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Why Do Generation Z Employees Stay or Leave? Exploring Organizational Climate and Workplace Loneliness: A Study of Generation Z Employees in Jabodetabek's Manufacturing Sector

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Abstract

Purpose – This study aims to analyze the influence of organizational climate on organizational commitment and turnover intention, with workplace loneliness serving as a mediating variable among Generation Z employees in the private manufacturing industry in the Greater Jakarta area (Jabodetabek).

Methodology – The study employed a quantitative approach with a conclusive research design and purposive sampling technique involving 289 Generation Z employees working in Indonesia's manufacturing subsectors. The data were analyzed using SPSS 27 for descriptive statistical analysis and LISREL 8.80 through Structural Equation Modeling (SEM).

Findings – The results show that organizational climate positively and significantly affects organizational commitment and negatively affects workplace loneliness. Most importantly, workplace loneliness partially mediates the relationship between organizational climate and organizational commitment, indicating that a supportive organizational climate strengthens Generation Z employees' commitment both directly and indirectly by reducing feelings of loneliness at work. Workplace loneliness also negatively and significantly affects organizational commitment and positively affects turnover intention. However, organizational climate has no significant direct effect on turnover intention, and workplace loneliness does not mediate this relationship. Overall, the findings suggest that organizational climate plays a more important role in strengthening organizational commitment than directly reducing turnover intention among Generation Z employees in the private manufacturing sector.

Originality – This study extends prior research by examining workplace loneliness as a mechanism linking organizational climate to both multidimensional organizational commitment and turnover intention among Generation Z employees in Indonesia's private manufacturing sector. The findings provide further empirical insight into how organizational climate shapes psychological and behavioral outcomes within this generational cohort and highlight the practical importance of fostering supportive workplace relationships.

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Introduction

In today's increasingly dynamic and competitive business environment, organizations are challenged not only to improve operational efficiency but also to retain a committed and productive workforce. Rapid technological advancement, digital transformation, and changing employment patterns have intensified organizational demands, making human resources one of the most valuable strategic assets for achieving sustainable competitive advantage (Bariqi, 2018). Consequently, organizations are expected to create a supportive work environment that promotes employees' psychological well-being, strengthens organizational commitment, and minimizes turnover intention. A supportive organizational climate is reflected in fair and transparent practices, supportive leadership, open communication, recognition, opportunities for development, and adequate resources that help employees perform their roles effectively. Beyond facilitating work performance, these conditions can promote psychological safety, belonging, and meaningful social connections in the workplace. Conversely, when employees perceive limited support, communication, or opportunities for interpersonal connection, they may be more vulnerable to feelings of isolation and workplace loneliness. This concern is far from trivial: the World Health Organization Commission on Social Connection (2025) reports that loneliness affects roughly one in six people worldwide and is linked to more than 871,000 deaths annually, with prevalence highest among adolescents and young adults, and in the workplace specifically, one in five employees globally experience a lot of loneliness on a given day, a share that is higher among employees under 35 than among older employees (Pendell, 2024); because Generation Z now makes up a growing share of the manufacturing workforce, understanding how the organizational environment shapes workplace loneliness, and how that loneliness in turn affects commitment and turnover, has become an increasingly urgent research and managerial concern. Thus, the extent to which an organization provides a supportive work environment may be particularly important in shaping employees' organizational commitment and workplace experiences. Among the various organizational factors influencing employee attitudes and behaviors, organizational climate has attracted considerable attention because it reflects employees' shared perceptions of organizational policies, practices, and procedures that subsequently influence their attitudes and behaviors (Litwin & Stringer, 1968; Schneider et al., 2013). Minimizing turnover intention is also particularly important because it is a proximal precursor of actual turnover (Griffeth et al., 2000; Hom et al., 2012), and higher collective turnover is associated with weaker organizational performance, a relationship that is stronger in manufacturing industries (Hancock et al., 2013). Turnover is an important organizational concern because employee departures can involve replacement and productivity costs and may trigger further departures among remaining employees (Porter & Rigby, 2021).

The manufacturing industry provides an important context for examining these relationships. Manufacturing organizations operate in highly competitive environments characterized by rapid technological development, automation, and continuous production demands. As defined by Levinson (2017), the manufacturing industry comprises organizations engaged in the mechanical, physical, or chemical transformation of raw materials into new products. In Indonesia, this sector remains the largest contributor to the national economy, accounting for approximately 19.2% of Gross Domestic Product (GDP) while employing more than 20 million workers (Bloomberg Technoz, 2025; Fadilah, 2025). In absolute terms, the manufacturing sector's Gross Domestic Product (GDP) rose from IDR 704,598.5 billion during the quarter to IDR 708,448.6 billion by the end of 2025 presented in Figure 1. (Trading Economics, 2025).

Despite its substantial contribution, the manufacturing sector continues to face considerable challenges in maintaining workforce stability due to persistent employee turnover, particularly among younger employees. The industry's turnover rate reached 37% in 2023, exceeding that of the financial services and information sectors, indicating that employee retention remains a critical organizational issue (Ayu et al., 2024). These challenges have

become increasingly important as Generation Z gradually dominates Indonesia's labor market. According to the Badan Pusat Statistik (2020), Generation Z represents approximately 27.94% of Indonesia's population, making it the country's largest demographic cohort. Unlike previous generations, Generation Z employees tend to prioritize meaningful work, career development, organizational values, social support, and work-life balance rather than financial rewards alone (Luc et al.,2021). Furthermore, Deloitte's Global Gen Z and Millennial Survey 2022 reported that approximately 40% of Gen Z respondents wanted to leave their jobs within two years, with pay, workplace mental health, and burnout identified among the key reasons for leaving (Deloitte, 2022). These characteristics suggest that organizations must create a work environment or organizational climate that not only supports performance but also fulfills employees' social and psychological needs. One important but less visible aspect of these needs is the quality of employees' social relationships at work. Even when employees are surrounded by coworkers, they may experience workplace loneliness when their interpersonal relationships do not meet their desired level of connection or companionship (Wright, 2005). This makes workplace loneliness particularly relevant when examining the retention and organizational attachment of Generation Z employees.

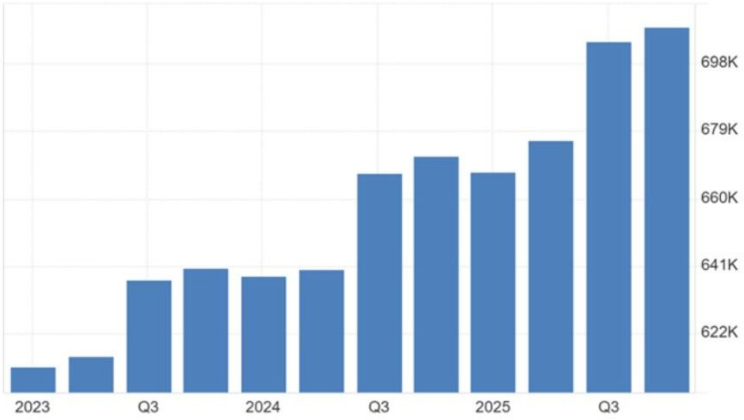


Figure 1. Manufacturing Industry Growth and Its Contribution to Indonesia's GDP
Source: Trading Economics (2025)

Previous studies have consistently shown that organizational climate positively influences organizational commitment and negatively influences turnover intention (Almaaitah et al., 2017; Berberoglu, 2018; Su et al., 2023). However, these relationships may not occur directly. Workplace loneliness, defined as employees' dissatisfaction with the quality of interpersonal relationships at work (Wright, 2005), has recently emerged as an important psychological mechanism that influences employees' attachment to the organization and their intention to leave. Employees who experience social isolation are more likely to develop weaker organizational commitment and stronger turnover intention. Although Mu et al. (2025) found that workplace loneliness mediates the relationship between organizational climate and economic-opportunity commitment, their study focused only on a single dimension of commitment and did not examine turnover intention. Moreover, empirical evidence regarding these relationships among Generation Z employees in Indonesia's private manufacturing sector remains limited.

This study addresses these gaps by adopting Meyer and Allen's three-dimensional organizational commitment model, incorporating turnover intention as an additional outcome variable, and examining the mediating role of workplace loneliness within a single conceptual framework. This study contributes to the organizational behavior and human resource management literature by extending the workplace loneliness model proposed by Mu et al. (2025) through the integration of multidimensional organizational commitment and turnover intention by Su et al. (2023) within the Indonesian manufacturing context. The manufacturing

sector was selected because Generation Z employees in this industry face specific work-related challenges that make employee retention particularly relevant. Gen Z employees in the manufacturing industry are vulnerable to burnout due to long working shifts and physically demanding work environments (Widyanty et al., 2025), while their turnover intention has been reported to reach 51.83%, higher than that of other generations, particularly in small-scale manufacturing sectors (Putri & Febrian, 2025). According to IDN Times (2025) generation Z accounts for approximately 27.94% of the total manufacturing workforce and is predominantly employed in entry-level positions, making this group particularly exposed to work pressure, role ambiguity, and limited support and development opportunities. Although Gen Z tends to seek workplace stability, they also value opportunities for growth; therefore, a mismatch between their expectations and workplace conditions may increase their intention to leave. These characteristics highlight the need to examine organizational factors that may support Gen Z retention in manufacturing, particularly through the development of an organizational climate that addresses their workplace needs. Since existing research has largely focused on service-sector contexts, this study provides context-specific evidence from Indonesia's private manufacturing sector. The findings are also expected to provide practical insights for managers in developing a supportive organizational climate that enhances employee commitment and addresses workplace loneliness among Generation Z employees.

Literature Review

Employees' attitudes and behaviors are shaped not only by individual characteristics but also by the organizational environment in which they work. This study is grounded in Social Exchange Theory (SET) (Blau, 1964) and Conservation of Resources (COR) Theory (Hobfoll, 1989). SET explains that employees tend to reciprocate favorable organizational treatment with positive attitudes and behaviors, whereas COR Theory suggests that supportive work environments provide valuable psychological and social resources that strengthen employees' well-being and organizational attachment. Conversely, unfavorable organizational conditions may lead to resource loss, psychological withdrawal, and turnover intention.

Within this perspective, organizational climate has been widely recognized as an important organizational factor influencing employee outcomes. Organizational climate reflects employees' shared perceptions of organizational policies, practices, and working conditions that shape their daily experiences (Litwin & Stringer, 1968; Schneider et al., 2013). Previous studies conducted across various organizational settings consistently demonstrate that a supportive organizational climate characterized by fairness, effective communication, leadership support, and collaboration enhances organizational commitment while reducing turnover intention (Almaaitah et al., 2017; Berberoglu, 2018; Su et al., 2023).

Organizational commitment in this study follows Meyer & Allen (1991) three-component model, later operationalized by Meyer et al. (1993), comprising affective, continuance, and normative commitment. This framework has been validated across a wide range of settings, from Porter et al. (1974) foundational work among U.S. psychiatric technicians to more recent studies such as Weng et al. (2010) in China, which links career growth to all three commitment dimensions, and Kristof-Brown et al. (2005) cross-national meta-analysis identifying person-organization fit as a robust predictor of affective commitment. Turnover intention, conceptualized as an individual's conscious and deliberate wish to leave the organization at some point in the future (Mobley, 1977), has similarly been examined through complementary lenses, including Mitchell et al. (2001) job embeddedness model and Hom et al. (2012) review of proximal withdrawal states, with perceived organizational support (Eisenberger et al., 1986; Kurtessis et al., 2017) and job satisfaction (Porter et al., 1974) consistently emerging as key antecedents across studies from Western and Asian contexts alike. The relevance of this literature is amplified for Generation Z: global survey data from Deloitte (2022) indicate that more than half of Gen Z employees report burnout and roughly 40% intend to leave their

organization within two years, while Veronica et al. (2025) find that this generation places particularly high value on the quality of workplace relationships as a driver of retention.

Workplace loneliness defined as dissatisfaction with the quantity and quality of one's social relationships at work (Wright, 2005) and typically measured through adaptations of the Revised UCLA Loneliness Scale (Russell et al., 1980), has attracted growing international attention over the past decade. In the United States, Ozcelik & Barsade (2018) demonstrate that workplace loneliness undermines performance through reduced trust and increased cynicism toward coworkers, while Jung et al. (2021) confirm its negative effects on engagement and commitment. Wright & Silard (2021) further establishes that loneliness is consistently associated with lower commitment and higher turnover intention across national and industry contexts, and a six-month prospective study in Japan (Sasaki et al., 2025) provides longitudinal evidence that loneliness at one point in time predicts subsequent actual turnover, a pathway Ozt (2021) traces partly through emotional exhaustion. Industry data reinforce that this is not a geographically isolated phenomenon: a Newsweek report notes that roughly 38% of Gen Z workers across markets describe feeling lonely at work (Blake, 2025). The convergence of evidence from global industry sources supports the view that workplace loneliness is a universal psychosocial risk of the modern workplace rather than a culturally specific one. Taken together, this body of international evidence points to a broadly consistent pattern in which a positive organizational climate is associated with stronger commitment and lower turnover intention, both directly and through psychological mediators such as job satisfaction and workplace loneliness. The convergence of evidence from global industry and policy sources supports the view that workplace loneliness represents a widespread psychosocial concern in the modern workplace rather than a culturally specific phenomenon. Recent policy developments further demonstrate the growing recognition of loneliness as a societal and workplace-related issue. In 2025, the World Health Assembly adopted its first resolution on social connection, calling for evidence-based policies and programs to address loneliness and strengthen social connection. The WHO Commission on Social Connection subsequently reported that approximately one in six people worldwide experience loneliness, with prevalence reaching 17–21% among individuals aged 13–29 (World Health Organization, 2025). Moreover, Gallup's latest country-level data 2026 indicate that 23% of employees in Indonesia experienced loneliness a lot of the previous day, compared with 19% in Southeast Asia and 22% globally (Gallup, 2026). These figures indicate that loneliness remains relevant across different geographic and socioeconomic contexts, including the Indonesian workforce.

Hypotheses

Organizational climate has consistently been identified as a key determinant of employees' organizational commitment. According to Social Exchange Theory (Blau, 1964), employees tend to reciprocate supportive organizational treatment by developing stronger psychological attachment to the organization. Empirical studies conducted across different organizational contexts have shown that positive organizational climates characterized by fairness, leadership support, effective communication, and role clarity significantly strengthen employees' organizational commitment (Almaaitah et al., 2017; Noordin et al., 2010), while Berberoglu (2018) and Hadouga (2024) similarly reported a positive relationship between organizational climate and organizational commitment. More recent evidence further supports this relationship. Oleksa-Marewska & Springer (2024) using data from 1,032 employees in Poland, found that organizational climate was related to employees' organizational commitment, with person–environment fit further shaping this relationship. Similarly, Hari et al. (2024) found that organizational climate significantly contributed to organizational commitment, with job satisfaction examined as a mediating mechanism. Evidence is also emerging specifically among Generation Z.

H1: Organizational climate has a positive effect on organizational commitment.

Previous research has consistently demonstrated that organizational climate is an important antecedent of turnover intention. Employees who perceive their work environment as fair, supportive, and collaborative are less likely to consider leaving their organizations because positive organizational experiences increase job satisfaction and reduce psychological withdrawal. Su et al. (2023) found that organizational climate negatively influences turnover intention among young nurses. Previous studies also have consistently found that organizational climate has a negative effect on turnover intention, although some of this relationship is mediated by job satisfaction (Lukas et al., 2024; Maha Putra & Suwandana, 2017). Recent empirical evidence supports the negative relationship between organizational climate and turnover intention. Qomariah et al. (2020) found that organizational climate has a significant negative effect on employees' turnover intention, indicating that a more favorable organizational climate is associated with a lower intention to leave. Further, Enăsoni et al. (2026) provided relevant evidence regarding this relationship, with their correlation analysis showing a significant negative association between organizational climate and turnover intention. Consistent with these findings, Kurtessis et al. (2017) demonstrated that perceived organizational support, which can be reflected in the broader organizational environment and climate, has a direct positive effect on employee retention and is therefore associated with lower withdrawal tendencies. Taken together, these findings suggest that a supportive organizational climate can reduce employees' intention to leave by fostering a more favorable work environment and strengthening employees' willingness to remain with the organization. Therefore, organizational climate is expected to have a negative effect on turnover intention.

H2: Organizational climate has a negative effect on turnover intention.

Workplace loneliness reflects employees' perception that meaningful interpersonal relationships in the workplace are insufficient to satisfy their social and emotional needs (Wright, 2005). According to Conservation of Resources Theory, supportive organizational environments provide valuable social resources that reduce employees' feelings of isolation (Hobfoll, 1989). This proposition is consistent with a growing body of empirical work linking organizational climate to workplace loneliness. Erdil & Ertosun (2011), in one of the earliest empirical tests of this relationship, surveyed 203 employees across various sectors and found that a more positive social climate was significantly associated with lower workplace loneliness and better employee well-being. Similarly, In a healthcare setting, Çağatay (2025) found that a stronger organizational communication climate was significantly associated with lower emotional deprivation and reduced lack of social companionship among 391 hospital employees, reinforcing the role of communicative and relational climate factors in mitigating loneliness. Further supporting this pattern, (Firoz & Chaudhary, 2021) demonstrated that unfavourable organizational conditions contributing to workplace loneliness carry negative downstream consequences for employee outcomes, underscoring the practical importance of a supportive climate as a preventive factor. More recent evidence from Mu et al. (2025) and Bhumika et al. (2024) similarly indicates that employees working in positive organizational climates experience lower levels of workplace loneliness because supportive communication, collaboration, and interpersonal relationships strengthen employees' sense of belonging. Taken together, these studies converge across different industries, countries, and time periods to support the expectation that employees who perceive a favourable organizational climate are expected to experience lower workplace loneliness.

H3: Organizational climate has a negative effect on workplace loneliness.

Previous studies suggest that workplace loneliness weakens employees' psychological attachment to their organizations. Employees who experience insufficient interpersonal relationships often feel emotionally disconnected from their organizations, resulting in lower organizational commitment. Ozcelik and Barsade (2018) found that workplace loneliness negatively affects organizational commitment because employees who lose important social

resources are less likely to develop emotional attachment to their organizations; in Ayazlar and Güzel's (2014) study of five-star hotel employees, the social-companionship dimension of loneliness in particular was found to significantly reduce both affective and continuance commitment. This pattern has since been replicated across different samples and mechanisms. Jung et al. (2021), studying hotel employees in South Korea, found that workplace loneliness reduced work engagement, which in turn was positively linked to organizational commitment, indicating that loneliness undermines commitment partly through diminished engagement. Wax et al. (2022) similarly found, in a sample of 391 working adults, that workplace loneliness negatively predicted affective organizational commitment, along with perceptions of coworker and supervisor support and organizational citizenship behaviour, reinforcing that the erosion of social resources at work translates into weaker organizational bonds. Further corroborating this relationship, Neziri & Tairi (2022) found a strong negative relationship between workplace loneliness and affective commitment among public and private sector employees, with loneliness explaining a substantial share of the variance in affective commitment. Taken together, this convergent evidence across industries and cultural contexts supports the expectation that workplace loneliness reduces employees' organizational commitment.

H4: Workplace loneliness has a negative effect on organizational commitment.

Employees experiencing workplace loneliness often seek alternative work environments that provide stronger social support and interpersonal relationships. Consistent with Conservation of Resources Theory (Hobfoll, 1989), the loss of social resources motivates employees to protect their remaining resources by withdrawing from stressful environments. Previous studies have consistently demonstrated that workplace loneliness significantly increases employees' turnover intention (Sasaki et al., 2025; Wright, 2005). This relationship has been confirmed across multiple industries and research designs. Bowers et al. (2022), using structural equation modelling on a large sample of 5,927 U.S. workers, found that lonely employees reported significantly higher turnover intention ratings than non-lonely employees, alongside greater stress-related absenteeism. Using a longitudinal design that tracked Japanese employees over six months, Sasaki et al. (2025) provided some of the first quantitative evidence that workplace loneliness predicts not just turnover intention but actual subsequent job turnover, with higher baseline loneliness scores significantly associated with employees leaving their jobs at follow-up. Ghadi (2017) further found that workplace loneliness functions as a mechanism linking low workplace spirituality to voluntary turnover intentions, indicating that loneliness helps explain why unsupportive organizational conditions translate into employees' desire to leave. Firoz & Chaudhary (2021), in a systematic review of the workplace loneliness literature, likewise identified turnover intention as one of the most consistently reported outcomes of workplace loneliness across the field. Affective Events Theory (Weiss & Cropanzano, 1996) posits that negative emotional experiences, such as workplace loneliness, can lead to employee disengagement, thereby increasing employees' intentions to leave the organization. Therefore, workplace loneliness is expected to increase employees' intention to leave the organization.

H5: Workplace loneliness has a positive effect on turnover intention.

Recent studies have suggested that organizational climate influences organizational commitment not only directly but also indirectly through employees' psychological experiences. Mu et al. (2025) demonstrated that workplace loneliness mediates the relationship between organizational climate and employees' commitment. A supportive organizational climate reduces feelings of loneliness, enabling employees to develop stronger organizational attachment. This mediating mechanism is consistent with findings from related organizational-behaviour research. Jung et al. (2021) found that workplace loneliness undermines work engagement, which subsequently predicts organizational commitment, demonstrating that loneliness functions as a psychological pathway through which relational deficits at work erode employees' attachment to their organization. In a similar vein, Tian et al. (2023) showed that workplace loneliness partially mediates the relationship between perceived organizational

support, a core dimension of organizational climate, and job performance, confirming that loneliness serves as a meaningful intervening mechanism linking supportive organizational conditions to positive employee outcomes. Extending this logic to a different outcome, Amarat et al. (2019) found that work alienation, a psychological state closely related to loneliness, mediated the effect of workplace loneliness on nurses' performance, reinforcing the broader pattern that employees' internal psychological responses to their organizational environment transmit the effects of that environment onto attitudinal and behavioural outcomes. Based on these findings, workplace loneliness is expected to mediate the relationship between organizational climate and organizational commitment.

H6: Workplace loneliness mediates the relationship between organizational climate and organizational commitment.

Previous studies indicate that supportive organizational climates reduce employees' workplace loneliness, which subsequently lowers their intention to leave the organization (Mu et al., 2025; Su et al., 2023). Employees who experience stronger interpersonal relationships at work are less likely to seek employment elsewhere because their social and psychological needs are fulfilled. This mediating pathway is supported by several empirical studies examining related organizational antecedents of loneliness and turnover. Ghadi (2017) found that workplace loneliness mediates the relationship between low workplace spirituality, an organizational climate factor reflecting meaning, community, and interpersonal alignment at work, and voluntary turnover intentions, showing that unfavourable organizational conditions increase turnover intention specifically because they heighten employees' loneliness. Similarly, Aytaç & Başol (2018) demonstrated that loneliness mediates the relationship between excessive work overload, an adverse organizational condition, and employees' turnover intention, indicating that stressful organizational climates elevate turnover intention through the psychological experience of loneliness. Aykan (2014) further found that loneliness perception served as an intermediary mechanism linking perceived psychological contract breach, a breakdown in the relational climate between employees and their organization, to turnover intention, reinforcing that loneliness functions as a consistent explanatory pathway between negative organizational conditions and employees' withdrawal intentions. Together, these findings support the expectation that workplace loneliness mediates the relationship between organizational climate and turnover intention.

H7: Workplace loneliness mediates the relationship between organizational climate and turnover intention.

Research Methods

This study employed a quantitative approach with a conclusive research design, combining descriptive and causal elements within a cross-sectional framework in which data were collected at a single point in time. This design was selected because the research aimed both to describe the current state of each construct and to test the causal relationships among organizational climate, workplace loneliness, organizational commitment, and turnover intention, consistent with the model adapted from Mu et al. (2025) and Su et al. (2023). The hypothesized relationships were not expected to follow a uniform direction, as the positive and negative relationships reflect different theoretical mechanisms and the conceptual characteristics of each employee outcome. Specifically, organizational climate was expected to enhance organizational commitment while reducing workplace loneliness and turnover intention, whereas workplace loneliness was expected to weaken organizational commitment and increase turnover intention. The research framework is presented in Figure 2

Primary data were collected through a self-administered online questionnaire distributed via social media using Google Forms. The target population consisted of Generation Z employees who had worked for at least one year in private manufacturing companies in the

Greater Jakarta (Jabodetabek) area. Because no complete sampling frame of this population was available, a non-probability purposive sampling technique was applied, with tenure and employment sector as the primary screening criteria. Prior to full-scale data collection, a wording test and a pre-test involving 40 respondents were conducted to assess instrument validity, using the Kaiser-Meyer-Olkin (KMO) measure, Measure of Sampling Adequacy (MSA), and Component Matrix values, and reliability, using Cronbach's Alpha, with the aid of IBM SPSS Statistics 27. After data cleaning, which removed incomplete and inconsistent responses from an initial pool of 348 submissions, 289 valid responses were retained for the main analysis.

All constructs were measured using instruments adapted from previously validated studies, comprising 56 indicator items rated on a seven-point Likert scale (1 = strongly disagree, 7 = strongly agree). Operational Variables organizational climate was measured with 15 items from Peña-suárez et al. (2013). Organizational commitment was adapted from Meyer et al. (1993) and operationalized as a second-order construct comprising three first-order dimensions (affective, continuance, and normative commitment) each measured with six items. Turnover intention was measured with three items from Michaels & Spector (1982) and workplace loneliness was measured with 20 items from Russell et al. (1980), reflecting the quality of employees' social and emotional relationships at work. Several items were reverse-coded to maintain measurement consistency and were re-coded prior to analysis. Several negatively worded items were reverse-coded to ensure that all items were oriented consistently, such that higher scores represented higher levels of the respective construct. For the seven-point Likert scale, reverse coding was performed using the formula (X_{reverse} = 8 - X_{original}). Accordingly, responses of 1, 2, 3, 4, 5, 6, and 7 were recoded as 7, 6, 5, 4, 3, 2, and 1, respectively. The reverse coding was conducted prior to the statistical analysis.

The main data analysis was conducted using Structural Equation Modeling (SEM) in LISREL 8.80, chosen for its capacity to simultaneously estimate multiple latent constructs and mediation relationships. The measurement model was evaluated through a staged Confirmatory Factor Analysis (CFA), consisting of first-order CFA for each dimension and second-order CFA for the multidimensional organizational commitment construct. Indicator validity was assessed using standardized loading factors (SLF ≥ 0.50) and t-values (≥ 1.645 for a one-tailed test), while construct reliability was assessed using Construct Reliability (CR ≥ 0.70) and AVE (Average Variance Extracted) (AVE ≥ 0.50), following Hair et al. (2019) and Wijanto (2015). Overall model fit was evaluated using absolute, incremental, and parsimonious fit measures.

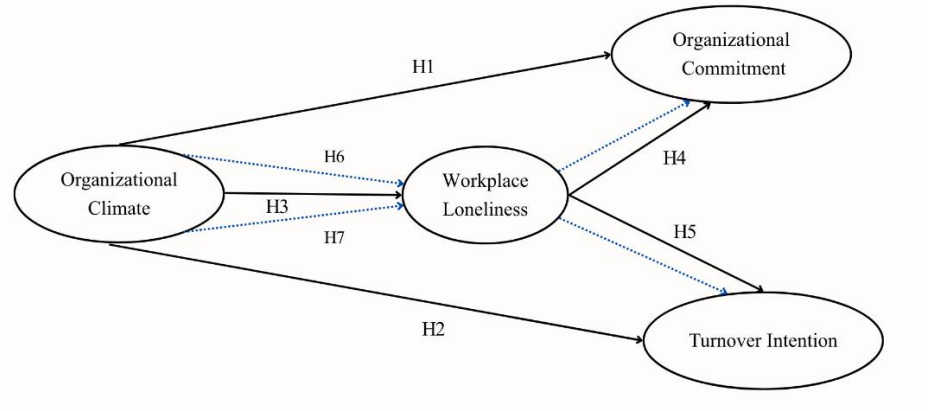


Figure 2. Research Model Framework
Source: Author (2026)

Results and Discussion

This section presents the research findings, covering respondent characteristics and demographics, descriptive statistics, measurement model analysis, measurement model fit

analysis, structural model analysis, mediation analysis, and coefficient of determination analysis.

Demographic Statistics

A total of 289 valid responses were retained for analysis after data cleaning. The majority of respondents were female (68.2%) and aged 21-23 years (36.6%). Educational background was almost evenly split between high school graduates (46.8%) and bachelor's degree holders (47.7%). Most respondents had one to two years of tenure (48%) and held staff-level positions (68.2%), with the largest concentrations in the marketing (26%) and operations/production (18.9%) functions. Respondents were most frequently based in Jakarta (33.3%), and the food and beverage subsector accounted for the largest share of the sample (20.1%).

Measurement Model Analysis & Descriptive Statistics

The measurement model was assessed through confirmatory factor analysis. All indicators for organizational climate, organizational commitment (at both the first-order and second-order levels), and turnover intention met the validity criteria (standardized loading factor, SLF ≥ 0.50; t-value ≥ 1.64) and reliability criteria (construct reliability, CR ≥ 0.70; variance extracted, VE ≥ 0.50). For workplace loneliness, one indicator (WL20) was removed due to an SLF below the threshold (0.46); the remaining items yielded a reliable construct (CR = 0.97, AVE = 0.65). Descriptive analysis showed that organizational climate obtained a grand mean of 4.86, organizational commitment ranged from 4.59 to 4.71 across its three dimensions, turnover intention obtained a grand mean of 3.86, and workplace loneliness obtained a grand mean of 3.93, all measured on a seven-point scale.

Table 1. Validity and Reliability Test Results & Descriptive Statistics

Variable	Item	SLF	Error	t-value	Result	CR	AVE	Result	Mean	Grand Mean
Organizational Climate	OC1	0.83	0.31	17.82	Valid	0.96	0.60	Reliable	5.02	4.86
	OC2	0.82	0.33	17.3	Valid				4.93	
	OC3	0.81	0,34	17.05	Valid				4.84	
	OC4	0.77	0.41	15.63	Valid				4.92	
	OC5	0.80	0.37	16.64	Valid				4.85	
	OC6	0.80	0.36	16.68	Valid				5.04	
	OC7	0.84	0.30	18.00	Valid				4.96	
	OC8	0,84	0.30	17.96	Valid				5.04	
	OC9	0,83	0.31	17.74	Valid				4.90	
	OC10	0,81	0.34	17.14	Valid				4.89	
	OC11	0,83	0.31	17.68	Valid				5.06	
	OC12	0,80	0.35	16.86	Valid				4.93	
	OC13	0.56	0.68	10.40	Valid				4.40	
	OC14	0.54	0.71	9.90	Valid				4.67	
	OC15	0.57	0.67	10.56	Valid				4.38	
Organizational Commitment – First Order	AC1	0.78	0.40	13.37	Valid	0.90	0.60	Reliable	4.79	4.59
	AC2	0.70	0.51	16.21	Valid				4.71	
	AC3	0.80	0.37	17.70	Valid				4.33	
	AC4	0.84	0.29	17.65	Valid				4.36	
	AC5	0.84	0.30	13.51	Valid				4.46	
	AC6	0.70	0.51	16.21	Valid				4.84	
	CC1	0.78	0.39	13.25	Valid	0.90	0.60	Reliable	4.73	4.71
	CC2	0.74	0.45	14.51	Valid				4.67	
	CC3	0.80	0.36	14.66	Valid				4.64	
	CC4	0.81	0.35	13.05	Valid				4.70	
	CC5	0.73	0.46	13.34	Valid				4.75	
	CC6	0.75	0.44	13.25	Valid				4.76	
	NC1	0.52	0.73	8.50	Valid	0.87	0.53	Reliable	4.38	

Variable	Item	SLF	Error	t-value	Result	CR	AVE	Result	Mean	Grand Mean
	NC2	0.73	0.47	8.95	Valid				4.69	4.60
	NC3	0.81	0.35	8.98	Valid				4.70	
	NC4	0.81	0.34	8.77	Valid				4.63	
	NC5	0.77	0.40	8.27	Valid				4.67	
	NC6	0.69	0.52	8.50	Valid				4.53	
Organizational Commitment – Second Order	AC	0.83	0.32	4.35	Valid	0.90	0.74	Reliable		
	CC	0.87	0.24	13.69	Valid					
	NC	0.89	0.21	8.79	Valid					
Turnover Intention	TI1	0.84	0.34	16.63	Valid	0.87	0.69	Reliable	3.90	3.86
	TI2	0.87	0.30	17.45	Valid				3.88	
	TI3	0.83	0.35	16.36	Valid				3.79	
Workplace Loneliness	WL1	0.86	0..26	18.25	Valid	0.97	0.65	Reliable	3.92	3.93
	WL2	0.78	0.39	15.73	Valid				3.90	
	WL3	0.81	0.34	16.66	Valid				3.99	
	WL4	0.79	0.37	16.11	Valid				3.92	
	WL5	0.83	0.32	17.15	Valid				3.88	
	WL6	0.83	0.31	17.32	Valid				3.90	
	WL7	0.84	0.30	17.53	Valid				3.96	
	WL8	0.84	0.30	17.49	Valid				3.85	
	WL9	0.82	0.33	16.93	Valid				3.97	
	WL10	0.85	0.28	17.94	Valid				3.98	
	WL11	0.83	0.31	17.25	Valid				4.01	
	WL12	0.80	0.36	16.30	Valid				3.82	
	WL13	0.80	0.36	16.33	Valid				3.82	
	WL14	0.83	0.31	17.25	Valid				3.99	
	WL15	0.83	0.31	17.31	Valid				3.97	
	WL16	0.84	0.30	17.46	Valid				3.86	
	WL17	0.80	0.36	16.45	Valid				3.91	
	WL18	0.78	0.38	15.89	Valid				3.86	
	WL19	0.83	0.32	17.16	Valid				3.99	
	WL20	0.46	0.79	8.12	Tidak Valid				4.12	

Source: Author (2026)

Measurement Model Fit Analysis

The initial overall measurement model fit showed several absolute fit indices in the poor-fit range, including RMSEA (0.082) and SRMR (0.099). Following model re-specification through the addition of error covariances based on modification indices, fit improved substantially. The re-specified measurement model met at least three to four goodness-of-fit criteria and was therefore considered acceptable for structural model testing.

Table 2. Overall Measurement Model Fit Results

Goodness of Fit Indices	Output 1		Notes	Respesification	Notes
	Absolute Fit Measures				
Chi-square	3308.12 (P = 0.0), df = 1476		Lower values indicate better results.	2871.66 (P = 0.0), df = 1418	Lower values indicate better results.
Goodness-of-Fit Index (GFI)	0.65		Poor fit	0.69	Poor fit
Standardized Root Mean Square Residual (SRMR)	0.099		Marginal fit	0.077	Good fit
Root Mean Square Error of Approximation (RMSEA)	0.082		Marginal fit	0.072	Good fit
	Incremental Fit Measures				

Goodness of Fit Indices	Output 1		Notes	Respesification	Notes
Adjusted Goodness of Fit Index (AGFI)	0.62		Poor fit	0.66	Poor fit
Non-Normed Fit Index (NNFI)	0.96		Good fit	0.97	Good fit
Normed Fit Index (NFI)	0.94		Good fit	0.94	Good fit
Relative Fit Index (RFI)	0.93		Good fit	0.94	Good fit
Incremental Fit Index (IFI)	0.96		Good fit	0.97	Good fit
Comparative Fit Index (CFI)	0.96		Good fit	0.97	Good fit
Parsimonious Fit Measures					
Akaike Information Criterion (AIC)	4602.82		Good fit	3802.48	Good fit
Saturated AIC	3192.00			3080.00	
Independence AIC	52963.43			52135.37	
Normed Chi-Square	2.24 : 1			2.02 : 1	
Other GOFI					
Critical "N"	140.76		Marginal fit	155.93	Marginal fit

Source: Author (2026)

Structural Model Analysis

The structural model likewise demonstrated an acceptable overall fit, with incremental fit indices in the good-fit range (NNFI = 0.97, NFI = 0.95, CFI = 0.97) and absolute fit indices RMSEA (0.072) and SRMR (0.063) also in the good-fit range, although GFI (0.69) and AGFI (0.66) remained in the marginal-fit range. Hypothesis testing was conducted using one-tailed t-tests at a significance level of 0.05 ($t \geq 1.645$). Four of the five direct paths were statistically significant. Organizational climate had a significant positive effect on organizational commitment (H1: supported). The direct path from organizational climate to turnover intention was not significant (H2: not supported). Organizational climate had a significant negative effect on workplace loneliness (H3: supported). Workplace loneliness had a significant negative effect on organizational commitment (H4: supported) and a significant positive effect on turnover intention (H5: supported). Figure 3 presents the path diagram illustrating the relationships among the variables in the research model, along with the standardized loading factor (SLF) and t-value for each path.

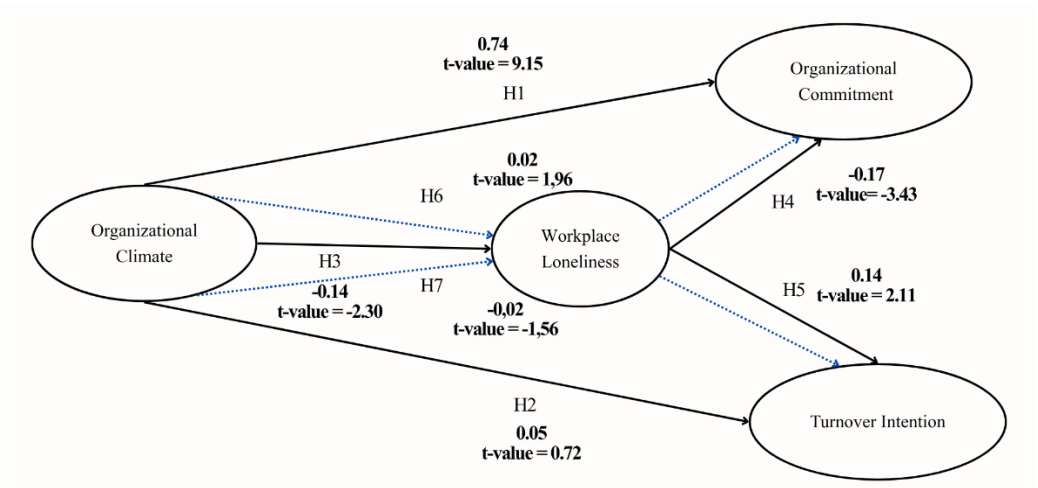


Figure 3. Structural Model Path Diagram Results (SLF and t-value)
Source: Author (2026)

Mediation Analysis and Coefficient of Determination Analysis

Mediation analysis showed that workplace loneliness partially mediated the relationship between organizational climate and organizational commitment (H6): the direct effect (0.74) remained significant after the indirect effect (0.02, t = 1.96) was added, producing a total effect of 0.54. In contrast, the indirect effect of organizational climate on turnover intention through workplace loneliness was not significant (-0.02, t = -1.56), indicating no mediation for this path (H7: not supported). Table 3 presents the result of mediation test.

Table 3. Mediation Test Results

Hypotheses	Path	Direct Effect	Indirect Effect	t-value	Total Effect	Notes
H6	OC → WL → OCM	0.74	0.02	1.96	0.76	Significant (Partial Mediation)
H7	OC → WL → TI	0.05	-0.02	-1.56	0.03	Not Significant (No mediation)

Source : Author (2026)

The coefficient of determination (R^2) showed that organizational climate and workplace loneliness jointly explained 62% of the variance in organizational commitment ($R^2 = 0.62$), whereas the same two predictors explained only 1.9% of the variance in turnover intention ($R^2 = 0.019$) and organizational climate alone explained only 2% of the variance in workplace loneliness ($R^2 = 0.020$). This indicates that organizational climate is not a primary predictor of workplace loneliness in this study sample, and that other factors outside the model, such as personality characteristics, the quality of relationships with team members, or onboarding experiences, may also contribute to employees' perceptions of loneliness and intentions to leave.

Discussion

Of the seven hypotheses tested, five were supported (H1, H3, H4, H5, H6) and two were not supported (H2, H7). Together, these results reveal an asymmetry in how organizational climate influences the two behavioral outcomes examined in this study. Organizational climate emerged as a strong antecedent of organizational commitment, both directly (H1) and through the partial mediation of workplace loneliness (H6), yet it was not a significant predictor of turnover intention, either directly (H2) or indirectly through workplace loneliness (H7).

The commitment pathway can be interpreted through the combined lens of Social Exchange Theory (Blau, 1964) and Conservation of Resources Theory (Hobfoll, 1989). A supportive organizational climate appears to be perceived by employees as an organizational investment that calls for reciprocal commitment, while simultaneously functioning as a psychosocial resource that reduces the risk of resource loss in the form of workplace loneliness. The significant negative effect of organizational climate on workplace loneliness (H3) is consistent with the findings of Mu et al. (2025) and Bhumika et al. (2024), while the significant negative effect of workplace loneliness on organizational commitment (H4) aligns with Ayazlar and Güzel (2014) and Ozcelik and Barsade (2018).

The non-significant findings for H2 and H7 distinguish this study's context from prior research such as Su et al. (2023), which was conducted among young nurses operating in a more flexible labor market. Generation Z employees in Jabodetabek's manufacturing sector face a comparatively more constrained labor market; industry data from ZipRecruiter (2025) indicated that 38% of workers were uncertain about job availability in the second quarter of 2025 (Nadira, 2025). This external constraint may attenuate the direct link between perceived organizational climate and turnover intention, a pattern broadly consistent with Wibowo et al. (2023) and Li et al. (2020), who found that organizational climate influences turnover intention primarily through job satisfaction rather than directly.

Nonetheless, the direct effect of workplace loneliness on turnover intention (H5) remained significant, suggesting that workplace loneliness functions as an independent

predictor of turnover intention rooted in more micro-level, personal experiences, such as the quality of relationships with immediate teammates or the adequacy of onboarding support, rather than in employees' broader perceptions of organizational climate. This finding corresponds with Ozt (2021) and Sasaki et al. (2025), who similarly identified an independent role for workplace loneliness in predicting turnover intention. Taken together, the results point to two distinct psychological pathways among Generation Z manufacturing employees: a commitment pathway operating through the climate-loneliness-commitment mechanism, and a turnover pathway shaped more strongly by external labor-market conditions and the direct experience of loneliness than by broader organizational climate perceptions. These findings extend the model of Mu et al. (2025) to the context of Generation Z in Indonesia's private manufacturing sector and provide new empirical evidence, using (Meyer & Allen, 1991) three-dimensional commitment framework, that workplace loneliness operates as a cross-culturally relevant psychological mechanism linking organizational climate to employee attitudes.

These findings offer several actionable priorities for manufacturing organizations, particularly those managing a growing Generation Z workforce. Because organizational climate strongly builds commitment but does not directly reduce turnover intention, climate-improvement initiatives such as fair scheduling, transparent communication, and recognition programs remain valuable for cultivating loyalty but should not be treated as sufficient retention tools on their own; they must be paired with interventions that target loneliness more directly. Since workplace loneliness appears to operate at a micro, team level rather than through broad climate perceptions, supervisors should consider structural changes that increase meaningful daily interaction, such as stable rather than frequently rotating shift-team assignments, designated team huddles at shift start or end, buddy and mentorship systems for new hires, and cross-training arrangements that foster contact among line workers. Onboarding in particular should be extended beyond technical and safety training to include structured relationship-building components, such as onboarding buddies, regular early-tenure check-ins with supervisors, and peer cohorts for employees who start around the same time, since inadequate onboarding support is a plausible driver of early loneliness. Frontline supervisors, as the primary point of daily contact for production employees, should be trained to recognize early signs of social withdrawal and to intervene through informal check-ins or referrals to peer support before disengagement deepens. Because turnover intention may be suppressed during periods of labor-market uncertainty, HR teams should also supplement turnover-intention surveys with proxy indicators of relational quality, such as team cohesion scores, absenteeism patterns, or participation in optional social activities, to identify at-risk employees whose dissatisfaction has not yet become an expressed intention to leave. Finally, given Generation Z's distinct sensitivity to workplace belonging, organizations may benefit from generation-specific engagement strategies, such as digital peer-communication channels for use during breaks, interest-based employee groups, and more frequent informal feedback loops, to compensate for the structurally limited interpersonal contact inherent in production-line work. Together, these measures suggest that manufacturing organizations seeking to retain Generation Z talent should pursue a dual strategy of sustaining organizational-level climate to build commitment while implementing targeted, team-level interventions that directly address the relational isolation driving turnover risk.

Conclusion

This study set out to examine the influence of organizational climate on organizational commitment and turnover intention among Generation Z employees in the private manufacturing industry of the Greater Jakarta (Jabodetabek) area, with workplace loneliness tested as a mediating mechanism. The findings show that organizational climate has a positive and significant effect on organizational commitment, both directly and through the partial mediation of workplace loneliness, and a negative and significant effect on workplace

loneliness itself. Workplace loneliness, in turn, has a negative and significant effect on organizational commitment and a positive and significant effect on turnover intention. However, organizational climate does not have a significant effect on turnover intention, either directly or indirectly through workplace loneliness, indicating that the turnover intention of Generation Z employees in this sector is shaped by factors beyond the perceived organizational climate alone.

Taken together, these findings point to two distinct psychological pathways. The first is a commitment-building pathway, in which a supportive organizational climate strengthens employees' psychological attachment to the organization both directly and by reducing feelings of loneliness at work. The second is a turnover pathway, in which workplace loneliness acts as an independent driver of turnover intention that is only weakly connected to broader climate perceptions, suggesting that more proximal, relational experiences at work carry greater weight in shaping employees' intention to leave. Theoretically, this study extends the model of Mu et al. (2025) to the context of Generation Z employees in Indonesia's private manufacturing sector, operationalizing organizational commitment through Meyer and Allen's (1991) more comprehensive three-component framework and providing new empirical evidence that workplace loneliness functions as a psychosocial mechanism linking organizational climate to employee attitudes beyond the contexts previously studied. Practically, the results suggest that manufacturing organizations seeking to strengthen Generation Z employees' commitment should prioritize building a supportive organizational climate and actively minimizing workplace loneliness, while recognizing that efforts to curb turnover intention may require complementary interventions, such as improving job satisfaction, team-level relationships, and onboarding support, that operate independently of organizational climate.

Several limitations of this study also point to directions for future research. The low explanatory power of the model for turnover intention and workplace loneliness suggests that future studies should incorporate additional antecedents, such as job satisfaction, personality traits, coworker relationship quality, person-organization fit, job embeddedness, leader-member exchange to more fully capture the complexity of these outcomes. The cross-sectional design and the focus on Generation Z employees in Jabodetabek's manufacturing sector also limit causal inference and generalizability; longitudinal designs and replication across other sectors, regions, and generational cohorts are recommended. In addition, because organizational commitment was analyzed at the composite construct level, future research could examine how organizational climate and workplace loneliness differentially affect its affective, continuance, and normative dimensions. Finally, given that this study relied on a self-administered questionnaire, future research may benefit from multi-source or mixed-method designs to reduce common method bias and social desirability bias, and from testing the moderating role of factors such as job market conditions or organizational tenure on the climate-turnover relationship.

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