

UNLOCKING THE MILLENNIAL MINDSET: ORGANIZATIONAL JUSTICE AND TURNOVER INTENTIONS IN EMERGING MARKETS

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ABSTRACT

This paper examines organizational justice's impact on turnover intentions among millennial employees in emerging markets, focusing on Bangladesh. By exploring the distributive, procedural, and interactional components of organizational justice, our study aimed to identify the factors that most significantly influence millennials' decisions to keep or leave their jobs. By applying Partial Least Squares Structural Equation Modelling (PLS-SEM) on data drawn from a sample of 608 millennial employees, we found distributive and interactional justice to be negatively correlated with turnover intentions. In contrast, we found procedural justice did not exhibit any significant effect. This research fills a critical gap in the literature by focusing on millennials in emerging markets and offering new insights into how justice perceptions affect their workplace behavior. Our study's findings have practical implications for employers aiming to retain millennial talent by improving resource distribution and interpersonal relationships fairness. Furthermore, it contributes to organizational justice theory by highlighting the unique justice-related expectations of millennials in emerging economies.

Keywords: Millennial, Organizational Justice, Turnover, Psychological Contract, Human resource practices.

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1. INTRODUCTION

Millennials make up about 34.8% of Bangladesh's total population (LightCastle Partners, 2016). Their rising participation in the workforce makes it imperative to study and analyze their workplace behavior. Millennials, who graduated and started joining the workforce from 2004 onwards (Hershatte & Epstein, 2010), stand out from other generations in relation to their mindset, along with some other noteworthy traits and workplace behaviors. The use of technology for accumulating and compiling data is one of the distinguishable traits of millennials, and it is considered an invaluable skill in today's workplace (Hershatte & Epstein, 2010). Besides their unique skills, they also have distinctive preferences in terms of employment. A learning environment that ensures work safety, job security, and flexible job hours are some of the preferences that drive millennials' workplace motivation (Hershatte, 2007). Also, according to Murray (2009), they aspire to a strong correlation between performance and reward, which ultimately drives their desire to be part of organizations that provide them with adequate opportunities for career progression and recognition for any exceptional performance. Conversely, some studies have found that organizational justice plays a crucial role in these individuals' intentions to quit their jobs (Parker, Nouri, & Hayes, 2011; Ali & Jan, 2012).

Organizational justice has been the subject of frequent research, particularly in the field of organizational behavior, industrial psychology, and HRM (Cropanzano & Greenberg, 1997). Organizational justice reflects employee perceptions of fairness in the workplace (Greenberg, 1987; Nadiri & Tanova, 2010). It comprises of three components: distributive, procedural, and interactional justice. Distributive justice focuses on the fairness of outcomes like salary, promotions, and recognition (Adams, 1965). Procedural justice, on the other hand, refers to the fairness of the processes used to make decisions (Thibaut & Walker, 1975; Parker & Kohlmeyer, 2005), emphasizing unbiased procedures (Crenshaw et al., 2013). This fairness ensures employees feel valued (Lind & Tyler, 1988). Interactional justice involves how employees are treated, including respectful communication and explanations (Bies & Moag, 1986; Wang et al., 2010). Colquitt (2001) highlights two aspects of interactional justice: informational justice, which involves adequate explanations, and interpersonal justice, which is about treating employees with respect (Cropanzano et al., 2007).

Turnover intentions refer to conscious employee decisions to leave their jobs. They are a crucial indicator of potential turnover behaviors and are influenced by various factors, including organizational justice (Tett & Meyer, 1993). Millennials, who are well-known for their high job mobility, often express turnover intentions when they perceive to be subjected to unfair treatment in regard to any of the three forms of organizational justice (Twenge, 2010). Studies indicate that the turnover intentions of millennials decrease significantly when they experience fairness in rewards, decision-making processes, and interpersonal treatment (Ali & Jan, 2012; George & Wallio, 2017). As the current workforce in Bangladesh mainly consists of millennials, it is essential to study and analyze their behaviors. Huda, Iqbal, and Islam (2020) examined the relationship between HR spending and firm performance, which makes it imperative to look into the effect of organizational justice on employee morale—and, thus, turnover intentions (Huda et al., 2024; Huda et al., 2019).

Our study addresses a critical gap in the literature by examining how organizational justice influences turnover intentions among millennials in emerging markets, specifically focusing on Bangladesh. While organizational justice has been extensively explored in developed economies, emerging markets have distinct economic and cultural dynamics that remain underexplored, particularly for millennial employees (Al-Zoubi et al., 2022). By studying Bangladesh's workforce, which differs significantly from that of developed countries, we aim to extend organizational justice theory and provide actionable insights that help businesses formulate fairer workplace policies. Understanding how distributive, procedural, and interactional justice affect millennial turnover intentions is crucial for enhancing employee retention and organizational performance (Mokhber et al., 2020). Given the high turnover rates among millennials globally, our findings offer valuable contributions to both academic research and practical HR strategies. Using Colquitt's (2001) measures, we analyzed survey data from millennial employees across different industries in Bangladesh to determine how fairness perceptions impact their decisions to stay or leave. These insights can guide HR managers, policymakers, and organizational leaders in creating fairer policies that improve job satisfaction and retention. The following sections include a literature review, methodology, results, and practical recommendations.

2. RESEARCH QUESTIONS

Through our study, we sought to answer the question: *How does current organizational justice affect employees' intentions to leave an organization?*

3. LITERATURE REVIEW

3.1 Organizational justice

Organizational Justice Theory emerged as a way to explain how employees perceive fairness in the workplace and how their perceptions influence their attitudes and behaviors. The concept was first formally introduced in John Stacey Adams' Equity Theory (1965), which focused on distributive justice, or the fairness of outcome distributions such as salaries and promotions. As research on fairness expanded, scholars like Thibaut and Walker (1975) introduced procedural justice, emphasizing the fairness of the processes underpinning related decisions. In the late 1980s, Bies and Moag (1986) advanced the concept of interactional justice, which focuses on the quality of interpersonal treatment regarding organizational processes. A significant milestone in organizational justice research was provided by Jerald Greenberg (1987), who offered a comprehensive taxonomy that categorized organizational justice into its distinct but interrelated distributive, procedural, and interactional components. This framework has since been used extensively to understand the role played by fairness in relation to employee satisfaction, commitment, and turnover. Over time, the theory has been expanded to include subcategories like interpersonal (treatment with respect) and informational (adequacy of explanations) justice, further refining how fairness is perceived in various organizational contexts (Colquitt et al., 2001). Today, Organizational Justice Theory remains a critical framework for understanding workplace dynamics and influencing policies on equity, fairness, and employee retention.

Distributive justice refers to the perceived fairness of organizational outcomes—such as pay, promotions, and rewards. Employees evaluate the fairness of these outcomes based on comparisons with their colleagues. This concept stems from Adams' Equity Theory (1965), which emphasizes how individuals perceive justice in relation to the degree to which their input-to-outcome ratio is comparable to others. Any dissatisfaction felt by employees when their

efforts are not equitably rewarded can increase their turnover intentions. Distributive justice significantly influences employee perceptions of how fairly rewards and resources are allocated (Adams, 1965). In the context of millennials, reward distribution fairness is crucial because they value career growth, recognition, and equitable compensation (George & Wallio, 2017).

Procedural justice is concerned with perceptions of fairness regarding the processes by which outcome decisions are made. Greenberg (1987) highlighted how, unlike its distributive counterpart, procedural justice focuses not on the outcomes themselves but on the fairness of the procedures that lead to those outcomes. Fair processes include transparency, consistency, and impartiality. According to Thibaut and Walker (1975), procedural justice impacts employee perceptions of fairness beyond the immediate results. Millennials, who prioritize transparency and participation in decision-making, may perceive a lack of procedural fairness if they feel excluded from important organizational decisions, contributing to higher turnover intentions (Colquitt et al., 2001).

As Bies and Moag (1986) outlined, interactional justice focuses on the quality of the interpersonal treatment of employees during the implementation of decisions. Interactional justice has two components: (i) interpersonal justice, which reflects the degree to which individuals are treated with respect, dignity, and courtesy by those in authority; and (ii) informational justice, which measures the perceived adequacy of the explanations and justifications underpinning any decisions that affect employees. Greenberg (1987) recognized interactional justice as an essential complement to distributive and procedural justice, emphasizing the importance of respectful and honest communication in maintaining perceptions of fairness. Interactional justice, which plays a crucial role in shaping the overall sense of workplace fairness among millennials—who value meaningful interactions and the respect of their supervisors—has been shown to reduce turnover intentions when effectively practiced (Bies & Moag, 1986; Colquitt et al., 2001).

All three components of organizational justice tend to be correlated (Cropanzano et al., 2007). These can be treated as three elements that work together to create overall fairness in the

organization (Ambrose & Arnaud, 2005; Ambrose & Schminke, 2007). Even so, if the goal is to foster organizational justice, it is imperative to examine them separately to understand their impacts clearly on managerial actions.

3.2 Employee Turnover Intentions

Employee retention is one of the major HR challenges faced by today's organizations because high employee turnover is often very costly, involving the loss of critical skills, knowledge, and experience, coupled with an adverse impact on overall workforce morale (Hom & Griffeth, 1995; Ponnu & Chuah, 2010; Kwon & Rupp, 2013). Turnover intentions refer to employees considering leaving their current jobs for other, potentially more satisfying ones (Carmeli & Weisberg, 2006), which can then lead to actual turnover. Numerous studies have identified factors that affect turnover intentions (Avcı & Küçükusta, 2009), such as company support (Hui, Wong, & Tjosvold, 2007), citizenship behavior (Bellou, 2008), organizational justice or fairness (Choi, 2011), and organizational commitment (Boyas, Wind, & Kang, 2012). Previous studies have also indicated that employee perceptions of organizational fairness—which are significantly related to their commitment to their respective organizations—affect their intentions to quit their jobs (Ponnu & Chuah, 2010).

Turnover intentions—as conscious decisions to leave an organization (Emeji, 2018; Tett & Meyer, 1993; Issa, Ahmed, & Gelaidan, 2013)—do not necessarily lead to actual turnover, but they do represent a significant outcome variable (Ciftcioglu, 2011; Chang, Wang, & Huang, 2013). Furthermore, turnover intentions have consistently been proven to predict employee turnover behaviors (Griffeth, Hom, & Gaertner, 2000; Firth, Mellor, Moore, & Loquet, 2004). Dalton, Daily, Johnson, and Ellstrand (1999) found that around 25% of all employee turnover intentions translate into actual resignation decisions.

3.3 Understanding Millennials and their Generational Characteristics

A generation can be defined as a group of individuals who were born within a certain date range and share life experiences mostly influenced by the same historical and socio-cultural context,

resulting in similar ways of thinking and acting (Smith & Clurman, 1997; Beldona, Nusair, & Demicco, 2009; Lyons & Kuron, 2014). The modern workplace includes several generational cohorts, each with distinct traits (Gursoy, Maier, & Chi, 2008; Gursoy, Chi, & Karadag, 2013; Salahuddin, 2010). To retain, manage, and nurture the talents of a multigenerational workforce, organizations are required to effectively understand varying sets of beliefs, lifestyles, attitudes, work ethics, preferences, and expectations (Calk & Patrick, 2017). The literature suggests that differences among generations exist—for example, Twenge, Campbell, and Freeman (2012) indicate that millennials assign great significance to extrinsic values like money and fame. Accordingly, our study aimed to understand generational workplace differences and how they affect organizations, with a special focus on millennials, and to identify the correlation between organizational justice levels and millennial turnover intentions.

As previous generations approach retirement, organizations are increasingly dependent on their millennial employees (Ertas, 2015; Lewis & Wescott, 2017). The first millennials entered the workforce in 2004 (Hershatte & Epstein, 2010), and this is the youngest and fastest-growing generation in today's workforce. Often known as digital natives (Ivanović & Ivančević, 2019), millennials differ from previous generations in many ways as they grew up in a technology-dominated world (Manaf, Mohd, & Abdullah, 2010). Organizations face significant challenges in retaining them (Deal, Altman, & Rogelberg, 2010; Ng & Schweitzer, 2010) because of their tendency to frequently switch jobs (Meier & Crocker, 2010; Twenge, 2010) and their general lack of loyalty toward employers (Calk & Patrick, 2017). As a result of their distinctive work ethics and preferences (Naim & Lenka, 2017), millennials demonstrate high levels of optimism, confidence, and self-esteem (Martin, 2005; Twenge, 2010), exhibiting average turnover rates that are higher than those of previous generations (Adkins, 2016; Campione, 2015; Friar & Mulyani, 2018). The literature has considered many factors suitable for formulating strategies aimed at millennial retention, which is one of the most significant challenges faced by organizations, suggesting that gaining a better understanding of such factors can enable a substantial competitive edge in managing turnover (Tallman & Mason, 2012; Lancaster & Stillman, 2002).

3.4 Organizational Justice and its Relation to Employee Turnover Intentions

Colquitt et al. (2001) found that perceived organizational justice significantly influences employee attitudes and behaviors, such as job satisfaction and turnover intentions. Their findings were supported by those of Herda (2012), Herda and Lavelle (2012), and Parker, Nouri, and Hayes (2011). Cropanzano, Bowen, and Gilliland (2007) added that organizational justice perceptions are shaped by supervisors' ethical and moral standards, highlighting the importance of supervisor awareness of these perceptions. Wallace and Gaylor (2012) noted that employee turnover can damage an organization's reputation and efficiency. Dalton et al. (1999) and others identified some of the key variables influencing turnover intentions, including job dissatisfaction and perceived workplace unfairness (Herda & Lavelle, 2012; DeTienne et al., 2012; Yücel, 2012; Parker et al., 2011). Our study considers perceived organizational justice a critical factor influencing turnover intentions among millennials (George & Wallio, 2016).

Recent studies have emphasized the significant role played by organizational justice in reducing turnover intentions across various industries. Distributive justice, which pertains to the fairness of outcome distributions such as pay and rewards, has been shown to strongly reduce turnover intentions, as employees who perceive fairness in rewards are less likely to leave their organization (Özkan, 2022). Similarly, procedural justice, which involves the fairness of decision-making processes, has been identified as a key factor in lowering turnover intentions, with studies highlighting its more significant influence compared to distributive justice in specific sectors, such as pharmaceuticals (Younas et al., 2021). Interactional justice, which focuses on fairness in interpersonal relationships, also plays a crucial role, particularly in mitigating the adverse effects of job stress on turnover. Employees who are treated respectfully and in a dignified manner by their supervisors are more likely to stay in their jobs, even in highly stressful environments (Cho et al., 2019). Finally, organizational justice fosters trust, which mediates the relationship between justice and turnover intentions. Employees who trust their organizations because they are treated fairly are significantly less likely to consider leaving (Farooq & Farooq, 2020). Together, these findings highlight the importance of fostering fairness

across the distributive, procedural, and interactional dimensions of organizational justice in reducing employee turnover intentions and improving retention.

Few studies have examined the relationship between employee perceptions of organizational justice and turnover intentions. Employees quit their jobs if they perceive low levels of distributive justice (Hendrix, Robbins, Miller, & Summers, 1999). Dailey and Kirk (1992) found that the distributive and procedural dimensions of organizational justice act as predictors of job satisfaction and turnover intentions. The scarcity of studies on millennial employee perceptions of organizational justice and turnover intentions calls for further investigation (George & Wallio, 2017). Millennials' turnover intentions and behaviors have been the focus of research (George & Wallio, 2017). Millennial turnover intention rates have been found to be higher than those exhibited by previous generations (Kowske, Rasch, & Wiley, 2013; Ertas, 2015). Specifically, Deloitte's (2011) Talent Edge 2020 survey found that around 26% of millennials plan to leave their jobs within their first 12 months of employment, with other studies also indicating that millennial employees are less likely than previous generations to stay in their current employment (Twenge, 2010; Sujansky & Ferri-Reed, 2009). Parker et al. (2011)—who focused on the pharmaceutical industry—and Ali and Jan (2012) found a negative relationship between distributive justice and employee turnover intentions.

Based on the literature review, we formulated the following hypotheses:

H1: There is a negative relationship between distributive justice and turnover intentions.

H2: There is a negative relationship between procedural justice and turnover intentions.

H3: There is a negative relationship between interactional justice and turnover intentions.

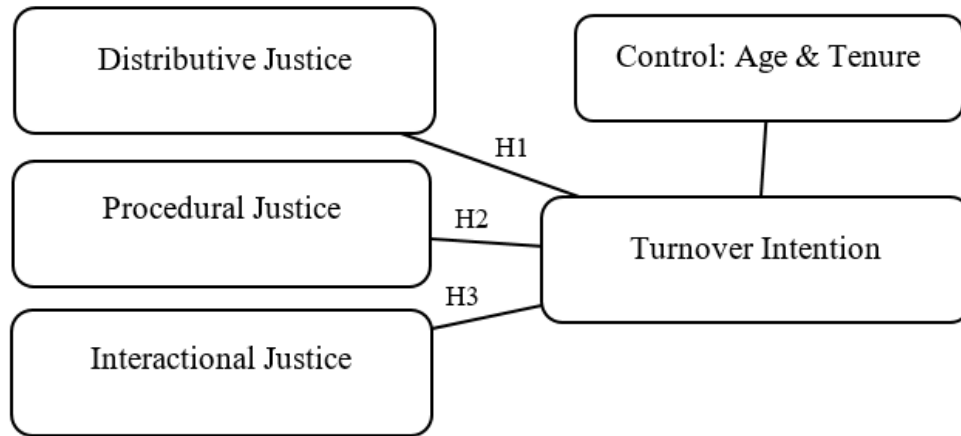


Figure 1: Proposed Model

Our study focuses on finding the influence of perceived organizational justice on millennial employees' turnover intention. This calls for further study due to the absence of relevant literature. Therefore, we intend to close the gap by exploring the stated relationships between millennial employees' perceived organizational justice and their intention to leave the organization.

4. DATA AND METHODOLOGY

4.1 Sampling

To identify the participants from whom to collect survey data for our study, we employed a non-probability convenience sampling method, which is commonly used in exploratory research when the goal is to gather initial insights or when random sampling is impractical (Etikan, Musa, & Alkassim, 2016). We selected this method due to its practicality in efficiently reaching members of our target demographic.

4.2 Method

In our study, we used Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze the relationship between perceptions of organizational justice and millennial turnover intentions across various industry sectors in Bangladesh. We chose PLS-SEM due to its effectiveness in exploring complex models with multiple constructs and its suitability for yielding robust results

from smaller sample sizes in social science research (Hair et al., 2017). We administered a survey to 608 millennial employees and used SEM to assess the impact of their perceptions of distributive, procedural, and interactional justice on their turnover intentions.

4.3 Measures

As the constructs for our study, we considered the three dimensions of organizational justice proposed by Colquitt (2001)—namely, distributive, procedural, and interactional justice—which we measured using that author’s validated scale. We assessed procedural justice through seven items—for example, “Were you able to express your views and feelings during those procedures?” We measured distributive justice with four items, such as: “Do the outcomes you receive from your job (e.g., pay, promotions, etc.) reflect the effort you have put into your work?” Given the independent effects of the internal components of interactional justice, we measured it using four items for interpersonal and five items for informational justice, with questions such as “Does your supervisor treat you in a polite manner?” and “Does your supervisor communicate details in a timely manner?”

We measured all the items on a five-point Likert scale ranging from 1 (“to a small extent”) to 5 (“to a large extent”). To assess turnover intentions, we used a six-item scale developed by Bothma and Roodt (2013), with questions such as “How often do you dream about getting another job that will better suit your personal needs?” We incorporated control variables into our analysis, including gender and job tenure, because previous research by Herda and Lavelle (2012) and Reed, Kratchman, and Strawser (1994) found established relationships between these factors and turnover intentions. Before the data collection process, we obtained permission from the respective authors to use the questionnaires. This approach ensured the reliability and validity of our constructs and controls, allowing for a comprehensive assessment of the relationships under investigation.

5. ANALYSIS OF FINDINGS

We assessed the structural model and hypotheses, verified item reliability and validity, and evaluated the model's predictive relevance through the PLS-SEM approach and SmartPLS (v.3.3.3) software (Ringle, Wende, and Becker, 2015). The following table (Table 1) summarizes the descriptive statistics of our 608 respondents.

Birth Year	n	%
1982	17	2.80
1983	34	5.59
1984	23	3.78
1985	30	4.93
1986	56	9.21
1987	75	12.34
1988	77	12.66
1989	81	13.32
1990	70	11.51
1991	37	6.09
1992	55	9.05
1993	24	3.95
1994	18	2.96
1995	11	1.81
Gender		
Male	523	86.02
Female	85	13.98
Tenure		
0-2	282	46.38
3-4	79	12.99
5-6	104	17.11
7-8	88	14.47
9 and above	55	9.05

Table 1: Descriptive Statistics*5.1 Measurement Model*

We assessed the internal reliability of our constructs using composite reliability and Cronbach's alpha (Hair et al., 2017). As shown in Table 2, the composite reliability and Cronbach's alpha of most constructs exceeded the recommended threshold of 0.7, confirming internal reliability (Henseler, Ringle, & Sinkovics, 2009; Hair et al., 2017). For some items, factor loadings fell to 0.5, which is still considered acceptable in exploratory models, as noted in recent publications (Hayes & Coutts, 2020; Shevlin et al., 2000; Taber, 2018). We checked for convergent validity using the item loading criteria and average variance extracted (AVE), and measured discriminant validity using the heterotrait-monotrait (HTMT) ratio of correlation (Hair et al., 2017). As Table 2 shows, all constructs were found to have item loadings and AVE above the threshold value of 0.5, thus confirming convergent validity (Fornell & Larcker, 1981). Table 3 shows that the HTMT ratio of each pair fell below 0.85, confirming the discriminant validity of all constructs.

To measure the level of multicollinearity, we used the collinearity coefficients and variance inflation factors (VIFs). Table 4 shows that the VIF values of the constructs fell below the threshold of 10 (O'Brien, 2007). Furthermore, all the correlation coefficients were also found to be lower than the threshold value of 0.9 (Hair et al., 2006). This suggests that the model was unaffected by any multicollinearity issues.

Constructs	Item Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
DJ (Distributive Justice)	DJ1: 0.849, DJ2: 0.870, DJ3: 0.890, DJ4: 0.905	0.898	0.929	0.766
IJ (Interactional Justice)	IJ1: 0.689, IJ2: 0.687, IJ3: 0.690, IJ4: 0.729, IJ5: 0.829	0.904	0.922	0.57
PJ (Procedural Justice)	PJ1: 0.567, PJ2: 0.590, PJ3: 0.675, PJ4: 0.650, PJ5: 0.712, PJ6: 0.710, PJ7: 0.799	0.848	0.884	0.524
Turnover	TO1: 0.579, TO2: 0.685, TO3: 0.687, TO4: 0.675, TO5: 0.700, TO6: 0.791	0.803	0.859	0.507

Table 2: Internal reliability and convergent validity

Constructs	DJ	IJ	PJ	Turnover_
DJ				
IJ	0.758			
PJ	0.781	0.746		
Turnover_	0.561	0.497	0.43	

Table 3: Discriminant Validity (heterotrait-monotrait (HTMT) ratio)

The correlation matrix and the square root of the AVE					VIF
	DJ	IJ	PJ	Turnover_	Turnover
DJ	0.875				2.297
IJ	0.684	0.755			2.176
PJ	0.687	0.665	0.724		2.19
Turnover_	-0.484	-0.437	-0.373	0.712	

Table 4: Fornell-Larcker criterion and variance inflation factors (VIF)

Hypothesis	Path	β	t-statistics	p-value	Result
H1	DJ -> Turnover	-0.311**	4.899	0	Supported
H2	IJ -> Turnover	-0.2**	3.479	0.001	Supported
H3	PJ -> Turnover	-0.015	0.279	0.78	Not Supported
Control Variables	Gender	0.027	0.693	0.488	Not Significant
	Tenure	-0.182	5.223	0	Significant

****Significant at $p < 0.01$**

Table 5: Structural Model

Our results indicate a negative relationship between distributive and interactional justice with millennial employee turnover intentions. However, we did not find a statistically significant relationship between procedural justice and turnover intention.

	Adjusted R ²	Q ²
Endogenous Construct		
Turnover	0.28	0.139

Table 6: Coefficient of Determination (Adjusted R²), Predictive Relevance (Q²), and Effect Size (f²)

We examined the structural model to test the hypotheses using a bootstrapping process with 5,000 bootstrap sub-samples. As shown in Table 6, the adjusted R² of the model was 0.28, meaning that 28% of the variance in turnover can be explained by organizational justice. Table 5 shows the statistical significance of the relationships we had posited in hypotheses H1 (DJ → Turnover, $\beta = -0.311$, $t = 4.899$) and H2 (IJ → Turnover, $\beta = -0.2$, $t = 3.479$). This indicates that both distributive and interactional justice negatively affect turnover. However, the relationship posited in hypothesis H3 (PJ → Turnover, $\beta = -0.015$, $t = 0.279$) was found to have a p-value greater than 0.05 ($p > 0.05$), indicating its statistical non-significance. Therefore, according to the model, procedural justice does not appear to significantly influence job satisfaction.

Table 5 also shows that the control variable tenure has a p-value less than 0.05 ($p < 0.05$), indicating that its effect is statistically significant in explaining the variance in turnover. Tenure is observed to influence turnover negatively. However, the control variable gender does not appear statistically significant, as its p-value is greater than 0.05 ($p > 0.05$).

The predictive relevance of the endogenous construct, Stone–Geisser’s Q², was measured using the blindfolding procedure in SmartPLS (v.3.3.3) software (Ringle et al., 2015). As Table 6 shows, the Q² for turnover is well above zero, suggesting a high predictive relevance for the model.

6. DISCUSSION

Our study aimed to identify millennial employees’ perceptions of organizational justice and how these affect their turnover intentions in the emerging market of Bangladesh. Our findings support the reactive theory of justice (Özkan, 2022), as they show that both the distributive and interactional justice dimensions have negative effects on turnover intentions—i.e., the higher the degree of perceived injustice in these two components, the stronger the employee turnover intentions. Our results are consistent with those of Özkan (2022), Nurhayti, Haningsih, and Awaliyah (2020), and with the meta-analyses of Sahin (2021) and Park and Min (2020). On the

other hand, we did not find any significant relationship between perceptions of procedural justice and turnover intentions, despite the negative relationship reported in previous studies (e.g., Cohen-Charash & Spector, 2001). Given the significant relationship between procedural justice perceptions and turnover intentions identified by many studies, our results may have been affected by the specificity of millennial employees' perceptions of justice or by the uncertainty caused by the COVID-19 pandemic (Parker & Kohlmeyer, 2005; Meisler, 2013).

Millennial staff turnover is a major cause for concern both globally and specifically in Bangladesh, where the incidence of millennial staff turnover presents a significant challenge for organizations. Our study thus provides key insights into the mindset of millennial employees and possible solutions (George & Wallio, 2017). We found that the distributive and interactional dimensions of perceived organizational justice negatively affect employee turnover, whereas the procedural dimension does not appear to have any effect. Our model was found to explain 28% of the variance in turnover. This indicates that employee perceptions of fairness in decision outcomes and interpersonal treatment influence their turnover decisions. Thus, increased fairness in these two aspects may reduce organizational turnover, whereas process fairness does not seem to have a substantial influence on individual intentions to leave the job.

7. LIMITATIONS OF THE STUDY AND FUTURE SCOPE

Our study had a broader scope, covering a wide range of industries. Future studies could verify the generalizability of our findings by drawing upon larger samples and focusing on specific industries. Additionally, our descriptive data show the limited presence of female staff in our sample and that most respondents had recently graduated and joined the workforce. Another limitation of our study is that we collected data during the COVID-19 pandemic, with the resulting uncertainty and volatility in most job sectors possibly causing respondent bias due to heightened positive perceptions of having a stable job. Future studies could further explore these dynamics across different industries and with larger, more diverse samples (Rusbadrol et al., 2021).

8. IMPLICATIONS

The findings of this study have significant policy and managerial implications for organizations aiming to retain millennial employees, especially since employers are already struggling (Montag et al., 2012). Enhancing both distributive and interactional justice should be a top priority, as these dimensions of organizational justice were found to have the most impact on reducing turnover intentions among millennials. Organizations should focus on transparent and consistent reward systems, ensuring that promotions, resources, and benefits are allocated fairly. Equally important is maintaining respectful communication and treatment, as millennials are particularly responsive to positive interpersonal interactions. Implementing such measures can foster higher employee commitment and lower turnover rates (George & Wallio, 2017; Anggiani & Wiyana, 2021). The research established that, to retain employees, employers must understand millennial preferences, such as providing structure in their work (Epstein & Howes, 2008), a flatter hierarchy (Hewlett et al., 2009), opportunities for career development (De Hauw & De Vos, 2010), and, most importantly, a suitable work-life balance (Smola & Sutton, 2002).

Although procedural justice had a less significant impact on millennial turnover intentions in Bangladesh, it is still beneficial to enhance transparency in decision-making processes. Improving procedural justice can support overall job satisfaction and retention, which may benefit other employee demographics or different contexts (Saraswati & Lie, 2021). Managers should receive training focused on fair communication, decision-making, and resource distribution to promote perceptions of fairness. This approach not only creates a positive organizational culture but also aids in retaining millennial talent (Vaamonde et al., 2018; Epstein & Howes, 2008).

Additionally, organizations should regularly monitor and evaluate employee perceptions of fairness. Conducting employee surveys can help identify gaps in distributive, procedural, and interactional justice, allowing for timely interventions. Addressing these gaps can further reduce turnover intentions by enhancing employee satisfaction and loyalty (Younas et al., 2021). These strategies provide a comprehensive framework for creating a fair and just work environment that

aligns with the preferences and expectations of millennial employees, thereby improving retention.

9. CONCLUSION

This study investigated the influence of organizational justice on turnover intentions among millennials in Bangladesh. The results revealed that distributive and interactional justice negatively impact turnover intentions, aligning with previous findings that higher perceptions of these two justice types can reduce turnover intentions among millennial employees (George & Wallio, 2017). Procedural justice, however, did not show a significant relationship with turnover intentions, suggesting that millennials prioritize outcome fairness and interpersonal treatment over decision-making processes (Anggiani & Wiyana, 2021). Our study highlights that, while distributive justice is a known predictor of turnover intentions in the general population, millennials in emerging markets like Bangladesh may perceive aspects of justice differently, affecting their behavior uniquely (Muzumdar, 2012; Khalid et al., 2018).

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