

Turnover Intention in Non-Governmental Organisation (NGOs): A Case Study of Recreation Society at Kuantan, Pahang

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ABSTRACT

The hidden cost caused by employee turnover is inevitable. In filling in the vacancy of a position, the causes of turnover will affect the cycling systems. Low turnover rate is essential to an organization's human resources department as it shows an excellent indicator of budgeting and training cost. This study aims to examine the significant relationship between the factors namely organizational commitment, job stress, job satisfaction and reward satisfaction with turnover intention among committee members in recreation society at Kuantan, Pahang. The sample size of respondents from this society selected in Kuantan, Pahang is 169 from 316 of the population sizes. Stratified random sampling technique was chosen in achieving the objectives of this study because it is a systematic data collection method. The data for this study was collected from the questionnaires distributed to the respondents by using Google form. Altogether, there are four independent variables and one dependent variable. Statistical Package for Social Science version 23 (SPSS) was employed to perform data analysis of the study. The study discovered that organizational commitment, job stress, job satisfaction, and reward satisfaction have significant relationships with turnover intention. These factors like organizational commitment, job stress, job satisfaction and reward Satisfaction are suitable in predicting and analysing organizational behaviour regarding human resource management. Hence, it is crucial to study turnover intentions in organizational management.

Keywords: *Non-Governmental Organisation, Committees Members, Turnover Intention, Organisational Behaviour*

1.0 INTRODUCTION

Human resources department plays a vital role and it cannot be separated from the role in achieving a company's goals. This indicates that there is a need for a good human resource management process within a company in order to achieve company goals. Many losses will be borne by the company if employees intended to leave the company (turnover intention). According to Silalahi (2021), turnover intention can be impactful to the company especially when the employees actually made the decision to leave the company (turnover intention). Non-Governmental Organization (NGOs) are monitored by the Registrar of Societies,

Malaysia (ROS) under the Societies Act 1966 and they can be qualified as the voice of the people. In general, NGOs must register with ROS in accordance with the Societies Act 1966. In his speech at the National Societies Carnival 2017 in Terengganu, Deputy Prime Minister Datuk Seri Ahmad Zahid Hamidi urged NGOs to join hands in helping the government meet its agenda. However, he also reminded all NGOs registered with ROS comply with Societies Act 1966 to prevent their authority from being revoked. This concern roots from the statistics reported by the Minister of Home Affairs. Altogether, in 2017, out of 63,846 Societies registered with ROS, 44 percent or 28,190 NGOs had been terminated (Adrian, 2017). According to the ROS Malaysia Annual Report (2019), the NGOs cleansing task force was introduced as a Key Performance Indicator (KPI) in 2014, which is the cancellation of societies that failed to submit their Annual Report to the Registrar. These societies were considered 'non-existent' because its committee members failed to implement good governance in line with the Societies Act 1966. From the report of the task force implementation, a total of 8099 Societies were cancelled. ROS indicates that monitoring and controlling this 'non-existent' society will be difficult. If no action is taken against the society, several issues may arise such as misuse of NGOs entities, use of NGOs entities for personal gain, and able to create a threat to community and national security. The situation worsened when important committee members like the Chairperson, Secretary and Treasurer had left their roles and commitment without any consent from committee meetings as written in the Societies Constitution. As a result, the societies could not be properly governed in line with the Societies Act 1966. In addition, based on eROSES (2021), the data shows that 35,586 societies have been cancelled for various offenses in violation of the Societies Act 1996. For the most important thing, there are five categories of NGOs mostly registered by ROS in Kuantan, Pahang. From these categories, welfare society shows the highest number which is 215.

Table 1: Categories of Cancelled NGOs at Kuantan, Pahang.

Categories of NGOs	Total of Societies in Kuantan	Total of Societies (Cancelled)	Total of Latest Registered Societies	Percentages of Termination
Welfare Society	215	36	179	16.74%
Social Society	87	29	58	33.34%
Recreation Society	74	43	31	58.10%
Cultural Society	55	15	40	27.50%
Religious Society	29	6	23	20.68%
Total	460	129	331	-

Notes: From eROSES System, Registrar of Societies, Malaysia.

Based on Table 1, recreation society show the highest percentage of cancellation which is 58.10% and become the most society that has been cancelled in Kuantan. Hence, based on the previous description, it can be concluded that the committee members of recreation society can be seen as respondents for this study on factors that can contribute towards turnover intention in NGOs at Kuantan, Pahang. According to Hopkins, Njoroge, Nzulwa, and Kwena, (2017) and Hakro, Abbasi, and Mahesar, (2021) revealed that studies on factors influencing turnover intention in NGOs are still new and novel, but the works of literature are expanding well. Moreover, there are limited scopes of studies which focus on private and government institutions. Hence, this study seeks to fill the knowledge gap by identifying and evaluating the variables to understand turnover intention in NGOs in Malaysia, specifically in the recreation society at Kuantan, Pahang. Based on the above description, the objective of this study is to examine the significant relationship between the factors namely organizational commitment, job stress, job satisfaction and reward satisfaction with turnover intention among committee members in recreation society at Kuantan, Pahang. The research question; Is there any significant relationship between the factors with turnover intention among committee members in the recreation society at Kuantan, Pahang?. The findings and results of this study will be able to enrich the literature on turnover intention in NGOs in Malaysia, especially in recreation society. Hence, this study can also reveal new alternative solutions to make committee members implement good governance in their societies and obtain information from the selected NGOs to implement government and community agenda through strategic collaboration.

2.0 LITERATURE REVIEW

2.1 Turnover Intention related to Non-Governmental Organization

Based on the report in the National Council of NGOs Report (2015), the percentage of employee turnover was at 26%, which is considerably high, and it has restrained NGO work in general (Hopkins et al., 2017). Besides, according to Abagelan and Tullu (2017), more than half of non-profit organisations are unable to calculate the cost of employee turnover and do not have human resource recruitment and retention policies in place or updated. It shows that employee turnover is a major issue in the humanitarian sector, resulting in poor performance and threatening the sector's long-term viability. In addition, some of the cases of intention turnover in non-profit organizations can also be related to the issue of limited budget and funding. According to Lin, and Deng (2019), it is revealed that a substantial association between pay, and turnover has been shown in the literature. Workers with greater wages have lower turnover intentions than workers with lower wages. Meanwhile, the study conducted by Abagelan, and Tullu (2020) revealed that employees Turnover in Non-Profit Organizations in Jimma Prefecture, Ethiopia showed contra result which is the majority of respondents said that the lack of compensation and benefits in the non-Profit sector is the main reason why employees quit. In addition, internal push factors such as ineffective management, a lack of career development opportunities, and low salary and benefit packages, as well as job-related factors, were identified as major factors that drove employees to the exit door and contributed to high staff turnover in the NGOs operating in Jimma. In Malaysia, a study by Nor Aini (2015), revealed that human resource management is one component that can influence the success or failure of many NGOs as well as their long-term development. The study discovered that non-governmental organisations (NGOs) do not pay enough attention to the application of human resource management practices. The study also revealed that leadership, career development, salary, and benefits are significant with employee's turnover.

2.2 Turnover Intention

The intention to leave work finally causes the company to face a situation where they can see a number of employees leaving their job. Previous study by Hopkins et al., (2017) showed that employee turnover refers to the human resource context of the employer's rate of losing and gaining employees. In simpler words, it is an evaluation of when or how long the employees intend to stay. Memon, Salleh, and Baharom (2016) revealed that it is the tendency of a staff member to voluntarily quit his job or move from one workplace to a new place as per his own choice. A person who leaves a company (turnover) can be divided into two classifications. The first category is voluntary turnover in which the employees decide to voluntarily leave their old position due to the attractiveness of their current job as well as due to the availability of other jobs. The second category, involuntary turnover which is also known as dismissal refers to the termination of staff's employment made by the employer and the decision cannot be controlled by staff who are affected. In conclusion, based on the opinions given by the experts, in this study, turnover intention refers to the tendency of the employees to voluntarily quit their job or move from one workplace to a new place as per their own choice. However, Mobley (1986) suggested several things that need to be understood to find a general definition of turnover, including: 1) Turnover focuses on employees, in the sense that those who receive wages from the organization, as a condition that indicates membership of the organization; 2) Turnover focuses on the termination or separation of employees from the organization; 3) The general definition of turnover can be applied to various types of organizations and to various types of organizational employee relationships. According to Santoni and Harahap (2018), the researcher mentioned that there are three dimensions of turnover intention. The first dimension, which is the 'Thinking to Quit' refers to the employees' thoughts and evaluations on whether to stay with or leave their current workplace. The second dimension, the 'Intention to Search for Alternatives' reflects the staff's desires for betterment such as having desires to look for a new workplace, find better positions, better promotions and the desire to gain more salary. The third dimension is the 'Intention to Quit' which reflects their intention in leaving the company. At this rate, the employees have the intention to leave upon getting a better job and the end products are either staying or leaving the job.

2.3 Organisational Commitment and Turnover Intention

Meyer, Allen and Smith (1993) revealed that organizational commitment is a psychological establishment which refers to the relationship between employees and their organizations. It affects the company members' decisions in continuing or cutting off their membership with the company. Meanwhile, Hidayat (2018) stressed that organizational commitment occurs when a person is in favour of a pre-determined goal as well as his desire to survive in the organization. It can also be defined as a high level of employee loyalty so that it is felt to be a part of his life for the continuous progress of the organization, the importance of this point is related to the contribution of employees who are able to bring the organization to achieve its goals. A highly committed staff member usually identifies himself as a member of the company. In this case, it refers to the employee's loyalty and the bond with the organization. Hence, loyalty and sincerity of the employees is seen as reflections of staff's commitment to the organization. Deswita (2017), revealed that organizational commitment is an attitude which is a strong desire to remain a member of a particular organization, desire to strive according to organizational goals and beliefs and accept the values and goals of the organization. According to Allen and Mayer (1990) there are three dimensions of organizational commitment, namely, affective commitment with indicators of feeling proud of the organization. Next, continuity commitment with indicators of feeling like a loss leaving the organization. Lastly, normative commitment with the indicators of just wanting to work for this organization. From that dimension, Kreitner dan Kinicki 2010 (2010) stressed that affective commitment relates to the emotional, identification, and involvement of employees in an organization. While, Normative commitment is an employee's feeling about the obligations that must be given to the organization and continuity commitment includes the employee's perception of the losses if they leave the organization. A study conducted by Amri, Marzuki, and Riyanto (2017), revealed that organizational commitment has a negative impact on turnover intention. As a result, organizational commitment is derived from job satisfaction, positive work experience, confidence in management, as well as compelling re-enactments and awards. So, organizational commitment in an organization needs to be improved so that employees can work optimally. Among employees, commitment towards organization holds a deep connection for example if many of upper management cannot commit toward their responsibility in driving the organization eventually it can lead to turnover intention.

2.4 Job Stress and Turnover Intention

The correlation between job stress and turnover intention is a process of evolution which develops step by step according to the foundation and standard set by various researchers. Stress exists in any ailing or unpleasant situation. Some of the studies tried out to display the dependence among the work overload, work dubiety, and ministerial support also subordinates croissant intentions. Some of the researchers found that job stress has a positive impact on subordinates' turnover intention (Qasim, Javed & Shafi, 2014). Coincidentally, stress will become a menace when a person as an individual faces it at work. Turnover intention also can occur and become a critical issue for the organizations for a long time (Chen, Lin & Lien, 2011). Certainly, being in a stressful work environment could bring consequences that may impact the organization as well as the employees themselves. According to Alias, Rohmanan, Ismail, Koe, and Othman (2018), stress in the workplace is a conflict between job demands and the ability of the staff to meet deadlines and workloads given, and the stress is said to be the emotional and physical response of the staff to such expectations. Generally, stress resulted from a dynamic combination of high career demands and low amount of composure to deal with it. Silalahi (2021), stated that job stress in general are problems that are often associated with an event in the work environment, such as in the process of interaction between an employee and aspects of his work where there are inconsistencies in characteristics and unclear changes occurring within the company. Stress is also commonly interpreted as pressure, tension or unpleasant disturbances that come from outside a person. Larasati (2015) explained that the causes of stress are work intrinsic, including physical demands such as noise, vibration, and hygiene, while task demands include several aspects such as work shifts, workload, work that is less physical, working time, narrow understanding and appreciation of job risks. Besides, social factors also create job stress such as roles in the organization where each worker is expected to work according to his role which means his tasks and rules are set by his superiors; career development which consist of promotion to a higher or lower level; relationships with superiors, work teams, subordinates; and difficulties in delegating responsibilities, organizational structure, and work climate. A study by Islam (2019), revealed that in a private bank in Bangladesh, there are four stress factors that heightens turnover rate among the employees which are long working hours and fast work, clarity of work goals and objectives, workload, and mindset change and

lastly, work flexibility. The research also identified the significant mutual relationship among the variables. The results were also in line with the study conducted by Pratiwi, Sunaryono and Wahono (2020). The findings indicated that employees were able to complete each job in a predetermined time and in accordance with company standards. Nurul (2019), also revealed that past studies exhibited negative relationship between work stress and the quality of customer service. This means that less stressed the workers are, the better the service given to their customers.

2.5 Job Satisfaction and Turnover Intention

The definition of job satisfaction according to Rizky (2020), is an employee's emotional state where there is or is not a point where the staff's remuneration from the company meets the value of the staff's desired remuneration value. It can be concluded that job satisfaction is what workers feel between dissatisfaction and satisfaction with the results that have been done by employers. Job satisfaction also affects the turnover (turnover) of the workforce. Alias et.al., (2018), discovered the relationship between job satisfaction with the employee discouragement to get out or leave off their job (within organization). It is known that job satisfaction was the strongest factor towards employee turnover. In Addition, Alam, Aliya, Asim, and Muhammad (2019), revealed that job satisfaction is a very crucial issue in the study of human attitudes and behaviour. It involves two main dimensions, namely satisfaction with intrinsic factors and satisfaction with extrinsic factors. Most scholars say that if these work factors are designed regularly, it can increase job satisfaction, thus can also encourage positive attitudes and behaviours, especially reducing the desire to quit voluntarily. According to Thiagaraj (2019), it is revealed that there are several theories related to the workplace. This theory is also known as the Two Factor Theory. It was established by Frederick Irving Herzberg in 1923 to 2000. He mentioned that there are definite factors contributing to employees' job satisfaction in the workplace. The factors can be divided into two, namely hygiene factors and motivator factors. Next, Expectancy theory was produced by Vroom. According to Thiagaraj (2019), a person's job satisfaction is based on their expected outcomes. Vroom stated that there are two types of expectations: firstly, the expectation that the effort will produce good performance. The second is, good performance will be rewarded. In a Malaysian-based study conducted by Mansor, Ahmad, Raji, Atiqah, and MK, (2016), the results showed that intrinsic factors like job satisfaction showed a significant relationship with turnover intention among low-ranking police officers IPK Perlis. It is clear that the higher level of job satisfaction (higher the achievement, recognition, responsibility as well as progress and development), reduces turnover intention among employees.

2.6 Reward Satisfaction and Turnover Intention

Suhail et al. (2020), revealed that reward systems are considered key management tools aimed at increasing employee motivation, job satisfaction and commitment, so that they can maintain high performance and partially meet corporate objectives that lead to company effectiveness and profitability. In a study conducted by Hopkins et al., (2017), it was discovered that giving adequate and satisfactory rewards to the employees reduced the rate of turnover. In addition, it is reported that there are two divisions of rewards which are financial and non-financial rewards. According to Nor Aini (2015), non-monetary rewards, such as recognition for accomplishments in projects spearheaded or undertaken by NGOs, are usually the norm. These include intangible rewards in example job satisfaction and work-life balance, performance management, and learning and development. Non-monetary incentives might include things like job satisfaction and work-life balance, performance management, and learning and development. Meanwhile, Nasurdin, Ahmad and Tan (2015), stressed that monetary rewards are very relevant for hotel workers because these jobs are usually associated with low wages and minimal rewards. Moreover, Wu et al. (2013), argued that when employees consider their wages fair, they will strive to continue to provide appropriate services. Lack of reward will have a huge impact on employees and the desire to quit work. Based on the study in Malaysia as carried out by Suhail et al., (2020), the result showed that reward had a negative significant relationship with employees' turnover intention. However, in a study conducted by Kong, Lai, Lee, Ling, and Loh (2017), the researcher discovered a significant correlation between reward satisfaction and turnover intention. The data shows that the higher employees' pay and reward satisfaction, the lower their intention to leave.

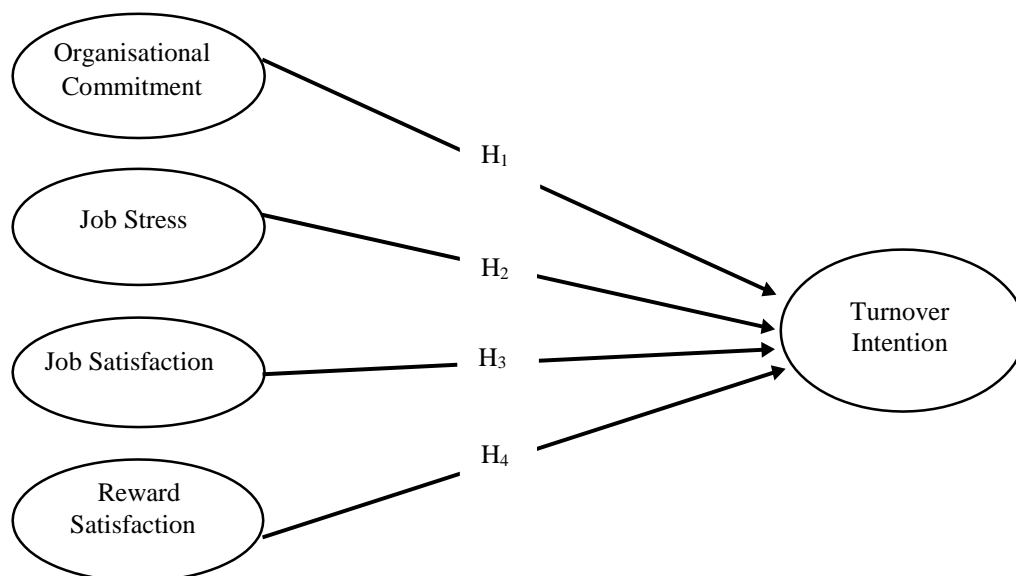


Figure 1: Conceptual Framework

Therefore, based on theories and past literatures, the following hypotheses were developed:

- H1: There is a significant relationship between organizational commitment and turnover intention among committee members in recreation society at Kuantan, Pahang.
- H2: There is a significant relationship between job stress and turnover intention among committee members in the recreation society at Kuantan, Pahang.
- H3: There is a significant relationship between job satisfaction and turnover intention among committee members in the recreation society at Kuantan, Pahang.
- H4: There is a significant relationship between reward satisfaction and turnover intention among committee members in the recreation society at Kuantan, Pahang.

3.0 METHODOLOGY

Based on the framework in Figure 1, there are four variables (organisational commitment, job stress, job satisfaction and reward satisfaction) that are used to assess the turnover intention. The instrument for this study contained various questions related the organizational behaviour namely organizational commitment, job stress, job satisfaction and reward satisfaction that contributed to the turnover intention. All items were measured on a five-point Likert scale which ranged from (1) “Strongly Disagree “and (5) “Strongly Agree”. The questionnaire was divided into three sections as follows: 6 questions related to profiles of respondents, 5 questions related to all of independent variables namely organizational commitment, job stress, job satisfaction and reward satisfaction. Thus, 5 questions related to dependent variable (turnover intention). The population of this study consists of 316 committee members in the recreation society at Kuantan, Pahang. Using the sampling size table pioneered by Krejcie and Morgan (1970), the total number of samples is 169, which is the appropriate sample size for this study. The measurement of the respondents’ sample size can be easily measured using this table. The data for this study was collected from the questionnaires distributed to the respondents by using Google form. The questionnaire was well distributed with 169 questionnaires. The technique of stratified random sampling was used and chosen for this study to know about the population before selecting the sample. Then, the list name randomly chooses to give them questionnaires to answer.

4.0 RESULT AND DISCUSSION

4.1 Descriptive Analysis

This section indicates the descriptive analysis for organisational commitment, job stress, job satisfaction, reward satisfaction and turnover intention. In determining the highest frequency of engagement among respondents toward each of the variables, it is important to find the mean of each of the independent variables. The fundamental characteristics of the data in a research are described using descriptive statistics. Table 2 lists the detail Mean and Standard Deviation of descriptive analysis. With a mean of 3.84 and a standard deviation of 0.581, job satisfaction was the highest of all the variables. Furthermore, the mean for dependent variable turnover intention is 3.78 which is the second highest and has standard deviation of 0.663. In addition, organisational commitment had the mean of 3.75 and standard deviation is 0.628.

Table 2: Mean and Standard Deviation of Descriptive Analysis ($n=161$)

Variable	Mean	Standard Deviation
Organisational Commitment	3.75	0.628
Job Stress	3.74	0.657
Job Satisfaction	3.84	0.581
Reward Satisfaction	3.72	0.606
Turnover Intention	3.78	0.663

Next, job stress has a mean of 3.74 and standard deviation of 0.657. Finally, the lowest mean of 3.72 was reward satisfaction with standard deviation of 0.606. Based on this data, it can be concluded that job satisfaction was the highest average activity that committees' members of recreation society NGO engaged whenever they thought of turnover intention.

4.2 Correlation among Variables

This section can identify the answer for this study's research objective, research question and deciding whether to reject or accept the study's hypotheses. According to table 3 below, it found that there was a positive relationship between organisational commitment and turnover intention. Organisational commitment is correlated with turnover intention at 0.635. The value of correlation of these two variables falls within the range of $\pm 0.60 - \pm 0.80$. It indicates that these two variables have a strong relationship. Besides, it was found that the p-value of these two variables was 0.000 which indicates less than alpha value of 0.01. It means the relationship between organisational commitment and turnover intention is significant. Similarly, there was a positive relationship between reward satisfaction and turnover intention. Reward satisfaction is correlated with turnover intention at 0.627. The value of correlation of these two variables falls within the range of $\pm 0.60 - \pm 0.80$. It indicates that these two variables have a strong relationship. In addition, it was found that the p-value of these two variables was 0.000 which indicates less than an alpha value of 0.01. It means the relationship between reward satisfaction and turnover intention is significant.

Table 3: Pearson Correlation between Independent Variables and Dependent Variables

Variable	Organisational Commitment	Job Stress	Job Satisfaction	Reward Satisfaction	Turnover Intention
Organisational Commitment Sig. (2 tailed)	1				
Job Stress Sig. (2 tailed)	0.688** 0.000	1			
Job Satisfaction Sig. (2 tailed)	0.636** 0.000	0.681** 0.000	1		
Reward Satisfaction Sig. (2 tailed)	0.701** 0.000	0.779** 0.000	0.713** 0.000	1	
Turnover Intention Sig. (2 tailed)	0.635** 0.000	0.542** 0.000	0.572** 0.000	0.627** 0.000	1

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

However, job stress was found correlated with turnover intention at 0.542. The value of correlation of these two variables falls within the range of $\pm 0.40 - \pm 0.60$. It indicates that these two variables have a moderate relationship. Still, it was found job stress has a positive relationship with turnover intention. As well, it was found that the p-value of these two variables was 0.000 which indicates less than an alpha value of 0.01. It means the relationship between job stress and turnover intention is significant. Likewise, it was found that the job satisfaction was found correlated with turnover intention at 0.572. The value of correlation of these two variables falls within the range of $\pm 0.40 - \pm 0.60$. It indicates that these two variables have a moderate relationship. Still, it was found that job satisfaction has a positive relationship with turnover intention. Besides, it was found that the p-value of these two variables was 0.000 which indicates less than alpha value of 0.01. It means the relationship between job satisfaction and turnover intention is significant. Therefore, it was found that the organisational commitment, job stress, job satisfaction, and reward satisfaction have significant relationships with turnover intention. Thus, all hypotheses are accepted, research objectives are achieved and research questions are answered.

5.0 DISCUSSION AND CONCLUSION

Method used as to find the answer of research question were by using the Pearson correlation analysis. The purposes of analysis were to find out the significant relationship between organisational commitment, job stress, job satisfaction, reward satisfaction, and turnover intention. Furthermore, based on Pearson correlation analysis it can determine the acceptance of hypotheses of this study. From statistical analysis of Pearson correlation, it was found that organisational commitment, job stress, job satisfaction, reward satisfaction had a positively significant relationship by direction of relationship strong and moderate with turnover intention. The correlation coefficient of independent variables were found within the range of 0.40 – 0.60. It indicates that there is significant relationship between all the factors with turnover intention. Additionally, its showed that organisational commitment, job stress, job satisfaction, reward satisfaction tends to increase together with turnover intention for example, greater job stress is associated with greater turnover intention. Kitur (2015) stressed that employee turnover intention usually had interconnection with the characteristic of working environment. Based on result it is logical and acceptable. It indicates that most of recreation society members agreed about associations between commitments, stress, not satisfied with job and reward eventually can lead to turnover desire from the society. The desire to quit the society or any non-governmental society eventually leads to a scenario in which the society itself forced to deal with many members who have decided to quit that can leads to termination of society (Hopkins et al., 2017.) This can occur because of the low responsibility or commitment from committees' members, or because of work

stress experienced by individual or excessive job satisfaction received by the committees' members and even no benefit or reward they get from engaging with the society itself in the long-term period. In this study, when a person is unable to commit to updating the annual report to Malaysia Registrar of Societies, it is possible the termination of society itself can occur. This situation also can affect all the members' morale that eventually makes them want to quit the society. Hidayat (2018) mentions that most people who are concerned toward their responsibility and commitment indicate their loyalty to uphold the survival of society until the very end. It is indeed very concerning when many societies within Malaysia do not comply with Societies Act, 1966. It became harsher when important committee members like the Chairperson, Secretary and Treasury had prematurely relinquished their positions and commitments without receiving any approval from committee meetings, in violation of the NGOs Constitution (Societies Act, 1966). For those that neglect their commitment towards their responsibility mostly end up as a person who will turn out from their society. Past studies conclude that people who had a desire to leave their current organisation contribute within a long period of time mostly from their own desire (Memon et al., 2016). Therefore, all hypotheses are supported. From the research question it found that there was a relationship between factors and turnover intention. It implies the committee members agreed with the connection between the variables, especially organisational commitment and reward satisfaction.

This study had successfully analysed the important component needed to reach the achievement to complete the research study. Meanwhile, the elaboration of answers to research questions were indeed stated as to reach the conclusion of the study. It began with to find the normal distribution of the data by using the statistical analysis of the reliability test. It indicates a value considered as reliable with the range of 0.656 to 0.802. The result was consistent and strong which suggests that majority committee members of the recreation society accepted the questionnaire and were able to answer successfully. From the descriptive analysis it found that job satisfaction has the highest average activities that committee members of recreation society engaged with turnover intention. From the first research question it found that there was a relationship between factors and turnover intention. It implies the committee members agreed with the connection between the variables, especially organisational commitment and reward satisfaction. It can be realised that committee members were the important assets for every society in Malaysia or around the world to retain life and achieve the mission and vision of the society. However, even with the best talent and high productivity of committee members it is useless whenever turnover rate among them still in elevated with lots of numbers. Commitment towards responsibility turns out to be challenging in everyone's daily life. To sustain and remain productive becomes bitter as many other responsibilities for them to focus on. In addition, as there were rises in numbers year by year with the termination of society in Malaysia, eventually this issue can bring the big impact which are the negative side towards the wellbeing of institutional of society. The committee members need to uphold their responsibility as to commit for their existence of society and to sustain for a long period of time. On the other hand, the issues of this study highlights that there were lots of termination of society because the neglected of responsibilities of certain committee member and related to findings of this study, the proper solution that can be suggested the committee members must be act fast to find solution whenever conflict arise and must commit towards their list of responsibilities for example aware of society act, to organize annual meeting, and others. Therefore, it can be concluded that the research objective of this study was accomplished.

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