

"The Impact of Co-workers' Perceived Warmth on Employees'
Turnover Intentions with the Mediating Role of Job
Satisfaction: In context of Restaurants of Islamabad and
Rawalpindi"



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Abstract

The purpose of this study is to determine the impact of coworkers' perceived warmth on the employee turnover intention with the mediating effect of job satisfaction in the restaurants located in Islamabad and Rawalpindi. In this study, coworkers' perceived warmth is taken as the independent variable, employee turnover intention as dependent variable and job satisfaction as mediator. Perceived warmth is a trait that is related to friendliness, trustworthiness and sincerity in the individuals. It is a construct that has attained little attention in research. However, it is one of the integral concepts in organizational behavior as it emphasizes on the importance of interpersonal relationships among coworkers. Additionally, it is also crucial to understand that turnover is a prominent issue in the organizations that has tremendous negative impacts. Employees prefer working in such organizations that give them a warm welcome and will switch to such workplaces whenever they get an opportunity. Sustaining their tenures in the organization is no longer a priority of employees. It is essential to curtail this issue for the benefit of the organizations. To undertake the study, a sample was chosen from the restaurants of Islamabad and Rawalpindi so as to have a glance on the trends. A total of 247 responses were taken from the target population. Quantitative study was conducted to test the hypothesis where a questionnaire having five point Likert scale was distributed among the individuals. Statistical measures were then adopted to yield the results. Findings of the study show that a positive relationship is observed between coworkers' perceived warmth and job satisfaction. Contrary to that, a negative relation is observed between job satisfaction and employee turnover intentions. Similarly, negative association is also reported between coworkers' perceived warmth and employee turnover intentions. Likewise, the relationship between coworkers' perceived warmth and employee turnover intentions with the mediating effect of job satisfaction was also negative in nature.

Key words: Co-workers' perceived warmth, job satisfaction, turnover intentions

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