



RESEARCH PAPER

The Influence of Co-Workers' Perceived Warmth, Competence and Inclusion on Employees' Turnover Intention: The Mediating Effect of Job Attitudes

Muhammad Baqir¹ Muhammd Arif Nawaz² Khawar Naheed³

1. M. Phil Scholar, Department of Commerce, Bahauddin Zakariya University, Multan, Punjab, Pakistan
2. Ph D Scholar, Department of Commerce, Bahauddin Zakariya University Multan, Punjab, Pakistan
3. Assistant Professor, Department of Commerce, Bahauddin Zakariya University, Multan, Punjab, Pakistan

PAPER INFO	ABSTRACT
Received: February 13, 2017	The fast-food industry is experiencing tremendous growth worldwide. Full-service restaurants have contributed relatively 30 percent only share while 70 percent share is captured by cafes. Researchers have found that amongst the three dining restaurants mentioned above, casual dining restaurants have the highest challenge of psycho-social risk factors that are related to the work environment cause stress-related disorders like turnover intention in the workers including co-worker warmth, co-worker competence, and inclusion, organizational commitment and job satisfaction of co-workers. The objectives of current study are to examine the direct relationship of co-worker warmth, co-worker competence, and inclusion with turnover intention and also examined the indirect relationship of organizational commitment and job satisfaction. This study collected data from dining restaurant workers through survey questionnaires. 311 questionnaires responses were analyzed in SPSS and PLS. The result supported the direct relationships of co-worker warmth, co-worker competence, and inclusion with turnover intention and also mediation of organizational commitment and job satisfaction between co-worker warmth, co-worker competence, and inclusion with turnover intention.
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Corresponding Author: khawarnaheed @bzu.edu.pk	

Introduction

Restaurant industry is one of the most important industries in the economy of a country as this sector is growing speedily worldwide. Every country is having millions of the workers in this sector which provides a major

portion in the GDP of an economy (NRA, 2016). As the food industry is a significant industry in any country's economy, which accounts major share in the GDP, it is important for the researchers that they should figure out these problems and try to solve these issues which are causing the lower performance and lower quality among employees (Tews et al., 2014). In the food industry, fast food segment is experiencing tremendous growth worldwide (Maze, 2016). Some of the market share is captured by cafes while some share is captured by the full service restaurants. However, full service restaurants have relatively small share in the market which is 30 percent only while 70 percent share is captured by cafes as found by (Statista, 2015). Full services restaurants are those restaurants which provide complete range of foods with a large variety available for the customers including fine dining, casual dining and family dining restaurants (NRA, 2010).

Researchers have found that casual dining restaurants have the highest challenge of hiring and retaining proper staff in their restaurants in order to improve the work efficiency and reduce the operating cost (NRA, 2015). This challenge is high for them as it increases the uncertainty in the operations along with the increasing cost of operations. This relates to the review of the literature which investigated the psychosocial risk factors related to the work environment causes stress disorders in the workers as figured out by Nieuwenhuijsen et al., (2010). Moreover, the study analyzed almost 2426 researches exposed that employees' feelings of low support from their co-workers is one of the seventh most important factors that force employees to quit from job.

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Significance of the Study

Restaurants have become one of the important factors in the economy of any country due to large spending of the people on dining and due to the growth of this sector. Therefore, it is important for the researchers to figure out and present the solutions of these problems which are faced by the employees in restaurants like issues of hiring and retaining of the employees. Purpose to present the solution of the above mentioned study is to decrease turnover of the employees. Reducing the turnover for restaurants as turnover increases the cost

of operations, productivity decreases and customers are served with low service quality in the restaurants (Tews, Stafford, & Michel, 2014).

Although, there may be a lot of reasons for leaving the restaurants by the workers like tough duty timing, no leave on the weekend and festivals like Eid, but work environment can also be a reason of quitting the restaurant to join another restaurant. Work environment highly affects the employee's performance and their intentions in order to continue working in a specific restaurant. As suggested by researchers, staff of the restaurant leaves the restaurant when they experience poor environment in the restaurant (Hinkin & Tracey, 2000). Researchers have also proposed positive relationships between the poor communication between managers and co-workers and the turnover intentions of the employees (Collins, 2010; Lashley, 2000). Therefore, the workers in the restaurant industry are highly affected by the behavior of the management and the co-workers in the work environment (Susskind, Kacmar, & Borchgrevink, 2003). When there are warmth in the employees behavior to each other, employees tend to develop some bonding which leads to the reducing of lower turnover intentions in the restaurant (Manning, Davidson, & Manning, 2005). Therefore, two most important factors for affecting the socialization of individuals are warmth and competence (Fiske, Cuddy, Glick, & Xu, 2002). These factors are so dominant for the behavior as more than 75 percent of the perceptions of the workers lies in these two factors (Lashley, 2000). Those persons who are perceived as warm tend to show a social and moral behavior which is liked by the other persons (Fiske et al., 2002). Warmth is involved with cooperation between the individuals and is linked with the services which are helpful to others (Brambilla, Hewstone, & Colucci, 2013). On the other hand, workers who are regarded as competent means they are individualistic and autonomous in their working style and they tend to be a leader, dominating and controlling persons in their workplace (Lashley, 2000).

Inclusion can be described as a perception of individual workers that how they perceive themselves in the organization that either they fit it the workplace or not while comparing themselves to other workers (Brambilla et al., 2013). Researchers have found that perceived inclusion is related to the satisfaction of the employees (Brambilla et al., 2013; Huang, 2003; Lashley, 2000). It has also been found that inclusion in the organization affects the worker's job satisfaction and the future intentions of the employees in order to work or not in the future for that specific organization (Brambilla et al., 2013; Fiske et al., 2002; Huang, 2003). Moreover, it also affects the future activities of the workers related to the career options and their advancements in the career (Lashley, 2000)

Other factors also triggered employee's turnover on the job, higher job demand, less supervisor support and injustice in reward (Nieuwenhuijsen et al., 2010). These problems can be handled by co-worker support that means how many employees are confident that their co-workers will assist them in the job through sharing of information and encourages for the work and support one another in the job duties (Susskind et al., 2003; Zhou and George, 2001). When this support is felt by the workers, they tend to have lower feeling for the leaving an organization. This was proved by Manning et al. (2005). Who said that some constructs like support by the management or supervisory, organizational esprit, cooperation between the co-workers and friendly environment at workplace leads to lower turnover intentions and employees opt for higher customer satisfaction. In other words, the positive perception of the employees about warmth and cooperative behavior in their co-workers, it leads to the lower turnover intentions of employees for a specific company regarding their job (Manning et al., 2005).

Many sociological and socio-psychological studies tried to investigate the impact of warmth and competence of the workers as factors to affect the behavioral outcomes like employees turnover (Bufquin et al., 2017; Fiske et al., 2002; Wojciszke, 1994). Reducing the turnover for restaurants as turnover increases the cost of operations, productivity decreases and customers are served with low service quality in the restaurants (Tews, Stafford, & Michel, 2014). However, there is lack of studies that have investigated the impact of employee's perceived warmth, perceived competence and perceived inclusion impact on the job satisfaction and the turnover intentions of the employees. Co-workers behavior is an interesting field to study as previous researchers have revealed that satisfaction of the employees, organizational commitment and turnover intentions are improved positively when they get support from the co-workers regarding warmth and competence.

Objectives of the Study

The objectives of current study are to examine the factors including that can decrease turnover of the employees. First, objective is to examine the direct relationship of co-worker warmth, co-worker competence, and inclusion with turnover intention. Second objective is to examine the indirect relationship of organizations' commitment and job satisfaction between co-worker warmth, co-worker competence, and inclusion with turnover intention.

Literature Review

Co-workers Perceived Warmth and Employees Turnover Intention with Job Satisfaction

The warmth and competence are the two constructs that describes the other individuals or group of people impression formation, good concentration and those that do not characterize the harmful act to the other people (Cuddy et al., 2011). Peoples who are care for others and have strong moral values are warm person (Abele et al., 2008). Competent person are the lonely and task oriented but the warm person are those person that are socially and have the interpersonal skills (Cuddy et al., 2011). There are studies that have argued that employees warm ability influence employees turnover of intention through job satisfaction and organizational commitment, noting that the two attitudes of work is believed to significantly reduce the intentions of turnover (Kang 2014; Karatepe, 2009). Job satisfaction explains o employee's expectations in the relevant parameters to the satisfaction (Owner and Ghaffor, 2012). According to John the client's mind is a complex set of ideas that no human is fully predictable.

H1:Co-workers perceived warmth affect the job satisfaction positively.

H8:Co-workers perceived warmth reduces the turnover intentions.

Ha: Job satisfaction mediates the relationship between co-workers' perceived warmth and employees' turnover intentions.

Co-workers Perceived Competence and Employees Turnover Intention with Job Satisfaction

Bales (1950) study discussed the first social passion (i.e., warm-oriented) tasks (i.e., efficiency oriented) as the driving style, however, these group tasks is dependent on social structures. Cady, Glick, and Beninger, (2011) confirmed that ability and warm structure of social groups and perception or assessment of the individual with good intentions, do not pose a threat to others, if they try to establish close relationships with others, is considered warm. A warm and competent personality has strong moral behavior, cooperation and attention to others (Fisk et al., 2002).

Among the process of leaving the organization, intention to leave is the main process or factor to leave the work organization. Intention to leave can be

defined as the thought of leaving the work seriously (Brambilla et al., 2013). There are many reasons to leave the organization like alternative job offer, or for be unique to the individual, or the organizational factor. Internal conflicts increase turnover intention is the main reason faced by the management of the restaurant to streamline the process. Researchers have tried to study the personal status of the human mind in which workers competence and intuitive reception thinking shows personality-type story, so the appropriate positions should be understood the ideal reception staff (Young, 2008).

Specifically, the hospitality and job satisfaction are the result of the working environment like co-worker support and competence (Zangaro & Soeken, 2007). It has been proven that wages and job safety affect job satisfaction (Hanser and George, 2003). Also found a satisfactory salary to support the boss, supervisor, career development opportunities affect job satisfaction (Brighton, 2006). Zhang and George (2012) found that in a certain period of time within the multi-faceted or multi-tasking, non-supervisors have a positive impact on job satisfaction staff member. The hotel staff must have an impact on job satisfaction through the impact of personal character and personal performance. Finally, Yang (2010) discovered the role of independence in the conflict, fatigue, social, and work, on the use of job satisfaction with the staff of the frontline hotel staff.

To increase the desired performance, support from colleagues and management are important plays a unique and important role. Support of colleagues is a symbolic support that explain the staff belief to provide assistance to their co-workers that help in providing services (Saskind, Kacmar & Borchgrevink 2003;2007). Therefore, support among and between the employees and management increase the feeling of support from the higher management. This in turn increase the workers job satisfaction.

H2:Co-workers competence affect the job satisfaction positively.

H3: Job satisfaction affect turnover intentions

H9: Co-workers competence reduces the turnover intentions.

Hb: Job satisfaction mediates the relationship between co-workers' perceived competence and employees' turnover intentions.

Co-workers Inclusion and Employees Turnover Intentions with Job Satisfaction

Co-worker perceived inclusion at workplace explain worker intention consciousness as part of the formal processes of the organization, such as decision-making and access to information and informal processes (eg, lunch and social gatherings) affect the individual feeling of being an employee of an organization (Findler, Wind, & Barak, 2007). It is well argued that factors related to work environment including co-worker inclusion affect job satisfaction and the turnover intention (Findler et al., 2007).

H4: Co-workers Inclusion affects job satisfaction

H10: Co-workers Inclusion reduces the turnover intention

Hc: Job Satisfaction mediates the relationship between Co-workers inclusion and turnover intentions.

Co-workers Perceived Competence and Employees Turnover Intention with Organization Commitment

Alport (1954) confirmed that the co-workers can be considered incompetent and cold on the basis of individual feelings. Moreover, individual feelings to help the employees to decide whether co-workers are competent, supportive and they increase the inclusion of the employee's environment in the company. Solnet et al (2010) explains that the nature of the work environment is sensitive in the structure of organizational support for job satisfaction and organizational skills (Seo & Ilies 2009; Moses & Seals, 2008). The studies also argued that organizational support inhibits from the support of its colleagues.

H5: Co-workers competence affects the organizational commitment positively.

Hd: Organizational commitment mediates the relationship between co-workers' perceived competence and employees' turnover intention.

Co-workers Perceived Warmth and Employees Turnover Intentions with Organization Commitment

Extant studies have examined the relationship between employee's warmth with their satisfaction and turnover intentions among their co-workers (Bang et al., 2015). Moreover, workers emotional state such as happiness that resulted employees work experience and organizational commitment affect their

job satisfaction (Cady et al. 2011; Adeyemo. 2007). Emotional commitment, which is the most common organizational commitment, is linked to emotions or emotional staff to their organizational evolution. When employees are dissatisfied with their work this leads to the loss of human resource that force employees withdrawal symptoms (such as illness or delay or absence) and they try to find other job opportunities (Mobley, 1983).

H6: Co-workers perceived warmth affects the organizational commitment positively.

H7: Organizational Commitment reduces the turnover intentions.

He: Organizational commitment mediates the relationship between co-workers' perceived warmth and employees' turnover intention.

Conceptual Model of the Study

Based on the above discussion, a research model is proposed in which Co-workers' warmth, competence and inclusion are proposed as having influence on the organizational commitment and job satisfaction which in turn, affects the turnover intentions of the employees.

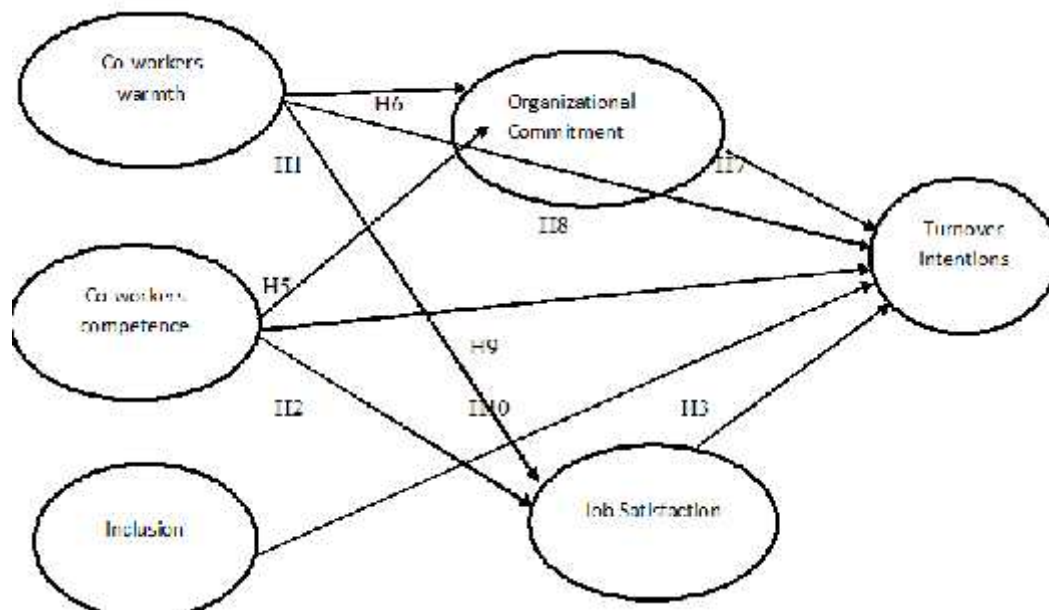


Figure 1 Conceptual Model of the Study

Material and Methods

Restaurants of the Pakistan are growing rapidly. As this study is focused on the co-workers behavior, job satisfaction and turnover intentions, therefore, the population of this study is restaurants workers in Pakistan. To test the hypothesized relationships, this study operationalized perceived warmth and perceived competence questions for independent variables were adopted from the study of Fiske et al. (2002). Inclusion was measured through 3 items which were adapted from Pololo, Krupat, Civian, Ash and Brennan (2012). Organizational commitment and job satisfaction questions were adopted from Ashill, Rod, & Carruthers (2008). Turnover intention was adopted from the study of Layne, Hohenshil, & Singh (2004). The questionnaire also include demographic variables of the respondents including age, education, experience and so forth. The study current study was survey based; primary data was collected through survey questionnaires from the restaurants workers in different areas of the country.

Results and Discussion

As the study is following deductive approach (Saunders, 2011). Data was analyzed in two steps. Firstly, the univariate analysis was done using SPSS 24.0. Secondly, multivariate analysis was done through Smart PLS 3.0. SPSS is considered as a tool which provides first generation factor analysis but Smart PLS is considered as second-generation factor analysis tool. Therefore, Smart PLS was used to analyze the hypotheses proposed in this model (Ringle, Wende, & Will, 2005).

Descriptive Analysis

Data was collected from 311 employees in the restaurants of Pakistan. After analyzing data, demographic analysis was done which is represented as following;

Table 1
Demographic Analysis

Demographic Constructs	Count	Percentage
Gender:		
Male	288	92.60%
Female	23	7.40%
Age:		
Below 20	86	27.65%

21 to 30	191	61.41%
31 to 40	33	10.61%
41 to 50	1	0.32%
Above 50	0	0%
Education		
Below Matric	211	67.85%
Inter	59	18.97%
Graduate	31	9.97%
Master	10	3.22%
Experience:		
Less than 1 year	119	38.26%
1 to 3 year	86	27.65%
More than 3 year	106	34.08%

Table 1 described that majority of the respondents were male which were accounted for almost 92%. However, the major age group was of 21 to 30 representing more than 61% respondents from this age group. In terms of education, more than 67% employees were having their education less than Matric and 38% employees were having their experience less than 1 year.

Multicollinearity Analysis

When independent variable is highly correlated with each other, then this creates problem in the reliability or validity of the model. It is called Multicollinearity problem. Thus, to analyze whether this correlation is high or not, Multicollinearity analysis is done as this analysis is necessary to get valid and accurate estimates (Hair Jr et al., 2014).

Collinearity problem is analyzed using Variance Inflation Factor (VIF) estimates that are acceptable if their values are lower than 5. Thus, lower values shows low Collinearity problem. In this study, all the values are lower than 5 as shown in the below table.

Collinearity Assessment

Construct	VIF
Co-worker Competence	1.996
Co-worker Warmth	1.000
Inclusion	1.997

Job Satisfaction	2.577
Organizational Commitment	2.58

Structural Equation Modeling (PLS-SEM Approach)

Structural and measurement model results reported to show the main analysis of the current study

Assessment of the Measurement Model

Measurement model reported the validity and reliability of the model. This analysis is necessary as it confirms that only valid and reliable items are included in the model. Formative Model is related to the items of a construct or manifest variables are being used as independent (Diamantopoulos & Sigauw, 2006).

Assessment of the measurement model was done through some different tests as mentioned above which assess validity and reliability (Hair et al., 2016). Cronbach's alpha (Cronbach, 1951) and composite reliability showed the reliability of the model. Values for both assessment are greater than the acceptable limit of 0.7 which is suggested by (Cronbach, 1951; Hair et al., 2011). This study also analyzed the reliability of each item through measuring factor loading. The values for factor loadings were higher than 0.6 as higher loading is appropriate for the accurate results and higher reliability.

Validity of the constructs is measured through discriminant and convergent validity that represent through Average Variance Extracted (Hair et al 2011). As values of AVE are more than 0.5 in this study, the convergent validity is satisfactory.

Table 3
Factor Loadings

Constructs	Loadings	Cronbach's alpha	Composite Reliability	AVE
Co-worker Competence		0.774	0.847	0.526
CC1	0.803			
CC2	0.693			
CC3	0.659			
CC4	0.705			

*The Influence of Co-Workers' Perceived Warmth, Competence
and Inclusion on Employees' Turnover Intention: The Mediating Effect of Job Attitudes*

CC5	0.759			
Co-worker Warmth		0.858	0.773	0.580
CW1	0.933			
CW2	0.771			
CW3	0.50			
Inclusion		0.659	0.815	0.595
I1	0.767			
I2	0.755			
I3	0.791			
Job Satisfaction		0.721	0.827	0.545
JS1	0.740			
JS2	0.735			
JS3	0.760			
JS4	0.716			
Org- Commitment		0.786	0.854	
OC1	0.733			0.539
OC2	0.728			
OC3	0.709			
OC4	0.712			
OC5	0.787			
Turnover Intention		0.628	0.801	0.573
TI1	0.796			
TI2	0.714			
TI3	0.759			

The results showed that there is more than 50% variance in observed variable measurement (Hair Jr et al., 2014). Validity is also measured through discriminant validity which is concerned with the discrimination of one variable with the other variables in the model (Bagozzi et al., 1991). It is assessed at construct level that is measured through Fornell-Larkcer test (Joe F Hair et al., 2011; Hair Jr et al., 2016).

Discriminant validity at the construct level is assessed through through Fornell Larcker test (Fornell & Larcker, 1981). It requires that if we take square root of Average Variance Extracted Value, it should be higher than the value of that variable correlation with other construct (Fornell & Larcker, 1981). This

requirement was also satisfied in our study as values of square root of Average Variance Extracted are higher than the correlation of those variables with others as displayed in the table below.

Table 4
Fornell-Larcker Test

	Co-worker Competence	Co- worker Warmth	Inclusion	Job Satisfact ion	Organizational Commitment	Turnover Intension
Co worker Competence	0.838					
Coworker Warmth	0.018	0.693				
Inclusion	0.706	0.023	0.852			
Job Satisfaction	0.805	0.020	0.731	0.792		
Organizati onal Commitme nt	0.753	0.077	0.750	0.782	0.788	
Turnover Intension	0.726	0.003	0.699	0.751	0.737	0.757

As validity and reliability requirements were satisfied, Structural model was analyzed. The results of structural model are provided in the section below.

Structural Model Results

Structural model analysis is related to the analysis of constructs and their relationship with each other which is proposed in the study. In other words, it analyses the hypotheses of the study that whether these hypotheses are accepted or rejected. In Smart PLS, this analysis is done through the following;

This analysis is done through following ways;

- R²: Goodness of fit
- Path Coefficients
- Significance of the path coefficient

Results of these tests are provided below:

R² discloses the prediction accuracy and model goodness of fit of the model (F. Hair Jr et al., 2014). Its value range from 0 and 1; 0.25 (Weak). 0.50 (Moderate). 0.75 (Strong). Table 4.4 reported R² values at moderate level. It means that co-workers perceived warmth, competence and inclusion have explained

more than 0.7, 0.5 and 0.6 variance in the job satisfaction, organizational commitment and turnover intentions respectively.

Table 5
R Square Results

	R Square	Predictive Accuracy
Job Satisfaction	0.631	Moderate
Organizational Commitment	0.700	Moderate
Turnover Intention	0.832	Strong

Path coefficients are significant when t-value is higher than 1.96 which means the path co-efficient are significant are 95% level of confidence. However, if t-value is higher than 2.58, it means the results are two tailed significant or the results are significant at 99% level of confidence.

In the current study, the path co-efficient are significant at $p < .05$ which means all the hypothesis are significance at 95% level of confidence. Therefore, the hypotheses are accepted. These results are presented table 4.5. The results indicate that co-workers perceived warmth, co-workers competence and inclusion increases the organizational commitment and job satisfaction of employees which reduces the turnover intention.

Table 6
Inner or Structural Model Results

Hypothesis Number	Description	Path Coefficients	t-values	p-values	Results
H1	Co-worker Warmth>Organizational Commitment	0.084	3.61	0.001	Supported at $p < .05$
H2	Co-worker Competence-> Job Satisfaction	0.577	9.781	0.000	Supported at $p < .05$
H3	Job Satisfaction -> Turnover Intentions	0.080	7.706	0.000	Supported at $p < .05$
H4	Inclusion -> Job Satisfaction	0.253	5.400	0.000	Supported at $p < .05$

H5	Co-worker Competence-> Organizational Commitment	0.820	7.677	0.000	Supported at p<.05
H6	Co-worker Warmth>Job Satisfaction	0.035	3.56	0.000	Supported at p<.05
H7	Organizational Commitment>Turnover Intentions	0.047	2.35	0.002	Supported at p<.05
H8	Co-worker Warmth>Organizational Commitment	0.037	4.51	0.000	Supported at p<.05
H9	Co-worker Competence>Turnover Intentions	0.690	3.42	0.000	Supported at p<.05
H10	Inclusion>Turnover Intentions	0.228	4.69	0.000	Supported at p<.05

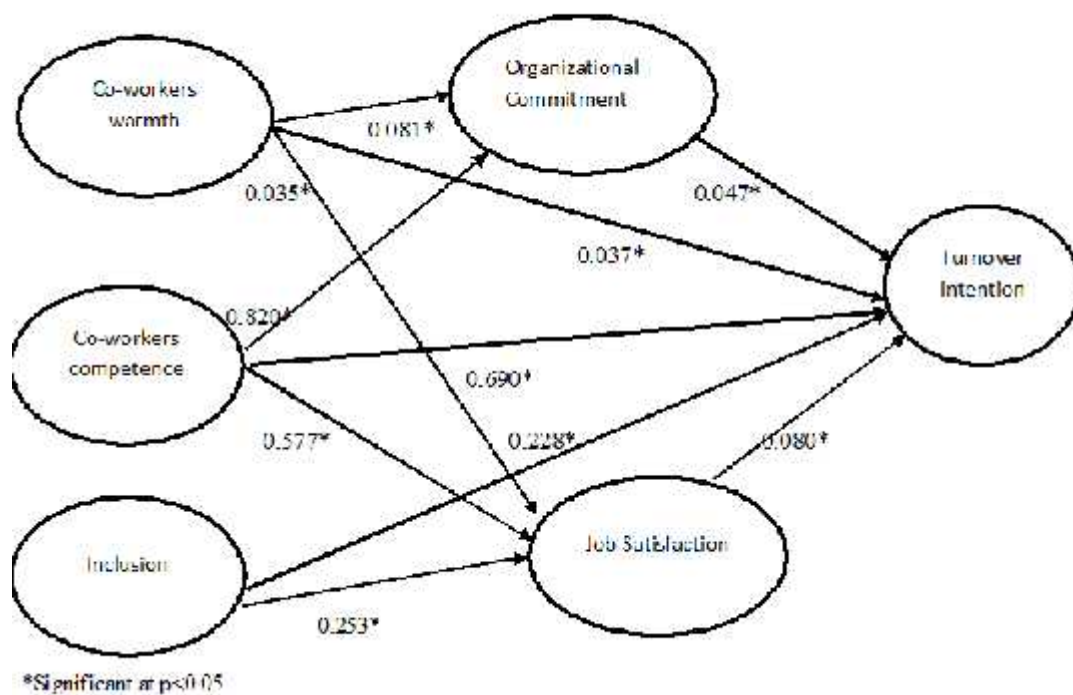


Figure 2 result of the Study

All the hypotheses were found significant at $p < .05$. Therefore, the study confirms the previous researchers that co-workers support in terms of competence, warmth and inclusion leads to the job satisfaction and organizational commitment which in turn reduces the turnover intention.

Mediation Analysis

The mediation analysis was done through analyzing the direct and indirect effect on of the constructs through Smart PLS and then calculating its Variance Accounted For (VAF). In order to assess the mediation, indirect is divided by total effect and if the values are below than 0.2, it means there is no mediation. Value of VAF below 0.8 and above 0.2 shows partial mediation while value more than 0.8 shows full mediation (Hair et al., 2014).. The result of this study are mentioned in table 4.6 which shows that there is one full mediation and other constructs have partial mediation.

**Table 7
Mediation Analysis**

Paths	Indirect	Total	VAF	t-value	Assessment
Co-worker Competence -> Job Satisfaction>Turnover Intention	0.451	0.548	0.82	11.61 0	Full Mediation
Co-worker Competence -> Organizational Commitment>Turnover Intention	0.325	0.512	0.63	4.679	Partial Mediation
Co-worker Warmth -> Job Satisfaction>Turnover Intention	0.024	0.063	0.38	3.86	Partial Mediation
Co-worker Warmth -> Organizational Commitment>Turnover	0.384	0.651	0.59	2.45	Partial Mediation

 Intention

Inclusion -> Job	0.147	0.325			
Satisfaction>Turnover			0.45	3.34	Partial
Intention					Mediation

VAF=Variance Accounted For

Discussion

This study confirms the relationship between co-workers perceived warmth, competence, inclusion, job satisfaction turnover intention. More specifically, this study confirms the relationship between these constructs empirically and confirms whether they have significant relation or not. When the employees feel co-workers support in terms of their competence and warmth along with the inclusion, then they are more likely to become satisfied in their job and then they reduce their turnover intentions. According to DiPietro and Milman (2008) the best tactic to retain the hourly employees is to provide them nice co-workers and adopt human approach to employees. Our study confirms these findings of Dipietro and Milman (2008). Characteristics of nice people which were described by them were warmth and competence.

Inclusion is the most important factor because an employee feels included in the organization; he gets satisfied from the job. Warmth characteristic will be the major cause of building relationships with other workers. It will increase communication between employees and the managers which will provide easy way to adjust in the workplace for new employees. Employees share their common goals and interests which make new comers easy to adjust in the workplace. Therefore, they reduce the turnover intentions (Abele et al., 2008).

This study confirms the above proposition which was also suggested by Fu and Mount (2002) that employees are more satisfied in their workplace when they experience frequent communication with their co-workers and similarly, they are dissatisfied when they have less communication with their co-workers. Therefore, warm persons are regarded as social persons as they interact with other individuals more frequently (Abele et al., 2008).

Contrary to the previous studies, this study has found positive and significant relationship between co-workers perceived warmth and

organizational commitment. But it also confirms the Lam and Zhang (2003) study which figured out that 5 job characteristics affected both job satisfaction and organizational commitment which are meaningful work, friendly behavior of co-workers and a sense of accomplishment. Job satisfaction mediated the relationship between co-workers' warmth, competence, inclusion and reduced turnover intentions. It means when there is a high co-worker support, then employees will be highly satisfied and their organizational commitment will also be high. This is subjective thing which is related to the perception of individuals regarding their co-workers. Thus, when employees experience high sincerity, good nature and tolerance from their co-workers, organizational commitment and job satisfaction is increased. Same is the case of co-workers' competence. When there is high co-worker's competence, then there is increased organizational commitment and job satisfaction.

All these proposed relationships were found significant in this study. Colakoglu et al. (2010) found that there is positive relationship between perceived organizational support and job satisfaction along with the organizational commitment. Therefore, the employees' perception about their co-workers contributes towards their job satisfaction as the perception of care and well-being is too much valuable for the employees. Thus, it affects the job attitude of an employee. For example, turnover intentions are reduced and organizational commitment is increased. These findings are consistent with the Elangovan (2001) who found that job satisfaction influence the organizational commitment. The researchers have also confirmed that positive impact of job satisfaction on organizational commitment. Similarly, Kang et al. (2014) also proposed that organizational commitment affects the turnover intentions which are found to be significantly affecting in this study as well. When an employee feels support, high competency level of co-workers and gets feeling of inclusion in the workplace, his satisfaction from the job increases.

Moreover, this study also supports the findings of Karatepe (2009) partially because it confirms that when employees who are satisfied from their job, they are more likely to decrease their turnover intentions. Finally, the effect of co-workers' warmth, competence and inclusion on job satisfaction and turnover intentions is also confirmed the mediating role of job satisfaction.

In other words, when there are high co-workers' warmth, competence and inclusion, then there will be higher job satisfaction and organizational commitment which will decrease the turnover intentions. Moreover, the effect of perceived warmth is higher on turnover intentions as compared to perceived competence of the co-workers. These findings are consistent with the Yang (2008) who defined socialization like I know majority of my co-workers like me and I know the persons who are most influential persons in the organization. Similarly, the results of this study are consistent with the Gjerald and Øgaard (2010) results as good co-workers always help and with their knowledge and friendly nature to the new comers. This directly affects the turnover intentions of the employees.

In restaurant industry, employees seek for continuous support from their co-workers as it is a service based industry and behavior of employees directly affect the performance of restaurant. The employees continuously judge and evaluate their co-workers in the restaurant industry because they seek continuous support from them. It is less costly way to retain the newly hired employees because when they feel supportive behavior of their co-workers, their turnover intentions are reduced due to high satisfaction. As a result, the employees continuously try to evaluate the behavior of their co-workers because their decision of staying in the restaurant mainly depends on it. Social evaluations of the persons in this industry are affecting the retention of employees in the restaurant industry (Fiske et al., 2007).

Conclusion and Limitations

This study is related to the co-workers' behavior in the restaurants industry of Pakistan. The findings suggest that managers of the restaurants should not only focus to the employees' skills only when they are hiring new workforce. But they should focus on their aptitude and their socialization skills as well because it will increase the employee engagement job commitment and ultimately, turnover intention will be reduced. Moreover, restaurant managers should constantly try to incorporate such culture in the restaurant which increases warmth in the employees. As this study finds that warmth and competence increase the job satisfaction and reduces the turnover intentions. The study provides some implications for the managers of the restaurants and theoretical implications as well. If company creates such environment in the

organization which increases the warmth, inclusion and competence perception in the employees, they are more likely to engage in their job and their commitment to the job increases. This creates satisfaction for the employees and then turnover intentions of the employees in a restaurant are reduced.

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