



WORKPLACE FRIENDSHIP, HELPING BEHAVIOUR, AND TURNOVER INTENTION:
THE MEDIATING EFFECT OF AFFECTIVE COMMITMENT

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Abstract

Workplace friendship and helping behavior have attracted scholarly attention, yet research on their relationship with turnover intention in the banking sector, particularly in South Asia, remains limited. This study examines the impact of workplace friendship and helping behavior on employees' turnover intentions, with a focus on the mediating role of affective commitment. Using Social Identity Theory as a framework, data were collected via a self-administered survey from 245 sales staff and cashiers in Pakistan's banking sector through convenience sampling. Analysis using SPSS revealed that workplace friendship and helping behavior are negatively related to turnover intention. Affective commitment partially mediated the relationship between workplace friendship and turnover intention and fully mediated the link between helping behavior and turnover intention. The findings suggest that managers should foster social relationships and mutual support among employees to reduce turnover. This research contributes to the limited body of knowledge on these dynamics in the Pakistani context and offers practical implications for enhancing employee retention.

Keywords: Workplace Friendship, Helping Behaviour, Turnover Intention, Affective Commitment

1. Introduction

Henri Tajfel and John Turner, two renowned social psychologists, proposed the social identity theory in the 1970s. In the Social Identity Theory (SIT) (Tajfel, 1978; Tajfel, Turner, Austin, & Worchel, 1979), it is stated that the person is responsible for defining his own identity by considering social groups. This theory says that certain specific identifications have a significant influence on forming one's self-identity. Creating group identities features categorizing an individual's "in-group" as an "out-group" paired with the likelihood of having a positive bias towards one's group about out-group. According to Turner, Hogg, Oakes, Reicher, and Wetherell (1987), this leads to an identification with a shared identity that is wholly determined by group membership.

Along with describing an individual's cognitive process linked to their sense of social identity, SIT also explains how the groups' behaviours and the behaviour between them are influenced by social identity. Likewise, Hogg and Terry (2000) depicted SIT (social identity theory) deals with an individual's understanding of himself and others in the social environment. An individual gains a portion of his identity by membership and intra-group and inter-group connections. Considering this theory, the scholar explored the concept of workplace friendship in this study.

Researchers have defined friendship in the workplace, commonly known as workplace friendship, as a casual inter-personal interaction (Berman, West, & Richter, 2002). Workplace friendship comes with multiple tasks that show positivity, such as supporting one another and sharing information (Kram & Isabella, 1985). Moreover, friendship at the workplace plays a vital role in enhancing essential variables related to job attitude, which include job performance (Ross, 1997), organizational commitment, job involvement (Riordan & Griffeth, 1995), and reduces an employee's intention to leave (Nielsen, Jex, & Adams, 2000). Unlike the



person who is high in workplace friendship, an employee lacking workplace friendship will have reduced job ability, and eventually, his job progress will also be negatively affected (Sias, Heath, Perry, Silva, & Fix, 2004).

Managers assume that they can control negative aspects of workplace friendships, such as favouritism and gossip, through company policies. (Song, 2006). That’s why most managers support the concept of friendship in the workplace (Berman et al., 2002). The notion of workplace friendship has been studied by several researchers (Mao, 2006; Tse & Dasborough, 2008) and deduced that future research on workplace friendship should be on the elements that influence the workplace friendship of an employee (Nielsen et al., 2000). This is because workplace friendships boost employee performance, which increases the efficiency of a company.

This study will highlight four significant points. It will begin by examining the relationship between workplace friendship and turnover intentions. Second, it will underline the link between helping behaviour and turnover intentions. Finally, it will investigate the mediating impact of affective commitment on the relationship between workplace friendship & turnover intention, as well as the relationship between helping behaviour and turnover intention.

Research Gap

Table 1

Research Gap

Table with 4 columns: Author + Year, Context, Independent Variable, Outcome Variable. It lists research studies on Workplace Friendship and Helping Behaviour across various sectors like Tourism, Education, and Textile.



Author + Year	Context	Independent Variable	Outcome Variable
Turnover Intention			
O Abdurumman, A Salleh, K Omar, M Abadi (2020)	Banking Sector	HRM Practices Career Satisfaction	Turnover Intention
M Irshad, SA Khattak, MM Hassan, M Majeed, S Bashir (2020)	Nursing	Perceived Threat of COVID-19	Turnover Intention
C Wang, J Xu, TC Zhang, QM Li (2020)	Tourism and Hospitality Sector	Professional Identity	Turnover Intention
R Zafar, G Abid, M Rehmat, M Ali, Q Hassan, MF Asif (2021)	Education Sector	Punitive Supervision	Turnover Intention
B Yildiz, H Yildiz, O Ayaz Arda (2021)	Nursing	Work-family Conflict	Turnover Intention

The concept of workplace friendship has grasped the attention of numerous research scholars. In their study, Helmy, Adawiyah, and Setyawati (2020) reported that workplace friendship fosters a collaborative work atmosphere, which results in collective intelligence through knowledge sharing behaviour. Yavuzkurt and Kiral (2020) concluded that secondary school teachers had moderate levels and positive relationships between job satisfaction and workplace friendship perceptions. Likewise, Akyüz (2020) reported that workplace friendship enhances organizational trust in his study. Yan, Ni, Chien, and Lo (2021) surveyed hotel employees in which they concluded that workplace friendship has a positive linkage with work engagement. One study by Ibrahim and Fayyad (2022) revealed that workplace friendship had a significant negative relation with resistance to change. Not just this, they also examined the moderating effect of gender diversity on this relationship. They concluded that females are more willing to accept change than males if they are in workplace friendships.

Helping Behaviour is among the elements of organizational citizenship behaviour that have drawn the attention of numerous scholars and been examined in a variety of fields. A study by Yousaf, Fatima, and Haider (2020) in the education sector concluded that ethical leadership has been shown to promote an employee's helpful behaviour. Similarly, Liang, Tian, Zhang, and Tian (2020) reported in their study that through trust in coworkers, communication visibility exhibited a favourable and indirect association with employee helpful behaviour. One of the recent studies on helping behaviour by Jia, Zhong, and Xie (2021) stated that helping behaviour is a positive predictor of proximal adjustment outcomes. Also, they described that proximal adjustment outcomes mediated the relationship between helping behaviour toward coworkers and newcomer distal adjustment outcomes. Hai and Park (2021) explained a curvilinear relationship between intrinsic motivation and helping behaviour. If intrinsic motivation is high, there will be a positive relationship between intrinsic motivation and helping behaviour.

Several scholars have proposed and tested different models to explain an employee's intention to leave his organization. Abdurumman, Salleh, Omar, and Abadi (2020) examined whether or not HRM practices and career satisfaction impact employees' intention to leave in the banks of Jordan and concluded that HRM practices and career satisfaction are negatively related to turnover intention. Similarly, a recent research on turnover intention found that perceived COVID-19 danger increases turnover intention amongst nurses via psychological worry (Irshad, Khattak, Hassan, Majeed, & Bashir, 2020). Furthermore, it was observed in one of the recent studies conducted in hotels in China that professional identity positively impacted employee engagement and satisfaction but negatively impacted turnover intentions (Wang, Xu, Zhang, & Li, 2020). Zafar et al. (2021) studied different universities in Lahore and deduced that punitive supervision and workplace mobbing are positively related to turnover intention. A meta-analytic review by Yildiz, Yildiz, and



Ayaz Arda (2021) demonstrated a moderate, positive, & statistically significant link among work-family conflict and intention to leave nursing.

Apart from the studies included in Table 1, substantial research has been conducted on workplace friendship, helping behaviour, and turnover intentions. However, no study has been undertaken in South Asia, namely Pakistan, on the relationship between workplace friendship, helpful behaviour, and turnover intentions. Likewise, it is pertinent to mention a study here by Yu-Ping, Chun-Yang, Ming-Tao, Chun-Tsen, and Qiong-yuan (2020). The study surveyed civil affairs workers in Taiwan's Chiayi and Tainan counties. The goal of this study was to determine the effect of workplace friendship upon helping behaviour, intention to leave, & affective commitment. The data suggested that workplace friendship had a positive effect on affective commitment and helpful behaviour, but a negative effect on intention to leave. The study's future direction emphasized the critical nature of analysing these qualities within the service industry. With the future direction of this research in mind and the necessity to investigate the association between workplace friendship & helping behaviour and turnover intentions, this study was conducted in Pakistan's banking sector.

Problem Statement

Skilled employees play the most crucial part in any organizational performance. These days employees' turnover is considered an important area of research. However, workplace friendship and helping behaviours can lower the turnover rate in organizations. This current study explores the role of workplace friendship and helping behaviour on employees' turnover intentions. Furthermore, it also focuses on the mediating effect of affective commitment among workplace friendship, helping behaviour, and turnover intentions.

Research Questions

- Q1: How does workplace friendship relate to turnover intention?
- Q2: What type of relationship exists between helping behaviour and turnover intention?
- Q3: Does affective commitment mediate the relationship between workplace friendship and turnover intention?
- Q4: How affective commitment mediates the relationship between helping behaviour and turnover intention?

Research Objectives

Following are the objectives of this particular study:

1. To explore the relationship between workplace friendship and turnover intention
2. To evaluate the type of relationship between helping behaviour and turnover intention
3. To examine the mediating effects of affective commitment on the relationship between workplace friendship and turnover intention
4. To investigate the mediating effects of affective commitment on the relationship between helping behaviour and turnover intention

Significance of the Study

Many scholars have taken a keen interest in studying the impact of different variables on employee intention. Workplace friendship and helping behaviour have attracted many researchers among these variables. A massive bunch of literature is available that states the importance of workplace friendship and helping behaviour in reducing employee turnover intention. The population targeted by the majority of the researchers in studying the impact of workplace friendship and helping behaviour on turnover intention included: nurses, government sector employees, and hotel sector employees.

Thus, this particular study will be a new addition to the available research that highlights the impact of workplace friendship and helping behaviour on turnover intention. Unlike other research studies, which mainly focused on hospitality, nursing, or the government sector, this study explores the mentioned relationship in the banking sector. Similarly, this research will be the first of its kind in Pakistan, as no prior research has examined the association between workplace friendship and intention to leave and helping behaviour.



Moreover, this study will encourage other scholars of Pakistan to study such a model in different other employment sectors in Pakistan. Amongst all other sectors, Pakistan's banking sector faces high employee turnover. Therefore, this study will allow the managers in the banking sector of Pakistan and worldwide to promote a culture of friendship and help minimize employees' intention to leave.

2. Literature Review and Hypothesis Development

2.1 Theoretical Foundation: Social Identity Theory

This study is grounded in Social Identity Theory (SIT) (Tajfel, 1978; Tajfel et al., 1979), which posits that individuals define their self-concept based on membership in social groups. In the workplace, identification with one's group fosters in-group favouritism, trust, and cooperative behaviours (Turner et al., 1987). This sense of shared identity forms the basis for developing workplace friendships and engaging in helping behaviours, which in turn strengthens an employee's bond with the organization and influences their decision to stay. The psychological capital engendered by such positive relationships is a key driver of engagement (Asif et al., 2019).

2.2 Workplace Friendship and Turnover Intention

Workplace friendship refers to informal, voluntary interpersonal relationships characterized by mutual trust, commitment, and shared interests (Berman et al., 2002; Sias & Cahill, 1998). Such friendships provide emotional and instrumental support, enhancing job satisfaction, organizational commitment, and job performance (Kram & Isabella, 1985; Riordan & Griffeth, 1995). Conversely, a lack of social ties can increase stress and turnover intentions (Nielsen et al., 2000). Friendships embed employees within the organizational social fabric, making the prospect of leaving more difficult (Mitchell et al., 2001; Vardaman et al., 2015). Research on related constructs, such as the role of trust in project teams (Asif et al., 2022c), underscores the importance of relational bonds. Furthermore, motivational theories highlight that intrinsic factors like belongingness are fundamental to employee commitment (Alizai et al., 2021). Thus, we propose:

H1: *There is a negative relationship between workplace friendship and turnover intention.*

2.3 Helping Behaviour and Turnover Intention

Helping behaviour, a key dimension of Organizational Citizenship Behaviour (OCB), involves voluntary actions aimed at assisting colleagues with work-related problems (Organ et al., 2005; Smith et al., 1983). It fosters a supportive work environment, enhances cooperation, and improves overall organizational effectiveness (Podsakoff et al., 2009). Employees who receive or observe help perceive their workplace as caring, which generates positive affect and reduces the desire to leave (Bertelli, 2007; Chen et al., 1998). Meta-analytic evidence confirms a negative association between helping behaviour and turnover intention (Podsakoff et al., 2009). Effective employee engagement, a related outcome, has been linked to reduced turnover (Asif & Shaheen, 2022a). The influence of social media marketing in building supportive communities (Rafi et al., 2025b) also parallels how internal helping behaviours can foster a supportive organizational culture. Therefore, we hypothesize:

H2: *There is a negative relationship between helping behaviour and turnover intention.*

2.4 The Mediating Role of Affective Commitment

Affective commitment refers to an employee's emotional attachment to, identification with, and involvement in their organization (Allen & Meyer, 1990; Meyer & Allen, 1991). It is a key psychological state binding the individual to the organization. Social exchange theory (Blau, 1964) suggests that positive workplace experiences, such as supportive friendships and receiving help, create a sense of obligation and emotional attachment. Employees reciprocate with loyalty and a desire to remain (Eisenberger et al., 1986). Affective commitment has been consistently shown to be a strong negative predictor of turnover intention (Meyer et al., 2002). The alignment of personal and organizational values, a component of affective commitment, resonates with findings on the importance of person-organization fit in determining job performance and attachment (Asif et al., 2019; Aurangzeb et al., 2021b). We expect affective commitment to transmit the effects of workplace friendship and helping behaviour on turnover intention. The concept of brand commitment in external marketing (Hassan et al., 2016) offers a useful parallel to understanding an employee's



commitment to their organizational 'brand'.

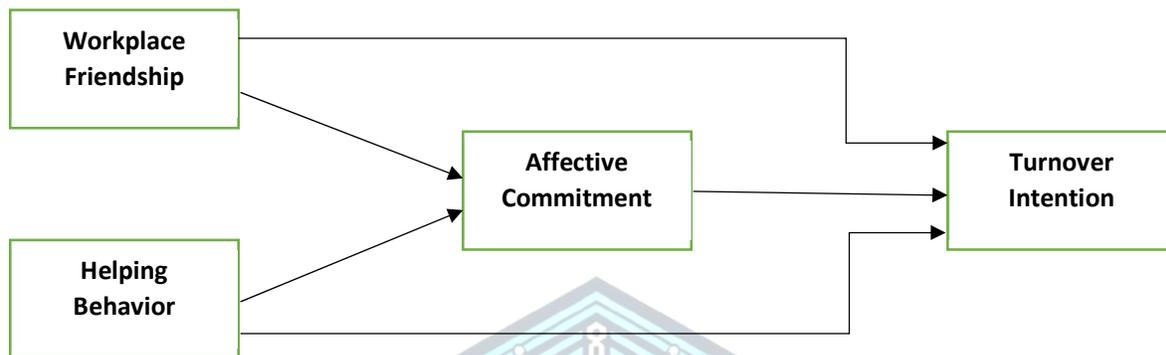
H3: *Affective Commitment mediates the relationship between Workplace Friendship and Turnover Intention.*

H4: *Affective Commitment mediates the relationship between Helping Behaviour and Turnover Intention.*

The conceptual model is depicted in Figure 1.

Figure 1

Conceptual Model



3. Methodology

3.1 Research Design

This study employed a quantitative, cross-sectional research design. A survey strategy was used to collect primary data from employees in the Pakistani banking sector. This design is appropriate for examining the relationships between variables at a single point in time and is consistent with previous studies in organizational behavior (Sekaran & Bougie, 2010).

3.2 Population and Sample

The target population for this study comprised sales staff and cashiers working in the banking sector of Pakistan. This specific group was chosen due to the high customer interaction and stressful nature of their roles, which makes them particularly susceptible to turnover intentions (Bodla & Ali, 2012). As the exact size of this population was unknown, a non-probability convenience sampling technique was employed.

A total of 300 self-administered questionnaires were distributed to employees in various banks operating in the twin cities of Islamabad and Rawalpindi. After data cleaning, 245 valid and complete responses were received, yielding a response rate of 81.7%. According to Harris's (1975) formula ($N > 50 + m$, where 'm' is the number of independent variables), a sample size of 245 is more than adequate for the statistical analyses planned for this study.

3.3 Data Collection Procedure

Data were collected through a field survey. Prior to distribution, official permissions were obtained from the relevant bank authorities. The respondents were assured of their anonymity and the confidentiality of their responses to encourage honest participation. They were also briefed on the study's academic purpose. The questionnaires were personally administered by the researcher and collected after a few days to give respondents adequate time.

3.4 Ethical Considerations

Prior to data collection, formal approvals were obtained from the relevant bank authorities. All respondents were informed about the purpose of the study, and their informed consent was obtained. They were assured of anonymity and confidentiality, and were told that they could withdraw at any time without penalty. No personal identifiers were collected.



3.5 Pilot Testing

To ensure clarity and relevance, the questionnaire was pretested with 30 employees from the banking sector (not included in the final sample). Based on their feedback, minor wording adjustments were made to improve comprehension. The final version of the instrument was then administered to the target respondents.

3.6 Sample Demographics

The demographic profile of the 245 respondents is presented in Table 1. The sample was predominantly male (73.1%, N=179). The largest age group was 26-30 years (29.4%, N=72), followed by 20-25 years (27.8%, N=68). In terms of education, a majority held a Master's degree (55.5%, N=136), while 40.0% (N=98) held a Bachelor's degree. This demographic profile is consistent with the broader financial sector workforce in Pakistan (Asif, 2021).

Table 1

Demographical Statistics of Respondents (n=245)

Table with 4 columns: Demographics, Frequency, Percentage. Rows include Gender (Male/Female), Age (20-25, 26-30, 31-35, 36-40, 41+), and Education (Intermediate, Bachelors, Masters, Ph.D.).

3.7 Instrumentation and Measures

The questionnaire consisted of two sections. The first section gathered demographic information (gender, age, education). The second section contained items measuring the four core constructs of the study. All constructs were measured using multi-item scales adapted from prior research. Responses were recorded on a 5-point Likert scale ranging from 1 = "Strongly Disagree" to 5 = "Strongly Agree."

- Workplace Friendship (WF): This variable was measured using a 6-item scale developed by Nielsen, Jex, and Adams (2000). A sample item from this scale is, "I have formed strong friendships at work." The scale demonstrated acceptable internal consistency with Cronbach's alpha coefficient of 0.61.
Helping Behavior (HB): Helping behavior was assessed using the 4-item altruism dimension of the Organizational Citizenship Behavior scale by Farh, Earley, and Lin (1997). A representative item is, "I am willing to assist new colleagues in adjusting to the work environment." The reliability for this scale was good, with a Cronbach's alpha of 0.81.
Turnover Intention (TI): Turnover intention, the dependent variable, was measured using a 4-item scale developed by Kelloway, Gottlieb, and Barham (1999). An example item is, "I am thinking about leaving this organization." The scale exhibited high reliability with a Cronbach's alpha of 0.84.
Affective Commitment (AC): As the mediating variable, affective commitment was measured using an 8-item scale from Bishop and Scott (2000). A sample item includes, "I talk up this work group to my friends as a great group to work on." This scale showed the highest reliability, with a Cronbach's alpha of 0.88.

3.8 Data Analysis Strategy

The data collected were analyzed using SPSS (Version 20.0). The analysis proceeded in several stages. First, descriptive statistics were computed to summarize the demographic data and assess the normality of the variable distributions using skewness and kurtosis. Second, reliability analysis was conducted using



Cronbach's alpha to ensure the internal consistency of the scales. Third, Pearson correlation analysis was performed to examine the bivariate relationships among the study variables. Finally, regression analysis and mediation analysis using the Baron and Kenny (1986) approach were employed to test the proposed hypotheses.

4. Results

4.1 Descriptive Statistics and Correlations

Table 2 presents the means, standard deviations, and correlations. Data normality was confirmed as skewness and kurtosis values were within acceptable ranges (Skewness < |3|, Kurtosis < |10|). All correlations were significant and in the expected directions.

Table 2

Means, Standard Deviations, and Correlations

Variable	Mean	SD	1	2	3	4
1. Workplace Friendship (WF)	3.35	0.63	1			
2. Helping Behaviour (HB)	4.08	0.68	.341**	1		
3. Turnover Intention (TI)	3.24	0.98	-.310**	-.501**	1	
4. Affective Commitment (AC)	3.48	0.74	.511**	.254**	-.319**	1

** . Correlation is significant at the 0.01 level (2-tailed).

4.2 Hypothesis Testing

Linear regression was used to test H1 and H2 (see Table 2). The results support both hypotheses: workplace friendship (β = -.017, p =.021) and helping behaviour (β = -.087, p =.030) are significant negative predictors of turnover intention.

Table 3

Regression Analysis for Turnover Intention

Model	Standardized Coefficients Beta	t	Sig.
(Constant)		6.392	.000
Workplace Friendship	-.017	-2.251	.021
Helping Behaviour	-.087	1.278	.030

4.3 Mediation Analysis

Mediation was tested using the Baron and Kenny (1986) approach. For H3 (WF -> AC -> TI), the results in Table 3 show that when AC is added to the model, the direct effect of WF on TI becomes non-significant (β = -.013, p =.197), while the indirect path through AC is significant. This indicates full mediation, supporting H3.

Table 4

Mediation Analysis for Hypothesis 3 (WF -> AC -> TI)

Model	β (WF)	t	R ²	Adj. R ²	Sig.
Step 1 (WF -> TI)	-.013	.197	.000	-.004	.000
Step 2 (WF -> AC)	.511	9.262	.261	.258	.000
Step 3 (WF + AC -> TI)	WF: -.009	.134	.143	.136	.000

For H4 (HB -> AC -> TI), the results in Table 4 show that when AC is added to the model, the direct effect of HB on TI becomes non-significant (β = -.081, p =.205), while the indirect path is significant. This indicates full mediation, supporting H4.

Table 5

Mediation Analysis for Hypothesis 4 (HB -> AC -> TI)

Model	β (HB)	t	R ²	Adj. R ²	Sig.
Step 1 (HB -> TI)	-.081	1.271	.007	-.003	.000



Step 2 (HB -> AC)	.254	4.090	.064	.061	.000
Step 3 (HB + AC -> TI)	HB: -.07	.012	.130	.122	.205

5. Discussion

This study investigated the mechanisms through which positive workplace relationships influence turnover intention. The findings support all four hypotheses, aligning with prior research and extending it to the Pakistani banking context.

The negative relationship between workplace friendship and turnover intention (H1) corroborates studies emphasizing the "embedding" effect of social ties at work (Mitchell et al., 2001). Friendships provide emotional and informational support (Sias & Cahill, 1998), making employees feel valued and connected, thereby reducing their desire to leave. This underscores the importance of informal networks alongside formal HR policies in retention (Asif, 2021). The relevance of these findings is amplified by contemporary challenges such as cybersecurity threats and energy scarcity, which can increase workplace stress and make supportive friendships even more critical for retention (Asif et al., 2025a; Asif et al., 2025b).

Similarly, the negative link between helping behaviour and turnover intention (H2) reinforces the idea that a cooperative work environment fosters attachment (Podsakoff et al., 2009). When employees help each other, it builds a reservoir of goodwill and positive social exchange, creating a sense of obligation and reciprocity that binds individuals to their colleagues and the organization. This cooperative spirit can be seen as an organizational-level manifestation of the value co-creation observed in consumer communities (Rafi et al., 2025b). Issues like internet addiction among younger employees (Shahid et al., 2022) might be mitigated by a supportive, engaged work environment fostered through helping behaviours.

The full mediation by affective commitment in both relationships (H3 & H4) is a key contribution. It suggests that the mere presence of friendships or helping behaviours is not sufficient to directly impact turnover intentions; rather, these positive interactions must translate into a deeper emotional bond with the organization. Employees who form close ties with coworkers and engage in mutual support come to identify more strongly with their workplace, internalize its goals, and develop a genuine desire to stay (Meyer & Allen, 1997). This finding aligns with research on the importance of psychological capital and engagement (Asif et al., 2019; Asif & Shaheen, 2022a), where positive psychological states mediate the link between a supportive environment and desired outcomes. It also resonates with studies on brand attachment (Rafi et al., 2011), where emotional connection drives loyalty. The results highlight that fostering a positive climate is an investment in employees' emotional connection to the firm. The role of personality traits, as explored in the HEXACO model (Rafi et al., 2013), could further explain why some individuals form these crucial affective bonds more readily than others. Furthermore, understanding how organizational power structures can inadvertently reproduce inequalities (Aslam & Asif, 2025) is vital to ensure that the benefits of friendship and helping are accessible to all employees, thereby fostering genuine, organization-wide affective commitment.

5.1 Practical Implications

For bank managers in Pakistan, the findings suggest a need to look beyond monetary incentives. Strategies to reduce turnover should include:

1. Fostering Social Interaction: Creating opportunities for informal interaction through team-building activities, social events, and collaborative workspaces can help develop workplace friendships. This could involve leveraging digital tools for team connection, as explored in the context of digital transformation (Aurangzeb & Asif, 2021; Mahroof et al., 2025).
2. Encouraging a Helping Culture: Recognizing and rewarding altruistic behaviours can institutionalize a culture of mutual support, making the workplace more attractive. The principles of benefit realization management (Kazmi et al., 2016) could be applied to track the positive outcomes of such initiatives.
3. Building Affective Commitment: Interventions should focus on strengthening the emotional bond between employees and the organization. This can be achieved through fair treatment, supportive supervision, and aligning organizational values with employee values, thereby enhancing person-



organization fit (Asif et al., 2019). Training programs that develop emotional intelligence, as highlighted by Dong et al. (2022), could equip managers to better foster these connections.

5.2 Limitations and Future Research

This study has limitations. The use of a cross-sectional design limits causal inference; future research could employ longitudinal designs. The sample, while adequate, was drawn from a single sector in two cities, limiting generalizability. Future studies could explore other sectors and regions in Pakistan, such as the telecommunication sector where team performance dynamics have been studied (Asif et al., 2022c; Shafiq et al., 2017). The relatively low reliability for the workplace friendship scale ($\alpha = 0.61$) warrants caution and suggests the need for scale validation in this context.

Future research could also investigate moderators like gender or personality traits (e.g., HEXACO model as explored by Rafi et al., 2013) and other outcomes like job burnout or work-family conflict. The role of factors such as managerial accounting practices in SME sustainability (Asif & Asghar, 2025) and the impact of psychological and economic factors on decision-making (Mumtaz et al., 2023) could provide interesting parallels for understanding turnover decisions. Finally, the integration of digital transformation and its impact on workplace relationships, as noted by Mahroof et al. (2025), and the role of immersive technologies in shaping employee experiences (Asif et al., 2025c; Mehmood et al., 2024; Rafi et al., 2025a) presents a promising avenue for future inquiry. Exploring the dynamics of consumer-brand relationships in tourism (Rather & Rafi, 2024; Rafi & Rehman, 2024) might also offer novel frameworks for understanding the employee-organization relationship.

6. Conclusion

This study confirms that workplace friendship and helping behaviour are valuable organizational resources that can lower turnover intentions by enhancing employees' affective commitment. For the Pakistani banking sector, which faces significant retention challenges, cultivating a friendly and supportive work environment is a strategic imperative. By strengthening the emotional bonds employees have with their organization, managers can build a more stable and committed workforce, thereby contributing to broader economic stability and growth.

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