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From bonding to belonging: The role of job satisfaction and decent working environment between sustainable coworker relations and turnover intention

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Abstract

This study aims to investigate the effects of sustainable coworker relationships and decent working conditions on job satisfaction, organizational commitment, and turnover intention within the Saudi industrial sector. By exploring these associations, the research seeks to contribute to the growing body of knowledge on workplace sustainability and employee retention. Quantitative research design was employed, utilizing a modified questionnaire adapted from established literature. Data were collected from a randomly selected sample of 188 employees working in the Saudi industrial sector via an online survey developed using Google Forms. The collected data were analyzed using SMART-PLS version 4.0.1.1 and the Bootstrap method to test both direct and indirect associations among variables, with particular attention given to the mediating roles identified in the model. The results indicate that sustainable co-worker relationships have a significant positive impact on organizational commitment and perceptions of decent working conditions, while their direct effect on turnover intention was found to be insignificant. Moreover, mediation analysis demonstrated the positive and strengthening role of the mediators incorporated into the model, enhancing the relationships between independent and dependent variables. The study concludes that fostering sustainable coworker relationships and ensuring decent working conditions are critical factors for improving employee commitment and satisfaction in the Saudi industrial sector, although these factors may not directly reduce turnover intention without the presence of mediating mechanisms. The findings provide valuable insights for organizational leaders and human resource managers in the Saudi industrial sector, emphasizing the need to cultivate a supportive workplace culture and favorable working conditions. Strengthening co-worker relationships and workplace environments could enhance organizational commitment and job satisfaction, ultimately contributing to long-term organizational stability and performance.

Keywords: Coworker, Job satisfaction, Organizational commitment, Relationship, Sustainable, Turnover intention.

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Transparency: The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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1. Introduction

Today, employees' relations considered as an important factor that helps organizations to compete and sustain. Working conditions are one of the main concerns in an environment where social, political, and technological developments are ongoing. A key component of the International Labor Organization's (ILO) definition of decent work is the quality of employment [1]. This phrase describes an employee's right to work in environments that protect their health, safety, and dignity. Therefore, it's essential to develop a safe work atmosphere to promote decent labor relationships [2].

People at work need a good relationship with their co-workers. In a decent working environment, individuals are expected to establish and preserve healthy connections with one another [3]. Promoting chances for men and women to find decent and productive work in settings of freedom, fairness, safety, and respect for humanity is the ILO's main objective today [4, 5]. Since positive working connections are linked to employee benefits and organizational goals, they are of great importance to the public, community, and nations [6]. The influence of colleague and coworker interactions on employees' experiences is substantial, encompassing their understanding of roles, attitudes, and job performance [7].

The extent to which employees receive support in workplace relationships from their peers is referred to as perceived coworker support [8]. This can be attained through good coworkers' relationships. A good coworker relationship is very important for all economic sectors. This study is important because it explores the impact of coworker relations in the Saudi industrial sector. This sector plays an important part in the contribution of Gross Domestic Product (GDP). By beginning to develop crucial policies, Saudi Arabia has been progressively transitioning to a knowledge-based economy. These policies include the introduction of novel social structures as well as numerous other novel economic initiatives, such as the aggressive promotion of foreign investment, the development of necessary industrial clusters for economic diversification, and the creation of post-petroleum jobs through the private sector [9]. It has long been established that an employee's performance evaluations at work and general well-being are directly correlated with their working connections and relationships [10]. Organizations characterized by high and good relationships among coworkers might help their people to perform better and stay for long years [11, 12]. To create long-lasting organizations and achieve organizational objectives, peaceful and friendly employee relationships are essential [13].

Connections at work provide a variety of benefits, such as psychological assistance, career promotion, and job aid. Furthermore, these writers emphasize the significance of constructive professional interactions concerning individual development, camaraderie, and the chance to assist others [14]. "The most important functional and social constituencies in an organization" are coworkers and supervisors [15]. Previous studies show that through perceived social support and safety motivation, the situational security breaches of coworkers had an indirect impact on the environmental safety offenses of employees [16]. Studies show that social support from coworkers can lessen the psychological impacts of workplace violence on first responders and increase their capacity for recovery [17]. The scholars have further investigated the impact of colleague assistance and validated its potential to either notably or insignificantly influence the workers' performance, contentment, and dedication to the organization [18]. Previous research has shown that the employee relations climate has a substantial impact on the effectiveness of the organization [19].

By understanding the direct and indirect relationship through Structural Equation Modeling (SEM), this study tries to find out how sustainable coworker relations affect turnover intention and organizational commitment among employees in the Saudi industrial sector. In addition, this study aims to explore the role of mediation played by job satisfaction and a decent working environment. Thus, this study is considered important and is expected to fill the gap in the previous literature for the unique mediation exploration.

2. Literature Review

2.1. Coworker Relations and Turnover Intention

Coworker relations or peer connections, often referred to as analogous relationships, make up the main group of high-quality workplace partnerships. The concept of co-worker relations is a modern approach to human resource development that aims to raise workers' accountability and output while fostering engagement and job happiness [20]. According to previous research, coworkers encapsulated the Scandinavian organizational paradigm, which emphasizes the bond between

employees and their jobs as well as between coworkers and bosses [21]. For several reasons, these coworkers' relations and connections contribute significantly to a calm and effective work atmosphere [22]. Good connections among coworkers reduce the likelihood of an employee leaving the company, while unfavorable relationships increase the likelihood of an employee leaving [23]. One important resource for career growth and psychological assistance is the coworker relationship [14]. Unfavorable workplace dynamics will actively encourage individuals to consider leaving the company. Employee turnover is reduced when companies cultivate a friendly and encouraging work environment that fosters relationships among coworkers [24].

Good relationships between coworkers are essential for increasing job satisfaction, motivation, and commitment in employees, which in turn lowers the likelihood that they will leave their jobs [25]. Results from an earlier study highlighted the importance of peer-oriented interactions in lowering turnover by showing that having positive social relationships with coworkers reduces inclinations to leave caused by interpersonal disagreements [26]. Thus, encouraging good connections among coworkers can greatly improve job happiness, motivation, and organizational commitment, which in turn might reduce employees' intent to leave their jobs. Prior research has demonstrated that job satisfaction is significantly impacted by social interactions and work motivation, highlighting the significance of a positive work environment and coworker relations for employee well-being as well as the turnover rate [27]. Based on the previous studies' findings, I argue that there is a great need to create and maintain a conducive working environment with high co-worker relations standards. The expected results will be translated into a high level of satisfaction, performance, and a low level of turnover. Negative connections between coworkers may result in anxiousness, suspicion, and disputes, which can increase intent to leave the company. Based on these discussions we posit this hypothesis.

H₁: Coworker relations have a significant effect on turnover intention.

2.2. Coworkers' Relations and Organizational Commitment

Relationships between coworkers have a big influence on organizational commitment [28]. The proportional strength of a person's connection with and involvement in a certain organization is known as organizational commitment, or OC [29]. According to Allen and Meyer's theory, there are three components to organizational commitment: affective, normative, and continuation commitments [30]. Previous studies found that good relations between coworkers and employees are positively correlated with higher levels of commitment to the organization Wasti and Can [31] whilst negative relationships between coworkers and employees are negatively correlated with lower levels of commitment [31].

Good relationships between coworkers boost drive, satisfaction with work, and a sense of belonging to themselves, all of which can improve the workplace atmosphere and strengthen employees' loyalty to the company [32]. Research indicates that if individuals possess a profound feeling of being appreciated and positive interactions with their colleagues, they become more committed to the company [33]. This emphasizes how crucial it is to create a friendly and cooperative work atmosphere to increase employees' levels of organizational commitment [34]. Positive relationships between coworkers make employees feel more a part of the company and their peers, which increases their dedication to the organization's objectives and core values [35]. Furthermore, a plethora of research papers demonstrate inverse relationships between organizational commitment and employee turnover as well as the propensity to leave the organization [36]. Studies show that having good relationships with coworkers can increase organizational commitment, which results in a workforce that is more committed and engaged. Employees' devotion to the organization is greatly influenced by their relationships with their coworkers [37]. Therefore, we hypothesize that.

H₂: Coworker relations have a significant effect on organizational commitment.

2.3. Coworker Relations, Decent Working Environment, and Job Satisfaction

Co-worker relations play a critical role in improving the working environment [38]. A decent workplace includes several elements, including kindness, security, medical care, and social security, legal adherence to employment matters, stability, and opportunity for growth [39]. Decent Work and job quality are included in the concept of Quality of Work and Employment (QWE), which emphasizes the objective part of meeting people's needs connected to their jobs. Coworkers are a major source of encouragement regarding work-life balance, as evidenced by the job-family culture extended measure, which takes gender norms and coworker involvement into account [40].

To create a sustainable work atmosphere, coworkers are essential [41]. Their involvement, combined with skillful leadership and well-designed jobs, promotes a positive and productive work environment [42]. Support from coworkers improves the decent working environment, and people's health, and improves employee relations [43]. Additionally, the idea of job happiness and satisfaction is thought to be founded on employees' psychological states and perspectives of their surroundings including their co-workers [44]. Furthermore, psychological reactions to one's employment are referred to as job satisfaction, and they comprise behavioral, personal, and mental components [45].

Coworker connections can support a safe and healthy work environment, fair recompense for work, enhanced social protection, and the opportunity to join a union, all of which can have a significant impact on decent working conditions [46]. The physical workspace and the quality of work hours have both improved over time [5]. Equitable policies and practices can be implemented more easily in an environment of justice when workers collaborate well and help one another. Colleagues who assist and cooperate are typically more productive, which results in increased pay and better job prospects for all parties [47]. Coworker connections are essential to a positive and effective working atmosphere and job satisfaction [48]. Good relationships within the workplace promote happiness and output, adding enjoyment to duties and encouraging innovative thinking and creativity [42]. A decent working with an enjoyable place to work increases satisfaction with work and productivity by fostering employee well-being and influencing dedication to the company [49],

50]. The state of the workplace has a big influence on staff retention, happiness at work, and mental and physical wellness [51]. A Chinese employee empirical investigation verified the link between positive job satisfaction and decent work [52]. Workers who have access to good jobs are more likely to be content with their jobs, which will lessen their likelihood of wanting to leave. Thus, we postulate that.

H₃: Coworker relations have significantly improved the decent working environment.

H₄: Decent working environment has significantly influenced the level of job satisfaction.

2.4. Job Satisfaction, Turnover Intention, and Organizational Commitment

The impact of job satisfaction on turnover intention has been explored in different contexts. One way to think of job satisfaction as a universal notion is to utilize Locke's traditional formulation, which emphasizes overall contentment [53]. In a variety of work environments, job satisfaction and intention to leave are closely related. Both directly and indirectly through job satisfaction, factors like perceived professional growth prospects, remuneration for performance, and emotional organizational engagement affect the intention to leave [54]. As demonstrated in the context of senior long-term care services, work satisfaction significantly affects the intention to leave one's job [55]. In time-consuming businesses, work satisfaction and organizational commitment are key factors in reducing employees' desire to leave their jobs [56]. The intention to depart is a reliable indicator of actual resignation by empirical studies [57]. Attachment to managers is inversely connected to depart [58]. Recent studies suggest to lower turnover rates, it is important to address aspects like promotion-focused job crafting, burnout, and job satisfaction, as these have both direct and indirect implications on nurses' intentions to leave their jobs [59]. Previous studies found that Job satisfaction has a negative and significant effect on turnover intention and a positive significant effect on organizational commitment. Intention to leave is mediated by job satisfaction in long-term care nurses; the more satisfied workers are with their jobs, the less stressed out they are at work [60]. Numerous studies have demonstrated that job satisfaction among employees can reduce their intention to leave [61]. Therefore, we hypothesize that.

H₅: Job satisfaction has significantly impacted the level of turnover intention.

H₆: Job satisfaction has significantly impacted the level of organizational commitment.

2.5. The Role of Decent Working Environment and Job Satisfaction

Work satisfaction, or employees' emotive responses to their jobs, is measured by job satisfaction [62]. When individuals have people are more likely to satisfy their requirements for self-determination, social participation, and survival if they have access to decent job [62]. One important factor in employee performance is the mediating effect of a good working environment, job happiness, and satisfaction. Studies reveal that a favorable work atmosphere has a direct impact on employees' productivity, with job satisfaction functioning as a moderator between the two [63]. Research indicates that job satisfaction is marginally influenced by supervisor cooperation, whereas career progress is entirely mediated by the work environment [64]. Very few studies have explored the mediation role played by the decent working environment in the relationship between sustainable co-worker relations and turnover intention [65]. In addition, no previous studies tried to find how job satisfaction and a decent working environment mediated the relationship between sustainable coworker relationships and organizational commitment. Also, no previous studies tried to find how job satisfaction and a decent working environment mediated the relationship between sustainable coworker relationships and turnover intention. Thus, this study tries to fill the gap in this regard by developing an exploration mediation model. Based on these discussions we posit these hypotheses.

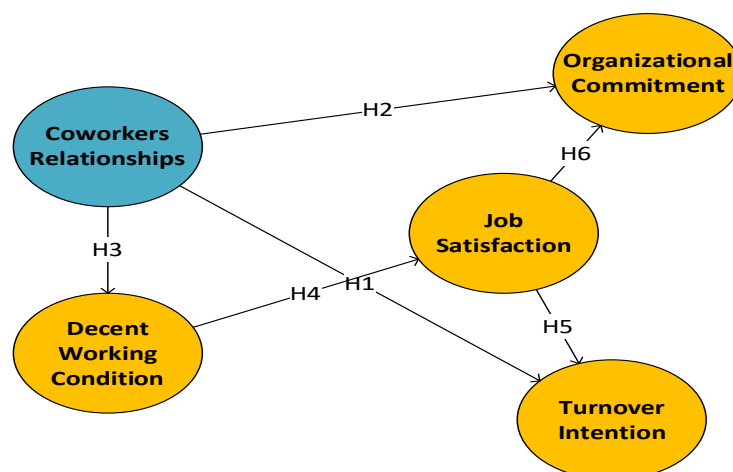


Figure 1.
Theoretical Model.

H₇: Decent working environment and job satisfaction mediate the relationship between coworker relations and turnover intention.

H₈: Decent working environment and Job satisfaction mediate the relationship between coworker relations and organizational commitment.

After thoroughly investigating the previous studies on the topic related to the relationship between co-workers relationships, decent working environment, job satisfaction, organizational commitment, and turnover intention. The following theoretical model was developed to fill the gap in the previous studies' contributions.

3. Method

This study used a quantitative approach, collecting data using a questionnaire survey to assess the research model and the hypotheses that were put forth. The following presents the measures, sample and data gathering methods, and data analysis methodology.

3.1. Measures

Based on a comprehensive examination of the literature, the research developed a 33-item assessment tool to investigate the research's hypotheses. The selected items were modified to fit the model with the research context. Respondents could use an electronic form made with "Google Forms" to respond to the questions posed. The author measured opinions using a 5-point Likert scale (1 being strongly disagreed and 5 being highly agreed) [66]. The control questions on gender, age, education, and position within the organization made up the first section of the questionnaire. The questionnaire's second section asked questions about the research variables.

- *Coworker Relations*: First, a five-item scale was used to measure the rate of employees' relationships with their co-workers [67].
- *Decent working conditions*: Secondly, two scales were developed to measure the employee's satisfaction towards a decent working environment [68].
- *Organizational commitment*: Thirdly, a five-item scale was modified and used to measure the rate of organizational commitment [36].
- *Job Satisfaction*: Fourthly, a four-item scale was modified and used to measure the employee's job satisfaction [69].
- *Turnover intention*: Finally, a three-item scale was used to measure turnover intention [70].

3.2. Participants and Procedure

The online questionnaire was administered during the period of February, 23rd to April 30th, 2024 using proportional stratified sampling [71]. Participants were encouraged to engage in the study voluntarily by creating an online research form. To complete the aforementioned form, participants needed to affirm their consent.

The form's introduction included the administrator's contact information and the study's goals. The study participants are free to discontinue participation at any time. All participants were asked to provide accurate answers to all questions; no more guidance was given. Participants were also informed that after the data was processed, they would each receive a personalized report outlining their results.

3.3. Data Analysis Technique

This study uses SMART-PLS version 4.0.1.1 and the Bootstrap method, and the study of direct and indirect association hypotheses were examined. Predicting and explaining the suggested linkages within the framework in light of the underlying theory was the goal of this study. The researcher used Smart PLS 4, a reputable and cutting-edge statistical technique in the social sciences [72].

4. Results

4.1. Demographic Characteristics

Of the 188 employees from the industrial sector who took part in the study, 150 (72.8%) were men and 38(18.4%) were women. 106(56.3%) are employees in the public sector, and 82(43.7%) are employed in the private sector. Participants' ages ranged from 25 to 49 years old, which shows accepted maturity. In terms of education, 121 participants (58.7%) had a bachelor's degree, 26 had a master's degree (16%), 7 had a diploma (3.4%) certificate, 33 had a high school certification (31.9%), and 1 participant (5%) had PhD certificate. When looking at years of experience, I found that there are 62 of the sample (30.1%), whose years of experience range from 5 to 10 years, 54 of the sample (26.2%), have experience of less than five years and 72(35%) are more than ten years. Table 1 shows the participant's profile.

4.2. Structural Model Assessment

In this work, the structural models and measurement models were analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM). Smart PLS version 4.1.0.0 was employed to analyze the collected data. The structural model was analyzed after the reflective measurement model's validity and reliability were assessed [73]. To verify the importance of path coefficients, the researcher employed the bootstrap approach with 5000 subsamples and the PLS algorithm [73]. According to the research's measurement model, the model's convergent validity falls within allowable bounds. Using loadings, AVE, and CR, the researcher has assessed the model's convergent validity. Both Figure 2 and Table 2's data demonstrate that the factor loadings satisfy the 0.60 minimum requirement. All AVE values are greater than 0.50, and the CR value is higher than the suggested value of 0.70 [73]. Following a thorough analysis of the measurement model, the researcher evaluated the study's structural model. The study's structural model was evaluated for significance using t values, path coefficients, and standard errors. Using SMART-PLS and the Bootstrap method, the study of direct and indirect association hypotheses was examined. The present research looked at the relationships between the Coworker

relationship (Cow), the Decent working environment (WorEnv), Organizational commitment (OrgCom), Job satisfaction (JobSat), and Turnover intention (TurIn).

Table 1.
Respondent's profile.

Demographic characteristics		Frequency	Percentage (%)	Mean	Median	SD
Gender				1.2	1	0.403
	Male	150	72.8			
	Female	38	18.4			
Age				1.6	2	0.674
	25 - 34 Years	93	45.1			
	50 - Above	74	35.9			
	35 - 49 Years	21	9.7			
Qualification				1.75	1	1.175
	Bachelor's degree	121	58.7			
	Master's degree	26	12.6			
	Diploma	7	3.4			
	High school	33	16			
	PhD degree	1	0.5			
sector				1.44	1	0.497
	Public	106	56.3			
	Private	82	43.7			
Years of Experience				2.05	2	0.845
	Less than 5 years	62	30.1			
	5 to 10 years	54	26.2			
	more than 10 years	72	35			

N= 188

Table 2.
Structural model assessment.

	Direct effect.	β	P Values	Mean	SD	Decision
H1	Coworkers Relationship -> Turnover Intention	0.026	0.725	0.020	0.073	Rejected
H2	Coworkers Relationship -> Organizational Commitment	0.228	0.000	0.236	0.062	Supported
H3	Coworkers Relationship -> Decent Working Environment	0.352	0.000	0.361	0.064	Supported
H4	Decent Working Environment -> Job Satisfaction	0.615	0.000	0.619	0.064	Supported
H5	Job Satisfaction -> Turnover Intention	-0.499	0.000	-0.502	0.063	Supported
H6	Job Satisfaction -> Organizational Commitment	0.565	0.000	0.566	0.048	Supported
Indirect (mediating) effect.						
H7	Coworkers Relationship -> Decent Working Environment -> Job Satisfaction -> Turnover Intention	-0.108	0.000	-0.112	0.027	Supported
H8	Coworkers Relationship -> Decent Working Environment -> Job Satisfaction -> Organizational Commitment	0.122	0.000	0.127	0.030	Supported
	*Significant at 0.05 (1-tailed).					

As shown in Table 2, Coworker relationships show an insignificant effect on turnover intention, according to the study ($\beta=0.026$, $p=0.725$). This suggests that coworker relationships don't decrease the levels of turnover intention. Thus, H1 was unsupported. Besides, the result of this study shows that coworkers relationship has a significant effect on organizational commitment ($\beta=0.228$, $p=0.000$). This implies that coworker relationships increase the levels of organizational commitment among employees. Therefore, Hypothesis H2 was supported. The outcome of this study also shows that coworkers' relationships have a significant effect on the decent working environment ($\beta=0.352$, $p=0.000$). Thus, H3 is supported. This study also finds that a decent working environment has a significant effect on the level of job satisfaction ($\beta=0.615$, $p=0.000$). Therefore, H4 is supported. The analysis also shows that job satisfaction has a significant effect on the turnover level ($\beta=-0.499$, $p=0.000$). Thus, H5 is supported. The analysis also finds that job satisfaction has a significant effect on organizational commitment ($\beta=0.565$, $p=0.000$). This finding supported H6. In addition, the mediation analysis shows that a decent working environment and job satisfaction significantly mediated the relationship between co-worker relationships and turnover intention ($\beta=-0.118$, $p=0.000$). Thus, H7 is supported. Last, the analysis revealed that a decent working environment and job satisfaction significantly mediated the relationship between coworkers' relationship and organizational commitment ($\beta=0.122$, $p=0.000$).

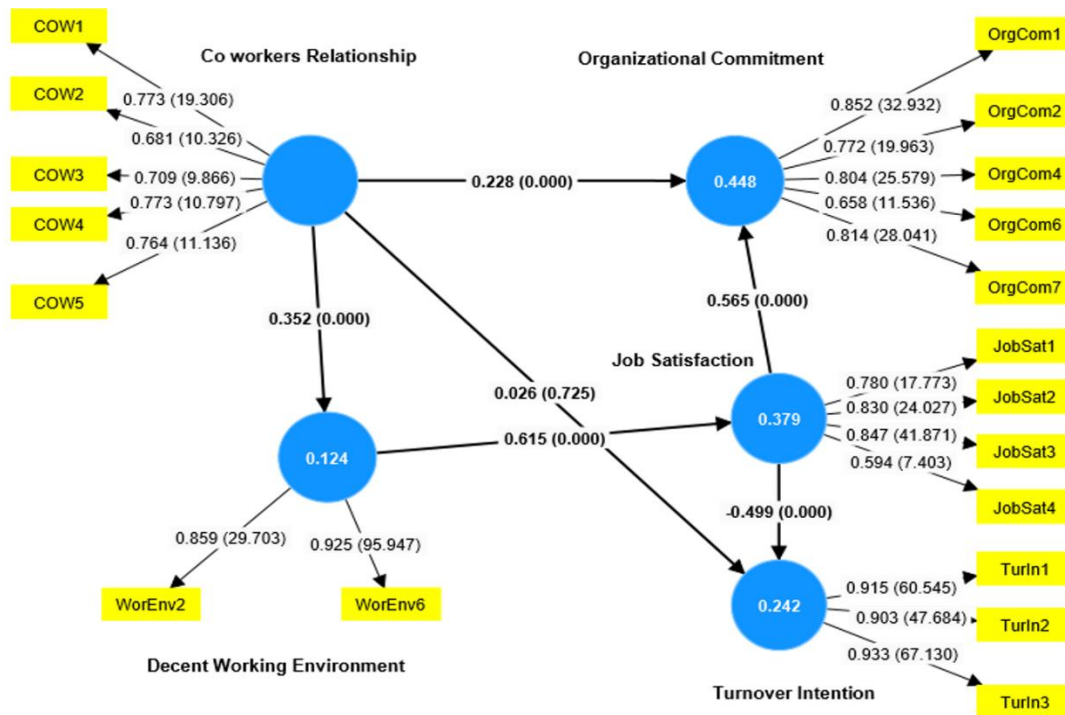


Figure 2.
Measurement Model.

4.3. Outer Model Estimation

The findings of the measurement model in Table 3 show that the factor loading of each construct is within a decent range. All of the structures have factor loadings greater than 0.40, according to Vinzi, et al. [74] meaning that no items require removal Vinzi, et al. [74]. Hair, et al. [75] suggested utilizing a bootstrapping method to assess the collinearity of each independent concept in the inner model [75]. According to the variance inflation factor (VIF) values for each construct, which are less than 5, there is no multicollinearity problem [76]. As indicated by scores above 0.7 for both Cronbach's alpha and composite reliability (CR), appropriate constructions are deemed reliable. The composite reliability levels and Cronbach's alpha are where the rho-A values fall [77].

Table 3.
Reliability and validity of constructs.

Constructs	Items	Loadings	VIF	α	rho_A	CR	AVE
				0.798	0.819	0.859	0.549
Coworker Relationship	COW1	0.773	1.469				
	COW2	0.681	1.456				
	COW3	0.709	1.392				
	COW4	0.773	2.353				
	COW5	0.764	2.355				
Job Satisfaction	JobSat1	0.780	1.799	0.773	0.832	0.851	0.592
	JobSat2	0.830	1.826				
	JobSat3	0.847	1.634				
	JobSat4	0.594	1.323				
Organizational Commitment	OrgCom1	0.852	2.478	0.839	0.839	0.887	0.613
	OrgCom2	0.772	1.757				
	OrgCom4	0.804	2.028				
	OrgCom6	0.658	1.305				
	OrgCom7	0.814	1.916				
Decent Working Environment	WorEnv2	0.859	1.565	0.751	0.798	0.887	0.797
	WorEnv6	0.925	1.565				
Turnover Intention	TurIn1	0.915	2.694	0.905	0.912	0.940	0.840
	TurIn2	0.903	2.888				
	TurIn3	0.933	3.496				

5. Discussion and Conclusion

This quantitative research aims to find out how sustainable coworker Relations (COW) affect Turnover Intention (TurIn), and Organizational Commitment (OrgCom). The study tries to find out the mediating role played by job satisfaction and decent working environment in the relationship between coworkers' relationships and turnover intention as well as organizational commitment. Eight facets of the interactions are examined in this study: (1) the direct relationship between coworkers' relationship, decent working environment, job satisfaction, organizational commitment, and turnover intention; and (2) the mediated role of job satisfaction and decent working environment in the anticipated relationship between coworkers relationship and turnover intention form on the side, and coworkers relationship and organizational commitment from the other side.

The finding of this study shows that coworkers' relationship is insignificantly affected by the levels of turnover intention among employees ($\beta=0.026$, $p=0.725$). This is shown by the fact that employees who have healthy coworking relationships are expected to leave their jobs for other reasons. This supports the idea that employees frequently quit for non-work-related reasons [78]. Some employees decide to leave their jobs for salary increases. This study finds that coworkers relationship has a significant effect on organizational commitment ($\beta=0.228$, $p=0.000$). This result is aligned with the previous research findings [34, 35, 37]. This can be explained by the importance of a healthy and sustainable coworker relationship for employees. When people at work have sustainable and healthy coworker relationships, they can add more value to their organizations and have a high level of engagement and commitment to their jobs.

This study finds coworkers' relationship has a significant effect on the decent working environment ($\beta=0.352$, $p=0.000$). This result also aligned with the previous research findings [40, 43, 79]. This implies that when organizations create and maintain a good co-worker relationship, employees can positively perceive their working environment. The study finds that a decent working environment has a significant effect on job satisfaction ($\beta=0.615$, $p=0.000$). This finding is aligned with previous research findings [50]. This result implies that when organizations create and maintain a conducive working environment, they can help to enhance their people's job satisfaction. A decent working environment plays an important role in building and sustaining people's wellbeing and their satisfaction at work [48].

Furthermore, the study also reveals that job satisfaction has a significant effect on the turnover level ($\beta=-0.499$, $p=0.000$). This result is supported by many researchers' findings [53, 54, 59]. This result indicates the role played by job satisfaction in reducing the level of turnover rates. The study also finds that job satisfaction has a significant effect on organizational commitment ($\beta=0.565$, $p=0.000$). the result is aligned with previous researchers' findings [80, 81]. This implies that the level of organizational commitment depends on the level of job satisfaction. Thus, managers should take care of all factors like the financial and non-financial factors which improve employees' satisfaction. This can help them to enhance organizational commitment which will translate into high performance [82]. Finally, this study contributes to the current literature by highlighting the mediation role played by decent working environment and job satisfaction in the relationship that existed between coworkers' relationships, organizational commitment, and turnover intention. These results were not shown by any previous studies. Thus, this study contributed to the current literature and has practical and theoretical implications.

6. Study Implications

6.1. Theoretical Implications

This study adds to the body of literature by emphasizing the detrimental effects of coworkers' relationships and decent working environments in the field of the industrial sector. The study emphasizes concepts related to coworker relationships, decent working environment, job satisfaction, organizational commitment, and turnover intention that have been researched in a variety of fields, including tourism and health. The goal of this study is to improve the body of knowledge already available about individuals employed in the industrial sector. Furthermore, this study emphasizes the beneficial influence that workers' job satisfaction levels and a long-lasting, respectable workplace have on the relationship between coworkers' relationships and organizational commitment on the one hand, and coworkers' relationships and turnover intention on the other.

6.2. Practical Implications

The working policies related to coworkers' relations should be given more consideration by managers, line managers, and decision-makers in the industrial sector. HRM's job is to evaluate how employees now feel about their working conditions in general and their coworkers' relations in particular. This procedure facilitates managers' ability to step in when problems arise in these crucial areas of working conditions. Furthermore, it is strongly advised to assess and modernize the existing working procedures to guarantee high levels of satisfaction with both employee relations and decent working conditions. An efficient working-life balance plan, such as teleworking, compacted weekdays, flexible working hours, etc., will help achieve this. The fundamental idea behind sustainable co-working relationships is to reduce the need for individual offices and the energy consumption that goes along with them, therefore promoting sustainability. Promote the effective use of common resources such as kitchens, printers, and scanners. Managers and decision-makers should select a co-working space housed in a building that has environmentally friendly features like water conservation fixtures, daylight, and effective insulation, if at all possible. All these practices can lead to enhanced sustainability and a positive perception towards coworkers' relations as well as a decent working environment.

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Appendix 1.

Measurement Tool.

Factor	Statements	Source
Coworkers Relationship	My coworkers will keep the promises they make	Sias [67]
	My coworkers look out for what it important to each other	
	It is best to share information with my coworkers	
	My coworkers are always prepared to help me to get things done	
	I can count on my coworkers to help me when I have difficulties with my job	
Job Satisfaction	I like my job in general	Morgeson and Humphrey [69]
	I like working at my current place of work	
	I am satisfied with my job at the moment	
	I find my job meaningful	
	I feel underutilized in my job	
Organizational Commitment	I am lucky to work in this organization	Allen and Meyer [36]
	I usually tell my friends that the organization I work for is a very good one	
	I am willing to accept any work from my seniors to continue working in this organization	
	In comparison with other places I have worked, this is the best place I have ever worked	
	I do not see any future if I continue working in this company	
Decent Working Environment	My organization provides a healthy and independent work environment	Tao, et al. [68]
	I feel satisfied with my current working environment	
Turnover Intention	I intend to leave my current job	Mobley, et al. [70]
	I have started to look for other job opportunities	
	I often think about leaving my current employer	