Studi Ilmu Manajemen dan Organisasi (SIMO)
ISSN: 2745-7826, Vol 7, No 3, 2026, 353-367 https://doi.org/ 10.61401/simo.v7.n3.p353-367.2026

Impact Organizational Justice and Organizational Distrust on Turnover Intention Through Emotional Labour

Alden Nelson[1*], Stephanie Franciska[2], Agustinus Setyawan[3]
Universitas Internasional Batam, Batam, Indonesia[1,2,3]
alden.nelson@uib.ac.id[1*], stephaniefranciska3@gmail.com[2], agustinus.setyawan@uib.ac.id[3]

Article History
Received on 21 May 2026
1st Revision on 22 June 2026
2nd Revision on 06 July 2026
3rd Revision on 24 August 2026
Accepted on 26 August 2026

Abstract

Purpose: This study examines the effects of organizational justice and organizational distrust on employees' turnover intention by investigating emotional labor as a mediating mechanism within the private banking context.

Research Methodology: This quantitative study was conducted among employees of private banks in Batam, Indonesia. Data were collected through a structured survey involving bank employees from various positions. Structural Equation Modeling (SEM) was applied to examine direct and indirect relationships, including the mediating role of emotional labor.

Results: The findings reveal that organizational distrust (β = 0.299), organizational justice (β = 0.287), and emotional labor (β = 0.403) significantly influence turnover intention. Organizational distrust and organizational justice also significantly affect emotional labor. Emotional labor partially mediates the relationship between organizational factors and turnover intention, with organizational distrust showing the strongest influence on emotional labor.

Conclusions: Organizational justice reduces turnover intention, whereas organizational distrust increases employees' intention to leave. Emotional labor plays an important role in explaining how organizational conditions influence employee turnover decisions.

Limitations: This study is limited to private banking employees in Batam, which may restrict the generalizability of the findings to other industries and regions.

Contributions: This study extends organizational behavior and human resource management literature by integrating organizational justice, organizational distrust, and emotional labor into a mediation model of turnover intention. It contributes to Social Exchange Theory and Conservation of Resources Theory by identifying emotional labor as a key mechanism explaining how workplace perceptions influence employees' turnover decisions.

Keywords: *Emotional Labour, Organizational Distrust, Organizational Justice, Private Banking Employees, Turnover Intention*

How to Cite: Nelson, A., Franciska, S., & Setyawan, A. (2026). Impact Organizational Justice and Organizational Distrust on Turnover Intention Through Emotional Labour. *Studi Ilmu Manajemen dan Organisasi*, 7(3), 353-367.

1. Introduction

Turnover intention has become a major concern in the modern industrialized world (Wijesekara, 2023). High turnover intention is an issue that is receiving increasing attention, along with dynamic changes in the global business environment (Yin, Jie, & Yensen, 2022). In this context, the effect of high turnover intention on the company cannot be ignored. When employees frequently leave, companies face substantial financial burdens from staffing replacements, along with the challenge of losing skilled workers who take years of accumulated wisdom. In the banking industry, turnover intention rates have even crossed 10 percent, which is a serious sign that there is a problem that requires further attention (Choi, Hanna, & Sujin, 2022; Sam, & Asokan, 2023). Workers may contemplate leaving their positions due to various circumstances, particularly their feelings of fulfillment at work. Conflict between work and personal life can also significantly trigger the intention to leave. Dissatisfaction with the work environment, such as poor relationships between coworkers or ineffective management, can affect employees' feelings about their jobs. The lack of career development opportunities is often the reason for high turnover intention rates (Fauzi, Achmad, & Silvia, 2022; Masita, 2021).

In Indonesia, the banking industry has been a major focus of discussion regarding increasing turnover intentions. Handoko, Tri, and Pantius (2020) highlighted substantial turnover intention rates in Indonesia banking sector, which may lead to decreased organizational stability and a decline in customer service quality. Studies by Reza, Syah, and Robby (2024) indicate that workers consider leaving their positions due to various factors, including job satisfaction, compensation, workplace conditions, and interpersonal dynamics. In addition, stressful working conditions and lack of support from superiors and coworkers contribute to increased turnover intention (Hamzah & Liza, 2023). According to Donal, Muhammad, and Yuswardi (2024), in Batam banking sector, turnover intention is significantly influenced by factors such as compensation, organizational culture and job stress, indicating that internal working conditions play a critical role in employee retention efforts. High turnover intention in the banking sector can generate substantial expenses for recruitment and onboarding while fostering an unstable work environment. This instability may lead to decreased productivity and negatively affect the organization's public image. The provision of persuasive benefits should also be enhanced so that employees become more engaged in improving their work skills according to their abilities, thereby reducing their desire to move to another job or resign from the company (Dini, & Muhammad, 2024; Mon, & Sentoso, 2025).

Several organizational factors can influence turnover intention, including organizational justice (Sunaris, Deby, & Melitina, 2022), distrust (Suntana, Ija, & Lubna, 2023), and emotional labor (Yağci, Pelin, & Cevdet, 2020). High levels of organizational justice tend to reduce turnover intention because employees perceive organizational decisions and actions as being fair (Mengstie, 2020). Conversely, organizational distrust, which reflects a lack of trust in leaders or coworkers, can trigger feelings of insecurity and increase employees' intention to leave. Emotional labor, which involves the regulation and management of emotions to meet job demands, plays an important role in employees' work experiences. Jobs that require a high level of emotional regulation may drain employees' emotional resources and consequently increase the risk of turnover intention (Mengstie, 2020).

Previous studies have examined various factors affecting turnover intention, including organizational justice (Sunaris et al., 2022), emotional labor (Yağci et al., 2020), and organizational distrust (Abdalla & Xianglan, 2021). Research has shown that organizational justice is significantly associated with turnover intention, while emotional labor and organizational distrust, particularly in relation to psychological contract breaches, are positively associated with employees' intentions to leave (Yağci et al., 2020; Abdalla and Xianglan, 2021). Additionally, studies in Batam banking sector indicate that internal organizational factors, including leadership style, compensation fairness, and the conduciveness of the work environment, significantly influence employee performance and satisfaction, which are important antecedents to turnover intention (Yuwono, Wisnu, & Evi, 2024)

Despite these findings, previous studies have largely examined organizational justice, distrust, emotional labor, and turnover intention through separate relationships or individual factors. Limited

attention has been paid to how organizational justice and organizational distrust may simultaneously influence turnover intention through employees' emotional labor, particularly in the private banking context in Batam. This indicates a research gap concerning the role of emotional labor as a mediating mechanism that connects organizational conditions with employees' intention to leave. Although previous studies have identified organizational justice, organizational distrust, and emotional labor as relevant factors in explaining turnover intention (Sunaris et al., 2022; Suntana et al., 2023; Yağci et al., 2020), their integrated relationships within a single model remain insufficiently explored (Mariasavery, & Lucas, 2020; Osman, Zahir, & Ratna, 2024). The novelty of this study is that it shows the correlation between emotional labor as a mediator linking organizational Distrust, Organizational Justice to turnover intention in the private banking context.

2. Literature Review and Hypotheses Development

2.1 Turnover Intention

Turnover intention refers to an employee's conscious desire to leave an organization, reflecting underlying attitudes and behavioral tendencies (Meriandayani & Made, 2019). It represents the outcome of employees' evaluation of their relationship with the organization and their consideration of alternative employment opportunities. High turnover intention is often associated with dissatisfaction, poor working conditions, and limited career growth (Fauzi, Achmad, & Silvia, 2022; Masita, 2021).

Employees often decide to leave because of their perception of their relationship with the company. According to the Social Exchange Theory, this relationship is built on a give-and-take, where both the employee and the organization exchange things like support, rewards, and opportunities. When workers feel that they are treated fairly and receive support from the company, they are more likely to have good feelings, stay loyal, and be committed to the organization. Conversely, when employees experience unfavorable treatment or negative organizational conditions, the balance of the exchange relationship may be disrupted, encouraging withdrawal behaviors, including turnover intention (Qadri & Muhammad, 2022). Thus, employees' perceptions of organizational conditions can shape both their emotional responses and their subsequent behavioral intentions. Turnover intention is influenced by several key factors, including organizational justice, organizational distrust, and emotional labor (Sunaris, Deby, & Melitina, 2022; Suntana, Ija, & Lubna, 2023; Yağci, Pelin, & Cevdet, 2020).

2.2 Organizational Justice and Turnover Intention

Organizational justice refers to employees' perceptions of fairness in organizational processes, outcomes and interpersonal treatment (Sunaris, Deby, & Melitina, 2022). It includes fairness in resource distribution, decision-making procedures, and communication within an organization. Previous studies have indicated that organizational justice can significantly influence turnover intention, although the direction of this relationship may vary depending on the organizational and occupational contexts. Employees who perceive fairness are more likely to feel satisfied and committed to their organization, thereby reducing their intention to leave (Mengstie, 2020). (Su, Yue, & Chaoran, 2023) found that justice enhances employees' emotional attachment, which further decreases turnover intentions. Conversely, perceived injustice may lead to dissatisfaction, negative attitudes, and increased turnover intention (Zhou, Houyu, & Jianhong, 2022).

In correlation with the Social Exchange Theory, organizational justice can strengthen the reciprocal relationship between employees and their organizations. When employees perceive organizational outcomes, procedures, and interpersonal treatment as fair, they are more likely to respond with positive attitudes and stronger commitment. In some organizational contexts, perceptions of justice may also increase employees' expectations regarding organizational support, career opportunities, recognition, and future treatment. When these expectations are evaluated in relation to available employment alternatives, employees may reconsider their employment relationships and career prospects. Although previous studies have shown no relationship between organizational justice and turnover intention, this relationship may differ depending on employees' perceptions, organizational context, and employment expectations. Based on this contextual perspective, the following hypothesis is proposed:

H_1: Organizational justice has a positive effect on turnover intention

2.3 Organizational Distrust and Turnover Intention

Organizational distrust is defined as employees' lack of confidence in leadership, organizational policies, and integrity (Davidovitz, 2021). Distrust often arises from perceived unfairness, lack of transparency, and unmet expectations. Empirical studies have shown that organizational distrust is positively associated with turnover intention. Employees who experience distrust tend to feel insecure and are more likely to leave their organizations (Cheng, 2022; Abdalla, 2021). Furthermore, low job satisfaction and lack of social support may intensify the impact of distrust on turnover intention (Davidovitz et al., 2021).

Organizational distrust can weaken the reciprocal relationship between employees and their organizations. When employees no longer perceive the organization or its representatives as trustworthy, they may become less willing to maintain a long-term relationship with it. Distrust can also create uncertainty and negative perceptions of organizational decisions and future employment conditions. These experiences may encourage employees to psychologically withdraw from the organization and consider alternative employment opportunities instead. In correlation with the Social Exchange Theory, a lack of trust may weaken employees' willingness to maintain reciprocal relationships because they perceive that the organization may not fulfill its expected obligation**s.** Based on this contextual perspective, the following hypothesis is proposed:

H_2: Organizational distrust has a positive effect on turnover intention

2.4 Organizational Justice and Emotional Labour

Emotional labor refers to the effort employees expend to manage and regulate their emotions to meet job demands (Yağci, Pelin, & Cevdet, 2020). This often involves suppressing genuine emotions that align with organizational expectations. Organizational justice influences how employees experience and manage emotional demands (Fadlan & Agustinus, 2024). In service-oriented work, fair organizational treatment may strengthen employees' willingness to fulfill organizational expectations and maintain appropriate emotional expressions when interacting with customers and colleagues. Thus, organizational justice may influence employees' engagement in emotional labor as part of fulfilling their professional roles (Su, Yue, & Chaoran, 2023; Muala, & Enas, 2022).

This relationship can also be understood through employees' responses to organizational treatment. When employees perceive fairness in organizational procedures, outcomes, and interpersonal interactions, they may be more willing to comply with organizational expectations and regulate their emotional expressions to maintain positive workplace and customer interaction. Therefore, emotional regulation can become part of employees' efforts to reciprocate favorable treatment and fulfill their responsibilities within the organization. In this context, organizational justice may encourage employees to invest greater emotional effort in maintaining appropriate workplace behaviors and service quality. Based on this reasoning, organizational justice is expected to positively affect emotional labor. Based on this contextual perspective, the following hypothesis is proposed:

H_3: Organizational justice has a positive effect on emotional labour

2.5 Organizational Distrust and Emotional Labour

Organizational distrust can increase emotional labor by forcing employees to regulate negative emotions such as insecurity, frustration, and disappointment. According to Qadri and Muhammad (2022), distrust depletes employees' emotional resources, making emotion regulation more demanding. Empirical findings suggest that organizational distrust significantly contributes to emotional exhaustion and higher emotional labor demands, particularly in stressful work environments (Qadri & Muhammad, 2022).

When employees distrust their organization or organizational representatives, they may need to manage their genuine negative emotions while continuing to display emotions that are considered appropriate for their roles. This discrepancy between experienced and displayed emotions can require

additional emotional effort from the actor. In correlation with the Social Exchange Theory, distrust may disrupt the reciprocal relationship between employees and the organization, creating emotional tension that employees must manage while continuing to perform their work responsibilities. Therefore, distrust may not only directly influence employees' behavioral intentions but also affect the emotional processes involved in performing their work. Based on this contextual perspective, the following hypothesis is proposed:

H_4: Organizational distrust has a positive effect on emotional labour

2.6 Emotional Labour and Turnover Intention

Emotional labor has been widely associated with turnover intention. Employees who frequently regulate their emotions, especially through surface acting, are more likely to experience burnout and emotional exhaustion (Yağci, Pelin, & Cevdet, 2020). These emotional strains consume employees' psychological resources and increase their intention to leave their jobs in search of less-demanding work environments. Su, Yue, and Chaoran (2023) also confirmed that emotional exhaustion resulting from emotional labor significantly increases turnover intention.

In correlation with the Social Exchange Theory, persistent emotional demands may affect the perceived balance of the employment relationship. When employees continuously expend emotional resources without experiencing sufficient organizational support or positive returns, they may perceive their employment relationship as unfavorable. Such negative experiences can encourage withdrawal and increase the intention to leave the organization. Based on this contextual perspective, the following hypothesis is proposed:

H_5: Emotional labour has a positive effect on turnover intention

2.7 The Mediating Role of Emotional Labour

Emotional labor may serve as a mechanism through which organizational conditions influence employees' turnover intentions. Organizational justice not only shapes employees' behavioral attitudes but may also influence their emotional experiences while performing work. When organizational practices and treatment shape employees' emotional regulation demands, the resulting emotional effort may subsequently influence their intention to remain with or leave the organization. In this sense, emotional labor provides a mechanism through which organizational justice may be translated into employees' behavioral intentions (Su, Yue, & Chaoran, 2023). Zhou, Houyu, and Jianhong (2022) further confirmed the mediating role of emotional labor in the relationship between organizational justice and turnover intention.

Similarly, organizational distrust may influence turnover intentions through employees' emotional experiences. Distrust can generate insecurity, frustration, and negative emotional responses, requiring employees to exert additional emotional effort to maintain appropriate workplace behaviors. Continued emotional demands may result in emotional exhaustion and ultimately strengthen employees' intention to leave (Qadri & Muhammad, 2022). Xu (2024) supports the mediating role of emotional labor in the relationship between organizational distrust and turnover intention.

In correlation with the Social Exchange Theory, these relationships suggest that employees respond not only behaviorally but also emotionally to the quality of their relationship with the organization. Favorable or unfavorable organizational conditions can shape employees' emotional experiences, and the resulting emotional demands may influence their willingness to maintain or withdraw from the employment relationship. Thus, emotional labor provides a potential mechanism for explaining how organizational conditions are translated into employees' behavioral intentions.

This mediating perspective is particularly relevant in the banking sector, where employees frequently interact with customers and are expected to regulate their emotional expressions as part of their work. Therefore, emotional labor is expected to mediate the relationship between organizational justice,

organizational distrust, and turnover intention. Based on this contextual perspective, the hypothesis proposed :

H_6: Emotional labour mediate the relationship between organizational justice and turnover intention

H_7: Emotional labour mediate the relationship between organizational distrust and turnover intention

3. Research Methodology

3.1 Research Design and Sampling

This study employed a quantitative survey-based design to examine the relationships between organizational justice, organizational distrust, emotional labor, and turnover intention. The population consisted of employees working in private banks in Batam, Indonesia. A purposive sampling technique was used to select respondents who had a minimum of six months of work experience to ensure that they possessed an adequate understanding of their organizational environment. Based on Hair and Christian (2018), the minimum sample size was determined using the ten-times rule, resulting in at least 260 respondents for 26 indicators. Data were collected using Google Forms between April and May 2024, resulting in 320 valid responses.

3.2 Measurement Instruments

Data were collected using a structured questionnaire consisting of measurement items adapted from previously validated instruments. The questionnaire measured four constructs: organizational justice, organizational distrust, emotional labor, and turnover intention. The measurement items and their respective sources are listed in Table 1. All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 1. Measurement instruments and sources

Construct	Item Codes	Items	Scale
Organizational Justice	OJ1-OJ6	6	5-point Likert
Emotional Labour	EL1-EL4	4	5-point Likert
Turnover Intention	TI1-TI5	5	5-point Likert
Organizational Distrust	OD1-OD11	5	5-point Likert

The questionnaire items were adapted to the context of private banking employees in Batam while maintaining the meanings of the original measurement constructs.

3.3 Data Analysis and Ethical Considerations

Data analysis was conducted using structural equation modeling-partial least squares (SEM-PLS) with SmartPLS 3 software. This method allows for the simultaneous assessment of the measurement and structural models, including the direct and indirect relationships among the constructs. The measurement model was evaluated through reliability and validity assessments, and the structural model was assessed using path coefficients and hypothesis testing. A mediation analysis was conducted to examine the role of emotional labor in the relationships between organizational justice, organizational distrust, and turnover intention.

Participation in the study was voluntary. Before completing the questionnaire, the respondents were informed about the purpose of the study, the voluntary nature of participation, and the confidentiality of their responses. Informed consent was obtained before the respondents completed the questionnaire. The collected data were used solely for research purposes and reported in aggregate form to protect the confidentiality of the respondents.

4. Results and Discussions

4.1 Respondent Characteristics

The analysis of the respondents' characteristics provides an overview of the demographic and occupational profiles of the employees involved in this study. Examining respondents' backgrounds is important because differences in job position, gender, educational background, age, and length of service may influence employees' perceptions and attitudes toward the organizational conditions. Therefore, respondent characteristics serve as an important foundation for understanding the diversity of perspectives represented in this study.

Table 2. Respondents by job position

	Frequency	Percent (%)	Valid Percent (%)
Manager	21	6.6	6.6
Supervisor	59	18.4	18.4
CS Officer	98	30.6	30.6
Teller	66	20.6	20.6
Back Office	76	23.8	23.8
Total	320	100.0	100.0

As shown in Table 2, the respondents in this study were drawn from several job positions within the organization. The largest proportion of participants worked as CS Officers, followed by Back Office employees, Tellers, Supervisors, and Managers. This distribution indicates that the study involved employees from both operational and managerial levels, allowing the research to capture a wide range of organizational experiences and perspectives. The dominance of operational positions also reflects the composition of a company's workforce structure.

Table 3. Respondents by gender

	Frequency	Percent (%)
Male	171	53
Female	149	47
Total	320	100

According to Table 3, the respondents included both male and female employees. Male employees accounted for a slightly higher proportion than female employees. However, the difference between the two groups was relatively small, indicating a relatively balanced gender representation in the sample.

Table 4. Respondents by educational

	Frequency	Percent (%)
High School	56	17.5
Bachelor Degree	264	82.5
Total	320	100.0

As indicated in Table 4, most respondents possessed a bachelor's degree, while a smaller proportion had a high school education. This finding demonstrates that the sample was largely composed of employees with high educational qualifications. Such educational backgrounds may contribute to employees' ability to understand organizational practices, work demands and organizational conditions.

Table 5. Respondents by age

	Frequency	Percent (%)
21-25	128	40.0

	Frequency	Percent (%)
26-30	158	49.0
>30	34	11.0
Total	320	100.0

In relation to age distribution shown in Table 5, the majority of respondents were between 26 and 30 years old, followed by employees aged 21–25 years, while respondents above 30 years old represented the smallest proportion. This composition suggests that the organization is dominated by employees within productive working age groups, providing perspectives from employees with diverse levels of work experience.

Table 6. Respondents by length of service

	Frequency	Percent (%)
<4 Years	69	21.6
4-6 Years	165	51.6
7-9 Years	61	19.1
>10 Years	25	7.8
Total	320	100.1

Meanwhile, Table 6 shows that most respondents had worked in the company for 4–6 years, while the remaining respondents had either shorter or longer periods of service. This indicates that many employees have sufficient experience and familiarity with their organizational environment and work systems.

Overall, the respondents' characteristics show diversity in terms of job position, gender, education, age, and length of service. Diversity provides a broad range of employee perspectives and supports the examination of organizational justice, organizational distrust, emotional labor, and turnover intention.

4.2 Measurement Model

The measurement model was evaluated to examine the validity and reliability of the constructs. This evaluation consisted of analyzing outer loadings, Cronbach alpha, Composite Reliability (CR), and average variance extracted. These evaluations were performed to confirm that the indicators appropriately reflected their related constructs prior to analyzing the structural model (Hair, 2018).

Table 7. Outer loading and construct reliability and validity

Construct	Indicator	Outer Loading	Cronbach Alpha	Composite Reliability	AVE
Emotional Labour	EL1	0.814	0.845	0.896	0.682
	EL2	0.809			
	EL3	0.839			
	EL4	0.843			
Organizational Distrust	OD1	0.809	0.946	0.953	0.648
	OD2	0.799			
	OD3	0.813			
	OD4	0.804			
	OD5	0.792			
	OD6	0.801			
	OD7	0.808			
	OD8	0.814			
	OD9	0.793			
	OD10	0.811			

Construct	Indicator	Outer Loading	Cronbach Alpha	Composite Reliability	AVE
Organizational Distrust	OD11	0.814			
Organizational Justice	OJ1	0.795	0.884	0.912	0.634
	OJ2	0.791			
	OJ3	0.797			
	OJ4	0.806			
	OJ5	0.792			
	OJ6	0.794			
Turnover Intention	TI1	0.825	0.876	0.910	0.668
	TI2	0.816			
	TI3	0.826			
	TI4	0.813			
	TI5	0.806			

The findings in Table 7 suggest that every construct shows acceptable internal consistency, as both Cronbach alpha and composite reliability values surpass the minimum of 0.70. The AVE values were also greater than 0.50, signifying sufficient convergent validity (Hair, 2018).

4.3 Structural Model

The R-squared in Table 8 value for emotional labor is 0.598, meaning that 59.8% of its variance is explained by Organizational Justice and Organizational Distrust. Meanwhile, Turnover Intention has an R-square value of 0.505, indicating that 50.5% of its variance is explained by organizational justice, organizational distrust, and emotional labor. The remaining variance is explained by factors outside of the proposed model (Hair, 2018).

Table 8. Coefficient of determination (R^2)

Variables	R Square	Adjusted R Square
Emotional Labour	0.598	0.595
Turnover Intention	0.505	0.504

4.3.1 Direct Effects

Table 9. Direct effects and hypotheses testing

Hypotheses	Relationship	Original Sample	t-Statistics	P Values	Results
H_1	Organizational Justice ⟶ Turnover Intention	0.287	3.573	< 0.001	Significant
H_2	Organizational Distrust ⟶ Turnover Intention	0.299	3.885	< 0.001	Significant
H_3	Organizational Justice ⟶ Emotional Labour	0.403	4.291	< 0.001	Significant
H_4	Organizational Distrust ⟶ Emotional Labour	0.420	4.652	< 0.001	Significant
H_5	Emotional Labour ⟶ Turnover Intention	0.711	9.273	< 0.001	Significant

Table 9 presents the direct effects results and shows that all five direct relationships are positive. The hypothesis testing results reveal that all proposed hypotheses are statistically significant because each relationship has a t-statistic value greater than 1.96 and a p-value below 0.05 (Hair, 2018). These findings indicate that organizational justice, organizational distrust, and emotional labor play important roles in influencing employees' turnover intentions.

4.3.2 Indirect Effects

Table 10. Indirect effects and mediation testing

Hypotheses	Relationship	Original Sample	t-Statistics	P Values	Results
H_6	Organizational Justice → Emotional Labour → Turnover Intention	0.287	3.573	< 0.001	Significant
H_7	Organizational Distrust → Emotional Labour → Turnover Intention	0.299	3.885	< 0.001	Significant

Table 10 presents the indirect effects and mediation test results. The findings indicate, the hypothesis testing results reveal that all proposed hypotheses are statistically significant because each relationship has a t-statistic value greater than 1.96 and a p-value below 0.05 (Hair, 2018).

4.4 Discussion of Quantitative Analysis Results

The quantitative findings confirm that organizational justice, organizational distrust, and emotional labor are significant predictors of turnover intention. More importantly, the results reveal how cognitive evaluations (justice and distrust) translate into emotional strain (emotional labor), which ultimately shapes employees' behavioral intentions to leave.

4.4.1 Organizational Justice and Turnover Intention

The results indicate that organizational justice has a significant negative effect on turnover intention. This suggests that employees who perceive fairness in compensation, decision-making processes, and interpersonal treatment are less likely to consider leaving an organization. From the perspective of equity theory, employees continuously evaluate the balance between their contributions and the rewards they receive in return. When fairness is perceived, this balance is maintained, leading to satisfaction and commitment to the organization. Conversely, perceived injustice creates psychological tension that encourages withdrawal behaviors, including Turnover Intention (TI). These findings are consistent with prior studies (Sunaris, 2022; Zhou, 2022), which highlight that fairness strengthens affective commitment and reduces employees' desire to seek alternative employment. In this study, fairness not only acts as a retention factor but also reduces uncertainty and dissatisfaction, making it a critical foundation for employee retention.

4.4.2 Organizational Distrust and Turnover Intention

Organizational distrust has a positive and significant effect on turnover intention. This indicates that when employees perceive a lack of integrity, transparency, or reliability in an organization, they are more inclined to leave. This finding can be explained by social exchange theory, which emphasizes reciprocity in employee–organization relationships. When trust is violated, the exchange relationship becomes imbalanced, leading employees to psychologically disengage from the organization. Distrust also creates uncertainty about future outcomes, which increases perceived risk and motivates employees to seek more stable alternatives to their current employer. This result aligns with Davidovitz (2021) and Cheng (2022),who found that distrust amplifies job insecurity and dissatisfaction. In this study, distrust appears not only as a direct driver of turnover intention but also as a destabilizing factor that weakens employees' organizational attachment.

4.4.3 Organizational Justice and Emotional Labour

The findings show that organizational justice significantly reduces emotional labor. Employees who perceive fairness experience less emotional strain because they do not need to suppress negative emotions or engage in excessive emotional regulation. From a psychological standpoint, fairness creates a supportive work environment in which employees feel respected and valued. This reduces the need for surface acting, a form of emotional labor in which individuals fake emotions to meet job expectations. As a result, employees can express their genuine feelings more naturally, thereby lowering emotional exhaustion. This finding supports previous research (Su, 2023; Muala, 2022),

which demonstrates that perceived injustice increases emotional dissonance and psychological distress. Therefore, organizational justice not only improves attitudes but also directly reduces employees' emotional burden.

4.4.4 Organizational Distrust and Emotional Labour

Organizational distrust significantly increases emotional labor. Employees who distrust their organization tend to experience negative emotions, such as frustration, anxiety, and disappointment, which must be regulated in professional settings. According to social exchange theory, distrust reflects a breakdown in reciprocal relationships, forcing employees to compensate by managing their emotional expressions carefully. This leads to increased emotional regulation efforts, particularly in maintaining professionalism despite internal dissatisfaction. Consistent with Qadri and Muhammad (2022), distrust depletes emotional resources and intensifies emotional exhaustion. In this study, distrust not only affects employees cognitively but also imposes a psychological burden that contributes to long-term stress and disengagement from work.

4.4.5 Emotional Labour and Turnover Intention

Emotional labor has a positive and significant effect on turnover intention, indicating that higher emotional demands increase employees' desire to leave. Employees who frequently engage in emotional regulation, particularly surface acting, are more likely to experience burnout symptoms. From the perspective of emotional exhaustion theory, continuous emotional regulation consumes psychological resources, leading to fatigue and reduced work satisfaction. Over time, employees seek to escape emotionally demanding environments by considering alternative employment opportunities. This finding is consistent with those of Yağci, Pelin, and Cevdet (2020) and Su, Yue, and Chaoran (2023), who found that emotional exhaustion is a key predictor of turnover intention. In this study, emotional labor acts as a critical psychological mechanism that transforms workplace stress into an actual intention to leave.

4.4.6 The Mediating Role of Emotional Labour

The results confirmed that emotional labor mediates the relationship between organizational justice, organizational distrust, and turnover intention. This indicates that employees do not directly develop turnover intention solely based on cognitive evaluations but rather through emotional processes. When employees perceive injustice or distrust, they experience emotional strain that requires regulation, leading to emotional exhaustion and eventually increasing turnover intention. This finding is consistent with prior studies showing that emotional labor acts as a mechanism linking organizational conditions to employee outcomes (Su, 2023; Qadri, 2022). From a theoretical perspective, this relationship can be explained by social exchange and emotional exhaustion theories, which suggest that negative workplace experiences deplete emotional resources and encourage withdrawal behavior (Yağci, 2020).

5. Conclusions

5.1 Conclusion

Through a quantitative examination conducted with PLS-SEM, this study concludes that factors such as organizational justice, organizational distrust, and emotional labor significantly influence employees' desire to quit their jobs. The findings reveal that organizational justice considerably enhances both turnover intention and emotional labor, suggesting that employees' perception of fairness within the organization is closely linked to their desire to depart and the emotional demands they face. Moreover, organizational distrust notably impacts both emotional labor and turnover intention in the hospitality industry. Employees with lower confidence in an organization's integrity, dependability, and decision-making processes tend to experience increased emotional pressure and heightened readiness to leave. Emotional labor significantly contributes to turnover intention, reaffirming its critical position as a relevant element connected to employees' motivations to withdraw from the company.

Moreover, the notable indirect impacts reveal that emotional labor plays a mediating role in the connection between organizational justice and intentions to leave, as well as between distrust in the

organization and intentions to leave. These results imply that the working environment influences employees' intentions to quit not only through direct links but also through the emotional experiences they encounter at work. From a theoretical perspective, this research adds to the understanding of Social Exchange Theory by showing how the conditions within an organization and the emotional experiences of employees are linked in clarifying turnover intentions. From a practical standpoint, the results indicate that organizations should enhance fairness, transparency, and trust within the organization and manage employees' emotional requirements effectively to tackle issues related to turnover intentions and bolster organizational stability.

5.2 Research Limitations

This study presents various constraints that must be acknowledged when analyzing the results. First, the participants were only from private banking institutions in Batam, Indonesia, which could limit the applicability of the conclusions to different fields, locations, or organizational environments. Additionally, relying on self-reported information may lead to biased responses, as individuals might share answers they believe are more socially acceptable instead of accurately conveying their views..

Third, this study examines organizational fairness, lack of trust in the organization, and emotional work as the primary explanatory factors, whereas additional related aspects such as job contentment, leadership approaches, organizational atmosphere, and balance between work and personal life are excluded from the framework. Fourth, the use of a cross-sectional research approach restricts the capability to observe alterations in employees' views and intentions to leave over time. Finally, the application of purposive sampling could further restrict the applicability of the results to a larger group of banking staff.

5.3 Suggestions and Directions for Future Research

Researchers are encouraged to incorporate additional variables, such as job satisfaction, leadership style, organizational culture, work-life balance, and organizational support, to develop a more comprehensive model of turnover intention. Second, future research should apply longitudinal designs to better understand how organizational perceptions, emotional labor, and turnover intention evolve over time.

Third, further studies are recommended to explore moderating or additional mediating variable**s**, such as social support, employee engagement, and organizational support, to provide deeper insights into the mechanisms underlying turnover intention. Future research should examine whether the relationships identified in this study differ across job positions, tenure levels, and organizational contexts.

Organizations are advised to implement human resource strategies that focus on strengthening organizational fairness, increasing transparency, building organizational trust, and managing employees' emotional demands. Initiatives such as transparent communication, fair decision-making processes, supportive leadership, and appropriate emotional support programs may help organizations address the factors associated with employees' turnover intentions.

Acknowledgement

The authors wish to convey their heartfelt thanks to everyone who participated in this study and shared important perspectives. They also wish to express their appreciation to the organization that helped gather the data.The authors declare that this investigation did not receive any specific funding from any agency in the public, private, or nonprofit sectors.

Author Contributions

AN was involved in the study design, overseeing the research, developing methodologies, conducting a thorough review of the manuscript, and providing final consent to the manuscript. SF played a role in shaping the concept of the study, reviewing the existing literature, creating the research plan, gathering data, analyzing data, interpreting results, writing the manuscript,

and revising the manuscript. AS participated in overseeing the research, confirming the validity of the research approach, critically evaluating the manuscript, and granting the final approval for the manuscript. All authors were involved in the interpretation of the findings, examined the manuscript, and consented to the final version for publication.

References

Abdalla, Moh'd Juma, Hamad Said, Laiba Ali, Faizan Ali, and Xianglan Chen. (2021). COVID-19 and unpaid leave : Impacts of Psychological contract breach on organizational distrust and turnover intention : Mediating role of emotional exhaustion. *Tourism Management Perspectives*, *39*. https://doi.org/10.1016/j.tmp.2021.100854

Cheng, Yang, Yuan Wang, and Feihong Pan. (2022). The impact of CSR perceptions on employees' turnover intention during the COVID-19 crisis in China. *International Journal of Environmental Research and Public Health (IJERPH)*, *19*(14). https://doi.org/10.3390/ijerph19148297

Choi, Hanna, and Sujin Shin. (2022). The factors that affect turnover intention according to clinical experience : A focus on organizational justice and nursing core competency. *Int J Environ Res Public Health*, *19*(6). https://doi.org/10.3390/ijerph19063515

Davidovitz, Maayan, and Nissim Cohen. (2021). Alone in the campaign : Distrust in regulators and the coping of front-line workers. *Regulation and Governance*, *16*(4). https://doi.org/10.1111/rego.12396

Dini, Yuli Indah Fajar, June Alvina, and Muhammad Donal Mon. (2024). The effect of work-life balance as a mediator and job opportunity as moderator on turnover intention among selected corporations in Batam. *Jurnal Manajemen Dan Pemasaran Jasa*, *17*(2), 241–260. https://doi.org/10.25105/v17i219820

Donal Mon, Muhammad, Calvin Calvin, and Yuswardi Yuswardi. (2024). Analysis of factors affecting turnover intention in BPR Batam City Bank employees. *International Journal of Economics, Business and Management Research*, *08*(01), 126–145. https://doi.org/10.51505/IJEBMR 2024.8109

Fadlan, Gilang Bagus, and Agustinus Setyawan. (2024). Faktor yang mempengaruhi kualitas kerja karyawan perbankan bumn di Kota Batam. *Ecobisma (Jurnal Ekonomi, Bisnis Dan Manajemen)*, *11*(1), 35–47. https://doi.org/10.36987/ecobiv11i1.5292

Fauzi, Achmad, Annisa Suci Wulandari, Della Restu Cahyani, Nia Nurfitri, Nila Khairani, Ramara Deva, and Silvia Nursafitri. (2022). Pengaruh kepuasan kerja dan stres kerja terhadap turnover intention pada karyawan (literature review manajemen kinerja). *Jurnal Ilmu Manajemen Terapan*, *4*(2), 229–241. https://doi.org/10.31933/jimt.v4i2.1223

Hair, Joe F., Jeffrey Joe Risher, Marko Sarstedt, and Christian M. Ringle. (2018). *When to use and how to report the results of PLS-SEM*. Emerald Insight.

Hamzah, Raden Novi, Wawan Prahiawan, and Liza Mumtazah Damarwulan. (2023). Pengaruh moderasi dukungan sosial terhadap stress kerja dan kinerja karyawan perbankan. *JEMMA*, *6*, 43–51. https://doi.org/10.35914/jemmav6i1.1679

Handoko, Tri, and Pantius Drahen Soeling. (2020). Analisa penyebab turnover intention karyawan pada sektor perbankan syariah. *Journal Article Syntax Idea*, *2*(9), 676–89. https://doi.org/10.46799/syntax-idea.v2i9.562

Mariasavery, Lucas, and S. Rajamohan. (2020). Contemporary human capital issues and challenges at modern workplace - Conceptual frame work: A study. *International Journal of Humanities, Management and Social Science*, *3*(2), 68–78. https://doi.org/10.36079/lamintangij-humass-0302.142

Masita, Ira. (2021). Faktor-faktor yang mempengaruhi turnover intention (studi kasus pada karyawan yayasan cendikia bunayya kabanjahe. *Jurnal Ilmiah Mahasiswa FEB*, *9*(2).

Mengstie, Missaye Mulatie. (2020). Perceived organizational justice and turnover intention among hospital healthcare workers. *BMC Psychology*, *8*(1), 1-11. https://doi.org/10.1186/s40359-020-0387-8

Meriandayani, Ni Wayan, and Made Subudi. (2019). Pengaruh komitmen organisasional, lingkungan kerja, dan kepuasan kerja terhadap turnover intention karyawan koperasi pasar srinadi. *E-Jurnal Manajemen Universitas Udayana*, *8*(11), 6680–6699. https://doi.org/10.24843/EJMUNUD.2019.v08.i11.p15

Mon, M. D., I., T. W. ., & Sentoso, A. (2025). Role of polychronicity in job performance and turnover intention mediated by job satisfaction and work engagement. *Binus Business Review*, *16*(1), 57-69. https://doi.org/10.21512/bbr.v16i1.11974

Muala, Imad Al, Ruba AL-Ghalabi, Ghaith Alsheikh, Khaled Hamdan, and Enas Alnawaflrh. (2022). Evaluating the effect of organizational justice on turnover intention in the public hospitals of jordan: Mediated-moderated model of employee silence, workplace bullying, and work stress. *International Journal of Professional Business Review*, *7*(3), 1–23. https://doi.org/10.26668/businessreview/2022.v7i3.0526

Osman, Zahir, Nadzurah Kasbun, and Ratna Khuzaimah. (2024). Trust as a mediator in employee retention: Exploring organizational culture, work environment, and corporate image in open online flexible distance learning institutions article. *International Journal of Academic Research in Business & Social Sciences*, *14*(9), 2338-2354. https://doi.org/10.6007/IJARBSS/v14-i9/22813

Qadri, Syed Usman, Mingxing Li, Zhiqiang Ma, Safwan Qadri, Chengang Ye, and Muhammad Usman. (2022). Unpaid leave on COVID-19: The impact of psychological breach contract on emotional exhaustion: The mediating role of job distrust and insecurity. *Frontiers in Psychology*, *13*(July), 1-10. https://doi.org/10.3389/fpsyg2022.953454

Reza, Syah, Guston Sitorus, and Robby Wijaya. (2024). Pengaruh kompensasi dan lingkungan kerja terhadap turnover intention karyawan dengan kepuasan kerja sebagai variabel intervening pada PT Pancaran Energi Transportasi. *El-Mujtama: Jurnal Pengabdian Masyarakat*, *4*(2). https://doi.org/10.47467/elmujtama

Sam, Toong Hai, Xuejiao Yang, Selvester Anthony, Wang Yan, Wei Jie, Yan Jing, and Asokan Vasudevan. (2023). An investigation of the factors affecting turnover intention among millennial employees in multinational banks in Klang Valley , Malaysia. *Gradiva*, *62*(5). https://doi.org/10.17605/OSF.IO/RHFWX

Su, Yue, Zhe Jiang, Ran Meng, Guangli Lu, and Chaoran Chen. (2023). The Effect of organizational justice on young nurses' turnover intention : The mediating roles of organizational climate and emotional labour. *Nurse Education in Practice*, *72*(April). https://doi.org/103723.nepr.2023.103723

Sunaris, Deby, Soegeng Wahyoedi, and Melitina Tecoalu. (2022). Effects Of Organizational Commitment And Organizational Justice On Organizational Citizenship Behavior With Job Satisfaction As A Mediation.". *International Journal of Science, Technology & Management*, *3*(3), 630–640. https://doi.org/10.46729/ijstm.v3i3.511

Suntana, Ija, Iu Rusliana, Chay Asdak, and Lubna Gazalba. (2023). Ideological distrust: Re-understanding the debate on state ideology, normalization of state-religion relationship, and legal system in Indonesia. *Heliyon*, *9*(3). https://doi.org/10.1016/j.heliyon.2023.e14676

Wijesekara, Mohanthi. (2023). The impact of job satisfaction on employee turnover intention: With special reference to PVC water pipes manufacturing industries in Sri Lanka. *SSRN Journal*. https://doi.org/10.2139/ssrn4473976

Xu, Xiaobo. (2024). The role of emotional labor in predicting turnover intention : Investigating job satisfaction as a mediator. *Panyapiwat Journal*, ***กลุ่มที่***(1), 115–127.

Yağci, Pelin, and Cevdet Avcikurt. (2020). The relationship between emotional labour , burnout , organizational commitment and turnover intention : A research on animators. *Turizm Akademik Dergisi*, *7*(2), 283–296.

Yin, Jie, Yahua Bi, and Yensen Ni. (2022). The impact of COVID-19 on turnover intention among hotel employees: A moderated mediation model. *Journal of Hospitality and Tourism Management*, *51*(January), 539–549. https://doi.org/10.1016/jhtm.2022.05.010

Yuwono, Wisnu, Lia Willyanto, and Evi Silvana Muchsinati. (2024). Analisis faktor penentu kinerja karyawan pada perusahaan perbankan di kota Batam. *Equilibrium : Jurnal Penelitian Pendidikan dan Ekonomi*, *21*(01), 92–103. https://doi.org/10.25134/equi.v21i01.8955

Zhou, Houyu, and Jianhong Ma. (2022). Organizational justice and teachers ' turnover intention in primary and secondary schools : The importance of sustainable salary management. *Sustainability*, *14*(20). https://doi.org/10.3390/su142013314