

**HUMAN RESOURCE PRACTICES IN A NON-GOVERNMENTAL  
ORGANIZATION (NGO): A CASE STUDY AT MALAYSIAN NATURE  
SOCIETY (MNS)**

**By**

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**Thesis Submitted to  
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Othman Yeop Abdullah  
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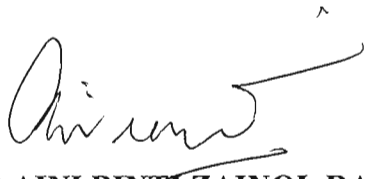
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## ABSTRACT

Malaysian Nature Society (MNS) is one of the largest and longest surviving NGOs in Malaysia. MNS is dependent upon membership fees through subscriptions as a main source of income; however it is not adequate to cover the cost of running MNS. The biggest challenge in MNS is to seek financial support through projects to maintain and sustain the organization. This exploratory qualitative research was carried out to study the human resource management practices in an Non-Governmental Organization (NGO) in a Malaysian context. Issues and challenges were also examined. Applying saturation and purposive sampling in this study, ten respondents were interviewed. Data gathered were transcribed, sorted, coded and analysed manually using Excel. Findings in this study revealed three themes, namely leadership, career development, and compensation and benefits. This study proposed with effective leadership, career development, and compensation and benefits, employees will perform better, increase retention and reduce high staff turnover. Majority of the participants also mentioned about the low salaries. Salary is the biggest motivator and MNS should look into a salary revision periodically.

## ABSTRAK

Penyelidikan ini dijalankan untuk mengkaji faktor-faktor yang mempengaruhi prestasi kakitangan dalam satu Organisasi Bukan Kerajaan atau "*Non-Governmental Organization*" (NGO) yang mana kajian khusus dijalankan pada Malaysian Nature Society (MNS) yang merupakan salah satu Organisasi Bukan Kerajaan (NGO) yang paling besar dan lama bertahan di Malaysia. Sebagai NGO berasaskan keahlian, MNS bergantung kepada yuran keahlian sebagai sumber utama. Walaubagaimanapun, jumlah yuran keahlian tidak mencukupi untuk mengurus MNS. Oleh itu, cabaran utama pekerja adalah banyak masa bekerja digunakan untuk mencari dana untuk menampung kos mengurus dan memastikan kelangsungan MNS melalui pembangunan pelbagai projek. Cabaran utama dalam pengurusan sumber manusia adalah bagaimana untuk memaksimumkan prestasi untuk mencapai objektif dan jangkaan penyumbang dana tanpa penyeliaan yang rapi dan terarah. Pengurusan sumber manusia berhubung kait dengan prestasi dalam memenuhi keperluan pemegang taruh dan pelanggan melaluti projek-projek yang dijalankan. Dapatan kajian menunjukkan terdapat perkaitan antara kepimpinan, motivasi dan penghargaan yang dapat mempengaruhi prestasi sumber manusia di MNS. Kepimpinan yang berkesan dapat meningkatkan prestasi staf selain mempengaruhi staf untuk kekal di MNS serta mengurangkan kadar lantik henti. Majoriti responden juga mmebangkitkan tentang isu gaji yang rendah. Gaji adalah faktor pendorong utama dan MNS perlu menilai semula gaji sekarang setelah 2 tahun. Penghargaan juga membantu bagi memastikan staf melaksanakan tugas berdasarkan Petunjuk Prestasi Utama selain mengekalkan staf.



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## LIST OF ABBREVIATION

MNS	:	Malaysian Nature Society
NGO	:	Non-governmental organization
BOT	:	Board of Trustees
HR	:	Human resource
HRM	:	Human resource management

# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the Study

This study was carried out to study the human resource management factors that influenced staff performance in a Non-Governmental Organizations (NGO) in Malaysia, namely the Malaysian Nature Society (MNS). A Non-Governmental Organizations (NGO) is an organization registered with the Registrar of Societies (ROS) and is neither part of government nor a conventional for-profit business organization. Usually set up by ordinary citizens, NGOs may be funded by governments, foundations, businesses, or private individuals.

The NGOs in Malaysia include social groups such as Majlis Kanser Nasional (MAKNA), Malaysian Advocates for Cerebral Palsy (MyCP), environmental organizations such as MNS, Malaysian Turtle Conservation Society, Sahabat Alam Malaysia, Malaysian Environmental Protection Society, Friends of Bukit Kiara, school alumni associations, and many other organizations labelled as associations or societies. They play a very important role in society as they serve the public in specific areas as governed by their constitution and develop social networking and cooperation amongst their members. Many organizations support Government efforts such as the Red Cross or “Bulan Sabit Merah” or Red Crescent while others play a role as watchdogs for the public. Others play an advocacy role. They cover a wide

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