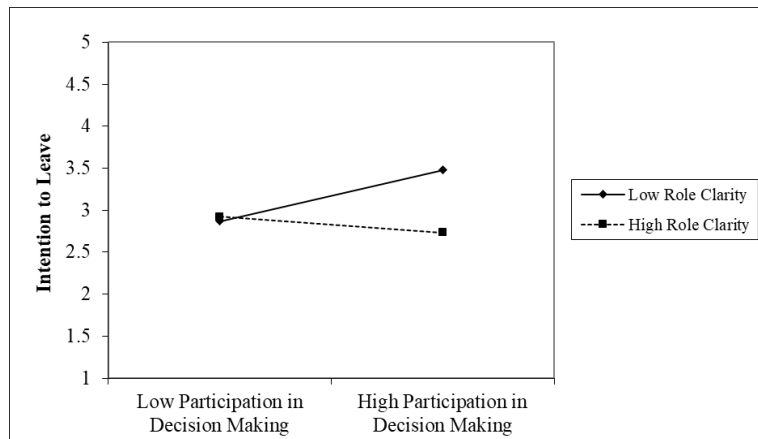


Figure 1: Interaction effects of Participation in Decision Making*Role Clarity -> Intention to Leave

Figure 2 indicates that the relationship between career development opportunity and intention to leave is stronger (i.e., more positive) for individuals with high role clarity than for individuals with lower role clarity (Equation 1: Intention to Leave = .519 career development opportunity + 0.106 career development opportunity *role clarity). This indicates an intention to leave increases for an employee when career development opportunity is high and role clarity is low. Specifically, career development opportunity leads to higher intention to leave when role clarity is low rather than high (see Figure 2.0). This suggests that in an organization where career development opportunity is high and employees have low role clarity, the intention to leave can be a challenging issue.

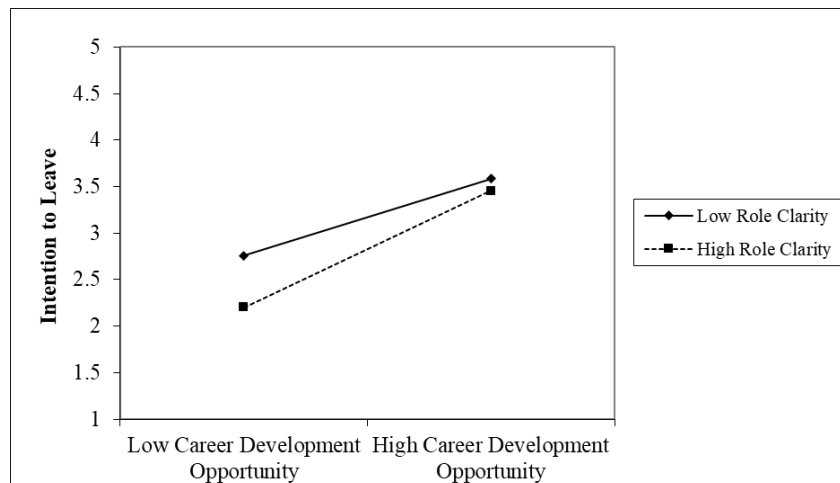


Figure 2: Interaction effects of Career Development Opportunity*Role Clarity -> Intention to Leave

DISCUSSIONS

The study's objective is to examine the influence of job security, career development opportunity, and participation in decision-making on intention to leave. For the first objective, it is found that only job security was significantly and

negatively related to the intention to leave. On the contrary, career development opportunities were positively related to intention to leave. The moderating effect of role clarity on the link between all the predictors and intention to leave was also gauged. The effect of the intention to leave would be more pronounced when they experience role clarity at work. Of all the predictors, the findings demonstrated that role clarity strengthened the effect of participation in decision-making and intention to leave relationships. Similarly, role clarity also played a significant moderating role in the linkage between career development opportunities and intention to leave.

The findings reported that job security is negatively related to the intention to leave. This is consistent with findings in an earlier study that reported that job security has been consistently reported to alleviate depression, anxiety, and burnout (Jackson, & Schuler, 1985). Additionally, various organisational outcomes, such as employee commitment (Caillier, 2016), work involvement (Ju et al., 2013), motivation (Moch, 1980), job performance and efficiency (Lynn & Kalay, 2015), and innovative work behaviour (Kundu et al., 2020) attributed to job security. Undeniably, uncertainties in careers could be distressful for employees. Such uneasiness will lead them to seek other options for employment with the intention to reduce their feeling of insecurities and uncertainties. As for employees who are secure in their jobs, they do not see the need to change their careers or employer. Hence, they are more likely to retain their present employment.

The findings reported a positive relationship between career development opportunities and intention to leave. This is contradictory to previous findings for example Lee and Lee (2018). Evidently, employees in the study tend to leave if there are more career development opportunities in the organisation. This is consistent with findings by Lee and Lee (2018) and Cropanzano & Mitchell (2005). As asserted by Sturges et al. (2005), career development opportunities boost employees' motivation to upgrade their knowledge, skills, and competencies because they continuously strive to improve their performance at work. Given this, they tend to have high expectations for their career development in the organisation. Furthermore, with more knowledge and skills, employees are able to increase their marketability and attractiveness to other employers. This may lead to higher intention to leave as employees know there are more career options offered by other employers.

The results of the present study failed to substantiate the empirical link between participation in decision-making and intention to leave. This is inconsistent with previous findings, for example Cox et al. (2006), Scott-Ladd (2006) and Steel and Lloyd (1988). A plausible explanation is attributed to the demographic factors of the respondents. Employees in the current study have only about two years of experience with their present employers. Hence, they are considered new in their employment. Although employers may have policies and procedures regarding participation in decision making, employees may not be familiar with the practice. Furthermore, employees who are new may be more satisfied with their job even if they have limited opportunities to participate in decision-making. This is because they may not value their involvement in decision-making processes. Furthermore, while participation in decision-making may be important to employees, there could be other factors that are more influential in determining their intention to leave, such as job security and other factors. These factors may have a greater impact on an employee's decision to stay or leave, even if they feel included in the decision-making processes.

Based on the moderation analysis, it was found that the relationship between career development opportunity and intention to leave is stronger for individuals with high role clarity than for individuals with low role clarity. It is important to note that individuals with high role clarity have a clear understanding of their job responsibilities, the expectations of their roles, and how their jobs fit into the overall organisation. Such individuals are more likely to have specific goals for their career development and they can better assess whether the opportunities provided by their current job are aligned with their career aspirations. If they feel that their current job does not provide adequate opportunities for career development, they are more likely to consider leaving for a job that offers better prospects. However, this may not be the case for individuals with lower role clarity who may have a vaguer understanding of their job responsibilities and may be less clear about their career objectives. This can make it more difficult for them to recognize the potential benefits of the career development opportunities provided by their current job or to accurately assess whether these opportunities are in tandem with their career aspirations. Therefore, they may be less likely to consider leaving their current job.

The moderation analysis reported that the relationship between participation in decision-making and intention to leave is stronger for individuals with low role clarity than for individuals with higher role clarity. In other words, intention to leave increases when participation in decision-making is high but role clarity is low. A plausible explanation to this is due to a mismatch between employees' expectations and their actual experiences in the workplace. When employees have high participation in decision-making, they are likely to have more input and control over their work environment. This can lead to an increased sense of empowerment and ownership over their work. However, if the employees have low role clarity, they may not have a clear understanding of how their input and decisions fit into the larger organizational context or how they contribute to the overall success of the organization. Without a clear understanding of their role, employees may become frustrated because they feel that their input is not being used effectively or they are not making meaningful contributions to the organization. This can lead to a higher intention to leave their present employment in search of a more fulfilling role. Hence, it is important for employers to provide adequate information about roles and expectations and to

ensure that employees have a clear understanding of how their input and decisions contribute to the success of the organization.

CONCLUSION, LIMITATIONS, AND DIRECTIONS FOR FUTURE RESEARCH

This study examined the impact of job security, career development opportunities, and participation in decision-making on intention to leave in the context of call-center employees. The results revealed that job security was negatively related to the intention to leave, while career development opportunities were positively related. This study has shown that employees who perceive greater job security are less likely to quit, as they feel more confident about their future employment prospects. Given this, employers who wish to reduce employee turnover may need to focus on providing their employees with job security through measures such as long-term contracts, tenure-based systems, or clear communication about the company's financial stability and growth prospects. The results also demonstrated that employees who perceive that they have opportunities for growth and development within their organization are more likely to be engaged and committed to their job. The lack of a significant relationship between participation in decision-making and intention to leave may indicate that other factors, such as career development opportunities or job security, may be more important to employees when considering whether to leave their job. However, it is important to note that this does not necessarily mean that participation in decision-making is the least important factor in employee retention strategies. Rather, it may suggest that the impact of participation in decision-making on the intention to leave is more indirect or context dependent. The finding also revealed that the relationship between participation in decision-making and intention to leave was stronger for individuals with low role clarity suggesting that employees who are unclear about their job responsibilities or expectations may be more concerned with having a voice in decision-making processes as a means of gaining a sense of control and direction in their work.

The study had some limitations that should be acknowledged. First, the sample size was relatively small, which may have affected the generalizability of the findings. Second, the data were collected using self-reported measures, which may have led to common method variance. Finally, the study was cross-sectional in design, which limits causal inferences. Future research should consider longitudinal designs and larger sample sizes to enhance the generalizability of the findings. Additionally, future studies could use a mixed-method approach to triangulate the data and minimize common method variance. Finally, the research could explore other factors that may affect the intention to leave, such as work-life balance, organizational culture, and leadership style.

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