Procedural Justice, Distributive Justice, Perceived Organizational Support, Organizational Commitment and Academicians' Turnover Intention in the Private Universities of Bangladesh: A Conceptual Framework

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Abstract
The issue of high turnover intention among academicians in private universities of Bangladesh has been a major concern for the higher education sector. Therefore, understanding the factors that contribute to high turnover intention among academicians in private universities is crucial. This study aims to examine the relationships between procedural justice, distributive justice, perceived organizational support, and turnover intention among the academicians of private universities in Bangladesh. The study will also explore how organizational commitment mediates these relationships. This study proposes a conceptual framework that draws on relevant literature and key theories (equity theory, social exchange theory, and organizational support theory) in the field of organizational attitudes and behavior to analyze these relationships. The study will use a quantitative method to test the proposed framework, and data analysis will be conducted using SmartPLS. The findings of this study are expected to have significant implications for educational leaders and stakeholders in private universities. They can utilize these results to create organizational policies and programs that promote employee commitment, fairness, and organizational support, all of which play a vital role in reducing turnover intentions.
Keywords: Procedural Justice, Distributive Justice, Perceived Organizational Support, Organizational Commitment, and Turnover Intention

Introduction
The role and importance of higher education in sustainable economic and social development have been well recognized. It is also considered a means of enhancing quality of life and resolving significant social and international challenges (Chankseliani & McCowan, 2021). The

academicians in higher education institutions (HEIs), play a central role in meeting these challenges through achieving their fundamental objectives of knowledge creation and dissemination (Al-Kurdi et al., 2020). Therefore, from a managerial standpoint, it is now more crucial than ever to find ways to attract and keep excellent academicians in the academic institutions. Additionally, it is believed that inspiring, retaining, and supporting current employees can be a wise strategy for preserving organizational performance and long-term survival in the market (Albaqami, 2016).

Since employees are so crucial to an organization's success, employee turnover has garnered significant attention from many human resource managers and organizational theorists (Chen et al., 2022). Employee turnover is a serious problem for organizations (Albaqami, 2016). Employee turnover, for instance, is associated with lower productivity as well as higher costs associated with finding new employees, training them and integrating them into the culture of the company (Caillier, 2011; Meredith, 2022; Park, 2015). Furthermore, turnover may incur other hidden costs to the firm, such as the loss of valuable employees' skills and a decline in morale among the remaining workforce (Mengstie, 2020). In addition, research at the organizational-level shows that high turnover rates negatively impact organizational performance (e.g. Alexander et al., 1994). Especially, if high performing employees leave the organization, the outcomes might be unsettling (Allen & Griffeth, 1999).

In developed nations, most organizations not only attempt to implement strategies for attracting new employees, but also strive to place a higher value on their current workforce in order to reduce staff turnover as much as possible (Albaqami, 2016). Yet, the rate of early leaving from the education sector is roughly 30% among new entrants and 20-30% after the fifth year (Pamu, 2010). According to Miller (2013), approximately 20% of public academicians in the United States quit their employment each year. Indeed, substantial employee turnover has become the usual in recent years. Also, the decisions of employees' mobility have become an extremely important issue due to downsizing. Consequently, long-term organizational commitments have begun to almost entirely disappear (Albaqami, 2016; Huang et al., 2006). The majority of models for justifying turnover intentions assume that a work environment, and one's personal reaction to the job have an impact on the decision to stay or leave a job.

Narrowing to the Bangladeshi context, according to 46th annual report of University Grants Commission (UGC) of Bangladesh, there are 151 universities including a total of 11,66,867 academicians in Bangladesh (Hossain, 2019). Out of total number of universities, there are 46 public universities with 8,17,707 academicians and 105 private universities having 3,49,160 academicians. However, faculty turnover is a continuous alarming problem for many private universities in Bangladesh (Joarder & Sharif, 2011; Joarder et al., 2020). The rate of faculty turnover in private universities of Bangladesh is about 20% (Ashraf, 2019). Perhaps, human resources may be the trickiest of an organization's resources to manage (Mintzberg, 2019). Since the faculty turnover rate in private universities of Bangladesh is significantly higher in comparison to the rate in public universities (Joarder et al., 2020), the retention of academicians is considered to be one of the most significant challenges faced by the private higher education institutions of this country. Consequently, in today's competitive knowledge-based environment, where human capital is viewed as a key resource for the overall success of an organization (Simić et al., 2020), retention of academicians is one of the most studied research topics in organizational psychology (De Sousa Sabbagha et al., 2018). Hence, every dynamic enterprise attempts to reduce the turnover of the finest skilled individuals for its organization on a continuous basis (Narayanan et al., 2019). In reality, it is widely understood that organizations with effective human resource procedures can typically

satisfy or fulfill their employees' wants and needs, which in turn make them more committed to the organizations and lower their intention to quit (Ashton, 2018).

Previous researchers have pointed to many indicators for employees leaving an organization (employee turnover). Factors found to contribute to employee turnover intention include organizational justice (Kim et al., 2017; Nyaanga, 2020; Ölçer, 2015; Raffety, 2021; St Louis, 2019), perceived organizational support (Albalawi, Naughton, et al., 2019; George-Amiekumo, 2022; Jayasundera et al., 2017; Meredith, 2022), and organizational commitment (Leodoro J. Labrague et al., 2018; Nyaanga, 2020; Rageb et al., 2014). Hira (2019) found turnover intention was a strong indicator of actual employee turnover. Employees who believe they are being fairly treated and cordially supported will be more inclined to reciprocate through increased commitment (Ohana & Meyer, 2016). In fact, employee performance and turnover intention can be predicted by employees' organizational commitment (Cohen et al., 2016). Previous studies have shown that fair treatment of employee has positively influenced employee organizational commitment and intention to leave (Khalid et al., 2018).

Organizational justice is a critical factor in understanding and explaining the work-related actions of employees in organizations. Organizational justice concentrates on the perception of fairness in the organization by categorizing employees' feelings and views regarding their treatment and that of others within the organization (Greenberg, 1987). The concept is generally analyzed in three dimensions: distributive justice, procedural, and interactional justice (Niehoff & Moorman, 1993). Previous empirical studies have shown employee perceptions of organizational justice affect turnover intention (Agbaeze et al., 2018; George & Wallio, 2017; Nyaanga, 2020; Raffety, 2021). Further, prior studies have shown that the level of perceived organizational justice has a positive effect on organizational commitment (Rahman et al., 2016; Shawabkeh et al., 2019). In sum, researchers have agreed that organizational commitment has a significant effect on employees' actions and is highly related to employees' turnover intentions (Nyaanga, 2020; Suifan et al., 2017). Turnover intentions are employees' personal plans to leave their organizations in the future (Nguyen et al., 2022).

Another crucial element in comprehending and elucidating employees' work-related behaviors in businesses is perceived organizational support (POS). POS refers to the collective worldwide ideas that employees have formed about how much the company values their efforts and is concerned with their welfare (Eisenberger et al., 1986). Generally, employees ask the company for assistance, which makes POS more pertinent for deciding how to handle turnover (Maertz Jr et al., 2007). A firm will see a decrease in employee intentions to leave if it is successful in fostering strong relationships between the employees, the organization, and coworkers. (Jayasundera et al., 2017). According to academic studies, job satisfaction, turnover intentions, and affective organizational commitment all have a connection to POS. A meta-analysis revealed that POS is inversely connected to turnover intentions. (Kurtessis et al., 2017).

Organizational commitment is also a vital factor in understanding and explaining the work-related actions of employees in organizations (Allen & Meyer, 1996). Organizational commitment refers to the relative strength of employees' identification with and involvement in their organizations (Meyer et al., 1993). The critical factors affecting employees' organizational commitment are their perceptions of organizational justice and perceived organizational support (Naugton, et al., 2019; Nazir et al., 2019; Novitasari et al., 2020). Since organizational commitment is related to organizational justice and employee turnover

intention, it may play a role as a mediator in the relationship between organizational justice and turnover intention. In early research, Harden et al (2018) suggested future researchers evaluate the role of organizational commitment as a mediating link between organizational justice and employee turnover intention. Furthermore, some researchers confirmed that he effect of POS on turnover was completely mediated by affective commitment (Allen et al., 2003; Rhoades et al., 2001). However, Maertz Jr et al (2007) challenged that POS should create a sense of obligation to stick around, which reduces turnover in addition to its influence on affective commitment due to the reciprocity standard.

Thus, consistent with previous literature findings, organizations may find it increasingly relevant to study the variables contributing to employees' intentions to leave, especially with regard to academicians of private universities in Bangladesh. Therefore, this study focused on the relationship between organizational justice, perceived organizational support and turnover intention and the role of organizational commitment as a mediator in this relationship.

Theoretical Framework
The present framework is based on theories from where the independent and dependent variables have been derived. The equity theory, social exchange theory, and organizational support theory, form the theoretical foundation. The equity theory implies that employees are sensitive to justice and equity in social exchanges (Buttner & Lowe, 2017). It also suggests that employees judge fairness by comparing the ratio of their inputs and outcomes to those of others inside and outside the organization (Buttner & Lowe, 2017; Buzea, 2014; Nyaanga, 2020; St Louis, 2019). According to Gouldner (1960), social exchange is pivoted by the norm of reciprocity; individuals are disposed to believe that the value received in an exchange relationship is repaid and that mutual exchange should even up eventually. The organizational support theory (Eisenberger et al., 1986) aims to clarify how positive treatment from the organization and its representatives fosters the perception that the organization is supportive and caring, and how these perceptions result in favorable HR outcomes, such as engagement, performance, and retention (Shanock et al., 2019).

Literature Review and Hypotheses Development
The Relationship between Procedural Justice and Turnover Intention
In organizations, procedural justice refers to how consistently and fairly procedures and policies are implemented. It entails the perception of fairness in processes and resource allocation decision-making (Cassar & Buttigieg, 2015; Chan & Lai, 2017; Karam et al., 2019). Many studies have attempted to demonstrate a relationship between procedural justice and turnover intention. Yusoff et al (2021) investigated the association between procedural justice and academic staff turnover intention in Malaysian research universities. The cross-sectional approach used in this study yielded a quantitative design. In addition, questionnaires were used to collect samples from the employees of five public universities. The surveys were completed by a total of 277 employees of the university. The results revealed that procedural justice had a negative impact on the lecturer's intention to leave. As a result, they came to the conclusion that procedural justice was a better predictor of turnover intention.

Another study by Yusoff and Yusliza (2020) examined how procedural justice relates to the intent to quit among academic staff members at public universities in Malaysia. The study involved distributing questionnaires to academic staff members in five public research

universities, and 277 out of 734 questionnaires were analyzed. The findings revealed that the lecturers' intention to quit was negatively associated with procedural justice.

Ngadiman (2019) conducted an exploratory study at PT Megah Jaya Adipersada to assess the influence of procedural justice on the intention of turnover with employee engagement as a mediating variable. The sample size of the study was 83 respondents. A quantitative method was applied in the investigation. SmartPLS 3.0 was used in the processing technique. Findings of the study explored that procedural justice had no effect on the turnover intention.

Tajammal (2018) investigated the effect of procedural justice on turnover intention via organizational trust mediation. A total of 141 faculty members from public and private universities in Pakistan's twin cities filled out structured questionnaires for each variable in the study. Using SPSS to evaluate the data, the study discovered that procedural justice had a negative and significant impact on employee turnover intentions.

In the context of the banking sector in İstanbul, the relationship between the perception of procedural justice and the intent to leave was studied by (Bayarçelik and Findikli, 2016). Data was collected from 294 workers of public and commercial banks in Istanbul in order to investigate the indicated links. SPSS software was used to evaluate the collected data. The findings revealed that procedural factors had considerable impacts on decision-making.

Furthermore, Gharbi et al (2022) investigated the impact of procedural justice on employees' turnover intentions, as measured by their intentions to stay or leave their jobs. A survey questionnaire was distributed to 558 workers of a reputable banking institution in Tunis, Tunisia's capital city. Structural equation modelling was used to evaluate the data, which was performed with IBM's AMOS software version 23. The findings showed that procedural justice had a strong negative impact on turnover intention.

Afghan et al (2018) did a study on the influence of procedural fairness on intent to leave and counterproductive job behaviors. Data was gathered through a survey questionnaire from 211 persons employed in the Indonesian Cellular Telkomsel sector. The results showed that procedural justice had a considerable negative impact on turnover intention.

Hussain and Khan (2019) evaluated the impact of organizational justice on employee job turnover behavior in Pakistan's print media sector. The study adopted a quantitative approach. It used regression analysis on a sample of 402 newspaper employees to evaluate the hypotheses. According to the findings, perceived procedural justice had a negative association with employee turnover intentions.

Mengstie (2020) studied organizational justice views and intention to quit among the healthcare employees in the Amhara region. The study included 197 healthcare personnel. Data were gathered using a self-report questionnaire and a semi-structured interview. The quantitative data were examined using MANOVA, multiple regression, and the independent samples t-test. Thematic analysis was used to examine the qualitative data. The findings of the study revealed that public hospital employees had low judgments of procedural, interpersonal, and informational fairness. Similarly, private-sector healthcare workers reported inadequate procedural justice decisions.

In a nutshell, the empirical investigations by Yusoff et al (2021); Yusoff and Yusliza (2020); Ngadiman (2019); Tajammal (2018); Bayarçelik and Findikli (2016); Gharbi et al. (2022); Afghan et al (2018); Hussain and Khan (2019); Mengstie (2020) have consistently reported relationships between procedural justice and turnover intention.

The Relationship between Distributive Justice and Turnover Intention

Distributive justice is the perceived fairness of the distribution of ends received such as rewards, compensation, and promotions (Al-Shbiel et al., 2018). Employees who feel they and others are being paid fairly will tend to stay with the organization, while those who perceive unfairness in this regard are more likely to leave, or at least to have turnover intention (Gohar et al., 2015). The relationship between distributive justice and turnover intention has been empirically investigated. On the one hand, studies have reported a significant correlation between distributive justice and turnover intention; meanwhile, on the other hand, few studies have proved otherwise.

Chen et al (2022) investigated the relationship between distributive justice and medical staff turnover intentions, as well as potential occupational inequalities. At a doctor ratio of 1:1.5, stratified random sampling was used to choose qualified medical personnel from each healthcare center of a significant general hospital in Shenzhen, China. 480 out of 500 medical staff members answered and 457 were eventually included in the analysis. SPSS Model 6 was used to do the data analysis. The findings demonstrated that distributive justice had a direct and negative impact on physicians' and nurses' turnover intentions.

Yang et al (2021) examined the relationship between distributive justice and turnover intention among Chinese nurse's. Data were collected on-site from a total of 718 effective questionnaires from representative public hospitals. AMOS 22.0 was used to conduct structural equation modeling (SEM) to investigate the links between distributive justice and turnover intention. The results showed that there was an inverse correlation between distributive justice and turnover intention.

Wahyuningsih (2021) investigated the impact of distributive justice on the employee turnover intention of a private institution in Yogyakarta. The total number of participants in this study was 140, as determined by sampling approaches employing non-probability sampling techniques. Questionnaires were distributed both locally and online. Google Forms was made for the use of the online questionnaires. Multiple regression analysis was employed for this investigation, employing SPSS 16.00 as the application program. Based on the findings, this study showed that distributive justice had a negative association with turnover intention.

A study by Jang et al (2019) examined the impact of distributive justice on nurses' desire to leave the profession. A total of 459 of the 500 hospital nurses who took part in the surveys at nine different hospitals were gathered and analyzed. There were three types of statistical studies performed with SPSS 24.0: regression, validity and reliability. The results showed that distributive justice was negatively related to turnover intention.

Distributive justice and employee turnover intention were examined in a research project conducted by (Mehmood et al., 2018). Using a standardized questionnaire, 265 workers from nine banks in the Northern Punjab province of Pakistan were randomly selected to participate in the study. AMOS 22.0 was used to do structural equation modeling (SEM) on the data. The results revealed that distributive justice was significantly related to turnover intentions among the employees.

A study by Bayarçelik and Findikli (2016) evaluated the link between the perception of distributive fairness and the intention to quit. A total of 294 workers from banking sectors in Istanbul were surveyed for information in order to confirm or refute the ties claimed. SPSS software was used to examine the collected data. The findings showed that a person's decision to leave was strongly influenced by their perceptions of distributive justice.

Using a case study of a manufacturing FIE in Guangdong, China, Wong and Wong (2017) investigated the relationships between turnover intention and its antecedents, such as

distributive justice, faith in organization, and job security. Models based on the literature were constructed and tested using the structural equation modelling technique. The results suggested that distributive justice, trust in organization and job security had negative impacts on turnover intention.

There was a strong correlation between employment turnover and organizational justice in Pakistan's print media business, according to a study by (Hussain and Khan, 2019). Quantitative methods were used in the investigation. Regression analysis was conducted to test the hypotheses with a sample of 402 newspaper employees. Employees' inclinations to leave the company were negatively correlated with their perceptions of distributive justice.

The study by Ngadiman (2019) examined the impact of distributive justice on turnover intention at PT Megah Jaya Adipersada, with employee engagement as a mediator. 83 people were included in the study's sample size. A quantitative method was applied in the investigation. SmartPLS 3.0 was used to process the data through multiple regression. The findings showed that distributive justice had a detrimental impact on turnover intention.

Johan et al (2013) conducted research to investigate the connection between distributive justice and the intention to turn over. The findings of the correlation analysis revealed that there was a significantly negative connection between distributive justice and the intention of employees to leave their jobs, using a sample size of 150 people to conduct the research.

According to Raza et al (2017), a company's goal to reduce employee turnover was influenced by the degree of distributive justice in the organizations. 176 telecom workers participated in the survey, which yielded the results. Data were gathered via a self-administered questionnaire. Analysis of the data was carried out utilizing SPSS software. The degree and direction of the association between the variables were examined using bivariate correlation. According to the findings, employee turnover was found to be negatively connected with distributive justice.

The study by Tanoto and Sugiharto (2018) examined the effect of distributive justice on the turnover intention of a poultry industry company. This study employed quantitative methodology by surveying 142 full-time employees. Using Partial Least Square, the research model was evaluated. The findings of this study indicated that distributive justice had a substantial effect on turnover intention.

In a nutshell, the empirical investigations by Chen et al (2022); Yang et al (2021); Wahyuningsih (2021); Jang et al (2019); Mehmood et al (2018); Bayarçelik and Findikli (2016); Hussain and Khan (2019); Ngadiman (2019); Johan et al (2013); Raza et al (2017); Tanoto and Sugiharto (2018) have consistently reported relationships between distributive justice and turnover intention.

The Relationship between Perceived Organizational Support and Turnover Intention
Perceived organizational support refers to the belief held by employees that their organization is ready to provide assistance whenever necessary for them to perform their duties effectively and cope with challenging situations (Rhoades et al., 2001). This belief shapes employees' attitudes towards their work and their job outcomes, reflecting the value placed on their positive contributions by the organization (Alnaimi & Rjoub, 2021). Previous studies conducted in various professional contexts and countries, such as financial institutions, education, and welfare programs in Australia (Timms et al., 2015), hospitality in Malaysia and Nigeria (Karatepe & Olugbade, 2017), and industrial production in China (Wong

& Wong, 2017), have explored the connection between perceived organizational support and intention to leave.

Suárez-Albanchez et al (2022) examined the effect of perceived organizational support on quit intention in the IT business, a critical sector of the Spanish economy. A survey was issued to 1000 professionals from various organizations of the IT industry in Spain for the study. The gathered data were analyzed with the SmartPLS software utilizing the PLS-SEM technique. The study results showed that there was a negative association between the employees' perceptions of organizational support and their intention to quit the firm, i.e., the stronger the organizational support gained, the lower the intent to quit the company.

The research of Meredith (2022) investigated the correlation between turnover intention and perceived organizational support. The study was based on the social exchange and reciprocity norm theories and provided further evidence on the connection between perceived organizational support and turnover intention. The study's data were collected from 269 employees across several sectors, including accounting, and analyzed using R and R studio statistical software. The results confirmed that perceived organizational support significantly influenced turnover intention.

Wang and Wang (2020) conducted a study in China to investigate the relationship between perceived organizational support, burnout, and intention to leave among frontline employees. This study aimed to contribute to the existing literature on burnout among frontline employees. The data for this study were collected from a survey of frontline employees at a gas station in Beijing. The study explored the mediating effect of frontline burnout on the relationship between perceived organizational support and intention to leave. The findings of the study suggested that perceived organizational support was negatively associated with burnout and intention to leave the organization.

In the hospitality business, a study was undertaken on the correlation between seasonal workers' perceptions of organizational support and their decision to leave the company (Arici, 2018). With a one-month lag, data on organizational support and TI were collected from 305 seasonal workers of five-star hotels in Antalya, Turkey. To examine the multilevel data, hierarchical linear regression and hierarchical linear modelling were employed. The results demonstrated direct, substantial influences of organizational support on intention to leave the organization.

Labrague et al (2018) investigated the relationship between nurses' views of organizational support and their work outcomes, including desires to leave their jobs. This study collected data from 180 nurses in the Philippines between September 2015 and December 2015 using a descriptive, cross-sectional research methodology. Compared to private hospitals, the level of organizational support perceived by nurses working at government-owned hospitals was found to be poor. The results showed that there were no significant relationships between perceived organizational support and intention to leave in the Philippines.

In China, Wong and Wong (2017) investigated the links between turnover intent, perceived organizational support, and affective commitment. This research examined the desire to turn over and its antecedents using a case study of a multinational enterprise and manufacturing business in Guangdong, China. Using structural equation modeling, two competing models were built and investigated based on the literature. The results indicated that organizational support had negative effects on intention to leave the organization.

Jayasundera et al (2017) investigated the effect of organizational support on the intent to leave among Gen Y employees. The survey was completed by 225 workers from 8 Sri

Lankan insurance companies. The findings gave tentative support for the proposed concept. It was discovered that there was a considerable negative link between organizational support and intention to quit.

The effect of employee advocacy and perceived organizational support on job embeddedness and turnover intention was explored in this study by (Akgunduz and Sanli, 2017). The information was gathered from hotels in Antalya, Istanbul, and Mersin, Turkey. Multiple regression analyses were used to examine the hypotheses. This study claimed that perceived organizational support had a considerable beneficial effect on hotel employees' job embeddedness and a significant negative effect on their turnover intentions, based on data from 400 valid questionnaires.

In a nutshell, the empirical investigations by Suárez-Albanchez et al (2022); Meredith (2022); Wang and Wang (2020); (Arici, 2018); Labrague et al (2018); Wong and Wong (2017); Jayasundera et al (2017); Akgunduz and Sanli (2017) have consistently reported relationships between organizational support and turnover intention.

Organizational Commitment as a Mediator
In general, a mediating variable represents the mechanism through which the independent variable can influence the dependent variable (Baron & Kenny, 1986). This study will investigate organizational commitment as a mediator of the association between organizational justice and intention to leave the organization. Organizational commitment has become a mediator in many studies related to turnover intention (Chen et al., 2022; Kee and Chung, 2021; Poon, 2012; Nyaanga, 2020; Suifan et al., 2017; Ölçer, 2015; Bakri & Ali, 2015; Mete and Sökmen, 2019). The previous studies revealed a mixture of findings on organizational commitment's effect on the respective dependent variable.

A study was undertaken among the medical staff of a large general hospital in Shenzhen, China, to examine the mediating effect of organizational commitment on the link between distributive justice and turnover intention (Chen et al., 2022). The study selected certified medical staff out of each clinical department using stratified random sampling with a physician-to-nurse ratio of 1:1.5. Only 480 of the 500 medical staff members who were surveyed responded, and 457 were eventually included in the research. Model 6 of the SPSS macro PROCESS program was used to do a mediation analysis. The findings revealed that through the mediating effect of organizational commitment, distributive justice indirectly influenced physician turnover intention.

The study by Kee and Chung (2021) looked at the relationship between the perception of injustice in the workplace and the desire to leave, which was mediated by the level of commitment to the organization. SPSS was used to examine data from 203 MNC employees. The hypotheses were tested using multiple regression analysis and other statistical methods. Commitment was found to be a mediator between organizational unfairness and turnover intentions.

There is evidence that organizational commitment can act as a mediator between distributive justice, procedural justice, as well as intentions to leave an organization (Poon, 2012). By employing hierarchical multiple regression analysis and data from 168 employees, the study tested the hypothesis. Distributional justice was found to have an affective commitment effect on turnover intention, which varied depending on supervisory procedural justice. Affective commitment mediated the link between distributive justice and turnover intention to a lesser extent when procedural justice was high, but it acted as a full mediator when procedural justice was low.

In the United States, Nyaanga (2020) conducted empirical research on the relationship between organizational justice and turnover intentions as mediated by organizational commitment. This study's theoretical framework was built on the theories of organizational fairness and organizational commitment. One-hundred-and-fifty-four Millennial IT professionals from all around the country took part in a 49-item online survey, which included questions about organizational fairness, loyalty to the organization, and turnover intentions. SPSS was used to perform linear regression and multiple linear regression analyses on the data. Neither organizational commitment nor turnover intention were shown to be significantly mediated by one another in this study.

Using the mediating roles of organizational commitment, Suifan et al (2017) explored the impact of organizational justice on turnover-intension. As a further goal, the study attempted to test the model in a developing country context by including the many aspects of organizational justice (procedural, distributive, and interactional). Airline personnel in Jordan were surveyed for the study, which gathered data from 323 people. The hypotheses were tested using multiple regression analysis. The findings showed that organizational commitment mediated the link between organizational justice and intention to leave the company.

It was also found that organizational commitment had a mediation influence on the relationship between the aspects of organizational justice and the intention to leave, in a study by (Ölçer, 2015). A sample of 217 manufacturing workers were surveyed using a survey questionnaire. The data were analyzed with SPSS. The hypotheses were tested and correlations between the variables were examined using hierarchical multiple regression analysis. The results showed that organizational commitment had a significant and positive impact on turnover intention and somewhat moderated the negative impact of distributive justice on turnover intention.

Another study examined the role of organizational commitment in the relationship between organizational justice and banker turnover intention in Pakistan (Bakri & Ali, 2015). Organizational commitment, organizational justice, and turnover intention questionnaires were completed by 177 bankers in KPK, Pakistan as part of the study. When it came to turnover intentions, the results demonstrated a negative correlation between organizational fairness and turnover intentions. In addition, turnover intention had a substantial negative connection with organizational commitment. Between the roles of organizational justice and turnover intention, organizational commitment acted as a mediating factor in the relationship.

Mete and Sökmen (2019) investigated the impacts of organizational justice and organizational commitment on job satisfaction and turnover intention among university academic employees in Turkey. SPSS 25 was used to evaluate data collected from 235 academicians at a foundation university. Frequency, correlation, and regression analyses were used as quantitative research methodologies. When the academic staff's impressions of organizational justice improved, their organizational commitment and job happiness increased, but their intentions to leave decreased, according to the study.

The result based on previous research showed a mixed finding on organizational commitment's effect on turnover intention. Since there have been inconsistent results and it has not been thoroughly investigated in two dimensions of organizational justice (procedural and distributive), there is a need to study organizational commitment as a mediator in the relationships between the dimensions of organizational justice (procedural, distributive, interactional) and turnover intention.

In addition to the cited literature works, the mediating relationship of organizational commitment between organizational support and employee turnover intention has been studied in a variety of industries and geographies, such as the public sector in Australia (Perryer et al., 2010) and the hotel sector in Malaysia (Kalidass & Bahron, 2015). Other research has looked at the connection between organizational commitment and human resource strategy, as well as turnover intention (Rageb et al., 2014; Suárez-Albanchez et al., 2022).

Islam et al (2013) looked at the mediating role of affective commitment and normative beliefs in the relationship between employees' perceptions of organizational support and their plans to leave their positions. A questionnaire study performed at Malaysian banks drew a total of 412 participants. Perceived organizational support had a favorable impact on organizational commitment, while having a negative impact on turnover intentions, according to the study's findings. Additionally, commitment served as a go-between for employees' perceptions of support from the firm and their plans to leave.

It was shown that turnover intention was linked to employees' perceptions of their employer's support and their level of affective engagement in China, according to (Wong and Wong, 2017). Using a case study of an internal manufacturing company in Guangdong, China, this research examined quit intention and its antecedents, such as affective commitment, distributive justice, trust in the organization, and job security. Using information from the literature, structural equation modeling was used to compare and contrast two competing models. Organizational support appeared to have an effect on turnover intention through affective commitment, according to the findings.

For IT professionals, a study found that co-worker support had an impact on horizontal information withholding and employees' turnover intention through the mediation role of emotional organizational commitment (Kmieciak, 2021). A Polish software company's 118 IT specialists provided the survey with their responses. Partial least squares path modeling was used to verify the model's accuracy. The findings showed that the negative impact of coworker support on voluntary turnover intention was completely mediated by organizational affective commitment.

Tromp et al (2010) examined the relationships between psychological strain and organizational support and organizational commitment and turnover intentions. Both psychological strain and organizational support were revealed to be significant predictors of intentions to leave a company. The effect of organizational support was partially mediated by psychological strain and entirely mediated by organizational commitment.

By focusing on perceived organizational support and two of its effects, organizational commitment and work engagement, Nadeem et al (2019) investigated the practical challenges surrounding the prediction and prevention of high-skilled employee turnover intentions. The data for this cross-sectional study was collected using a quantitative technique from 300 respondents who worked at different banks in Lahore, Pakistan. The findings suggested that perceived organizational support had a strong influence on turnover intention, whereas organizational commitment and job engagement were related perceived organizational support. There will be fewer turnover intentions in the organization if perceived organizational support is strengthened through organizational commitment and work engagement.

Conceptual Framework

This study has been fundamentally based on the assumptions that turnover intention is affected by procedural justice, distributive justice, and organizational support in an organization. In this study, three determinants, such as procedural justice, distributive justice, and organizational support, will be used as the independent variables. The dependent variable in this study will be the turnover intention of employees, and the mediating variable will be organizational commitment. Based on the literature review and discussion in this chapter, a framework has been conceptualized in the following figure.
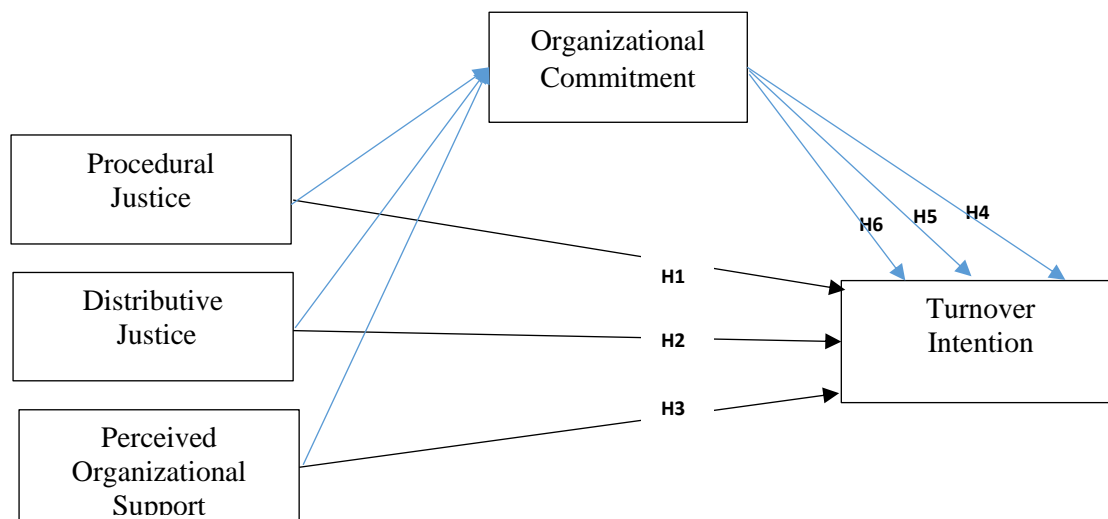

Figure: Conceptual Framework

Hypotheses Development

Based on earlier literature review, the study proposes the following hypotheses:

H1: There is a significant relationship between procedural justice and turnover intention.
H2: There is a significant relationship between distributive justice and turnover intention.
H3: There is a significant relationship between organizational support and turnover intention.
H4: Organizational commitment mediates the relationship between procedural justice and turnover intention.
H5: Organizational commitment mediates the relationship between distributive justice and turnover intention.
H6: Organizational commitment mediates the relationship between organizational support and turnover intention.

Conclusion

Based on the preceding information, particularly the literature review, it is evident that there is an absence of a suitable framework for investigating the current subject matter, which is centered on procedural justice, distributive justice, perceived organizational support, organizational commitment, and academicians' turnover intention within private universities in Bangladesh. As a result, the framework employed in this study contributes to the existing literature by examining the impact of procedural justice, distributive justice, and perceived organizational support on academicians' turnover intention, while also considering the mediating role of organizational commitment. Furthermore, the framework is anticipated to bridge the gap in the literature by presenting a novel model within the private university sector. The findings of this study will help employee retention strategies and policies in

lowering academicians' intentions to leave their positions, taking into account the favorable influence of positive work attitudes on their teaching environment. The incorporation of organizational factors like procedural justice, distributive justice, and perceived organizational support may provide positive impact on the reduction of turnover intention of academicians. Basically, this study can benefit the Bangladeshi education sector in terms of reducing turnover of skilled academicians in order to gain competitive advantage and steady growth like other Asian countries such as Japan and Malaysia.

Apart from that, the results of this study will also assist leaders, administrators, superintendents, and other stakeholders in recognizing the necessity of promoting organizational justice, organizational support, and organizational commitment as strategies to lessen turnover intention and turnover actual that cause shortages in the relevant field of study. Insights from this study may also provide vital information about employee retention in Bangladesh's education sector. As a result, educational leaders and stakeholders may use the findings to address organizational policies and programs that foster commitment among employees, fairness, and organizational support, all of which help to lower turnover intentions.

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