Jurnal P4I

WHY WORKPLACE FRIENDSHIPS MATTER: EXAMINING TURNOVER INTENTION AMONG GENERATION Z WORKERS

Vania Angeline[1], Zamralita[2]
Faculty of Psychology, Universitas Tarumanagara[1,2]
e-mail: Vania.705210192@stu.untar.ac.id[1], Zamralita@fpsi.untar.ac.id[2]

ABSTRAK

Workplace friendship yang dapat diartikan sebagai hubungan interpersonal yang bersifat informal dan dibangun oleh karyawan, memiliki berbagai dampak positif dan dapat mengurangi niat untuk keluar. *Turnover intention* menggambarkan evaluasi seseorang terhadap kelanjutan keterlibatannya dengan perusahaan yang belum ditunjukan ke dalam langkah konkret untuk keluar dari perusahaan. Tujuan dari penelitian ini adalah untuk menganalisis peran *workplace friendship* dalam mengurangi tingkat turnover terhadap karyawan generasi Z. Variabel *Workplace friendship* diukur menggunakan *Workplace friendship* Scale (WFS) dan variabel Intensi Keluar diukur menggunakan *Turnover intention* Scale 6 (TIS 6). Penelitian ini menggunakan teknik sampling non-probabilitas, yaitu convenience sampling. Peserta dalam penelitian ini adalah 210 karyawan Generasi Z dengan karakteristik karyawan yang sudah bekerja pada rentang usia 17 - 27 tahun dan sudah bekerja siebuah institusi kurang lebih selama 1 tahun. Studi ini menggunakan aplikasi IBM SPSS Statistics versi 25 untuk mengolah data. Hasil penelitian menunjukkan bahwa *workplace friendship* memiliki hubungan negative dengan *turnover intention* dengan tingkat korelasi yang lemah.
Kata Kunci: *workplace friendship, intensi keluar kerja, karyawan, generasi z*

ABSTRACT

Workplace friendship, which can be interpreted as an Informal interpersonal relationship built by employees, has various positive impacts and can reduce the intention to leave. Turnover intention describes a person's evaluation of their continued involvement with the company that has not been shown in concrete steps to leave the company. The purpose of this study is to analyze the role of workplace friendship in reducing the turnover rate of generation Z employees. The Workplace friendship variable is measured using the Workplace friendship Scale (WFS) and the turnover Intention variable is measured using the Turnover intention Scale 6 (TIS 6). This study used a non-probability sampling technique, namely convenience sampling. The participants in this study were 210 Generation Z employees with the characteristics of employees who have worked in the age range of 17 - 27 years and have worked at an institution for approximately 1 year. This study uses the JASP 0.19.01 (jeffrey's amazing statistics program) application to process data. The results showed that workplace friendship has a negative relationship with turnover intention with a weak correlation level.
Keywords: *workplace friendship, turnover intention, employee, generation z*

PENDAHULUAN

In any professional setting, the workplace functions as a primary social ecosystem where employees frequently spend more time with their colleagues than with their own families. This extensive daily interaction naturally fosters the development of interpersonal relationships, which are fundamental to human nature and an integral component of organizational culture. The quality of these connections significantly influences an individual's overall experience, emotional well-being, and sense of belonging within the organization. Given that a substantial portion of an individual's life is dedicated to their career, understanding the dynamics of these

Jurnal P4I

workplace relationships is not merely an academic exercise but a critical necessity. Organizations that actively recognize and encourage the formation of positive, supportive bonds among colleagues stand to benefit immensely, as a congenial atmosphere is highly conducive to employee satisfaction, collaboration, and long-term commitment, thereby laying the groundwork for a resilient and thriving corporate community.

The contemporary workforce is currently experiencing a significant demographic shift with the entry of Generation Z, a cohort fundamentally shaped by its lifelong immersion in a digital environment. Often referred to as *iGeneration* or *digital natives*, individuals born between 1995 and 2010 possess a unique set of expectations and values that distinguish them from previous generations (Bencsik et al., 2016). Having grown up with ubiquitous technology and constant connectivity, they bring new perspectives on communication, collaboration, and workplace culture (Knoll, 2014). For organizations, successfully integrating this new wave of talent is paramount for fostering innovation and ensuring sustainable regeneration (Laudert, 2018). Therefore, a comprehensive understanding of Generation Z's motivations, particularly their profound need for social connection and supportive relationships at work, is no longer optional but a strategic imperative for companies aiming to attract, retain, and maximize the potential of their youngest employees (Singh & Dangmei, 2016).

Despite the ideal of a supportive work environment, a significant gap exists between expectation and reality for Generation Z employees in Indonesia. A revealing 2021 survey by PT Gongsin Internasional Transindo found that an alarming 48.8% of Gen Z respondents were prepared to leave their jobs due to feeling uncomfortable with their coworkers. This sentiment is compounded by broader mental health challenges, as a 2023 Mercer Marsh Benefits survey reported that 45% of Indonesian workers have experienced poor mental health. Furthermore, issues of inequity persist; Deloitte's global survey revealed that 54% of Generation Z have faced unfair treatment related to race, ethnicity, or gender. The high value placed on positive relationships is starkly illustrated by the HP Work Relationship Index, which found that an overwhelming 93% of Indonesian Gen Z workers would be willing to accept a lower salary in exchange for a better workplace culture and stronger connections with colleagues.

Two central concepts are at the heart of this investigation: workplace friendship and turnover intention. Workplace friendships are defined as voluntary and informal interpersonal relationships that develop between employees, characterized by mutual trust, support, and shared experiences beyond formal role expectations (Bilgin & Kiral, 2019; Durrah, 2022). These bonds are crucial as they provide essential social and emotional resources, helping employees navigate workplace challenges and feel more comfortable and engaged while performing their duties. Conversely, turnover intention refers to an employee's conscious and deliberate willingness or desire to leave their current organization. This intention is often a direct consequence of job dissatisfaction, a lack of organizational commitment, or a poor social environment, serving as a strong predictor of actual employee departure (Parashakti & Astuti, 2023). Understanding the interplay between these two variables is key to addressing employee retention challenges.

The existing body of research presents a complex and at times contradictory picture of the relationship between workplace friendship and an employee's decision to leave a company. Some studies provide strong evidence for a direct link. For instance, research conducted by Asgharian et al. (2013) found that 65% of their survey respondents affirmed a significant connection, stating they would seriously consider leaving their job if they no longer had friends at work. Many admitted that these friendships were the primary reason they had remained with their company longer than originally planned. However, other studies have yielded more ambiguous results. A study by Yu-Ping et al. (2020), for example, found that while a negative

correlation between workplace friendship and turnover intention was present, the relationship was not statistically significant. This inconsistency across different studies highlights a clear gap in the literature and suggests that the impact of these relationships may be influenced by other contextual factors.

The novelty of this study lies in its specific focus on addressing the aforementioned inconsistencies within a demographic that has been largely under-researched in this context. While the positive impacts of workplace friendship on various organizational outcomes—such as increased engagement, higher job satisfaction, and improved employee well-being—are well-documented (Dietz & Fasbender, 2022), there is a notable scarcity of research that specifically examines its influence on the turnover intention of Generation Z employees within the unique cultural and economic landscape of Indonesia. The conflicting findings in international literature, combined with the lack of localized studies, constitute a significant research gap. This study aims to fill that void by providing a targeted analysis of this specific cohort, thereby offering fresh insights into how workplace camaraderie uniquely shapes the career decisions and loyalty of the newest generation in the Indonesian workforce.

Ultimately, this research is designed to thoroughly investigate and clarify the precise role that workplace friendship plays in influencing the turnover intention of Generation Z employees. By focusing on this critical demographic, the study aims to provide organizations with actionable, evidence-based insights that can inform the development of more effective employee retention strategies. The findings are expected to equip managers and HR professionals with a deeper understanding of what motivates their youngest employees to stay, allowing them to cultivate a work environment that actively fosters positive interpersonal relationships. The contribution of this research will be to provide a clear, context-specific model that explains this dynamic, thereby helping companies reduce costly employee turnover rates and build a more stable, engaged, and loyal workforce for the future.

METODE PENELITIAN

This study aims to examine the role of workplace friendship on turnover intention in generation Z employees. The research method used is quantitative research, with non-probability sampling techniques, which means that not all populations have the opportunity to be selected as samples. Convenience sampling is the method used, where research participants or samples are selected only based on their suitability for predetermined participant characteristics. The questionnaire in the form of a google form was distributed online through social media. This study involved 210 employees who work in various industrial sectors including plantations, mining, manufacturing, tourism, banking, education, telecommunications, and several other types of companies. The sample criteria in this study are individuals who are employees who are currently working at an institution, have work experience more than a year, have studied at least high school / equivalent. Most of the respondents are employees located in the Jabodetabek area.

The measuring instrument in the study for the Workplace Friendship Scale (WFS) variable was developed by Nielsen. The WFS measures two dimensions of workplace friendship, namely the extent to which employees communicate and form informal relationships with their co-workers (opportunity) and the behaviour of seeking opportunities to get to know friends at work, work together, and communicate with friends anywhere (prevalence). This measuring instrument has 12 question items, 6 items for the opportunity dimension and 6 items for the prevalence dimension. The items in the WFS measuring instrument have two characteristics, namely 11 positive items (favourable) and 1 negative item (unfavourable), with the measurement scale used is Likert Scale. This measuring instrument

has five answer choices, namely (1) Very Inappropriate, (2) Inappropriate, (3) Neutral, (4) Very Suitable, (5) Very Suitable. Respondents were asked to choose answers that corresponded to their conditions experienced in their workplace. The turnover intention variable is measured using the Turnover intention Scale 6 (TIS 6) measuring instrument developed by Roodt. This measuring instrument contains ten question items, of which there are six positive question items and four negative question items. Each item on this measurement tool uses a range of 1 to 4 points: 1 for strongly disagree, 2 for disagree, 3 for agree, and 4 for strongly agree.

Further processing and analysis will be conducted on the information collected from the questionnaire distribution. Data processing is done using the *JASP 0.19.01* (Jeffrey's amazing statistics program). Participants' answers from the Google Form will be transferred to Google Sheets to facilitate the transfer process to JASP. The reliability test uses Cronbach's Alpha and must have a corrected item-total correlation value above 0.3 for the item to be considered reliable (Azwar, 2012) and a Cronbach's Alpha value of more than 0.6 to indicate the overall reliability of the measuring instrument. Next, descriptive statistical tests were conducted to obtain an overview of the participants' demographic data, including mean, frequency, and standard deviation values. Next, the One Sample Kolmogorov-Smirnov Test was used to conduct the traditional assumption test, which included a normality test to ascertain whether the data was normally distributed. If the significance value is higher than 0.05 then the data is considered normal. Other assumption tests include multicollinearity and heteroscedasticity tests. Furthermore, a correlation test will be conducted with a correlation matrix to see the relationship between variables and dimensions in the study.

RESULT AND DISCUSSION
Result
Participants Overview

The researcher determined the criteria for research participants based on demographic aspects, research participants were distinguished by the gender of the participants, it was seen that the majority of participants were female (65.71%), the age group of 21 - 24 years (76.19%) was the majority of participants, and the average last education level of participants was Strata I (S1) (50%). The position / position of the majority of participants is Staff (84.76%) and the most participants have a length of work for 1-3 years (80.95%). Then, the number of participants who have participated is 210 employees. A clearer picture can be seen in Table 1.

Table 1. Participants Overview

Characteristics	Sub Characteristics	Frequency	Percentage (%)
Gender	Male	72	34.3
	Female	138	65.7
Age	17 – 20 years	12	5.7
	21 – 24 years	160	76.2
	25 – 27 years	38	18.1
Last Education	High School / Equivalent	100	47.6
	Diploma III (D3)	2	1
	Strata I (S1)	105	50
	Strata II (S2)	3	1.4
Position	Analyst	6	2.9
	Manager	7	3.3

	Staff	178	84.8
	Supervisor	19	9.1
Tenure	1 – 3 years	170	80
	3 – 5 years	16	7.6
	>5 years	24	11.4

Reliability Test

The workplace friendship measuring instrument has a reliability level of 0.768 on the opportunity dimension and 0.840 on the prevalence dimension, where this scale is classified as having high reliability. This measuring instrument includes 1 unfavorable item on the friendship prevalence dimension at item number 12, the item cannot be used because it has a corrected item-total correlation below> 0.3. Based on the reliability test results, it can be seen that the Turnover intention Scale 6 (TIS 6) measuring instrument has a Cronbach Alpha coefficient of 0.849. This indicates that the measuring instrument has good reliability, but has a corrected item-total correlation above > 0.3. There is one item that cannot be used because it has a correlation value below <0.3 on item number 5. The reliability test results can be seen in Table 2 below.

Table 2. Test Description based on Cronbach Alpha

Variable	Cronbach Alpha
Workplace friendship	0.870
Turnover intention	0.849

Variable Overview

Workplace friendship variable measurements use a Likert scale range of one to five. Thus, this variable obtained a hypothetical mean of 3.00. And the turnover intention variable is measured using a four-point Likert scale with scores of one to four. Based on the range of scores, the hypothetical mean obtained on the intention to leave work variable is 2.50. The description of this variable will be reviewed based on a comparison of the hypothetical mean and empirical mean can be seen in Table 3 below.

Table 3. Descriptive Analysis of Workplace Friendship and Turnover intention Variables

Variable	Min	Max	Mean Hypothetical	Mean Empirical	SD	Category
Workplace friendship	2.00	5.00	3.00	3.88	0.548	High
Turnover Intention	1.90	4.00	2.50	2.65	0.359	High

Assumption Test

Researchers used normality, multicollinearity, and heteroscedasticity tests as part of the assumption testing. The workplace friendship and turnover intention variables are normally distributed in this study. So that researchers use unstandardized residual data which is a combination of the three variables and use the One-Sample Kolmogorov-Smirnov Test. The normality test results obtained data in this study are normally distributed with a significance value of $p = 0.200$ ($p>0.05$) and can be seen in table 4 below.

Table 4. Normality Test One Sample Kolmogorov-Smirnov Test

Variable	Asymp Sig. (2-tailed)	Category
Unstandardized Residual	0.200	Normally distributed

Table 5. Multicollinearity Test of Workplace Friendship and Turnover intention Variables

Variable	Collinearity Statistics		Category
	Toletance	VIF	
Workplace friendship	0.888	1.126	Does not occur multicollinearity

Correlation Test

A pearson correlation analysis was conducted to examine the relationships between workplace friendship, its dimensions (opportunity and prevalence), and turnover intention. The results show that workplace friendship is negatively correlated with turnover intention ($r = -0.380$), indicating that higher levels of friendship in the workplace are associated with a lower tendency among employees to consider leaving the organization. Although the strength of this relationship is categorized as weak, it still suggests a meaningful social influence in the workplace.

Further analysis of the dimensions of workplace friendship reveals that opportunity, which reflects the availability of chances to form friendships at work, has a positive correlation with the overall workplace friendship score ($r = 0.229$) and a weak negative correlation with turnover intention ($r = -0.157$). Similarly, prevalence, which represents the extent to which friendships are perceived to exist in the workplace, is positively correlated with workplace friendship ($r = 0.312$) and shows a negligible relationship with turnover intention ($r = -0.030$). These findings highlight that both dimensions of workplace friendship—opportunity and prevalence—are positively related to the overall perception of friendship at work, and to some extent, may contribute to lower turnover intentions. The full set of correlation coefficients is presented in Table 6 below.

Table 6. Pearson Correlation Test

Variable/Dimension	Workplace friendship	Turnover Intention	Opportunity	Prevalence
Workplace friendship	1			
Turnover Intention	-0.380	1		
Opportunity	0.229	-0.157	1	
Prevalence	0.312	-0.030	0.072	1

Different Test

Different tests conducted by researchers on workplace friendship variables and turnover intention based on gender demographic data using the independent sample t-test method. The results of testing using this method can be seen in table 7. Based on the results of the t-test, it shows that demographics based on age, latest education, length of work and position/position do not have a significant difference on workplace friendship. This shows that there is no influence on the level of workplace friendship on age, latest education, length of work and position/position. In the turnover intention variable, $t = -0.292$ and $p = 0.771$ were obtained. These results show that there is no significant difference from gender on the level of turnover intention experienced by employees. Furthermore, in the demographics of age, last education, length of service, position and division using one-way anova for different tests in Table 7 below.

Table 7. *Independent Sample T-test* **of** *Workplace friendship* **and** *Turnover intention*

Variable	Gender	Mean	SD	SE	t	p	Category
Workplace Friendship	Male	3.76	0.555	0.065	1.398	0.164	There is no different
	Female	3.87	0.552	0.047			
Turnover Intention	Male	2.34	0.574	0.068	-0.292	0.771	There is no different
	Female	2.37	5.576	0.049			

The evaluation was grounded in demographic data procured through the implementation of the one-way ANOVA method. The demographic data evaluated in this study encompassed various categories, including age, educational attainment, length of service, occupational category, and division. The t-test results presented in the tabular data set indicate that demographic variables including age, educational attainment, length of service, and position/job title are not significantly associated with workplace friendship. This finding suggests that factors such as educational attainment, length of service, and job title do not exert a significant influence on the prevalence of workplace friendships.

The results of the one-way ANOVA test demonstrate that there is no statistically significant difference in the workplace friendship variable based on the highest level of education (F=0.982, p=0.402). For the turnover intention variable, no significant differences were observed based on the highest level of education (F=0.798, p=0.496). A more thorough examination of these results can be found in Table 8.

Table 8. One-Way Anova Test of Workplace Friendship and Turnover intention To Last Education

Variabel	Last Education	Mean	SD	SE	Sig.	Conclusion
Workplace friendship	High School	2.650	1.781	0.178	0.402	There is no different
	Diploma	3.125	1.653	0.161		
	Bachelor	2.876	1.653	0.161		
	Master	1.490	2.243	1.295		
Turnover intention	High School	1.417	0.568	0.057	0.496	There is no different
	Diploma	2.300	0.424	0.300		
	Bachelor	2.296	0.581	0.057		
	Master	2.467	0.586	0.338		

The results of the one-way ANOVA test indicated that there was no statistically significant difference in workplace friendship toward position (F=0.376, p=0.770). For the turnover intention variable, no significant difference was observed in the highest level of education (F=1.020, p=0.385). A more thorough exposition of the calculation results can be found in Table 9.

Table 9. One-Way Anova Test of Workplace Friendship and Turnover intention To Position

Variabel	Position	Mean	SD	SE	Sig.	Conclusion
Workplace friendship	Staff	2.697	1.682	0.126	0.770	There is no different
	Analyst	3.267	1.667	0.680		
	Supervisor	2.599	2.012	0.462		
	Manager	3.181	2.095	0.792		
Turnover intention	Staff	2.375	0.573	0.043	0.385	There is no different
	Analyst	2.350	0.625	0.255		
	Supervisor	2.142	0.634	0.145		
	Manager	2.457	0.305	0.115		

The results of the one-way ANOVA test demonstrated that there was no statistically significant difference in the workplace friendship variable in relation to tenure (F=0.260, p=0.771). In the turnover intention variable, a significant difference in tenure was identified (F=3.054, p=0.049). A more comprehensive set of calculation results is presented in Table 10.

Table 10. One-Way Anova Test of Workplace Friendship and Turnover intention To Tenure

Variabel	Tenure	Mean	SD	SE	Sig.	Conclusion
Workplace friendship	1 – 3 years	2.767	1.692	0.130		There is no different
	3 – 5 years	2.667	1.857	0.464	0.771	
	> 5 years	2.502	1.863	0.380		
Turnover intention	1 – 3 years	2.401	0.584	0.045		There is a different
	3 – 5 years	2.244	0.472	0.118	0.049	
	> 5 years	2.112	0.506	0.103		

Discussion

This study conclusively demonstrates a statistically significant, albeit modest, negative relationship between *workplace friendship* and *turnover intention*. The central finding reveals that as the quality and prevalence of friendships among colleagues increase, their inclination to leave the organization decreases. This supports the well-established theoretical framework that social bonds are a critical component of an employee's overall work experience, acting as a form of social glue that enhances organizational commitment. The analysis of this relationship, particularly within the study's demographic of young, early-career employees, provides valuable insights into the protective role of interpersonal connections in mitigating attrition. While friendship is clearly not the sole factor in an employee's decision to stay or leave, this research confirms it is a meaningful variable that warrants strategic attention from organizational leaders and human resource managers aiming to foster a stable and engaged workforce.

The mechanism underlying this negative correlation is rooted in the fundamental human need for belonging and social support. Strong friendships in the workplace transform the professional environment into a more personal and psychologically safe space. The presence of trust, mutual respect, and emotional support among peers acts as a powerful buffer against work-related stress, conflict, and monotony. When employees feel a genuine connection with their colleagues, they experience higher levels of job satisfaction and are more emotionally invested in their roles and the organization as a whole (He et al., 2024; Rahayu et al., 2025). This social and emotional embeddedness increases the perceived cost of leaving, as departing would mean not just changing a job but also severing a valued network of supportive relationships. Consequently, the workplace becomes more than just a place of employment; it evolves into a community that employees are reluctant to abandon (Cahyoadi & Amalia, 2025).

A particularly insightful finding emerges from the dimensional analysis, which indicates that the *opportunity* to form friendships has a more pronounced negative relationship with *turnover intention* than the mere *prevalence* of existing friendships. This suggests that an organization's cultural and structural environment plays a more active role in retention than previously thought. It is not enough for a workplace to simply have pockets of established friendships; what appears to matter more is a climate that actively fosters and encourages the formation of new social bonds. An environment rich with opportunities for collaboration, informal interaction, and social gatherings signals to employees that relationships are valued.

This perception of an inclusive and open social structure may be a stronger determinant of an employee's desire to stay than their current number of workplace friends(Birmingham et al., 2024; Ibrahim & Tamrin, 2024).

A striking aspect of the results is the consistent lack of significant differences in *workplace friendship* or *turnover intention* across most demographic variables, including gender, education level, and position. This homogeneity suggests that the need for social connection and its impact on retention are universal phenomena within this organizational context, transcending traditional demographic divides. For this sample, which is predominantly composed of young staff in the early stages of their careers, the shared professional experience and life stage may be a more powerful unifying factor than their gender or job title. This finding challenges assumptions that certain demographic groups may value workplace relationships more than others and implies that strategies aimed at fostering social bonds are likely to be beneficial across the entire workforce, regardless of these specific characteristics (Cahyoadi & Amalia, 2025; Cramarenco et al., 2023).

The sole demographic variable that demonstrated a significant relationship was *tenure*, which was negatively correlated with *turnover intention*. This finding aligns with established retention theories, indicating that employees with longer service are less likely to consider leaving. This relationship can be interpreted through a dual lens. Firstly, it may reflect a self-selection effect, where individuals with naturally lower *turnover intention* are the ones who remain with the company long enough to accumulate high *tenure*. Secondly, and more pertinent to this study, longer *tenure* provides more time for social roots to deepen. Over years of service, employees build stronger friendships and a greater sense of organizational embeddedness, which act as powerful anchors. This reinforces the central theme of the study: that relationships, which strengthen over time, become an increasingly vital factor in an employee's decision to stay (Farel et al., 2025; Julianti & Frinaldi, 2025).

The findings of this research offer clear and actionable implications for human resource management. To mitigate voluntary turnover, organizations should look beyond traditional retention levers like compensation and actively invest in cultivating a positive social climate. Strategic initiatives could include designing office spaces that encourage spontaneous interaction, sponsoring regular team-building and social events, and championing a collaborative work culture over one of internal competition. For a workforce dominated by younger generations who often prioritize community and a positive work environment, such strategies are not merely perks but essential components of an effective retention program. The core message for managers is that fostering an environment where friendships can naturally form and thrive is a direct and cost-effective investment in employee loyalty and long-term workforce stability (Nor & Aslamiah, 2025; Pinca, 2023; Zarina et al., 2018).

Finally, it is important to acknowledge the limitations of this study. Its cross-sectional design identifies a correlation between *workplace friendship* and *turnover intention* but cannot establish a definitive causal relationship. The reliance on self-report questionnaires also introduces the possibility of social desirability bias. Furthermore, the study's sample is heavily skewed towards a specific demographic of young, predominantly female, staff-level employees, which limits the generalizability of the findings to older, more diverse, or more senior employee populations. Future research should therefore employ a longitudinal design to track these variables over time, which would provide stronger evidence for causality. Additionally, qualitative studies involving in-depth interviews could offer a richer, more nuanced understanding of how different types of friendships influence an employee's complex decision-making process regarding their career path.

CONCLUSION

This study concludes that workplace friendship is negatively related to turnover intention, meaning that employees who experience stronger friendships in the workplace tend to have a lower desire to leave their jobs. This highlights the importance of social connections as a protective factor against employee turnover. Among the demographic variables examined, only length of employment appears to influence turnover intention, with newer employees showing a greater tendency to consider leaving. This pattern is consistent with findings on younger generations, such as Gen Z, who often seek meaningful connections and social support at work. However, other demographic factors—including gender, age, educational background, and job position—did not show notable differences in turnover intention. The study is limited by its focus on a single generational group and the exclusive use of quantitative demographic data, which may have constrained a deeper understanding of individual experiences. Future research should consider including diverse age groups and qualitative approaches to provide more comprehensive insights into the role of workplace relationships in employee retention.

DAFTAR PUSTAKA

Asgharian, R., et al. (2013). Examining the effect of workplace friendships and job embeddedness on turnover intention: The case of Mashhad as a tourist destination in Iran. *International Journal of Business and Management Invention*, *2*(7), 17–25.[1]

Azwar, S. (2012). *Penyusunan skala psikologi*. Pustaka Pelajar.

Bencsik, A., et al. (2016). Y and Z generations at workplaces. *Journal of Competitiveness*, *8*(3), 90–106. https://doi.org/10.7441/joc.2016.03.06

Bilgin, Y. N., & Kiral, B. (2019). The relation between workplace friendship and school culture perception of teachers. *European Journal of Education Studies*, *5*(9). https://doi.org/10.5281/zenodo.2540489

Birmingham, W. C., et al. (2024). Social connections in the workplace. *American Journal of Health Promotion*, *38*(6), 886. https://doi.org/10.1177/08901171241255204b

Cahyoadi, B., & Amalia, R. (2025). Peran kepemimpinan transformasional dalam budaya organisasi dan komitmen perangkat: Studi pada kantor desa Kabupaten Tulungagung. *MANAJERIAL Jurnal Inovasi Manajemen Dan Supervisi Pendidikan*, *5*(2), 508. https://doi.org/10.51878/manajerial.v5i2.6449

Cramarenco, R. E., et al. (2023). The impact of artificial intelligence (AI) on employees' skills and well-being in global labor markets: A systematic review. *Oeconomia Copernicana*, *14*(3), 731. https://doi.org/10.24136/oc.2023.022

Dietz, L., & Fasbender, U. (2022). Age-diverse workplace friendship: A systematic literature review and recommendations for future research. *Work, Aging and Retirement*, *8*(2), 163–197.[2] https://doi.org/10.1093/workar/waab030

Durrah, A. (2022). Do we need friendship in the workplace? The effect on innovative behavior and mediating role of psychological safety. *Current Psychology*. https://doi.org/10.1007/s12144-022-03949-4

Farel, K. G., et al. (2025). Pengaruh budaya organisasi dan pelatihan terhadap motivasi kerja: Studi kasus PT Regional Economic Development Institute. *CENDEKIA Jurnal Ilmu Pengetahuan*, *5*(3), 918. https://doi.org/10.51878/cendekia.v5i3.6176

Fasbender, U., et al. (2023). Managing the risks and side effects of workplace friendships: The moderating role of workplace friendship self-efficacy. *Journal of Vocational Behavior*, *143*, Article 103875. https://doi.org/10.1016/j.jvb.2023.103875

He, X., et al. (2024). Factors influencing the development of nursing professionalism: A descriptive qualitative study. *BMC Nursing*, *23*(1). https://doi.org/10.1186/s12912-024-01945-6

Jurnal P4I

Ibrahim, I., & Tamrin, U. (2024). Peranan analisis jabatan dalam penempatan pegawai di Kantor Camat Tallo Kota Makassar. *CENDEKIA Jurnal Ilmu Pengetahuan*, *4*(1), 17. https://doi.org/10.51878/cendekia.v4i1.2742

Julianti, J., & Frinaldi, A. (2025). Menggali potensi inovasi budaya di lingkungan organisasi publik. *SOCIAL Jurnal Inovasi Pendidikan IPS*, *5*(2), 351. https://doi.org/10.51878/social.v5i2.5371

Knoll. (2014). *What comes after Y? Generation Z: Arriving to the office soon*. https://www.knoll.com/media/340/742/Infographic_Generation_Z_3pgs.pdf

Laudert, E. (2018). *Generation Z: Utilizing adaptive and authentic leadership to promote intergenerational collaboration at work* [Master's thesis, University of San Diego]. https://digital.sandiego.edu/cgi/viewcontent.cgi?article=1031&context=solesmalscap

Nor, T., & Aslamiah, A. (2025). Strategi kepemimpinan visioner dalam implementasi visi dan misi berbasis kearifan lokal. *CENDEKIA Jurnal Ilmu Pengetahuan*, *5*(1), 126. https://doi.org/10.51878/cendekia.v5i1.4155

Parashakti, R. D., & Astuti, D. (2023). Peran komitmen organisasi pada pengaruh kepuasan kerja terhadap turnover intention. *Revenue: Lentera Bisnis Manajemen*, *1*(1), 1–9.

Pinca, J. (2023). *Building bridges to commitment: Investigating employee retention practices and its influence on employees' retention intention*. Zenodo. https://doi.org/10.5281/zenodo.8013383

Rahayu, P., et al. (2025). Pengaruh komitmen kerja dan komunikasi kerja terhadap kinerja dengan organizational citizenship behavior (OCB) sebagai variabel intervening pada karyawan Apartemen Casablanca Mansion. *CENDEKIA Jurnal Ilmu Pengetahuan*, *5*(1), 406. https://doi.org/10.51878/cendekia.v5i1.4622

Singh, A. P., & Dangmei, J. (2016). Understanding the Generation Z: The future workforce. *South-Asian Journal of Multidisciplinary Studies*, *3*(3), 1–5.

Yu-Ping, H., et al. (2020). Workplace friendship, helping behavior, and turnover intention: The mediating effect of affective commitment. *Advances in Management and Applied Economics*, *10*(5), 1–4.

Zarina, A. M., et al. (2018). Securing the future: Retention among Generation Y employees. *Journal of Human Resources Management Research*, *2018*, 1. https://doi.org/10.5171/2018.281654