The relationship between organizational justice and turnover intention in voluntary sector

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Description

The thesis aims at exploring the relationship between organizational justice and turnover intention in the non-profit organization. The targeted case is AIESEC Finland – one branch of the biggest students' voluntary organization in the world where students voluntarily work to gain experience and learn from each other. Since it's a voluntary work which means that workers have no attachment or financial commitment to the organization, the retention is one of considerable issues that AIESEC Finland or any other non-profit organization is struggling with. The findings of this thesis are supposed to expand the spectrum of the importance of organizational justice in the working life and explore a possibility to reduce the volunteers' turnover.

The author used mix-method research consisting of both qualitative and quantitative research in two instruments namely questionnaires and semi-structured interview. The data was collected and analyzed in qualitative and quantitative values to support the final findings. In details, the questionnaires were spread out over all 8 local entities of AIESEC in Finland and received the 35% voluntary responses from the members. The purpose of questionnaires is to measure separately the justice perceived and the turnover intention of the respondents, so that a link between them could be found out by SPSS quantitative analysis tool. Then, the author asked for interview with the ones who had a high score of leaving intention so that the real reason of quitting would be investigated. The responses were coded and categorized manually based on the theoretical background to show if there is a match or connection with the finding of quantitative research.

The result is overlapped in both researches to reveal that the higher justice, especially the higher distributive and procedural justice the volunteers perceive, the less chance they would leave the non-profit organization. In the review of theory, this finding absolutely matches the finding of previous researchers who conducted the research in a profit organization. Therefore, the importance of organizational justice is literally confirmed in a successful retention plan of any organization.

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Keywords
Organizational justice, turnover intention, voluntary sector, non-profit organization.

Miscellanous

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1. INTRODUCTION

Cuskelly, Taylor, Hoye and Darcy (2006, 142) state that human resource management (HRM) plays an important role in improving business performance and keeping a competitive advantage (Becker & Huselid 1988). Guo, Brown, Ashcraft, Yoshioka and Dong (2011, 246) highly value HR management in a voluntary organization because of the high reliance on volunteers' dedicated work to reach the business outcome. Also, HRM as a non-profit organization (NPO) seems to be more relational than transactional, while the members highly orient to be self-selected based on their values, compared to HRM in a profit organization (Fenwick 2005, 509). In reality, the difficulties NPOs often face are recruiting and retaining volunteers (Ban et al. 2003). Meanwhile, Fatt, Khin and Heng (2010, 56) notice that if the justice perceived largely by the employees at work will bring a higher job satisfaction leading to a higher retention rate and higher productivity (Ishagaki 2004). Nevertheless, this theory of Fatt et al (2010) just can be applied for the HRM in a profit organization. Cuskelly et al (2006, 142) have indicated that researchers prioritize in looking for and resolving problems in the HRM of a profit organization while they rarely pay attention to HRM in the voluntary sector which restrains the public awareness and preserves the difficulties of the field. Therefore, the author tries to examine the theory of Fatt et al (2010) to HRM in a NPO. In the other words, the researcher aims to define and measure how organizational justice affects retention, particularly the turnover intention of the volunteers in a NPO, with the purpose of dealing with a popular challenge of HRM in NPO – the retention issue. In fact, Salamon and Anheier (1999, 15, 19) prove that NPO is growing fast to be a sizeable and dynamic contributor, a necessity in the development of economy in every country of the world, since it does not only serve human needs, improve the quality of life, but is also concerned with and supports citizens, together with the community. Consequently, the effective management of human resource in a NPO is absolutely meaningful to the organization itself, as well as the national society and economy.

Accordingly, the correlation between organizational justice and volunteers' turnover intention in a non-profit organization (NPO) is pointedly studied, including how strong this relationship could be. The concepts of organizational justice, retention, and turnover intention will be discussed based on the existing theories. Besides, the measurement of justice performance will be clearly presented. Likewise, how the researcher estimates the turnover intention of the volunteers will also be introduced. Then, the author goes on to look at the different factors of justice performance in an organization to find out how they affect volunteers' turnover decision by conducting a survey in a particular voluntary organization. The research is expected to give a suggestion for HR managers in a NPO to upgrade their retention plan in order to keep top-qualified employees.

As a member of AIESEC Jyvaskyla – a local branch of AIESEC in Finland, the author has noticed the high turnover intention rate in recent years. AIESEC is a worldwide students' voluntary organization which gives an opportunity and encourage students to have realistic experiences together with contributing to the social works. AIESEC recruit students and also open voting for a higher position in the organization at every beginning of a semester of the studying period. However, inspite of the high frequency of recruitment, AIESEC members' numbers are not stable. Many volunteers quitted or did not do volunteering after being recruited for a short period of time. The reason can be generated from private issues, but since the phenomenon happens too often, there could be the need for the thesis proposal to conduct a research on the turnover intention of volunteers in AIESEC. By searching if a better justice performance can help in restraining good volunteers from leaving after committing for a short period of time, the author tries to point out one of the essential issues needed to be paid attention to when setting a retention plan which may help AIESEC Finland, as well as any other voluntary organizations keep good volunteers.

Practically, the issue is studied on how the members perceive justice when doing voluntary work and the way the justice perceived impacts their decision to quit. A sample of the members of AIESEC in Finland – a national branch of the worldwide students' non-profit organization - was given a questionnaire to

measure the justice level they recognize at work together with identifying their plans to quit. The data was analyzed to define the relationship between these two variables. Later, interviews were conducted with particular individuals expected to be "quitters" and "stayers" in the near future, in order to highlight the correlation between justice and retention in HRM of a voluntary organization.

The research problem is that AIESEC Finland has seen many volunteers quit after a few days or months of volunteering and besides the personal issues such as a tight schedule, what factors inside the organization makes them leave. It is confusing how people still sign up when some of them know that they have no time for it, and whether people doing volunteering are the ones who have lots of free time. Therefore, the thesis explores if AIESEC Finland has successfully transferred justice to every member, further determining how strongly the differences in the justice perception contribute to volunteers' turnover intention. Even though AIESEC Finland has the same HRM programs for every member, it does not mean that every members perceive the same level of justice. Thus, the objective is to find out if justice transference should be seen as a critical factor for retention. As a result, the author set the research question as follows:

• Does organizational justice have a strong influence on turnover intention in HRM in the voluntary sector?

These following questions are to help answer the research question:

• What is organizational justice and what is turnover intention?

• How to measure the justice of an organization and the turnover intention of the employees?

• Does organizational justice have correlation with turnover intention in voluntary sector?

• Can organizational justice predict the turnover intention of volunteers in voluntary sector? Which dimension is the indicator?

Before coming up with the ultimate conclusion, the author collected data from the theory base, secondary data base and the research result, then analyzing and interpreting the data. This study was decided to use a mixed-method, which includes both qualitative and quantitative research. To collect and analyze the research data, the author sent the questionnaire and interviews to the current

members of AIESEC Finland, then analyzing the collected data by SPSS-quantitative research analysis tool and manual qualitative statistical analysis.

2. ORGANIZATIONAL JUSTICE

2.1. Definition

Organizational justice is showed in the workplace as a fair treatment received by employees (Randeree 2008, 57; James 199; Nadiri & Tanova 2010, 34). The justice perception is the judgment of employees towards the treatment of the company in terms of fairness. Alternatively, organization justice is defined as the personal evaluation in ethics and morals of employees towards the management of the organization (Cropanzano, Bowen and Gilliland 2007, 35). Nadiri and Tanova (2013, 354) see organizational justice when employees are paid fairly, given equal opportunities for promotion and selection process (Tabibnia, Satpute and Lieberman, 2008). Supporting to the definition of Cropanzano et al (2007), Nadiri and Tanova (2013) refer justice at the workplace with a moral and ethical right action which is concerned with religion, ethics, equity and law. Meanwhile, Damirchi, Talatapeh and Darban (2013, 68) believe that *"Justice reflects the perceived of authority's decision making"* (Greenberg 1987, 9).

2.2. Why justice matters?

The reasons why it's necessary to pay attention to justice are discovered by Cropanzano et al in 2007. It's derived from the basic needs of human: benefits, belonging and ethics. People are motivated by economic benefits (Tyler and Smith 1998); so as employees. People in general and employees in particular refer justice because it ensures the outcomes they deserve. However, it's possible that people still perceive the organization as fairness even though the outcome is not in economic value. In addition, Goldman (2003) holds that the fairness in process and the treatment with respect can recover the missing in benefits offers.

The desire of belonging means that people want to be accepted and valued by others. The justice can be found in this desire as the wish not to abused and exploited by authority. Lastly, ethics issue is considered since it's believed to be the right way human should do. It's normally for people to react to the unethical incident, no matter that it's not happening to them (Ellard and Skarlicki 2002). Then, they tend to consider the incident to their own situation (Bies and Tripp 2001). An employee will feel stressed and threatened when observing the unfair treated co-workers. The feelings caused by injustice are probably infectious within a group. (Cropanzano et al 2007, 35- 36).

2.3. The effects of organizational justice

Colquitt, Lepine and Wesson (2010, 121 - 125) add that the employees who are fairly treated by the company will find the authority reliable and trustworthy (Damirchi et al. 2013, 68). Trust explained by Cropanzano et el (2007, p39) is when ones definitely believe in others with respect. Usmani and Jamal (2013, 355) link the advantages of fair treatment in the company's procedures, policies, interactions and distribution systems with the positive behaviors and productivity. It is explained that better perceived of organizational justice can help to improve the employees' work outcomes, increase the job satisfaction and job commitment which leads to a reduction in turnover intention (Usmai & Jamal 2003, 355; Dehkordi, Mohammadi and Yektayar 2013, 696). Job satisfaction describes the feelings and attitudes of employees towards their works which range from extreme dissatisfaction to extreme satisfaction. The negative effects that job dissatisfaction can cause are listed as disloyalty, absenteeism, bad performance, and turnover. The degree of job satisfaction can be affected by the perception of organizational justice (Usmani and Jamal 2013, 352). Meanwhile, job commitment, as Maryama et al (2011) explains, ensure the employees to keep working and eliminate the leaving intention (Dehkordi et al. 2013, 697). In agreement to Cropanzano and Folger (1991), organizational justice is also a great contributor to the employees' efficiency (Koonmee, 2011). More than that, Javadein (2008) found out that perceiving justice even can impact on the behaviors of customers towards the company through the influence on the

behaviors and views of the employees (Dehkordi et al. 2013, 697). Cropanzano et al (2007, 39) support that the positive attitudes, together with a good job performance of the employees can be spread over to the customers and have results in customers satisfaction and loyalty which brings a large profit for the organization. Especially, with the customer-service employees who are treated justly might perform better at work by being more helpful, friendly and thoughtful. As expected, broadly, organizational justice can create a positive image and identity for the organization internally and externally which is inimitable and sustainably competitive advantageous (Cropanzano et al, 2007, p40).

2.4. Organizational justice dimensions

To clarify further the term "organizational justice", one should familiarize with its three main components – procedure justice, distributive justice and interactional justice (Randeree 2008, 57; Nadiri &Tanova 2010, 34). Interpersonal justice and informational justice are factors of interactional justice (Usmani & Jamal 2013, 354). Procedural justice and distributive justice are the two popular topics which are considered to be the main effects on the job satisfaction, organizational commitment and turnover intention since they refer to the distribution of resources, outcomes and decision-making process within the organization (Sieger, Bernhand and Frey 2011, 79). However, interactional justice concerns about the interpersonal relationship in the workplace (Lonsdale 2013, 1-2) which makes the author find it as critical as the other two in sustaining volunteerism in the context of voluntary sector. Volunteers in a NPO are described as the people offer service to others they don't know under no obligation without demanding for monetary outcomes (Cnaan and Goldberg-Glen 1991) (Chancon, Vecina and Davila 2007, 628). Cropanzano et al (2007, p39) hold that these three dimensions can interact to each other by the way in which if at least one of three factors is perceived by the employees, the negative effects of missing others two can be eased down partially. It means that if the company can maintain high level of one component, the important positive impacts of organizational justice still occur but in a fewer level than when all three

components are ensured. Alternatively, distributive and procedural injustice can be partially saved by the high level of interactional justice (Cropanzano et al, 2007, p39).

Distributive justice

Distributive justice is referred to the fairness in reward distribution for the employees. The reward is seen as a performance outcome of an employee which is not necessary to be only pay or bonus but also praise, complements or appraisals (Adams, 1965; Usmani & Jamal, 2013, p355; Greenberg, 1990; Randeree, 2008, p57). In case of a voluntary sector, since the company has no intention to monetary reward, the volunteers are probably able to receive distributive justice by being praised equivalently for the efforts they have put into the work. Public praise or compliments are the spiritual award which is more powerful than the prize itself with volunteers in increasing productivity and commitment (Mc Gee, 1988); (Cnaan and Cascio 1998, 11). Adams (1965) has done some researches to come up with a confirmation that the fairness in appraisals is determined by a comparison. An employee has intended to compare what they invest in the work and what they receive in returns with relevant others, to identify if their outcomes are distributed fairly. It is proven that employees likely react towards the fairness of outcomes than the level of outcomes (Sieger at el. 2011, 79). Moreover, individuals will pay attention to the fact that whether they are treated fairly not only in the outcomes such as payment, promotion, but also in the distribution of the resources namely workload, schedule. The organization needs to follow three rules to implement justice in distribution process internally which are Equity, Equality and Need (Damirchi et al. 2013, 68). It is important to ensure the equity by distributing resources with respect to the employees' abilities and contribution. For example, the highest reward has to be given to the hardest employees or the most qualified ones. On the other hand, equality requires an equal resource distribution to every member so that they can reach the same outcomes. For instance, the promotion opportunity is open for every member to apply, not only the ones who seems to be qualified. Or, the amount of break time is the same

with everybody; it doesn't increase when someone works more effective than others. Besides, the resources have to be delivered to the ones who need it more, not the one who perform the best, under the rule of Need. Facilities are offered to meet the employees' needs based on the job requirements, not to the ones who have a good performance (Steiner, Traban, Haptonstabl and Fointial 2006, 50).

According to Mowday (1987), the ones, who feel themselves overpaid, receive more from the organization, likely show an advanced work performance in both quality and quantity. They won't think that it's unfair. Meanwhile, ones who perceive themselves underpaid or receive less from the organization will decrease their efforts at work (Usmani & Jamal 2013, 355). The advantages of having distributive justices of a NPO has been mentioned by Sieger et al (2010) that volunteers will feel positively and perform better because of the reasonable return. In contrary, a thinking of being returned unfairly will lead to volunteers' negative attitude and behavior such as dissatisfaction, absenteeism, late and turnover (Akremi et al, 2010) (Lee, Yusof, Geok and Omar 2014, p153).

Procedural justice

Procedural justice was first researched by Thibaut and Walker in 1975 as being perceived by the empowerment and allowance towards the employees to control the process (Usmani and Jamal 2013, 356). The procedural justice perceiver would be the one who has opportunity to participate in the process and be empowered to decision making on their behalf. According to Potterfield (1999, 51), empowerment is the situation in which people see themselves taking control over a meaningful work (Dude 2012, 32). Lee (2000, 32) reveals that the stronger influence their decision has on the outcome, the fairer they would feel towards the process. A NPO is encouraged to pursue and support their volunteers to participate in decision-making since it is an ideal way to promote the procedural justice within an organization (Borzaga & Defourny, 2001; Ohana, Meyer and Swaton 2012, 1093). Referring to the so called "voice" principle, Storey (2000) states that one of human need is the desire to express their

thoughts, to be heard and have influence on others. The participation in decision-making or voicing is an opportunity for employees to present themselves and feel valued within the group (Baldwin 2006, 2). In addition to the participation in decision-making, there are five more factors which represent procedural justice in the workplace namely *"fairness, two-way communication, trust in supervisor, clarity of expectations and understanding of performance appraisal process"* (Fatt 2010, 57). To sustain the fairness in procedure, the company needs to ensure the consistency, precision, the bias free, the representatives, the ethicality and the accuracy of the procedure and the policies. It is explained that the procedure and policies of company should be consistent with the situation, time and people, be formulated in a precise norm, indiscriminating, accurate, and cover the needs of all parties (Damirchi et al. 2013, 68). Two-way communication, trust in supervisors and understanding the performance appraisal process can be reached by exchanging the ideology which presents the exchange in communication and relationships between employees and employers within an organization (Eisenberger, Cotterell and Marvel 1987) (Colquitt, Scott, Judge and Shaw 2006, 112). Witt et al (2001) have done a study to prove that the employees who receive fair exchange from the organization will stay committed no matter how much organizational justice they perceive (Moussa 2013, 83-84). Last but not least, the organization must be able to clarify what employees, especially volunteers can do and expect from their work by defining their role identity. The Role identity of an individual describes the self-identification as holding a specific social position within a group (Callerol 1994). Identifying role identity is especially beneficial in the case of volunteerism as Taylor and Pancer (2007, 322) have stated: it predicts the amount of time and level of commitment volunteers will be capable of for the future voluntary work. The higher importance he or she receives and is assigned, the more time he or she will donate to volunteer (Macon 2007, 7-8).

On the other hand, it is well-known that in a NPO, the decision-making power is not based on the capital shares, but descends from the authority to every member by voting, as long as the voluntary involvement of the members is still the main contributor for a NPO to reach its goal which is normally a social activity However, Ohana et al (2012, 1094) have found out that, in reality,

empowerment does not always work as it is supposed to. The more the organization grows the more complicated and difficult it gets to collect decisions from every member because of the increase in the number of members, as well as workload (Cornforth et al. 1988) (Ohana et al. 2006, 1094). Eme and Gardin (2003) prove that in France, NPO has the intention to transfer the power to the leaders as a representative of groups who seem to be more experienced and capable. It seems to save time and easier to control. Moreover, as for the need of financial support, there are some NPOs starting looking for private funding and implementing commercials. Due to such a change in context, empowerment is no longer prioritized (Dart 2004) (Ohana et al. 2012, 1095). Thus, it is important to highlight and clarify how procedural justice in general and empowerment in particular can affect volunteers' behavior.

Many previous researches have confirmed the link between distributive justice and procedural justice with job commitment, and job satisfaction, which is mentioned above as an indicator of turnover intention (Sieger et al. 2011, 79). Consequently, distributive justice focuses on the outcomes, while procedural justice is recognized throughout the process to reach the outcomes (Nadiri and Cemtano 2010, 34). Therefore, procedural justice has a great influence on the satisfaction of the employees with the supervision, job involvement and performance (Fatt 2010, 57). As a result of perceiving procedural justice, employees perform better because of their higher commitment and trust. By contrast, the feeling of unfairness makes them resistant or refusing to cooperate (Usmani and Jamal 2013, 357). Another benefit from procedural justice is known as "organizational citizenship behavior" (Baldwin 2006, 4), which is concerned with the voluntary contribution of the employees to the organization by upgrading the overall quality of their performance (Organ 1988; Damirchi et al. 2013, p68). In terms of the voluntary sector, this benefit is similar to the concept of high commitment and intention to stay long with the volunteers' work. But more than that, workers who have citizenship behavior will assist, support and develop other members to go even beyond the job expectations (Coleman and Borman, 2000) (Damirchi et al 2013, 69). Thus, the perception of procedural justice not only keeps employees committed and satisfied with the organization,

but also motivates them to perform better and help other members to thrive.

Interactional justice

While exchange ideology of procedural justice concerns about the exchange in communication and relationship between employees and employers, interactional justice centers on the quality of relationship (Lonsdale 2013, 1). In theory, interactional justice illustrates the judgment of interpersonal treatment during the implementation of procedure within an organization (Bies and Moag, 1986) (Ladebo, Awotunde and Saghri 2008, 207). Employees will pay attention to the way information is communicated and whether being treated with respect and dignity (Randeree 2008, 57- 58). As Ladebo et al (2008, 207) say, this kind of judgment is not effected by personal interest. The justice can be perceived when employees find their relationships with co-workers and employers satisfying. To create a positive interaction and relationship with employees, the employers should have the empathy, effort to resolve situation, courtesy and politeness, the willingness to explain the occurrence of situation and honesty (McQuilken et al, 2759). Nowadays, through the years, the employees raise their higher expectation of the harmonious relationships with the organization; employers seem to put more efforts on interacting with their employees (Kickul and Troth 2003). The range of employers' interaction includes procedural/policies implementation, task delegating and the performance evaluation which need to show the fairness to create employees' trust and organizational commitment (Duffy and Ferrier 2003). More than that, employees are also expecting for a good relationship with co-workers. If both of these two desires are met, the job satisfaction will be strongly built up (Brown et al. 2002). Good relationships between employees can lead to the voluntary support each other (Selt et al. 2005). Meanwhile, disharmonious exchange can fire up interpersonal conflicts in the workplace (Ladebo et al, 2008, 208). The conflicts between employees or between employee and employers are the strong reason for the employees to react harmfully towards the co-workers or organization (Lee and Spector, 2006) (Ladebo et al. 2008, 211).

According to Bies and Moag (1986, 43-45), to be perceived as being fair in interaction within the organization, there are four aspects which need to be considered, namely: Truthfulness, respect, propriety and justification (Baldwin, 2006, 3- 4). These four aspects are divided into two components of interactional justice which are informational justice and interpersonal justice (Usmani & Jamal 2013, 354). In Colquitt's structural model (2001), he sees these two dimensions as interactional justice which in his study builds a four-factor model in organizational justice's structure (Lonsdale 2013, 2). Greenberg (1993) has identified that informational justice covers the fairness in explanation, apologies during the implementation of procedures and the distribution of outcomes (Hess and Ambrose 2005, 4). In another words, informational justice is related to the content of the interpersonal interaction. In reference to Bies and Moag (1986, 43-45), truthfulness in informational justice is explained that only reliable information should be delivered straight to the employees. Meanwhile, employees deserve to have an explanation or apology from the organization to ease the anger if something wrongs happen outside their responsibilities as the relevant meaning of "justification" (Baldwin 2006, 3- 4). On the other hand, interpersonal justice is perceived when there are visibly respect and dignity recognized during the interaction within the company. More than that, no unethical or inappropriate issues should be mentioned like racism, sexism in any situations (Baldwin 2006, 3- 4). Indeed, interpersonal justice describes how the content of the interaction is delivered (Phelan, Colquitt, Scott and Livingston 2008, 2; Bies & Moag, 1986). Hence, this integration of these two dimensions into "interactional justice" is understandable since communication's content and methods are getting along to each other during any interactions.

Employees' satisfaction is proven to be one of the benefits of having interactional justice in the workplace (Ladebo at al. 2008, 209), alternatively, receiving the fair treatment from employers and co-workers increase job satisfaction of employees. Bies and Moag (1986) also illustrate the link between interactional justice in the workplace and high commitment of the employees (Raja, Abraiz, Tabassum and Jawad 2012, 49). Moreover, Lonsdale (2013); based on Colquitt's study in 2001; agrees that how employees help others and evaluate supervisors are affected by the perception of interpersonal justice, meanwhile

how confident and self-worthy employees see themselves within the group is under the impact of informational justice. By contrast, being treated without respect and trust is considered to interactional injustice which more or less leads to the betrayal (Bies 2001). The intense pain from low interactional justice threats deeply to an individual's personal mental and physical health (Bies 2001, 90) (Damian, 2013, 3-4).

2.4. The interaction between elements of organizational justice

As mentioned lately, three elements of organizational justice can complement to each other in the entire justice implementation of the company (Cropanzano et al. 2007, 39). The theory receives agreement from many other researchers. For the interaction between distributive justice and procedural justice, an example is given that in spite of the same outcomes from two procedures, employees who have opportunity to raise their voice find it fairer than the ones who don't (Walker et al. 1979). In another cases, Bies and Shapiro (1987) find out that an appropriate explanation can ease the employees who had a dissatisfying outcome. More than that, in case a satisfying outcome is delivered, the employees who receive a detailed explanation or written evaluation will feel fairer than the ones who don't (Lee 2000, 28, 30).

3. TURNOVER INTENTION

3.1. Definition

Keeping good employees is one of a big goal organization's HRM strives to reach. Sinha (2012, 146) refers employee retention with the continuance working in an organization. In the perspective of organization, employee retention is to call the strategies set up to eliminate the employees' intention to leave. The outcomes of the strategies are measured in ratio by the employee retention rate which means the relevant percentage of employees is successfully retained in a period of time (Ahmad and Azumah 2012, 2). Since employee retention rate intentionally shows

the number of retained employees, it is assumed to be reverse to the turnover rate which indicates the number of employees leaving the organization (Skoglund 2006, 217). Flowers and Hughes (1973) connect the concept of turnover intention and retention as two sides of an issue – employees stay or leave (Jamison 2003, 118). The employees either stay or leave the organization, alternatively, the retention rate increases means the turnover rate reduces. According to Hussain and Asif (2012, 4), employees can leave the organization voluntarily or involuntarily. It is possible that employees are forced to leave the organization by the employers like dismissal, layoff, death or retirement (Allen et al. 2003) is known as involuntary turnover (Mathis and Jackson 2004) (Anantha, 2013, 1533). The employees can also quit involuntarily because of inevitable reasons such sick, death, moving away (Boxall and Purcell 2003). In the perspective of employers, there are two types of turnover – avoidable and unavoidable. In details, unavoidable turnover is reasoned by uncontrollable factors like retirement, death, sick or family moving away. The avoidable turnover is a phenomenon which can be prevented from the organizational activity (Anantha 2013, 1533). Meanwhile, Hom & Griffeth (1991) reckon turnover intention as a voluntary action (Lee 2000, 15) in which the employees prefer to leave the organization in purpose of moving to more satisfying condition (Hussain and Asif, 2012, p4). It's more likely that an employee who has thought of leaving will actually turnover in reality (Boles et al. 2007) (Hussain and Asif 2012, 4). Therefore, to stop employees from actual turnover, the organization should identify and behave appropriately towards their turnover intention (Dess & Shaw 2001) (Hussain and Asif 2012, 4). In reference with Mobley (1977) – the pioneer in studying the withdrawal process, the starting point of the turnover thinking is when the employees feel dissatisfied with the job or the organization and after that, there are numbers of steps in between before the actual leaving (HLee 2000, 50). Therefore, Hanisch and Hulin (1990) determine the turnover employees are the ones who want to escape from the dissatisfying working environment. In the study of withdrawal process of Mobley (1977), the dissatisfying experiences fire up the thoughts of leaving and lead to the search for a better opportunity, compared to the existing situation. When the comparison comes to a certain result, the employees intend to quit the existing

situation or not, followed by the real action – quit or stay. Agree with Mobley (1977), Hom and Griffeth (1991) sum up the employees' withdrawal decision process by three main actions, namely thoughts of leaving, searching for alternatives and intention to quit (Lee 2000, 50-54). Ajzen (2006, 1) states that people generally, employees particularly act based on their intention level (Macon 2007, 2). It means the turnover intention is expected to predict the actual quit of the employees.

3.2.   Influence factors on turnover intention.

Lately Mobley (1977) has discovered that employees think about leaving when they feel dissatisfied to the job or the organization (Lee 2000, 50). Supporting the theory, many researchers have been conducted to confirm the significant relationship between organizational satisfaction and turnover intention. Representatively, Lee and Mowday (1987) or Wright and Bonett (2007) all find out that satisfied employees will not leave the organization voluntarily, at the meantime, they commit and dedicate to the organization's growth (Amuh 2007, 24). Since the most important reason for employees' intention to leave is assumed to be the experience of dissatisfaction (Lee 2000, 62), once again, the term "job satisfaction" definition is repeated to make a clearer understanding. Locke (1976) describes job satisfaction is a state of positive emotion towards the job experience. This pleasure feeling is a result of evaluation and expectation of the job (Lee 2000, 45- 46). Usmani and Jamal (2013, 352) acknowledge the range of satisfaction can vary from extreme satisfaction to extreme dissatisfaction. Depends on the degree of dissatisfaction which presents the displeasured feelings to the job, the results could be vary from poor performance, lower productivity to absenteeism and quit (Lee 2000, 57).

Not only in a profit organization, the experience and expectation are important for the employees to make a turnover decision, but also in a NPO, it is studied that volunteers will leave if their expectations are not met. In another words, volunteers will stay if they feel good and happy with their experiences (Curley and Lynch 1996) (Skoglund 2006, 217). By contrast, when the real values of the

company or the jobs are different from what the volunteers expect, it's just about time when they would leave (Curley and Lynch 1996) (Skoglund 2006, 218). Moreover, what makes HRM in NPO is more rational than HRM in a profit organization is that volunteers pay attention to the relationships, the processes within the company (Black and DiNitto 1994) (Jamison 2003, 116). Because, monetary reward is not in the volunteers' expectation, Herzberg (1972) developed a model with two main factors influencing on job satisfaction which directly associates with turnover intention of the volunteers (Price and Mueller 1981) (Nadiri and Tanova 2010, 35) i.e. motivation and hygiene. Motivation factors are mentioned to be able to inspire and stimulate volunteers to have a better performance as "*direct service, skill development, challenging task, personal growth, decision making, recognition and rewards*". In reference to Fischer and Schaffer (1993), underutilized volunteers account for a high rate of turnover because they find no self-growth or skill development in the organization. Therefore, volunteers expect to have challenging task, empowerment to make decision and network by direct service when working voluntarily. As mentioned by Jamison (2003, 121), a popular reason for volunteers to leave the organization is that they don't think their work is meaningful. Murk and Stephan (1991) believe the recognition of their importance and belonging in the group keeps them volunteering (Skoglund 2006, 218). In addition, even though money reward is not expected, volunteers still look for the spiritual reward which motivates them at work like more empowerment, public appraisals, etc. In terms of Hygiene factor, Herzberg (1972) relates this factor with the working environment (Jamison 2003, 116) including "*training, orientation, communication, interpersonal relation, equitable treatment, feedback and evaluation* (Jamison 2003, 120- 121). As mentioned before, volunteers value the relationships within the company i.e. with co-workers, supervisors. Thus, a disharmonious relationship or no friendships can explain for the quitting of volunteers (Wymer and Starnes 2001) (Skoglund 2006, 218). Likewise, lack of communication within the company is also counted in as a reason for people to leave because a good relationship is built up by effective communication. On the other hands, Roseman (1981) has stated that when the working environment is assumed to be unfair, the turnover rate is higher than a fair environment. Feedback and evaluation of

performance are considered to help the volunteers with self-growth and development (Jamison 2003, 121). Training and orientation are as important as feedback and evaluation in developing volunteers' skills and support their performance productivity, as well as in motivating them (Skoglund 2006, 218). In fact, most of volunteers are not given enough training to fulfill the tasks which they have to learn from others or by their previous experiences (Fletcher 1987) (Jamison 2003, 116, 120-122).

3.3.   Link with organizational justice

It's apparently noticed by Herzberg's satisfaction two-factor model (1972) that many elements related to organizational justice have been called out such as decision making, rewards, communication, interpersonal relation, equity treatment and evaluation. As presented lately, decision making, equity treatment are counted on the procedural justice, while communication, interpersonal relation are considered to be facets of interpersonal justice. Distributive justice concerns about the rewards and evaluation elements. All these listed elements are highlighted during the justice implementation process. Thus, Cropanzano and Greenberg (1997) have linked employees' satisfaction with organizational justice based on the discovery that fairness receiver feels more satisfied than others (Lee 2000, 57). Earlier, Cotton and Tuttle (1986) have already been aware of the strong relationship between withdrawal intention with employees' satisfaction and perception of fairness (Sellers 2007, 26). To support the study of Cotton and Tuttle, Sellers (2007, 26-27) divide turnover reason into three factors namely demographic, work characteristics and psychometric factors. Demographic determinants include the personal elements like age, location, gender, etc. Meanwhile, work characteristic issues are consisted of payment, working environment, schedules. Last but not least, the most important factor of all is the psychometric aspect which concerns about job satisfaction, organizational justice, and organizational support. The last turnover reason is studied widely by many researchers, including Nadiri and Tanova (2010, 38) who agree that the perception of justice within the organization has correlated to the degree of job satisfaction, as well as how strong the turnover intention is. In the study,

distributive, procedural and interactional justice are proven to strongly impact on the employees' satisfaction to the organization, thus, indirectly explain for their leaving decisions, particularly in a profit organization.

3.4. Effects of turnover intention

It's surprisingly true that some NPOs expect the volunteers to leave so that the organization can make a change in quality and quantity (Razzak, 2001) (Skoglund 2006, 217). However, even though the phenomenon is expected, there is still a side effect of this expectation which is discovered by Tanova and Holtom (2008) that the one who stay is the incapable one who can't find a job (Nadiri and Tanova 2010, 34). Also, a well-known side effect of withdrawal decision in both profit organization and non-profit organization is the cost. In accordance to Joinson (2000), there are many added costs the company has to face when the employees voluntarily or involuntarily quit. Before actual leaving, the employees will perform as low-productivity, absenteeism, negative impacts on colleagues and customers which raise immeasurable costs for the company. Besides, sudden turnover can lead to the cost of lost business, discontinued service, and workload increase for others which seem not to come with only a numerical value. More than that, the withdrawing of the employees requires a new recruitment, training, etc. which consume considerably time and money (Sellers 2007, 57). The payment for these costs definitely will be extracted from the operation budget or the profits of the organization. In a profit organization, it is investigated that the covering cost for one withdrawal case is equal to 50 to 100 percent of employee's annual cost (Hom and Griffeth, 1995) (Amah 2009, 24). Hence, the research on turnover intention is needed to help the company minimize this pricey consequence.

4. MEASUREMENT TOOLS

4.1. Measurement of Perceived organizational justice

Greenberg (1990) holds that once the employees believe that they are treated fairly, the organization will be assumed to be fair. This judgment is not absolutely based on whether the organization actually treats their employees in a fair way or not (Ladebo et al. 2008, 206). Thus, to assess the justice level executed, it is suggested to measure how fairly the employees believe they are treated from their personal perspectives, not from how fairly the company find themselves. The most popular approach to measure organizational justice is a questionnaire built on the justice criteria of the existing theory. In many previous studies of organizational justice, the most researchers classify the questions into three main categories of justice: distributive, procedural and interactional justice.

Distributive justice measurement

In 1976, the first measurement of distributive justice was introduced by Leventhal with four indicators reflecting how just the employees find the outcomes based on the performance, efforts and contribution (Colquitt 2001, 389). 10 years later, Price and Mueller (1986) improved the scale by adding five items, which requires the respondents rank their satisfaction towards the outcomes compared to the inputs like efforts, responsibilities, stress generated by the work, performance and education/ skills level needed. The ranking is in the range of one "extreme unfair" to five "extreme fair" (Lee 2000, 79- 80). This five-item scale is strongly agreed on and applied by Niehoff and Moorman (1993) with the same five main indicators (Nadiri and Tanova 2010, 36, 40).

Table 1: Distributive justice measurement items

Items	Authors	Sources
1. Rewards are fair based on the responsibilities I was assigned. 2. Rewards are fair with the efforts I put on the job. 3. What I receive is appropriate with my education and skills level. 4. My performance is fairly rewarded. 5. Compared to the stress I have been suffering from the job, my reward is fair.	Price and Mueller (1986)	Lee (2000, 79,80)

Procedural justice measurement

With reference to Niehoff and Moorman (1993), there are 15 criteria needed in order to assess the degree of procedural justice. These criteria are divided into two groups, including six systematic factors and nine informational factors. In details, systematic elements concern about the procedures in terms of its accuracy, consistency, correctability, representativeness, ethicality and bias presentation (Lee 2000, 81). These six items are perfectly matched with the theory mentioned above as six rules for the organization to sustain the fairness in its policies and procedures (Damirchi et al. 2013, 68). Meanwhile, nine items of informational factors seem to overlap the interactional justice concept since it is consisted of the interpersonal treatment within the organization such as treatment with respect and kindness, explanations and justification for the decisions (Lee 2000, 81). Thus, Nadiri and Tanova (2010, 40) separate nine informational factors in the interactional justice

criteria in their study. However, Colquitt (2001, 388) complements the procedural justice scale with two more items with regard to the theory of Thibaut and Walker (1975) about voicing and influencing abilities. Indeed, as indicated lately by the voice principles of Storey (2000), the desires of being able to influence the process and to share the ideas are human's natural desires (Baldwin 2006, p2). Therefore, in addition to the six criteria in evaluating the fairness characteristics of the procedures and policies, it is important to find out whether employees are given the rights to be free to express their ideas, and really have influence on the process. Colquitt also sets up a five- step likert scale, in which the employees will assess the procedural justice by ranking each item from one "smallest extent" to five "largest extent"(Colquitt 2001, 389).

Table 2: Procedural justice measurement items

Items	Authors	Source
1. Decisions are made after listening to others 2. I have right to deny or refuse the decision 3. The implementation of the procedure is unbiased for anyone 4.. The procedure is applied consistently 5. The policies and procedures are built in ethical and moral standards 6. The information collected to make decision is relevant and	Niehoff and Moorman (1993) Thibaut and Walker	Lee (2010, 81) Colquitt (2001, 389)

accurate	(1975)	
7. My ideas are listened during the procedure		
8. I have influenced on the decision before		

Interactional justice measurement

Interactional justice which is consisted of informational justice and interpersonal justice has been explained with four most important attributes: truthfulness, respect, propriety and justification (Bies and Moag 1986) (Baldwin 2006, 3-4). According to Nadiri and Tanova (2010, p 40) who develop Niehoff and Moorman'organizational justice measurement in 1993, these four attributes are presented in nine criteria items. Therein, informational justice as the fairness in the content of communication between employees and employers could be presented in truthfulness and justification aspects (Greenberg, 1993) (Hess and Ambrose 2005, 4). In reference to Colquitt (2001, 390), there are five criteria items related to informational justice which cover both Bies & Moag (1986) and Shapiro et al (1994) theories. In details, Bies & Moag (1986) concern justification with explanations or apologies to employees when anything wrong happens outside their responsibilities, while truthfulness aspect is meant that what the employers interact with the employees is true, frank and straightforward (Baldwin 2006, 3-4). In agreement with Shapiro et al (1994), Colquitt (2001, 389-390) add three more touchstones for the explanation delivered to the employees that must be reasonable, up-to-date and specified. The last four criteria items are belonged to interactional justice as benchmark for the interpersonal interaction method within the organization (Colquitt 2001, 390). Thanks to the theory of Bies and Moag (1986), Colquitt (2001, 390) has identified the respect and propriety aspects of communicating method to reach an effective communication. Therein, it is introduced that the information must be delivered

in a polite manner with respect and dignity. Offending others with unethical or inappropriate comments is not encouraged. In fact, the interactional justice criteria of Colquitt (2001) share similarities with Niehoff and Moorman (1993) in the items' concept which supports the reliability of the assessment. The scale used in Colquitt's measurement is five-likert with five options from one "smallest extent" to five "largest extent" (Colquitt 2001, 389)

Table 3: Interactional justice measurement items

Items	Authors	Sources
Informational justice 1. I am kept updated on time by the company	Shapiro et al (1994)	Colquitt (2001, 389)
2. When anything pops up, the supervisors give reasonable explanation or apology to me and add more information if I require		
3. My supervisors and I do have communication about my specific needs	Bies and Moag (1986)	
4. I am explained clearly about everything related to my job		
5. I feel my supervisors are honest and truthful when interacting to me		
Interpersonal justice 1.My colleagues and supervisors never give	Bies and Moag (1986)	Coquitt (2001, p389)

me offending comments		
2. I feel respected during the interaction with others in the company		
3. I am treated with dignity by everyone in the company		
4. Everybody in the company is polite and friendly to me		

4.2. Turnover intention measurement tool

Cammann et al (1979) propose three indicators to show that employees will leave the organization. In their study, before actual quitting, it's definitely reasonable that the employees will have a thought of leaving. Then, they would plan for the near future by searching for a new job, as well as decide when to leave (Ali and Baloch, 267) (Lee 2000, 87-88). The theory is supported by many previous researchers like Mobley (1982) (Nyamubarwa 2013, 83) (Michaels and Spector (1982) (Lee et al, 870) who strongly agree that these behaviors of employees before leaving are the predictors for the near future turnover. Indeed, as revealed lately, thoughts of leaving, searching for alternatives and intention to quit are surely what employees would do before coming to the final withdrawal decision (Hom and Griffeth 1991) (Lee 2000, 50-54). These three items are re-studied, examined and applied in many researches to prove its high rate of reliability. In different research, researchers may use different options of likert-scale which can be range from one "strongly disagree" to five "strongly agree" (Ali and Baloch, 267) or from one "strongly disagree" to seven "strongly agree" (Lee 2000, 88), depending on the preference.

Table 4: Turnover intention measurement items

Items	Authors	Sources
1.I currently think of leaving the organization 2.I will quit the current job as soon as possible 3.I have started looking for an alternative in another organization	Mobley (1982)	Nyambarwa (2013, 83)

5. RESEARCH SETTING

5.1. Research methodology

Being aware of the frequent volunteers' turnover in a non-profit organization generally and AIESEC Finland particularly, the author questioned the reason of this phenomenon. After reviewing related theories, a research problem has been as "whether the decision to quit volunteering is affected by the organizational justice perceptions". To answer this research problem, the author decided to study on these four researchable questions as below:

- What is organizational justice and what is turnover intention?
- How to measure the justice of an organization and the turnover intention of the employees?
- Does organizational justice have correlation with turnover intention in voluntary sector?
- Can organizational justice predict the turnover intention of the volunteers in voluntary sector? Which dimension is the indicator?

Many studies have proven that organizational justice, particularly procedural justice and distributive justice highly effects on job satisfaction (Cropanzano &

Greenberg, 1997; Tang & Baldwin, 1996; Al-Zu'bi 2010, 105-106) which is a critical contributor to a withdrawal decision of an employee (Mobley, 1977; Cotton & Tuttle, 1986; Lee 2000, 140-143). Especially in a NPO, job satisfaction is doubtlessly a predictor of voluntary turnover. In addition, Lee (2000, 140-143) has justified that organizational justice has negative association with turnover intention, while procedural justice and distributive justice have the closet link out of three dimensions of organizational justice. The author explains the theory that if the more employees perceive justice within the organization, the lower they have intention to quit. However, these studies have been implemented in the environment of a profit organization in variety of industry.

Based on the relevant theory, the author has set up two hypotheses to test the negative interaction between the two phenomena – organizational justice and turnover intention in the environment of a NPO.

- H1: The perceived organizational justice is negatively related to volunteers' turnover intention in voluntary sector
- H2: The recognition of organizational justice level is useful in predicting volunteers' turnover intention in voluntary sector

Jha (2008, 47) suggests that quantitative research which generates numerical data and go on with variables (Punch & Keith 2003, 3) is the most suitable method to test hypothesis. In the process of examination, the quantitative research is chosen. Shukla (2008, 32) supports that this method is useful to discover the relationship between phenomenon. Even though it could be time consuming and possibly costly, it is properly conducted in a large size population, at the same time give a generalized, valid and reliable result. However, to discover how the justice perceptions makes people leave the organization, qualitative research is also needed; since it goes deeper in respondents' attitude and behavior through the non-ordinal responses what quantitative research can't say. Carson, Gilmore, Perry and Gronhaug (2006, 63) ensure that qualitative research can test hypothesis as well. The qualitative research captures the preliminary insights of the situation, offers the meaning of the phenomenon occurrence, possibly generate unexpected large data and answer for the question *"how and why, in addition to what"* (Carson et al. 2006, 65). Nevertheless, the

qualitative data alone is considered to be less generalized, reliable and valid for a certain phenomenon (Shukla 2008, 32). Hence, the author is determined with the mixed method which is a combination and a mutual complementary of both qualitative and quantitative research (Tashakkori & Teddie 2003; Vicki et al. 2008, 1545). According to Vicki at al (2008, p1544), this combination possibly gives more reliable and valid result, as well as makes a better understanding of the issue because the findings are not limited in one type of research methodology (Vicki et al. 2008, 1545). As Borkan (2004) says that quantitative method show what researchers are looking at, while qualitative method let them see the invisible factors behind the phenomenon (Almalki 2012, 118).

The author intentionally conducts and analyzes the quantitative research first and supports the findings with qualitative research. The qualitative data would analyzed by coding, theme or categorizing. The research strategy chosen is deductive as it may start by reviewing theory before collecting and analyzing data (Jha 2008, 48). The researcher tends to use the theoretical base to generate hypothesis, then prove or disprove the hypothesis by collecting and analyzing relevant data, instead of inductive strategy which starts with data collection and analysis to set up a theory (Thomson 2006, 238). This strategy may narrow down the pool data to the necessary research area, as well as closer to the objectives of the research – hypothesis testing.

The author deliberately carries out survey research approach which is broad enough to be either qualitative or quantitative depending on the instrument implemented (Punch, 2003, p1, 2). In the social research, there are two types of approaches namely experimental and non-experimental. Experimental approach is meant to measure the effect of variables under a controlled environment. Whereas, non-experimental approach; so-called "survey approach"; study an independent phenomenon in a large or small size population. Survey approach suggests several instruments such as questionnaires, interviews, observation, etc (Kothari 2004, 96). The researcher prefers survey approach for the purpose of examining the natural relationship between organizational justice and turnover intention without any control in the environment of particular voluntary organization.

In terms of data collection instrument, the researcher prefers to use both kinds of data – primary data and secondary data. In particular, primary data is originally collected for the first time by conducting research, whereas secondary data already exist in the document storage which has been statistically compiled and analyzed (Kothari 2004, 95). The secondary data would be gathered from AIESEC Finland's data storage under the newly updated condition. Later, the primary data is precisely collected thanks to questionnaires and semi-structured interview as research instruments. Questionnaires is made of a series of related questions in a form which can be spread geographically in a large sample and avoid researcher' bias (Kothari 2004, 106). Else, Interview practically is an oral communication between interviewer and respondents in which some of the questions are asked in a form to everybody and some are asked in advance for an explanation or stimulation of respondents' flexibility. This type of interview basically concentrates on the necessary data but still extend the data collection by asking extra questions under a certain situation (Anil & Charatdao 2012, 4). The author doesn't consider observation because this instrument requires the direct observation (Kothari 2004, 96) which is impossible to be done since the targeted organization of this research is AIESEC Finland with 8 local entities throughout the country.

In details, questionnaires with 22 items measured by Likert-scale and demographics information are developed from the theory which can be seen in Appendix A of this thesis. This instrument is meant to release quantitative data which would be analyzed by IBM SPSS statistical analysis tool to correlate two main variables namely organizational justice and turnover intention. Later on, semi-structured interview would be carried out with the chosen interviewees as an implementation of qualitative research. The data from these interviews is practically interpreted by manual qualitative analysis with codes and frequency occurrence.

5.2. Data collection

The questionnaires were delivered to internal AIESEC Finland by online Google Drive and encouraged to be voluntarily dilled in by current Finland AIESECers. The researcher mentioned three sections in the survey: demographics factors, organizational justice measurement and turnover intention measurement. Participants were asked to give demographic information such as name, age, gender, length of service, educational level, dependent children and the AIESEC entity. As the literature suggests, for the purpose of measuring the organizational justice perception and turnover intention of the employees, the Likert-scale tool is popularly used to generate meaningful quantitative data as the result is always ordinal. Thus, every question related to organizational justice and turnover intention was formulated as a positive statement, which the respondents would scale from one "strongly disagree" to five "strongly agree". It is apparent that the higher the organizational justice is ranked, the higher justice is actually perceived by AIESECers. Contrarily, a high score in turnover intention statements means a high possibility that AIESECers would leave. The respondents had no presumptions towards the survey before it took place. Therefore, it can be guaranteed that there is no biased answer given. In fact, the survey was responded within one week by 45 out of…….AIESECers from all the eight local entities of AIESEC Finland (excluding the board members). The author had no intention to include board members in this research because they are paid to work for AIESEC, which makes it a different commitment to the organization compared to the volunteers who are willing to work for free.

In terms of the interview, the author intentionally picked up the respondents measured to have high turnover intention by the survey result. In fact, there were six out of 44 respondents with a remarkable turnover intention rate, but only four of them agreed to be interviewed, while the rest ignored the invitation without giving a reply. However, the interviews were still conducted with four volunteers in a semi-structured form since this instrument is suitable for a relatively small sample. The interview practically included four main issues: the strengths and weaknesses of AIESEC Finland in the perspective of participants, and the experience that makes them think of leaving and the hated moment they want to quit immediately. In a semi-structured interview, the respondents are asked the same four open-ended questions in the beginning, and then they

answer the extra questions for an explanation in a certain situation. The questions were asked as follows

1. What do you like about AIESEC?

2. What do you dislike about AIESEC?

3. What makes you think of leaving?

4. Can you tell me some experiences which make you want to quit immediately?

The interviewer ensured to stay objective and had no intention to direct or control the interviewees' answer. Because of the geographical distance, the interviews were conducted by Skype, which unfortunately makes it impossible to fairly record the body language, apart from facial emotional expressions and the visible attitudes .The interviews lasted for 10 to 15 minutes, depending on the further questions popping up.

Besides the primary data collection, the author intentionally assembled secondary data about the total number of volunteer AIESECers activate at the moment and their length of service to see the percentage of members who had been working less than one year and those from one to two years, also including the ones having worked for more than two years. These figures would be referred to as the success of the current retention plan of AIESEC Finland, along with the actual turnover rate. The data was collected from eight local presidents of eight AIESEC Finland units.

5.3.   Data analysis

The responses of the questionnaires are entered into IBM SPSS statistics 22 in numerical value, also summarized graphically by online Google Drive function. Meanwhile, the responses of the interviewees are analyzed by coding and frequency checking.

In SPSS, testing the normal distribution of the data is important to ensure the reliable findings afterwards (Field 2009, 134). However, Likert-scale questionnaires produce interval data which hardly has a normal distribution.

Norman (2010, 4) has studied that Likert data is still able to generate a right result after analyzed inspire of its non-normal distribution or unequal variances. Therefore, the author decides to use Cronbach's Alpha test to increase the validity and reliability of the quantitative findings. Furthermore, one-way ANOVA, Pearson correlation and multiple regression would be needed to test the hypotheses. The demographics items would be illustrated graphically by Google Drive function, and then analyzed by one-way ANOVA to see if there is any difference in the turnover intention rate between volunteers from different demographic background, so that it could be clear whether demographic factors fairly influence on their leaving decision. As mention before, Cronbach's Alpha would help to prove that all the items used to measure the organizational justice and turnover intention in the questionnaires are reasonably connected to each other, as well as, meaningful to give a reliable result. Pearson correlation, on the other hand, would show the significant relationship of these two phenomena by the answers of respondents. To support the Pearson correlation findings, multiple regression tool is used to test how well a set of organizational justice variables can predict the turnover intention variable in the natural environment with an illustrative figure, also which variables in the set of organizational justice variables are the strong indicators of the dependent variable.

Once the quantitative research is done, qualitative research will be conducted in a form of semi-structured interview. The interviewees are requested to answer four questions and more which are carefully recorded, also transcribed into words. These data are categorized by codes and word/statement frequency occurrence. Because the questions are meant to discover the main reason why volunteers think of leaving AIESEC, as well as the sharing of experience which makes them want to leave immediately. Thus, the codes and word/statement frequency counting will emerge the main reasons for the turnover intention. More specifically, the researcher want to codify the answers into appropriate nodes to see if they are belonged to any facets of organizational justice or any new factors turn up. Next, the frequency checking of the nodes is conducted to increase the reliability of the outcome. The qualitative research is mentioned before as a support for the findings of quantitative research. These two results

would be integrated to make a relevant conclusion which may possibly give a solution for AIESEC to reduce the annual turnover rate.

6. RESULTS

Before the results of primary data analysis are revealed, one should be aware of the current situation of AIESEC Finland's retention plan. As the secondary data suggests, there are 169 active members doing volunteers for AIESEC Finland at the moment and 132 (78%) out of them are new members who start volunteering within one year. Only 33 (19.5%) members stay for two years and four (2.5%) volunteers stay above three years. AIESEC could be an organization which expects the new members every year to bring a new enthusiastic atmosphere for the teams. However, only 22% of the volunteers stay committed to work might be a problem since majority of the ones who are familiar to the task, the organization culture left. The atmosphere can be fresh renewed every year but it comes with the wasted time and labor for recruitment and training, as well as the time new members get used to working. If the turnover rate is too high, there will be not enough experienced members who can recruit and train the newbie.

6.1. Correlation between turnover intention and organizational justice

Cronbach's Alpha testing

Organizational justice items are tested by Cronbach's Alpha to see if they measure the same issue and construct each other.

SPSS Output 1: Organizational justice items' Cronbach's Alpha.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.919	.923	20

SPSS Output 2: Turnover intention items' Cronbach's Alpha.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.774	.782	2

The table displays a remarkable high value of Cronbach's Alpha (0.919 and 0.774) which is above an accepted value of the test (0.7) (Field 2009, 675). It means that all items are connected and supportive to each other in terms of organizational justice assessment and turnover intention measurement that increases the reliability of the further tests.

Demographic factors

SPSS output 3: ANOVA test

Table 5: One-way ANOVA result

Profile	Categories	Frequency	Percentage	P-value
Gender	Male	19	42.2%	0.21
	Female	26	57.8%	
Age	18-20 years old	4	8.9%	0.619
	21-25 years old	30	66.7%	

	>25 years old	11	24.4%	
Length of service	<1 year	34	75.6%	0.756
	>1 year, <2 years	9	20%	
	>2 years	2	4.4%	
Education	Bachelor	29	64.4%	0.155
	Master	16	35.6%	
Marriage	Single	41	91.1%	0.927
	Married	4	8.9%	
Dependent children	No	41	91.1%	0.688
	Yes	4	8.9%	
Entity	AIESEC JKL	10	22.7%	0.209
	AIESEC Turku	5	11.3%	
	AIESEC HY	1	2.3%	
	AIESEC Tampere	1	2.3%	
	AIESEC Saimaa	9	20.4%	
	AIESEC Oulu	12	27.3%	
	AIESEC HAAGA-HELIA	5	11.4%	
	AIESEC Aalto	1	2.3%	

P-value is a result of a statistical analysis which compares the mean of different categories of one independent variable with the mean of dependent variable to see if the difference can explain for the result. In this case, the author enters each demographic factor and its categories as an independent variable and turnover intention as a dependent variable. Thanks to that, the result will tell whether difference in demographic factors can explain for the turnover intention of the volunteers. Literally, P-value < or = 0.05 – standard significant difference value reveals that there is a connection between the independent variables and

dependent variables. By contrast, P-value > 0.05 means that there is no connection found (Field 2009, 381-388)

From the table above, it's clearly that all the demographic factors analyzed have P-value greater than 0.05. As a result, we can confidently say that none of gender, age, length of service, dependent child, marital status, education level or local entity can explain for the turnover intention of the volunteers in a non-profit organization. In the other word, these factors can't affect the leaving decision of the members.

Correlation analysis

SPSS output 4: Correlation

Correlations

		Procedural	Distributive	Informational	Interpersonal	Turnover
Procedural	Pearson Correlation	1	.516**	.619**	.626**	-.417**
	Sig. (2-tailed)		.000	.000	.000	.005
	N	44	44	44	44	44
Distributive	Pearson Correlation	.516**	1	.687**	.416**	-.681**
	Sig. (2-tailed)	.000		.000	.005	.000
	N	44	44	44	44	44
Informational	Pearson Correlation	.619**	.687**	1	.484**	-.562**
	Sig. (2-tailed)	.000	.000		.001	.000
	N	44	44	44	44	44
Interpersonal	Pearson Correlation	.626**	.416**	.484**	1	-.303*
	Sig. (2-tailed)	.000	.005	.001		.046
	N	44	44	44	44	44
Turnover	Pearson Correlation	-.417**	-.681**	-.562**	-.303*	1
	Sig. (2-tailed)	.005	.000	.000	.046	
	N	44	44	44	44	44

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

*. Correlation is significant at the 0.05 level (2-tailed).

Table 6: Correlation between turnover intention and four dimensions of organizational justice

Correlations

	Procedural	Distributive	Turnover	Interactional	Organizational

Procedural	Pearson Correlation	1	.516**	-.417**	.716**	.824**
	Sig. (2-tailed)		.000	.005	.000	.000
	N	44	44	44	44	44
Distributive	Pearson Correlation	.516**	1	-.681**	.668**	.810**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	44	44	44	44	44
Turnover	Pearson Correlation	-.417**	-.681**	1	-.529**	-.612**
	Sig. (2-tailed)	.005	.000		.000	.000
	N	44	44	44	44	44
Interactional	Pearson Correlation	.716**	.668**	-.529**	1	.955**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	44	44	44	44	44
Organizational	Pearson Correlation	.824**	.810**	-.612**	.955**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	44	44	44	44	44

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

Table 7: Correlation between turnover intention and organizational justice

The relationship between variables is found by the similarity they "*deviate from its mean*" (p167). The SPSS output's correlation table presents two important results: R-value Pearson correlation and P- Significant value. Particularly, R-value is represented for the directions the relevant variables deviate by a few calculations with its deviation values. It is reckoned to vary between -1 and +1 as a relationship exists between analyzed variables. The R in between -1 and 0 reveals a negative relationship. This kind of relationship describes the opposite direction the variables would change in the same amount. Meanwhile, the R in between 0 to +1 is referred that when one variable increases, others will also increase in the same amount (Field 2009, 167-170). Besides, how significant the relationship could be is shown by P - significant value. If P is less or equal to 0.05, the relationship is significant. Especially P is less or equal to 0.01, even 0.001

then the variables are extremely high related. Contrarily, no relationship can be seen if P-value is greater than 0.05 (Field 2009, 193- 194).

The researcher has found the negative correlation between turnover intention and organizational justice which are shown in two tables above. Table 6 proves that turnover intention is related negatively with four dimensions of organizational justice because P-values are all less or equal to 0.05, together with the R-value in range of -1 to 0. Especially, the remarkable strong relationship is discovered between turnover intention and distributive, procedural and informational justice since their P-value is less than 0.01. Meanwhile, interpersonal justice associates with turnover intention in the Sig. (P-value) < 0.05. In addition, table 7 indicates the negative relationship between turnover intention and general organizational justice. The value of organizational justice is calculated by the integration of its four dimensions' MEAN values. Since the P-value is also revealed to be less than 0.01 and R-value is in range of -1 to 0, it is suggested that the higher organizational justice level is perceived in AIESEC Finland, the less possibly people quit volunteering, This finding strengthens the validity of hypothesis 1 (H1) and answer for the research question "Is organizational justice co-correlated to turnover intention in voluntary sector?".

Regression

SPSS output 5: Regression coefficients

Table 8: Coefficients between four dimensions of organizational justice and turnover intention

	Coefficients[a]				
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	5.306	.899		5.899	.000
Distributive	-.760	.220	-.557	-3.459	.001
Procedural	-.082	.253	-.054	-.323	.748
Informational	-.170	.179	-.167	-.948	.349
Interpersonal	.067	.231	.044	.291	.773

a. Dependent Variable: Turnover

Table 9: Coefficients between organizational justice and turnover intention

Coefficients[a]

| Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.690	.797		7.139	.000
	Organizational	-.981	.196	-.612	-5.009	.000

a. Dependent Variable: Turnover

According to Field (2009, 225), regression analysis would help the researcher to examine if any factors of organizational justice can predict the turnover of the volunteers. In the other word, while correlation analysis has shown the significant relationship between all four dimensions of organizational justice and turnover intention, regression result would reveal the powerful justice factor which can tell if one is going to stay or leave. By comparing the P-value (Sig.value) to the standard value 0.05 (Field 2009, 239), the variable is considered to be a strong predictor as its P-value is less than 0.05 and conversely, P-value greater than 0.05 means that the variable can't be an indicator. The regression coefficients output has pointed out distributive organization as a predictor of turnover intention in the case since its P-value (0.01) is significant less than 0.05. Therefore, it is apparently proven that distributive justice perception of the volunteers plays an important part in their turnover decision. As its P-value is greater than 0.05, procedural (0.748), informational (0.349), interpersonal justices (0.303) are just proven to contribute to the final decision of leaving by Correlation analysis. As a result, a voluntary organization should focus more on every single facets of distributive justice to predict the turnover rate, compared to other justice dimensions. Table 9, on the other hand, has proven for the significant relationship between general organizational justice and turnover intention. Apparently, its P-value (0.00) is less than 0.05 which supports the hypothesis 2 (H2).

Hence, it can be said that the perception of organizational justice can predict the turnover intention of volunteers in voluntary sector. However, the strongest predictor out of organizational justice dimensions is distributive justice perception. The result has answered the research questions "Can organizational justice predict the turnover intention in voluntary sector? Which dimension is the indicator?"

6.2. The true reasons behind the decision of leaving

Qualitative data is analyzed by codifying and categorizing the key words and critical statements during the interview. Codes and categories decided are derived from the theoretical base of organizational justice dimensions and its representing factors. Moreover, the author intentionally illustrates the frequency occurrence of these key words which are mentioned in the responses of the questions "What do you dislike about AIESEC Finland?", "What makes you think of leaving?" and "What is the experience which makes you want to leave immediately?" (See figure 1). Consequently, the figure may expose the reason why people choose to leave. Thus, the interview not only discovers the reason for the leaving but also reveals what the volunteers like about the organization. As a result, the organization may know what should be focused and reinforced in the retention plan.

Figure 1: Key words mentioned during the interview
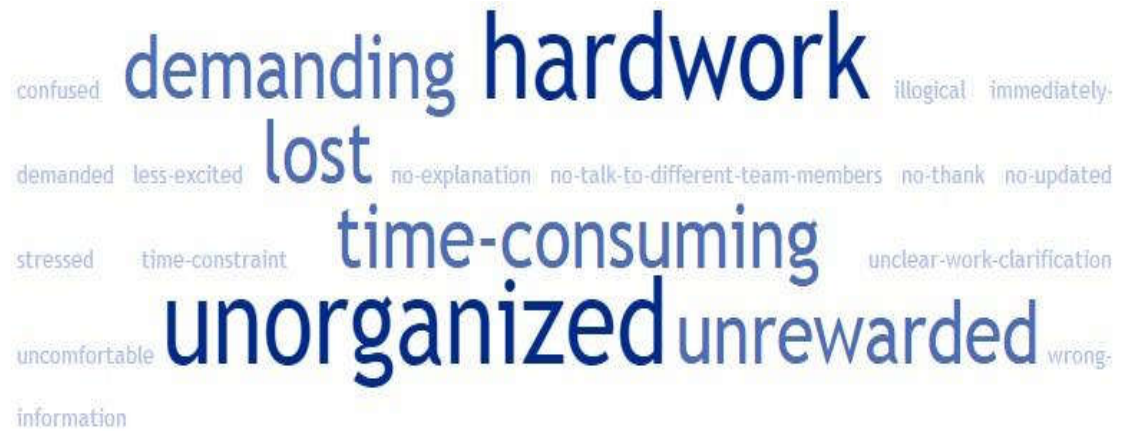
In the general look, "hard work" and "unorganized" are highlighted most remarkably out of other key words during the interview. Meanwhile, "demanding", "lost", "time consuming" and "unrewarded" occur frequently in the responses. It also can be seen many other important words which are visually noticed such as "confused", "illogical", "no-explanation", etc. However, the way those words should be interpreted shall be discussed below.

The reasons for volunteering

Q1: What do you like about volunteering in AIESEC Finland?

Examples of responses	Sub-factor	Factor	Dimension of organizational justice
- *" I especially like the empowerment that the organization gives for individual members in the organization"* - *"Freedom to choose*	_Freedom _Being responsible for your own job	Empowerment	Procedural justice

what to do, having control over my own goals and making an individual plan to achieve the goals" - *"Being responsible of your own and team success and trying new things"* - *"I like the global networks of friends that AIESEC develops among its members"* - *"gain skills....become leaders"*	_Become leaders		

Table 10: Question 1 responses coding

Examples of responses	Sub-factor	Factor	Dimension of organizational justice
- *"Things aren't working in an organized and logical way which results extra work"* - *"Tool A is instructed to make things more*	_unorganized and illogical procedure _cause extra work _Tool offered is not working well	_Inaccuracy and imprecision of the procedure _Meet no need _Inappropriate resource distribution	_Procedural justice _Distributive justice

organized but it just makes more confused by not working as well as it's supposed to" - *".....way too many information resources"* - *"I hate how time consuming and unorganized it is"*	_confused workers		
- *"I hate how time consuming and unorganized it is.......there needs to be less work"* - *"Plus we are volunteers........I shouldn't have to fill out 1000 excel files that say I am doing my job"* - *".....way too many information*	Too much work as a volunteer position	_Reward is inappropriate with the effort I have spent on the job _Distributive resources without respect to people's abilities and contribution _Resource distribution inappropriate to people's need	Distributive justice

resources"			
- *"I am uncomfortable with too many abbreviations and expressions that can only be understood by those much involved with AIESEC"*			

When being asked about the favorite thing of AIESEC, every interviewee mentioned about how this organization gave opportunities for members to self-develop skills and be trained as a leader. This is a result of empowerment policy of AIESEC by which everybody can make and implement his/her own decisions at works or has influence on the final decision as a representative of procedural justice (Usmani and Jamal 2013, 356). In this point, procedural justice is properly perceived by all the members. It seems that empowerment policy is the biggest strength of AIESEC.

Experiences and explanation for quitting

Q2: What do you dislike about volunteering in AIESEC Finland?

Table 11: Question 2 responses coding

After coding and categorizing the responses for the unpleased things about AIESEC, interviewees have mostly talked about procedural and distributive justice. According to the table 11, the information/resource is usually delivered and arranged in an unorganized and illogical way. People get confused most of the time because of the multiple information sources as well. In fact, the

disorganized and illogical way of working is fundamentally not concerned to the fairness or justice concept. However, the interviewee has impressed on how the disorganization has influence on his/her performance. He/ She has pointed out that "*……results extra work", "Tool A……makes more confused by not working as well as it's supposed to*". The author interprets the responses that it's unfair when people work hard but the result is unsatisfied because of the unorganized and illogical procedure of the organization, as well as the massive information sources. So that's why procedural justice is not well rated which must be presented in precision and accuracy of working process (Damirchi et al 2012, 68). By this inaccuracy and imprecision of the working procedure, the workers have to work more than needed and receive the dissatisfied outcome from their effort. Moreover, Table 11 has shown that members have received a worthless resource distribution from the organization which doesn't cover their needs and stop them from the desirable outcome. According to Steiner et al (2006, 50), distributive justice is not ensured to be received in this situation. Besides, distributive justice is called out as the volunteers feel that they have to work too much as a volunteer. From the literature review of distributive justice performance above, the responses are referred to the comparison between efforts people put to the job and what they are rewarded (Steiner et al. 2006, 50). Particularly, an interviewee has impressed that "*Plus we are volunteers……I shouldn't have to……that say I am doing my job*". Moreover, the demand of having less work "*…..there needs to be less work*" reveals the inappropriate distribution of work compared to people' abilities (Steiner et al. 2006, 50). Thus, confusing source of information and heavy workload for a volunteer is considered to be hated by certain members. This situation can be referred to the concept of "inequity" of distributive injustice which presents the inappropriate work distribution to people's abilities, time and needs (Steiner et al. 2006, 50).

Q3: What makes you think of leaving?

Table 12: Question 3 responses coding

Examples of responses	Sub-factor	Factor	Dimension of organizational

			justice
- *"I've been stressed about my studies and having AIESEC work on top"* - *" I should not have had that much work to do, it's just that everything's so unorganized I haven't been able to grasp it all"*	_Unrewarded appropriately compared to the stress from the job _Work distribution inappropriate to people's abilities, time and need.	_Unrewarded appropriately _Inequity	Distributive justice
- *"Too demanding. Too time consuming…..it becomes too demanding and serious like a full time job. Also, the hard work is not rewarded and when I mess up I feel like I fail and that is driving me to quit"*	Unrewarded appropriately with the responsibilities taken on.	Unrewarded appropriately	Distributive justice

As being asked of the factor which makes they think of leaving, the respondents have pointed out the unsatisfying distributive justice performance. They repeat frequently how stressed and time consuming the works was. Especially, one compares this voluntary works as "*a full-time job*". No one has encouraged these people for their hard work or help them in a difficult time as "*the hard work is not rewarded and when I mess up I feel like I fail and that is driving me to quit*". As reference from the responses, the author has found out that people all feel unfair for the heavy workload and the stress they have suffered as a volunteer while no rewards like thanks, appraisals or appreciation are shown up (Adam 1965;

Sieger at el. 2011, 79; Usmani & Jamal 2013, 355). This result absolutely matches the finding of SPSS Regression about the powerful indicator of turnover intention.

Q4: Could you please tell some experiences which make you want to quit immediately?

Table 13: Question 4 responses coding

Examples of responses	Sub-factor	Factor	Dimension of organizational justice
- *"Nobody has updated to me when I'm out. I feel lost in the meeting when I don't understand what people are talking about"* - *"Nobody cares if I can't catch up….. I won't get explained if I don't ask for it"* - *"People don't usually talk to you if you are not part of their team. Nobody from other teams reached out to talk to me"*	_Feel lost _I can't catch up _People don't usually talk to me.	Unfriendly environment	Interpersonal justice
- *"More than once, our team has been doing a lot of work and we as leaders have felt like we finally know what we're doing, only to have the Member*	_Unclear instruction _Unclear work clarification	_Unclear work clarification/ role identity	Procedural justice

Committee tell us we're doing everything wrong and are wasting our time" - *"We were using tool A because we were told to, then found out we shouldn't, because it's not working right. We did B, then were told not to do that but focus on other way"*			
- *"Nobody has updated to me when I'm out. I feel lost in the meeting when I don't understand what people are talking about…….. Nobody cares if I can't catch up….. I won't get explained if I don't ask for it"*	_Nobody has updated to me	_Not updated on time _No explanation	Informational justice
- *"We don't really get any thanks for the work we're doing - and we're doing this for free, in addition to our studies, after all"* - *"I can't handle having to do things IMMEDIATELY. The texts on Friday night and retreats during holidays- AIESEC seems like it should be first*	_No appreciation shown _Work distribution inappropriate to people' abilities	_Unrewarded appropriately _Inequity	Distributive justice

	priority in everyone's life and I don't agree" - *"I can't wait to be done so I can do hobbies on my own time. I was demanded to complete the works fast like a real job and it distracts my personal life"* - *"Time constraints makes me less excited to be part of the organization"*			

With those who have already thought of leaving, there are moments that they want to quit immediately. The researcher asked the interviewees about these tough moments and the result definitely has pointed out the significant interrelationship between organizational justice and turnover intention. These 4 dimensions of justice are revealed in many relevant factors. In details, interpersonal injustice is found since the working environment was unfriendly to some members. In reality, they felt lost and nobody talked to them because they were not working in the same team. Informational injustice is presented by the way information wasn't updated on time and no explanation has been given. Based on table 13, the unclear work clarification presenting procedural injustice has made the team dedicate to useless work. They feel nonsense after putting a lot of efforts but finally found out that they were wrong and wasted time. The unclear information delivered from upper level gave the audiences misunderstanding (*"We were using tool A because we were told to, then found out we shouldn't, because it's not working right")* but then, those people received no explanation afterwards. We can see that through the word used by the interviewee *"We finally know what we are doing…..the member committee tells us we are doing everything wrong and wasting our time"* which explores the unclear role identity as well as work clarification of procedural unfairness (Macon 2007,

7-8). Besides, "no thank" is highlighted one more time as a performance of distributive injustice since people did not get any spiritual rewards after what they have done as volunteers (Cnaan and Cascio 1998, 11). Moreover, in accordant to table 13, interviewees also displayed their negative attitude towards the heavy workload and inappropriate work distribution. The samples as *"I can't handle having to do things IMMEDIATELY. The texts on Friday night and retreats during holidays- AIESEC seems like it should be first priority in everyone's life and I don't agree"* or *"I can't wait to be done so I can do hobbies on my own time. I was demanded to complete the works fast like a real job and it distracts my personal life"* definitely raised an awareness of how much stress the work brings to the members. The work has been delivered without respect to people's abilities, time and needs. The volunteers seem to be demanded to work on holidays and complete the tasks "*IMMEDIATELY*"

In conclusion, all four dimensions of organizational justice were commented during the interview which pinpoints the strong relationship between the justice and turnover intention. The finding has supported well the Correlation quantitative research result above. Based on the analysis of three tables, together with the frequency occurrence of the key words during the interview (see in figure 1), both procedural and distributive unfairness are able to practically explain for the leave of the members. Especially, table 12 which discovers the most important reason has enhanced the position of distributive justice as the most powerful indicator for the turnover phenomenon.

Figure 1: Key words mentioned during the interview

7. DISCUSSION

7.1. Discussion on research findings

The objective of the research was to find out if organizational justice has a significant effect on the turnover intention in a non-profit organization. The findings of the research are supposed to help voluntary organizations generally and AIESEC Finland particularly to adjust the retention plan to keep good volunteers. Before implementing the research, the author reviewed the theoretical base of organizational justice and turnover intention along with its measurement tool. Moreover, the popular measurement widely applied in many scholars' relevant research is also considered to fit the sample and the situation. With the literature background properly comprehended, the author decided to implement mix-method research which includes both qualitative and quantitative method with the purpose of supporting each other for a reliable result release. The instruments chosen are quantitative questionnaires and qualitative semi-structured interview. The questionnaires consist of three sections: demographical profile, four dimensions of organizational justice measurement and turnover intention evaluation. The semi-structured interview mostly dealt with the reason for the leaving intention. The data collected from both the researches was analyzed and integrated into a conclusion of the connection between these two phenomena.

The quantitative data was transferred to SPSS to be analyzed statistically. The author intentionally used SPSS ANOVA to make sure that age, gender, length of service, education level, marital status, dependent child and local entities were not the reasons why volunteers choose to leave. By testing the correlation between demographic factors and turnover intention, the author admitted that these demographic factors might have no impact on the volunteers' turnover intention since the P-value is above 0.05 (see table 5). In theory, the impact just exists if the demographic factors have a P-value less than 0.05 (Field 2009, 381-388).

Thanks to the organizational justice and turnover intention measurement statements in the questionnaires, the PSS Correlation and Regression has helped the researcher to discover that the perception of organizational justice can predict if volunteers stay in a non-profit organization or quit. In the analysis process, turnover intention was considered to be a dependent variable while four dimensions of organizational justice and general organizational justice were independent variables, which have been practically tested for their influence on the dependent variable. In fact, the SPSS Correlation output 4 has offered a clear proof of a significant negative relationship between four dimensions of organizational justice and turnover intention. Based on the Sig. value (P-value) of distributive, procedural, informational and interpersonal justice being all less than 0.05, along with the R – Pearson Correlation value between -1 and 0 (see table 6, 7), organizational justice was proven to be negatively related to turnover intention. It means that the one who finds the organization fair would possibly stay long. Reversely, the one who receives unfairness would have a high possibility of leaving. According to Field (2009, 167-170), this relationship may not exist if the P-value is above 0.05. To bolster the finding of the Correlation test and the answer to the research question, the author applied the SPSS Regression to examine whether organizational justice can indicate the turnover intention of volunteers, also to specify which dimension of justice can be the indicator. The P-value of organizational justice (0.00), again, is found to be less than 0.05, which displays the ability of forecasting the turnover intention (see table 9) (Field 2009, 239). Besides, table 8 specifically points out distributive justice as the most powerful dimension indicating the turnover intention with the P-value (0.01) is less than 0.05. Though all four dimensions are correlated to the decision of leaving, only distributive justice is able to predict if someone wants to stay or leave. Literally, if none of the dimensions has a P-value less than 0.05, then organizational justice perception just can be seen as a contributor to the turnover decision because of the correlation proven by the Correlation test, but cannot be in itself make volunteers leave the organization. Therefore, it is possible that members can quit volunteering because they find particular distributive injustice or generally evaluate the organization unfair.

Result of the statistical analysis clarified that organizational justice can have a strong influence on the turnover intention in an NPO, in the same way as distributive justice plays the most important role in the turnover decision making process of the volunteers. Probing if the results really match people's actual behavior, interviews were conducted before the quantitative data was analyzed using SPSS to prevent a biased outcome. The author interviewed, in an objective role, the members who had rated high in the turnover intention. Surprisingly, there was similarity between the quantitative and qualitative results after the analysis had been done.

Specifically, by coding and categorizing the key words and critical statements during the interviews, the researcher found out that most respondents gave examples of injustice experience which made them hate staying in the organization and want to leave immediately. When the interviewees were asked for the key reason of leaving, the most responses referred to the distributive injustice perception which can be seen in table 12. However, by the frequent occurrence of procedural injustice during the interview (see in table 11 and 13), the researcher emphasized the importance of this justice. Furthermore, the significant relationship between the four dimensions of organizational justice and turnover intention was also proven by the qualitative research. It means that any injustice performance of the organization can contribute to the final decision of turnover.

By integrating quantitative and qualitative research outcomes, it can be said that the perception of organizational justice can highly affect the turnover intention in the voluntary sector. This result strengthens the validity of Nadiri and Tanova 'theory (2010, 38) about the significant relationship between those two phenomena. In addition, the research also underlined the importance of distributive justice position in retaining volunteers. As for details, the quantitative research revealed the distributive justice to be the strongest indicator by the SPSS Regression test. Meanwhile, the qualitative interview result suggests that distributive and procedural injustice can both predict the turnover intention but distributive injustice factor is more powerful. However, with reference to Sieger et al theory (2011, 79), distributive and procedural justice are equally considered to be indicators of turnover intention. Hence, the research

result just fairly shares the similarity with the theory. It could be explained by the fact that the empowerment factor is always the most attractive point of voluntary organization encouraging people to volunteer. At the same time, any other procedural injustice perceived can be eased down by the high level of empowerment (Borzaga & Defourny 2001; Ohana et al. 2014, 1093). Thus, since the strength of AIESEC Finland particularly and voluntary organization generally is the empowerment policy, any other procedural injustice has less power to push people quit than a normal organization. In the theory of Sieger et al (2011, 79), procedural and distributive justice have equal power levels towards turnover intention in the profit organization as predictors. However, the author found out that in the voluntary sector, the empowerment policy has eased down any other procedural injustice performance, while distributive justice is still an indicator of turnover intention. As a result, it can be said that any factor of distributive unfairness can strongly lead to the turnover decision of the volunteers, closely followed by procedural injustice, which might have a considerable effect on their leaving intention. The relationship between other dimensions of organizational justice like informational, interpersonal justice and turnover intention in the voluntary sector is undeniable as well. On the other hand, any factors of organizational injustice can possibly contribute to the decision to quit volunteering. The findings of both the qualitative and quantitative research fully support this theory.

In conclusion, the final result of the mix-method research has bolstered the hypothesis H1 and H2 mentioned earlier, as well as answers the research questions. There is a significant relationship between organizational justice and turnover intention in a non-profit organization. Organizational justice can predict the turnover intention in the voluntary sector. The strongest indicator is the distributive justice dimension but the procedural justice dimension is also important to be prioritized.

7.2. Reliability and validity in the research

Limitations

Limitations are found in the research as inevitably occur in any investigation. First of all, the constraint can be identified in the research instruments that have been carried out. To collect quantitative data, the author has spread out the questionnaire which includes a set of statements in Likert-scale type. Zohrabi (2013, 255) doubts the reliability of the questionnaires since there is possibility of misunderstanding or misinterpretation by the ambiguous wording. Indeed, the researcher has created all the items in the questionnaires based on the literature background under the consideration of the environment of a non-profit organization. As a result, the reliability of the research could be decreased. In terms of qualitative research, a semi-structured interview has been administered in a set of both multiple questions and leading questions. As mentioned lately, there are four main questions in the interview and a few additional asking for the explanation. According to Merriam (78, 79), the interview questions are categorized as below:

Multiple questions	Leading questions
_What do you like about AIESEC Finland? _What do you dislike about AIESEC Finland?	_What makes you think of leaving? _Could you tell the experience that you want to leave immediately?

Merriam (78, 79) finds the leading question biased since it might steer respondent to the researcher's direction (Zohrabi 2013, 256). However, the researcher believes that the chosen questions have no assumption set up towards the interviewees. In fact, these questions are asked in purpose of discovering the reason why the participants want to quit volunteering. Meanwhile, the interviewees are chosen carefully due to the high possibilities of leaving which is measured and revealed by the prior quantitative research result.

Another restraint is the low generalization which is derived from the studied sample size. Out of 169 AIESECers Finland, only 44 members have

voluntarily participated in the questionnaire and four members have agreed to be interviewed. It means the response rate just accounts for 28% out of total number of AIESECers Finland. By the low rate, the generalization would be reduced. However, the participants were spreading evenly over all 8 AIESEC local entities that boost up the generalization of the findings.

Lastly, the relationship between organizational justice and turnover intention is not popularly studied in the voluntary sector, especially students' non-profit organization like AIESEC. Hence, the findings couldn't be compared to others in the same sector but only compared to the existing theory in the general organization.

Reliability and validity

Besides the limitation identification, discovering reliability and validity level is crucial as well. In reference to Golafshani (2003, 599), reliability concerns whether the result is applicable or generalized, while validity tells the consistency and accuracy of research instruments. Zohrahi (2013, 258-260) suggests the common method to ensure both reliability and validity in a research which is called "triangulation". Triangulation is able to increase the reliability and validity of the research results since the researcher need to collect measure and analyze the data from multiple resources. This method enables the research see the issue from different triangles in order to have a comprehensive study. As proposed by Zohrahi (2013, 258-260), to apply triangulation method, the data should be collected from questionnaires, interviews and observations in variety of participants with different background. The data would be valid and reliable if the findings of all resources are overlapped. Therefore, the author has conducted a mix-method research with two popular instruments which are questionnaires and interviews. These two instruments are used in both qualitative and quantitative research. Then, the data obtained are measured independently by reliable SPSS quantitative analysis tool and the manual coding method of qualitative analysis. In addition, the questionnaires are distributed randomly

to AIESECers in every local entity. The findings of both methods generate the same result about the signification relationship between organizational justice and turnover intention; also agree distributive justice as the indicator of turnover intention. The overlapped result of different techniques has strengthened the validity and reliability of the research. Moreover, in purpose of increasing the reliability, the author has done a Cronbach's alpha test which supports the connection and relation of all the items in the questionnaire. The test result has proven that the measurement instrument is relevant and logical connected to each other. Meanwhile, the measurement is derived from the previous research in the field under the consideration and adaption to the voluntary environment. Therefore, the reliability of the findings is strongly ensured.

Practical application of the research

The research is conducted particularly in the environment of voluntary sector with the implication for students. The purpose of this study is to find out whether organizational justice can effect on turnover intention in a non-profit organization, as well as discover the critical factor which has the greatest impact on the decision of leaving from the volunteers. In fact, there are previous researches to support the significant relationship between these two phenomena in the environment of profit organization where people have different commitment to the organization as the compensation, monetary benefits. Meanwhile, in the environment of required pure commitment like non-profit organization where money is not expected to retain volunteers, the relationship between organizational justice and turnover intention is questionably tested in this study. The findings are surprisingly similar to the existing theory of the profit organization. In the other words, the voluntary sector definitely needs to offer justice in all four dimensions like distributive, procedural, informational and interpersonal fairness to the volunteers, otherwise the volunteers would leave. The most important dimension necessarily needed is distributive justice which shows that people want to receive the equality and fairness in the resource

distribution. Especially, distributive justice also concerns the equality and fairness of the outcome which could be revealed in the appropriate spiritual rewards like appreciation presentation, public complementation, support and treasure. Secondly, the importance of procedural justice is undeniable which ensures the empowerment and fairness of procedure implementation. The study has shown that the procedural injustice can push volunteers away from the organization, while informational and interpersonal injustice just plays apart in the turnover decision of the volunteers.

The findings are practically useful to the HRM department of the voluntary organization who wants to keep good people. In the retention plan, the organizational justice performance should be prioritized and consistently implemented. Out of four dimensions, distributive and procedural justice needs to be strictly provided since they have direct impact on the turnover intention of the volunteers. The theoretical review above has figured out all the factors presenting for particular justice dimensions. The retention strategy should concern the performance of justice. As proven, the higher organizational justice perceived, the lower possibility that volunteers would quit. Since AIESEC Finland specifically has high turnover rate annually, the study may offer some recommendations to increase the justice performance.

- <u>Often show appreciation towards the volunteers' efforts to improve the distributive justice.</u> Thanks to the research result, the volunteers were found to be discouraged with the reality that they received no thanks or appreciation from the upper members for all their efforts and hard performance.

- <u>Change the inappropriate procedure related to working schedule to keep the fairness in procedures.</u> The unsatisfied members disagreed with the hard tasks on holidays and weekends which interrupted their personal lives. Another suggestion is derived from the complaints of unorganized and illogical information flow that confused and caused more works than needed. The injustice is referred to that fact that people have to work more than needed because of the organization's inappropriate working flow. Therefore, to decrease the high perception of procedural unfairness, AIESEC Finland

should consider a better information flow of the procedure, as well as the suitable workload and schedule for the volunteers.

- <u>Keep every members updated on time, even if they were not in the meeting. Try to reach the persons who missed the information announcement</u>. Some respondents felt the informational injustice since they did not hear or receive any information if they missed the meetings. Some even felt lost in the meeting if they missed the previous one. Therefore, AIESEC Finland can set up a private access to upload the new information so that the ones who missed the meetings are still able to keep updated and catch up easily.

These recommendations are meant to reduce the turnover rate and increase the satisfaction level of the volunteers. In fact, the study has been carried out in the sample of AIESEC Finland – the students' voluntary organization to solve the existing problem of AIESEC Finland. Therefore, the respondents share the similarity which is the student status. The findings haven't been tested with the volunteers who are not students. Hence, the author suggests a larger population for the future research which consists of variety of social status.

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APPENDICES

Appendix 1 – Questionnaires

Organizational justice and turnover intention survey

Section 1: Demographics profile

Name:

E-mail address:

Gender:

- Male
- Female

Length of service (time spent with AIESEC Finland)

- < 1 year
- 1 year < ; < 2 years
- > 2 years

Age:

- 18-20 years old
- 21 -25 years old
- Above 26 years old

Education level:

- Vocational degree
- Bachelor degree
- Master degree
- PhD degree

Marital status

- Single

- Married

- Divorced/ Widowed

Dependent children:

- Yes

- No

Local entity:

- AIESEC AALTO

- AIESEC HAAGA-HELIA

- AIESEC TURKU

- AIESEC   TAMPERE

- AIESEC   JKL

- AIESEC OULU

- AIESEC HY

- AIESEC SAIMAA

Section 2: Organizational justice measurement

Statement	1.Strongly disagree	2.Disgree	3.Neither agree or disagree	4. Agree	5. Strongly agree
a. Distributive justice					
1.I am rewarded appropriately with the responsibilities I have taken on					
2.What I have received is worthy with my education and skills					
3.My performance is fairly rewarded					
4.I am satisfied with the rewards based on the stress from works I have suffered					
b. Procedural justice					

5.Decisions are made after listening to everybody				
6.My ideas are listened before decisions are made				
7.I can question, deny or refuse a decision				
8.I have influenced on the decision lately				
9.The policies and procedure implementation is unbiased for anyone				
10.The implementation of policies and procedure is applied consistently				
11. The policies and procedures are built based on moral and ethical standards				
c. Informational justice				
12.The information collected to make decision is relevant and accurate				
13.I am kept updated on time by the organization				
14.I am explained, apologized or informed reasonably if there was something pops up				
15.I am explained clearly about my works				
d. Interactional justice				
16.My leaders are trustful and honest when interacting with me				
17.My colleagues and leaders never give me offending comments				
18.I feel respected when interacting with others in the organization				
19.I am treated with dignity in the				

organization					
20.Everybody in the organization is friendly and polite to me					

Section 3: Turnover intention measurement

Statement	1.Strongly disagree	2.Disagree	3.Neither agree or disagree	4.Agree	5.Strongly agree
1.I am currently thinking of leaving AIESEC Finland					
2.I will quit as soon as possible					
3.I have started looking for an alternative in another organization					

Appendix 2: Interview questions

Question 1: What do you like about AIESEC?

Question 2: What do you dislike about AIESEC?

Question 3: What makes you think of leaving when working in AIESEC?

Question 4: Could you tell the moments when you want to quit immediately?