

The Effect of Fellow Workers' Warmth and Competence on Frontline Employees' Proactive Customer Service Performance and Turnover Intentions in Hotels

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Abstract

The warmth and competence represent two fundamental social dimensions that people often use to evaluate other individuals or groups. In terms of proactive customer service performance (PCSP), it is still a relatively recent concept; and its antecedents are unidentified to a great extent. Therefore, understanding how warmth and competence influence PCSP will add to the knowledge of the hotel industry, both theoretically and practically. Thus, the study aimed at investigating employees' perceptions of fellow workers' warmth and competence as well as measuring employees' PCSP and turnover intentions in hotels. In addition, the study also examines the impact of fellow workers' perceived warmth and competence on employees' PCSP and turnover intentions. For achieving these objectives, data were collected using questionnaires. From all five-star hotels (33 hotels) in Cairo, only 10 hotels that represent about 30.3 % accepted to distribute the questionnaire to their employees. A questionnaire form was developed based upon the relevant review of literature and a pilot study which was conducted on the ten investigated hotels. According to this pilot study, there were 500 frontline employees (e.g. front desk agents, food servers, and bartenders) working in these hotels. Therefore, it was possible to distribute the questionnaire forms to the entire population as it was of a manageable size. Only 370 valid questionnaire forms were received from the respondents. To analyze these forms, descriptive analysis, correlation analysis, and multiple regression analysis were used. The findings showed that co-workers' warmth was perceived low by employees, whereas fellow workers' competence was perceived high. Moreover, co-workers' perceived warmth had a negative effect on employees' PCSP and turnover intentions. In addition, competence had a positive effect on employees' PCSP and a negative effect on turnover intentions. Thus, the results suggested that hotels should focus on increasing co-workers' perceived warmth but they should work hard to reduce the negative impact of the perceived warmth through the permanent management supervision of employees when providing service to customers. Furthermore, hotel management should also maintain the high competence of the frontline employees as well as it should try to increase it.

Keywords: Social perceptions; perceived warmth; perceived competence; proactive customer service performance; turnover intentions; frontline employees.

Introduction

Frontline employees have regular face-to-face or voice-to-voice contacts with customers. Therefore, they play a vital role on the survival and success of hospitality organizations. Actually, frontline hotel employees provide a lot of information about customers' requests, complaints, and expectations to hotel management (Tracey and Tews, 2004; Kim *et al.*, 2006; Chiang and Jang, 2008; Kim, *et al.*, 2009; Karatepe, 2013).

Warmth refers to employees' personal characteristics (e.g. friendliness, helpfulness, sincerity, trustworthiness, empathy, and kindness). On the other hand, competence is the extent to which employees effectively fulfill goals and involves traits, such as intelligence, skill, creativity, and efficacy (Abele *et al.*, 2008; Cuddy *et al.*, 2008). Warmth and competence are vital elements to socially evaluate individuals and groups (Fiske *et al.*, 2002; Wojciszke 2005a, 2005b). They are the two main socio-cognitive dimensions that people often use to explain behavior or form judgments of others (Fiske *et al.*, 2002; Bufquin *et al.*, 2017). They are necessary to perceptions

of humanness (Harris and Fiske, 2009). They are so widely used that when people have to describe other individuals or groups, over 75% of their impression formations are likely to fall under the warmth and competence constructs (Wojciszke, 1994; Cuddy *et al.*, 2011).

Warmth and competence have been studied in numerous fields and environments comprising sociology, socio-psychology, and marketing (Wojciszke, 1994; Fiske *et al.*, 2007). In contrast, despite the importance of these two dimensions, they have received little research attention in the field of organizational behavior (Cuddy *et al.*, 2011). Few hospitality researches have examined the influence of warmth and competence in the work-place (e.g., Bufquin *et al.*, 2017).

In terms of PCSP, researches of employees' behaviors have gone beyond service-oriented behaviors (Chuang and Liao, 2010). It has become essential to investigate the frontline employees' PCSP because hotel business relies on them to meet customers' needs (Raub and Liao, 2012; Bowen, 2016). In addition, as PCSP is still a relatively recent concept, its antecedents are unidentified to a great extent. Therefore, understanding how warmth and competence influence PCSP will add to the knowledge of the hotel industry, both theoretically and practically. Thus, the objectives of this study is to assess the effect of social perceptions (warmth and competence), as held by employees as related to their fellow workers, on employees' PCSP and turnover intentions.

Literature review

Warmth and competence perceptions

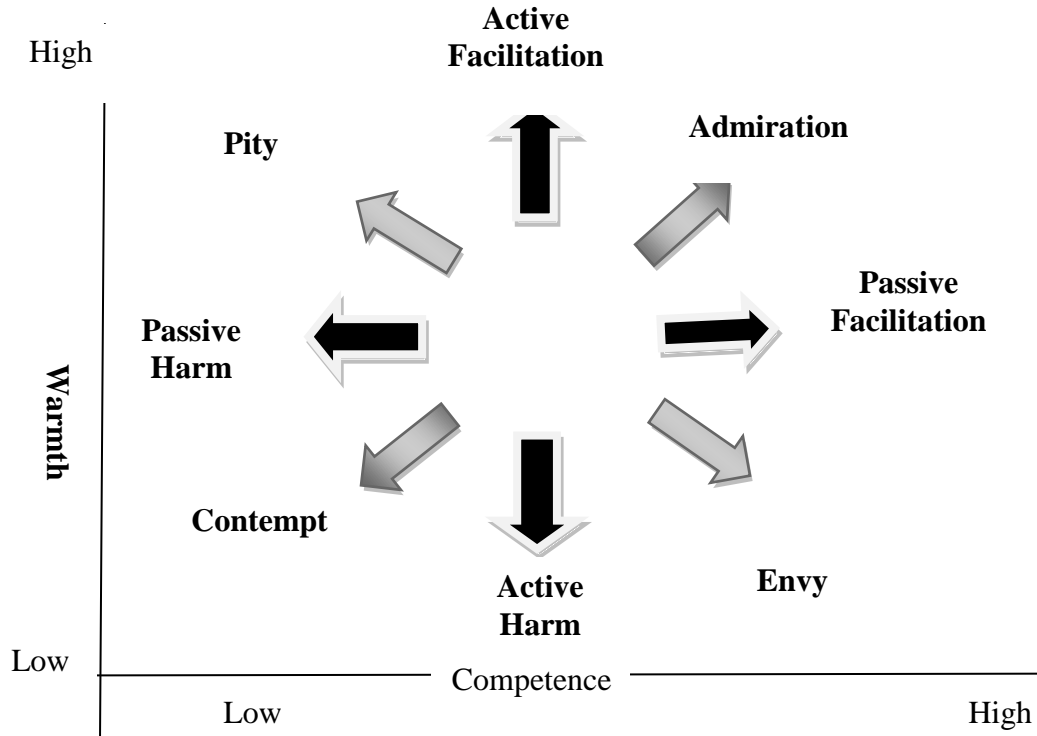
Warmth and competence judgments in organizations have effects on important human resources issues, such as hiring decisions, role and task assignments, performance evaluations, and assessments of teams' performance (Cuddy *et al.*, 2011). Warmth and competence are combined to generate four identifiable quadrants, which are high warmth/high competence; low warmth/low competence; low warmth/high competence; and high warmth/low competence (Fiske *et al.*, 1998; Fiske *et al.*, 2002; Fiske *et al.*, 2006).

Social perceptions have been extensively studied and have received sufficient attention in academic literature since the 1940s and 1950s (Asch, 1946; Bales, 1950; Allport, 1954). Asch (1946) discussed in his person perception research the two central traits that personality impression formation often includes, i.e. warm–cold versus competence. Similarly, Bales (1950) was the earliest researcher distinguishing between socio-emotional (warmth-oriented) and task (competence-oriented) leadership. A few years later, Allport (1954) confirmed that both single individuals and social groups could be perceived as warm and incompetent. Afterwards, Rosenberg *et al.*, (1968) indicated that perceptions of others are classified into two dimensions: intellectual good/bad and social good/bad. Subsequently, other researchers referred to the two dimensions (warmth and competence) with alternative names: self-profitable traits, such as confident and intelligent as opposed to other-profitable traits, e.g. tolerant, trustworthy (Peeters and Czapinsky, 1990); competence in contrast with morality (Wojciszke, 2005a; Leach *et al.*, 2007).

Further research on the dimensionality of social perceptions led to creating the Stereotype Content Model (SCM) by Fiske *et al.*, (2002), which applied the two dimensions (warmth and competence) to perceptions of groups. According to SCM, warm social groups do not vie with the in-group for the same resources, such as college space, whereas they are perceived as competent if they are high in status, such as economically successful groups (Kassin *et al.*, 2011). Later, Cuddy *et al.*, (2007) developed the BIAS map (Behaviors from Intergroup Affect and Stereotypes), which is an extension of SCM. The BIAS map exhibits the way in which warmth and competence perceptions form emotions and behaviors in social reciprocal actions (Cuddy *et*

al., 2007; Fig. 1). The vertical axis of the diagram represents high or low warmth, while horizontal axis illustrates high or low competence. Emotional reactions are depicted by the lighter arrows, whereas behavioral responses are represented by the dark arrows within Fig. 1.

Figure 1: Behaviors from Intergroup Affect and Stereotypes Map.



Source: Cuddy *et al.* (2011).

According to the BIAS map, warmth and competence are combined to generate four unique emotional responses: admiration, contempt, envy, and pity (Caprariello *et al.*, 2009; Cuddy *et al.*, 2011). Admiration is concerned primarily with high-status, noncompetitive groups that are perceived as warm and competent. Contempt is concerned with low-status, competitive groups seen as incompetent and cold. Envy is concerned with high-status, competitive groups perceived as competent but cold. Finally, pity is concerned with low-status, noncompetitive groups perceived as warm but incompetent (Cuddy *et al.*, 2011).

Moreover, The BIAS map shows four different patterns of behavioral responses derived from the combination of high versus low warmth and competence: active facilitation (e.g. helping), active harm (e.g. harassing), passive facilitation (e.g. convenient cooperation), and passive harm (e.g. neglecting) (Cuddy *et al.*, 2007).

To survive in the social world, people need to find out whether others intend to harm or benefit them (warmth), and they also need to assess others' capability to carry out those intentions (competence) (Fiske *et al.*, 2007). The warmth dimension includes two different aspects, namely sociability and morality (Leach *et al.*, 2007). Persons or groups are perceived as warm if they normally exhibit social and moral behaviors and if they have good intentions and do not endanger others (Fiske *et al.*, 2007). Warm people are usually considered as empathetic and understanding, and typically demonstrate caring for others (Abele *et al.*, 2008). Warmth also involves cooperation among individuals and building strong relationships with others (Leach *et al.*, 2007).

On the contrary, competent people are considered to be more independent and more individualistic. Moreover, they are able to perform their tasks well and have a tendency to lead and control other people (Abele *et al.*, 2008; Bufquin *et al.*, 2017). Competence captures characteristics that are typically associated with the ability, such as intelligence. Thus, warm persons are considered to be more socially-oriented, while competent people are more task-oriented (Cuddy *et al.*, 2011).

The primacy of warmth judgments

Although warmth and competence appear consistently, a substantial body of research (e.g., Wojciszke *et al.*, 1998; Wojciszke and Andrea, 2008) shows that warmth is the primary dimension. It is judged more quickly than competence, and it is weighted more heavily when evaluating others (Cuddy *et al.*, 2007). The primacy of warmth is acceptable because of the urgency with which people need to judge a strange others' warmth (Peeters, 2001). Additionally, warmth traits tell perceivers about the other person's intention for good or bad that is important to survival (Wojciszke, 2005a). Moreover, moral-social characteristics help or hinder others, while competence characteristics help or hinder primarily the self (Fiske *et al.*, 2002).

However, competence may be more important than warmth because the weights given to each dimension are, to some degree, context-sensitive. For example, competence is weighted more heavily when the self and related others are evaluated (Abele and Wojciszke, 2007; Wojciszke and Andrea, 2008). People prefer for themselves and closely related others to have the traits that are beneficial to the self (i.e. competence) than the traits that profit others (i.e. warmth). Also, in organizational contexts, competence appraisals may take primacy. For instance, a job description may focus entirely on an applicant's competence when deciding to employ people (Cuddy *et al.*, 2011).

Proactive customer service performance

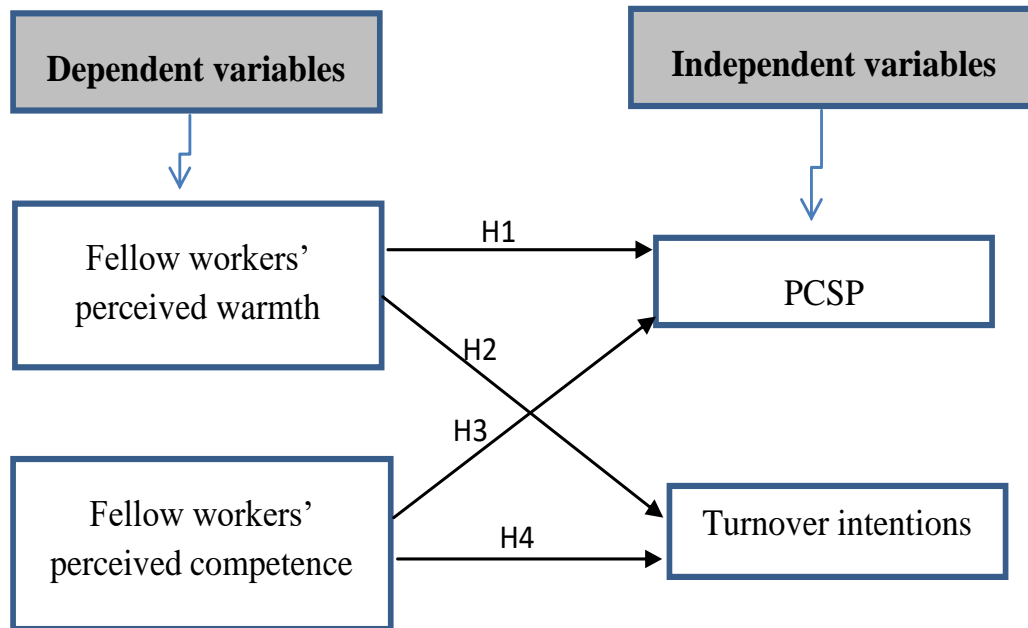
PCSP refers to individuals' "self-started, long term-oriented, and persistent service behavior that goes beyond explicitly pre-scribed performance requirements" (Rank, *et al.*, 2007, p. 366). Such behavior is different from task performance, because it exceeds the established job description and written standard operating procedures of service ((Rank *et al.*, 2007; Raub and Liao, 2012). PCSP includes three main aspects (Zhu *et al.*, 2017). First, it encompasses self-initiated behaviors, including taking initiatives to improve service by providing suggestions to clients and trying to increase customers' satisfaction by offering service "extras". Employees elicit PCSP of their own rather than waiting to be informed by customers or supervisors to do so. Second, it entails long-term-oriented behaviors, e.g. anticipating customers' needs, improving oneself to be capable of dealing with future challenges, and presenting forward thinking behaviors. Third, it involves persistent behaviors, such as consistently fulfilling customer needs and expectations and proactively requesting feedback from customers (Rank *et al.*, 2007; Raub and Liao, 2012).

Employee turnover intention

Turnover intention is defined as an employee's intention to quit the organization and the tendency to seek employment in another organization (Jung *et al.*, 2011; Jung, 2014). This intention may be recognized when staff speak unenthusiastically about their jobs, when they poorly take part in the organization, or when they in actual fact quit their jobs (Jang and George, 2012; Karatepe, 2013). Employee turnover is defined as "the voluntary and involuntary permanent withdrawal from an organization" (Robbins and Judge, 2007, p. 72). Staff turnover is seen to be extremely high in the hospitality organizations (Birdir, 2002; Kennedy and Berger, 1994; Yang *et al.*, 2012).

Employee turnover has been classified into two categories: voluntary turnover and involuntary turnover (Albattat and Som, 2013). The former occurs when employees ask to end their relationships with the employer because of several reasons, such as salary, benefits, relationship with management and other employees, working hours, and transport difficulties. On the other hand, the latter happens when staff depart the organization unwillingly due to retirement, illness, death, pregnancy, and leaving the area (Lashley, 2001; Lam *et al.*, 2003). Employee turnover can lead to a degradation of organizational performance as a whole, a loss of employee expertise, the reduction of employees' job satisfaction, increment of staff training costs, etc. (Cho *et al.*, 2009)

Figure 2: Hypothesized model



Based on the abovementioned literature, this research proposes the following hypotheses and exhibits them in the previous model above (see Fig. 2):

Hypothesis 1. Fellow workers' perceived warmth positively affects employees' PCSP.

Hypothesis 2. Fellow workers' perceived warmth negatively affects employees' turnover intentions.

Hypothesis 3. Fellow workers' perceived competence positively affects employees' PCSP.

Hypothesis 4. Fellow workers' perceived competence negatively affects employees' turnover intentions.

Research methodology

Based on the literature review, this study assesses four variables: two independent variables (i.e. co-workers' perceived warmth; co-workers' perceived competence) and two dependent variables (i.e. PCSP; turnover intentions). In addition, the research examines the effects of the first two variables on PCSP and turnover intentions.

Measurement and instrument

The questionnaire was developed from previously tested survey instruments for the purpose of proving the previously suggested hypotheses. It is composed of four main parts: perceived warmth, perceived competence, PCSP, and turnover intentions. The questionnaire items related

to the perceived warmth and competence of fellow workers were obtained from a study by Bufquin *et al.* (2017) because the competence construct in this study had a Cronbach's alpha value of 0.895; while the warmth construct had an alpha value of 0.916. These two constructs were also used by Fiske *et al.* (2002) who found that, the competence and warmth constructs had Cronbach's alpha values of 0.90 and 0.82, respectively. The competence construct encompassed five characteristic features (i.e. competent, intelligent, independent, confident, and competitive); while the warmth construct included four characteristic features, i.e. sincere, good-natured, warm, and tolerant (Fiske *et al.*, 2002; Bufquin *et al.*, 2017).

The questionnaire items for the construct of PCSP were taken from previous studies (Rank *et al.*, 2007; Raub and Liao, 2012; Lau *et al.*, 2017) because these studies found that the Cronbach's alpha coefficients of the aforementioned construct was above the 0.70 level suggested by Nunnally and Bernstein (1994). PCSP had four items, including such statements as "I use my own judgment and understanding of product problems to determine when to make exceptions of improvise solutions," "I create partnership with other service representatives actively to better serve customers," "I take the initiative to communicate client requirements to other service areas and collaborate in implementing solutions," and "I check with customers proactively to verify that customer expectations have been met or exceeded."

To measure turnover intentions, three items from Singh *et al.* (1996) and Bufquin *et al.* (2017) were used, consisting of such statements as "It is likely that I will actively look for a new job," "I often think about quitting," and "I will probably look for a new job." In their researches, the turnover intentions construct achieved a Cronbach's alpha value of 0.79 and 0.916, respectively. Responses for all four constructs (i.e., perceived warmth, perceived competence, PCSP, and turnover intentions) were based on a 5-point Likert-type scale, ranging from 1 (completely disagree) to 5 (completely agree). Lastly, the questionnaire included demographic questions related to gender, age, and education.

Population and sample

The target population for the study was frontline employees of all five-star hotels (33 hotels) in Cairo (Egyptian Hotel Guide, 2016). Only 10 five-star hotels that represent about 30.3 % accepted to distribute the questionnaire to their employees. The main reason for choosing this category of hotels is that, the concepts of warmth, competence, and PCSP are applied, therefore they can be measured. Also, these types of hotels are managed by international hotel chains or franchised. Thus, when the research is conducted on these hotels, the results obtained will be obvious and can then be applied on the other categories of hotels (i.e. three or four-star hotels).

According to the pilot study conducted on the ten investigated hotels, there were 500 frontline employees working in frontline departments (e.g., front desk agents, food servers, and bartenders). Therefore, it was possible to distribute the questionnaire forms to the entire population as it was of a manageable size. Only 370 valid questionnaires were received, representing a response rate of 74 percent. The questionnaire forms were distributed and collected by hand to the investigated sample of employees during period from 7-2017 to 9-2017.

Reliability and validity

This research uses the coefficient of Cronbach's alpha to compute the reliability. The reliability of the instrument is acceptable when Cronbach's coefficient alpha value is higher than .7 (Pallant, 2007). The study tests indicate high internal consistency (coefficient = 0.9). It can be accepted to consider the instrument reliable.

In this study, face validity was established by seeking the perception of hotel employees toward the suitability of the tool and whether it rang true for them or not. Additionally, five human resources hotel managers and six hospitality academicians reviewed the proposed instrument for content validity before it was distributed to hotel employees. Comments and suggestions obtained from the pre-test were used for rewording the instructions and layouts of the questionnaire.

Data analysis

The Statistical Package for Social Sciences (SPSS) for Windows v.16.0 was used to statistically analyze the data. Mean scores and standard deviations are calculated for all variables in the study. Pearson correlation coefficient was used at a significance level of 5% to find the relationship between dependent variables and independent variables. Additionally, the hierarchal multiple regression analysis was also used.

Results and discussions

Sample characteristics

Demographics section involved gender, age, and educational level. Among the 360 hotel employees, 80.5% of hotel employees were male and 19.5% were female. About 75% of hotel employees were aged from 20 to less than 40 years, while approximately 25% of them were aged from 40 to 55 years. In regards to educational level, the majority of hotel employees (91%) graduated from university, whereas 9% of them graduated from high school.

A descriptive analysis of co-workers' warmth and competence items

In order to identify employees' perceptions of co-workers' warmth and competence, the nine items of these two constructs were descriptively analyzed. They were analyzed by their means and standard deviations (Table 1). The results showed that the mean score of the overall perceived warmth was 2.8. Also, the results showed that the perceived warmth element, i.e. PW₁ achieved the highest mean of 3.2, while PW₂, PW₃, and PW₄ have reported 3, 2.7, and 2.4, respectively. These results indicated that all perceived warmth items had average scores below four, indicating that all traits related to co-workers' warmth (i.e. good-nature; sincerity; warmth; tolerance) were perceived low by employees. It is therefore imperative that hotel management should pay attention to warmth characteristics of the frontline employees, who are in charge of serving customers, because these characteristics are mainly associated with service orientation (Brambilla *et al.*, 2013).

A descriptive analysis of frontline employees' PCSP and turnover intentions items

Concerning PCSP, the results clarified that PCSP₁, PCSP₂, PCSP₃, and PCSP₄ had mean scores of 4.3, 4, 3.9, and 3.8, respectively and the mean score of the overall PCSP was 4, indicating that hotel frontline employees as a whole did well in terms of PCSP. Furthermore, the tabulated data indicated that turnover intention items (TI₁, TI₂, and TI₃) achieved mean scores of 2.8, 2.8, and 2.5, respectively. The mean score of the overall turnover intention was 2.7 as well as all turnover intentions items achieved average scores below 3, indicating that the frontline employees did not have any intention to leave the organization.

Table 1: Cronbach's alpha, means, and standard deviation of all research variables

Research variables	Cronbach's alpha	Mean	Std. deviation
Warmth and competence			
Fellow workers' perceived warmth	.901	2.8	.9876
PW ₁ : Frontline employees are good-natured	.901	3.2	.6876

PW ₂ : Frontline employees are tolerant	.901	3	.4836
PW ₃ : Frontline employees are warm	.911	2.7	.9776
PW ₄ : Frontline employees are sincere	.887	2.4	.7576
Fellow workers' perceived competence	.887	4.4	.9473
PC ₁ : Frontline employees are competitive	.887	4.6	.5480
PC ₂ : Frontline employees are confident	.911	4.5	.9066
PC ₃ : Frontline employees are intelligent	.901	4.3	.8896
PC ₄ : Frontline employees are independent	.913	4.3	.6540
PC ₅ : Frontline employees are competent	.901	4.2	.3770
Proactive customer service performance	.901	4	.7652
PCSP ₁ : I check with customers proactively to verify that customer expectations have been met or exceeded.	.911	4.3	.5603
PCSP ₂ : I use my own judgment and understanding of product problems to determine when to make exceptions of improvise solutions.	.912	4	.8760
PCSP ₃ : I create partnership with other service representatives actively to better serve customers.	.887	3.9	.7650
PCSP ₄ : I take the initiative to communicate client requirements to other service areas and collaborate in implementing solutions.	.887	3.8	.8766
Turnover intentions	.901	2.7	.5483
TI ₁ : I often think about quitting	.901	2.8	.9864
TI ₂ : I will probably look for a new job	.887	2.8	.7654
TI ₃ : It is likely that I will actively look for a new job	.912	2.5	.5987

In addition, the results clearly stated that the mean score of the overall perceived competence was 4.4. The results also showed that perceived competence elements (PC₂ and PC₄) had the highest means of 4.6 and 4.5, while PC₁, PC₃, and PC₅ have reported 4.3, 4.3, and 4.2, respectively. It is clear from table 1 that all competence items achieved average scores above four, indicating that fellow workers' competence was perceived high by employees.

The previous results indicated that frontline employees in hotels were described as competent but cold. According the BIAS map (Cuddy *et al.*, 2011), the low perceived warmth and the high perceived competence of the co-workers in frontline are combined to generate an emotional response (i.e. envy) among hotel frontline employee. This indicates that the frontline employees were highly professional and competitive.

Correlation analysis of perceived warmth and perceived competence with PCSP and turnover intentions

To indicate the relationship between perceived warmth and perceived competence as independent variables and PCSP and turnover intention as dependent variables, a correlation was measured. The results obviously exposed that, there were significant relationships among all these variables. Specifically, perceived warmth had negative relationships with PCSP ($r= 0.623-$, Sig. <0.000) as well as with turnover intention ($r= 0.342-$, Sig. <0.000).

Table 2: Correlations of perceived warmth with PCSP and turnover intention

		Perceived warmth	PCSP
Perceived warmth	Pearson correlation	1	.623-
	Sig. (2-tailed)		.000
	N	370	370
PCSP	Pearson correlation	.623-	1
	Sig. (2-tailed)	.000	
	N	370	370
		Perceived warmth	Turnover intention

Perceived warmth	Pearson correlation Sig. (2-tailed) N	1 370	.342- .000 370
Turnover intention	Pearson correlation Sig. (2-tailed) N	.342- .000 370	1 370

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

Table 3: Correlations of perceived competence with PCSP and turnover intention

		Perceived competence	PCSP
Perceived competence	Pearson correlation Sig. (2-tailed) N	1 370	.857 .000 370
PCSP	Pearson correlation Sig. (2-tailed) N	.857 .000 370	1 370
		Perceived competence	Turnover intention
Perceived competence	Pearson correlation Sig. (2-tailed) N	1 370	.824- .000 370
Turnover intention	Pearson correlation Sig. (2-tailed) N	.824- .000 370	1 370

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

Moreover, table (3) shows that there is a positive relationship between perceived competence and PCSP ($r = 0.857$, Sig. < 0.000). On the other hand, there is a negative relationship between perceived competence and turnover intention ($r = .824-$, Sig. < 0.000).

A regression results of perceived warmth and perceived competence with PCSP and turnover intentions

A regression analysis was conducted to identify the effect of perceived warmth on the two dependent variables (PCSP; turnover intention). In addition, the same analysis was used to explore the impact of perceived competence on the dependent variables, as shown in table 4 and 5.

Table 4: Perceived warmth influencing PCSP and turnover intention

Variables	Un-standardized Coefficients		R-square	Sig.	Model Statistics
	B	Std. Error			
Constant	.615	.018	.425- .321-	.000	<i>F: 11.0803</i>
PCSP	.095	.089		.000	
Turnover intention	.345	.056		.000	

*Regression equation can be formed as perceived warmth = .615 + .095 PCSP + .345 turnover intention

Regarding the variable of perceived warmth, when assessing the influence degree of this variable on PCSP based on the previously mentioned correlation results, it was found to negatively influence the PCSP (R-square = .425-, P-value = .000). Therefore, hypothesis 1 was not supported. This result is contradictory to the study of Amarnah *et al.* (2010) which found that co-workers' warmth enhanced PCSP. When it comes to turnover intention, it was found to negatively affected by the perceived warmth (R-square = .321-, P-value = .001). Therefore, hypothesis 2 was supported.

This finding was confirmed by a study of Manning *et al.* (2005) which found that friendliness and warmth lessened turnover intentions. This result also concurs with the two studies of Yang *et al.* (2012) and Bufquin *et al.* (2017) which found that the socialization of new employees and co-workers' warmth decreased their intent to leave the hotel profession. Such findings are also supported by attitude theory, which suggests that the cognitive evaluations of work environment and situations come before affective reactions, which sequentially affect individual's intentions and behaviors (Bagozzi, 1992). Hence, if employees perceive that they work with warm colleagues, their turnover intentions should be lessened.

Regarding the variable of perceived competence, when assessing the degree of influence of this variable on PCSP and turnover intention based on the previous correlation results, it was found to positively affect PCSP (R-square =.752, P-value=.000) but it was found to negatively affect turnover intention (R-square =.524-, P-value=.001).

Table 5: Perceived competence influencing turnover intention and PCSP

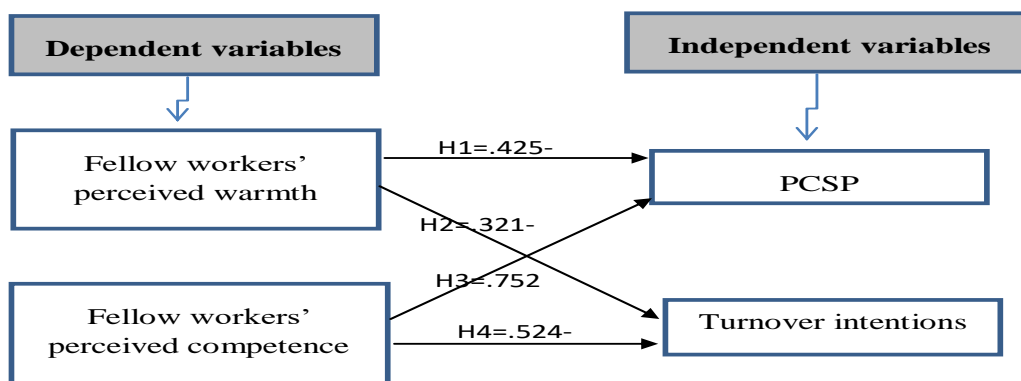
Variables	Un-standardized Coefficients		R-square	Sig.	Model Statistics <i>F: 12.0453</i>
	B	Std. Error		.000	
Constant	.143	.065	.752	.000	
PCSP	.545	.098	.524-	.000	
Turnover intention	.845	.059		.000	

*Regression equation can be formed as perceived competence = .143 + .545 PCSP + .845 turnover intention

These results are consistent with those of Bufquin *et al.* (2017) who found that co-workers' competence decreased employees' intentions to quit the hotel. Therefore, hypotheses 3 and 4 were supported. Such findings are also supported by the social exchange theory (SET), which posits that employees are obliged to return a favor after benefiting from another person or group (Blau, 1964). Hence, if employees perceive that they work with competent colleagues, their PCSP is more likely to improve as well as their turnover intentions should be lessened.

Based on the previous regression results, a model has been developed (see Fig. 2). As shown in this figure, there are two important interpretations: (1) perceived competence had a higher negative impact on turnover intentions than perceived warmth; and (2) the competence positively affected PCSP but the warmth negatively affected it. These findings accept with the research of Cuddy *et al.* (2007) who stated that perceived competence may be more important than perceived warmth and may take primacy in organizational contexts.

Figure 3: Results of hypothesized model



Conclusion and implications

The study aimed at identifying the effect of perceived warmth and perceived competence on PCSP and turnover intentions. This study could provide useful implications for practitioners: (1) regarding warmth, hotel management should maintain the warmth among the frontline employees despite its negative impact on their PCSP, because it reduces the intention to leave the hotel. However, they should seriously work to reduce the negative impact of the warmth through the continuous controlling and supervision of employees when providing service to customers. Previous studies (e.g. Goodman, 1996; Mill, 2001) confirmed the significant positive impact of the management supervision on the performance of hotel employees; (2) hotel management should also maintain the high level competence of the frontline employees as well as increase it.

Limitations and future research directions

Several limitations of this study along with its avenues for future research should be noted. First, this study measured only perceived co-workers' warmth and competence. In future studies measuring the employees' perceptions of their managers' warmth and competence would be useful. Second, this research focused only on the frontline employees in front office and food and beverage departments. It would also be beneficial for examining the relationships demonstrated in this study in other hotel departments to indicate to what extent the warmth and competence are critical to hotels. As a closing note, this study examined the effects of the perceived warmth and competence in hotels. Investigating other hospitality settings (e.g., restaurants) by future research is strongly recommended as they also suffer from high staff turnover.

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