

THE MEDIATING ROLE OF JOB SATISFACTION ON THE RELATIONSHIP BETWEEN FAMILY FRIENDLY PRACTICE AND TURNOVER AMONGST ACADEMICIANS IN PRIVATE HIGHER EDUCATIONAL INSTITUTIONS

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ABSTRACT

The research paper was written to identify the effectiveness of implementing family friendly practices in reducing turnover amongst academicians in private higher education institutions, with the mediator effect on job satisfaction. The practice includes the dimensions of (a) providing flexible working arrangements, (b) parental leave and (c) childcare benefits. Thus, these three variables were evaluated for their relationship with turnover, and whether there is any significant or effective association among the variables. Retaining the employee is always the main issue faced by many institutions and many scholars have formulated strategies to minimise the turnover. Most of them claim that if the strategies are properly implemented, organization turnover reduced and thus developing a highly committed and motivated employee. Hence, this study has developed four (4) questions and ten (10) hypotheses.

To test the hypotheses, a sample of 316 employees from different educational institutions was selected through a cluster sampling method, to respond to the questionnaire. Data were analysed using multivariate statistical analysis, which is Structural Equation Modeling (SEM). The outcome of the research provided researchers with an understanding that flexible work arrangements, provision of parental leave, childcare benefits and job satisfaction have a significant negative relationship with turnover. Besides that, the outcome also shows a significant positive relationship between flexible work arrangements, parental leave and childcare benefits with job satisfaction. The outcome also confirmed a significant mediation effect of job satisfaction towards family friendly practices and turnover. This study has shown a positive outcome where the effectiveness of the policy has brought the workers to perform better and also improve the overall group performance in each department. Eventually, the research helps to improve the employment quality of Malaysian Private Higher Education Institutions, including teaching, research, environment and work culture in the country.

Keywords: Family friendly practices, turnover, job satisfaction, flexible work arrangement, parental leave, and childcare benefits.

JEL Classification: O15

1. INTRODUCTION

Nowadays, every organisation under goes massive competition in retaining their productive employees in the both domestic and international regions. It has become a crucial issue for each organisation put as a priority to retain employees for organisations, especially in private higher educational institutions (PHEIs). All private higher education institutions regardless of size, are struggling with the issue of retaining talented employees (Melissa et al., 2018).

The number of universities in Malaysia is increasing as the country's intention to become an educational hub in the Asian region (Grapragasem, Krishnan & Mansor, 2014). Based on Ministry of Higher Education, there are 434 private HEIs (PHEIs) in Malaysia, divided into four different groups: 54 universities, 39 university colleges, 331 colleges and 10 international branch campuses (IBC). Some noteworthy IBCs are Nottingham University Malaysia, the University of Southampton Malaysia and Monash University Malaysia.

According to the Malaysian Academic Association Congress (MAAC), there are more than 6,000 lecturers laid off in Malaysia, it is obvious that the total number of lecturers has dropped to 29,000, compared to 35,000 in previous years. (Berita Harian, 2017) Some PHEIs face problems in retaining talented employees due to a high turnover. One of the main challenges faced by PHEIs in Malaysia is the high lecturer turnover. Lecturers' turnover rate in Malaysian PHEIs is at a distressing rate (Hashim & Mahmood, 2011; Zakaria, Jidi, Zani, Mislan, & Eshak, 2014; Saraih, Zuraini, Sakdan, & Razli, 2017)

According to the Department of Statistics Malaysia in 2020, the number of academic staff in Private Higher Education Institutions was declining from 32,992 in the year 2010 to 24,727 in the year 2022, which shows a 25% fall, although the number of institutions keeps on growing at that moment. Thus, the turnover rate of academicians in Malaysia PHEIs is high. The number of academic staffs in PHEIs by type of institutions, the Universities, University Colleges and Colleges are showing declining in the number of academic staffs, it also implied that the turnover of academic staff is higher, as the number is decreasing from 25,961 in 2019 to 24,727 in 2022.

Another statistic from government data (data.gov.my), also shows that the number of academic staff falls significantly from 2017 until 2020, especially the staff who owned a qualification of Diploma, Degree and Master. The number of Diploma academic staff dropped by about 90% from 2017 to 2020, while Degree academic staff decreased by more than 70% from 2017 until 2020.

Chitra, Chandrakantan and Lawrence (2018) argue that the reason behind the high turnover rate among lecturers is dissatisfaction among the academic staff. Their dissatisfaction is mainly related to role ambiguity, work overload, work-family conflict, co-worker competence and co-workers' warmth. Apart from that, from the finding of Melissa, Thinagaran & Radziah (2018), the spearhead to failure in retaining academic staff in private higher institutions includes failure to satisfy the work-life balance such as increased task and workload, conflict of role, conflict of the family due to insufficient time and social working environment. According to Oosthuizen, Coetzee and Munro (2016) and Thakur and Bhatnagar (2017) studies, an organisation that applied work-life balance practices had a negative correlation to the employee turnover. Its employees has least intention to leave the organisation when they have met their

work-life balance through the practices that applied by the organisation such as work at home or flexible working arrangement. It allowed the employees are able to allocate their much time with the family members or personal purpose through family friendly practices. Akinyele & Peters (2016) also stated that such family friendly practices made the employees to be more committed towards their work and able to reach their higher job satisfaction that made they to stay longer with the organisation.

Research done by Azril A. (2019) reported that Malaysia needs to encourage women to work in the marketplace by addressing more family friendly policies. The main problem for them not to return to the job market is limited access to reliable and affordable childcare facilities which makes life difficult to balance both work and family responsibilities. Besides that, Amirah S., Wan Normeza, & Roselainy (2017) mentioned that the Malaysian government has designed several human development policies for building a better quality of life. The policies concern the family, social welfare, women, society and children. The family friendly policy has increasingly become a general topic of discussion and specific interest, particularly among women workers. The policies are a method to assist and serve the basic interest of workers at different views in their career and family responsibilities. According to Hobbs, Klachky and Cooper (2022), through the family friendly practices, the employees are able to commit their family matters and made them have less intention to leave. Turnover reduced because of their job satisfaction is higher when they can balance their family matter and employment tasks.

Therefore, the purpose of the study is mainly to contribute the idea of the best interest of employees in terms of flexibility in working and family purpose to the employment status of private higher education institutions. The research determines whether the education institutions that have family friendly practices have a lower turnover issue. Many research studies had been carried out on evaluating the impacts of work-life balance towards employee commitment and performance such as the research done by S. Roopavathi and Kishore (2021) to study whether there is an association between work flexibility and productivity, the relationship between superior and subordinate and job performance, work environment and turnover intention.

The finding of this study will not only benefit the employees who may perform at their better capability in the institution but also help to improve the quality of employees, especially those who are academic staff, non-academic staff, managerial employees, and other staff. Therefore, they worked integrally to deliver the best education for the coming generation.

Thus, this study can be examined: (1) to examine whether there is an association of Family friendly Practices and employment turnover; (2) to identify whether there is any association of Family friendly Practices and job satisfaction; (3) to determine is there any association between job satisfaction and turnover; and (4) to examine whether there is an association of Family friendly Practices and turnover with the mediation effect of job satisfaction. The researcher believes that the implementation of family friendly practice can benefit the workers and thus increase their job satisfaction, work life balance, commitment as well as help to improve the retention rate of employment.

2. LITERATURE REVIEW

Applying the theory of Social Exchange and Maslow Need Hierarchy, it reflects the social relationship needs of human that can be concerned much in an organisation. Therefore, by taking the dimensions of turnover, this theory is well explaining the needs of employee and their satisfaction level. Flexible work arrangement, parental leave and childcare benefits allow the workers have sufficient time and effort to have good connection with their family and children, which their job satisfaction increased and thus reduced their turnover intention.

According to Oladele (2016) and Victoria (2015), they have defined that employment turnover is measured in a form of percentage of employees who have left the organisation. While, Michael C. (2017) and Birgit (2014) have mentioned that turnover intention is a measurement of whether an organisation's employees plan to quit their workplace and leave their current position. Therefore, the researcher has taken the definition from the scholars to describe the meaning of employment turnover and turnover intention. Also, the researcher also considered the kind of turnover in this study is voluntary turnover where the workers make their decision to quit their position, according to Michael C 2017. It is accepted that representatives with high level of turnover expectation from an association will subjectively survey that they will be leaving the association sooner rather than later had investigated the relationship between family friendly practices and turnover intention.

(Fisher 2016) stated that the job satisfaction defined as the level of satisfaction or self-fulfillment on their job position. The higher job satisfaction level, the lower possibility of employment turnover occurred. Jane A. R. (2018) mentioned that there is a negative relationship between employees' satisfaction level and employment turnover, where higher satisfaction level will reduce turnover intention. Alamdar H. K. (2014) stated that the factors of job satisfaction such as compensation, job security and safety could reduce the employee's turnover intention. Garcia-Almeida (2014) found that the influence of different facets of employee job satisfaction, that is, job conditions, reward system, relations with superiors and co-workers, organizational human resources (HR) policies, on employees' organizational commitment in the hotel industry. The research hypotheses are tested with a sample of 760 hotel employees on Gran Canaria, Spain.

According to Shweta Belwal & Rakesh Belwal (2014) Family Friendly Practice is a practice to take care of employees from managing their family responsibilities. It provides a flexible working condition and parental leave to their staff so that they could perform very well in an organisation. Quality of work life obviously being increased and beneficial to both workers as well as the organisation. Family-friendly practices provide many employment benefits such as flexible work arrangement, childcare service, telework and telecommuting. The practice serves the different purpose in helping the workers who always demand for work-life balance. It also serves the purpose of building a work culture that gives care to their employees to continue their commitment and production. (Taylor 2016). Family friendly practices are so important in enhancing child and family well-being, providing more opportunity to the parent workers to have more time with their children and meanwhile improve their productivity in an organisation (Traci 2015).

According to Jamie Nichol (2016), this practice provides lots of benefits and better working conditions in order to assist employees in balancing the family commitments and work responsibilities. The family-friendly workplace practices can take many forms where it covered:

1. Flexible working arrangement. It allows people to choose when to start and end their work, as long as they could fulfill the stipulated time every week. Depending upon the organisations, that may allow the workers to design their own work schedule by at least enough time to complete reasonable tasks, or being able to make choice among several alternatives, for e.g. 11am to 8pm, 9 working hours instead of early 9am to 6pm to avoid any heavy traffic jam and sufficient time for rest.

2. Parental Leave. Known as family leave, employee's benefit given by the organisation to allow its workers to take a paid leave for their family purpose. Most organisations forced their workers not to take leave due to insufficient time given and imbalance or excess workload. If they could have a work-life balance with family, may reduce their burden of work and responsibility. In other word, they can continue to hold their position and have sufficient time to spend with their family or pursuing their responsibility to family.

3. Childcare Benefits. Employees find it challenging to arrange care for their children while working full-time. Thus, companies can provide childcare benefits to all employees, including: (a) Childcare subsidies, (b) On-site childcare. Childcare subsidies refer as fully or partial monetary subsidies provided by company to reduce or share the employee's cost of childcare. On-site childcare provides employees a company-sponsored childcare facility at or near their office. In-office daycare can be offered during and after the traditional school day.

Therefore, my research was taking these dimensions into the hypotheses testing whether there is any correlation between the independent variables: (a) flexibility work arrangement, (b) parental leave, (c) childcare benefits and turnover intention, with the mediation effect of job satisfaction. Since there is a significant negative relationship between job satisfaction with turnover retention, the flexible work arrangement, parental leave, and childcare benefits can be tested whether there is any mediation effect on the relationship with the turnover intention.

H1: There is a negative relationship between flexible work arrangement and employment turnover intention.

H2: There is a negative relationship between parental leave and employment turnover intention.

H3: There is a negative relationship between childcare benefits and employment turnover intention.

H4: There is a negative relationship between job satisfaction and employment turnover intention.

H5: There is a mediation effect on job satisfaction from flexible work arrangement and employment turnover intention.

H6: There is a mediation effect on job satisfaction from parental leave and employment turnover intention.

H7: There is a mediation effect on job satisfaction from childcare benefits and employment turnover intention.

H8: There is a positive relationship between flexible work arrangements and job satisfaction.

H9: There is a positive relationship between parental leave and job satisfaction. H10: There is a positive relationship between childcare benefits and job satisfaction.

2.1. FLEXIBLE WORK ARRANGEMENT AND TURNOVER RATE

Based on the study of Caitlin S. & Joy Y. (2016), about the impact of applying flexible working arrangements (FWA) on the employee performance and business activities. Based on the result, flexible working arrangement have been linked to reduce labour turnover. In other word, flexibility practice are significant measures of employee's retention associated with lower employment turnover.

Another research was investigating the employee's use of Flexible Work Arrangement and relationship with job engagement, retention intention, and turnover. The result shown that increasing consistently in application of Flexible Work Arrangement, the work engagement becomes committed, turnover rate is lower, and higher retention intention. The research also identified a negative relationship between application of flexible work arrangement and turnover intention (Carolyn T., Paula B., Michael O'D., Thomas K., Siu O. L., Cindy S. & Danny L. 2014)

2.2. PARENTAL LEAVE AND TURNOVER RATE

According to Hilary R. & Joan R. W. (2017), their study has found that turnover is usually caused by unpaid leave and even hurt productivity. Therefore, introduction of parental leave will help to increase productivity and reduce turnover rate. In order word, parental leave has negatively relationship with turnover intention.

In Katie (2014) study, has proven that organisation which provides better parental leave scheme and flexible work arrangement for the parent workers would build up their intention of retention, work engagement and work productivity. According to her, without adopting this flexible arrangement and leave, the rates of turnover will be raised up.

2.3. CHILDCARE BENEFITS AND TURNOVER RATE

According to Karen Shellenback, his research on government and small businesses on implementing work/life and child care initiatives to increase employee productivity, reduce absenteeism and turnover, as well as create 'great place to work' environments.

The findings of Dr. S. Suman Babu & K. Bhavana Raj (2013) in the study shows that majority of the managerial personnel are able to increase their retention levels with the help of childcare assistance as one of the important work-life balance practice. A study shows that when the average childcare assistance score increases, the average employee retention score also increases proportionately. The study reveals positive correlation and significant association between Employee Retention and childcare assistance.

2.4. JOB SATISFACTION AND TURNOVER RATE

Based on the research of Rao T. A., Petra H., Luigi P. and Nordiana A. N. (2021) the result shows that there is a positive association between job stress / workload and turnover intention, while a negative association between job satisfaction and turnover intention in the higher learning institutes. Another research showed that there is a negative relationship between job satisfaction and turnover intention among the private sector employees in Malaysia, said by Yeoh S. F., Lim C. L. and Syuhaily O. (2010).

Apart from that, research done by Septriyan O., T'ng S. T., Nurul Iman b. A. J. in 2022, stated that job satisfaction was found to be a negative predictor of turnover intention among Malaysian Private University academicians and indicated that academicians who perceive their organization to be caring and supportive of their employees will be more satisfied and less likely to exit the organization.

Furthermore, a study proved that job satisfaction and turnover intention of private higher education institute have a significant negative relationship, said by Nazir H. S. & Nabi B. J. (2015). Also, the finding of Ainer, Chitra Devi and Subramaniam (2018), has discussed on the work satisfaction, work pressure, work-family conflict, competence and turnover intentions. The outcome shows that work satisfaction and turnover intention have a strong negative association among the higher education sector in Malaysia.

2.5. FLEXIBLE WORK ARRANGEMENT AND JOB SATISFACTION

The previous studies had highlighted the relationship between friendly family factices and job satisfaction. Laurel A., Aline D. and Jessica M. have stated that flexible work arrangement such as flexible working hours increase positively job satisfaction among the employees, which help them experience greater enrichment from work to home. Another study done by Daniel Possenriede and J. , stating that the access to flexible work arrangement such as flexi-time working can improve the job satisfaction positively which can satisfy their personal life and working performance. Besides, Aline D. Masuda, Steven A.Y. Poelmas, Tammy D. Allen. mentioned that flextime and job autonomy created higher job satisfaction among workers and significantly negatively reduce the job turnover. Apart from that, according to Govender L., Migiro S. O., Kyule A. K, there is a positive association between flexible working

arrangements and job satisfaction, and positive association between flexible working arrangement and performance in developing countries.

2.6. PARENTAL LEAVE AND JOB SATISFACTION

There are few studies focus on the association between parental leave and job satisfaction. According to Omar Faroque, Md. Sahidur Rahman dan Mostafizur Rahman (2019), their findings showed that parental leave such as maternity leaves and paternity leaves are strongly associated with job satisfaction. While, another finding done by Kyung Suk Jang showing that there is a positive association between parental leave and job satisfaction in public organisation. Besides, Haeok Liz Kim, Yerim Lee & Sunghyup Sean Hyun(2011) stated that their study showed that employees, especially female who have been given parental leave had significant positive effects on job satisfaction, on the other hand, welfare unable to bring any job satisfaction.

2.7. CHILDCARE BENEFIT AND JOB SATISFACTION

In regarding to Childcare benefit and job satisfaction, the present results showed that the provision of children care services or facilities are associated with higher job satisfaction in keeping with human capital theory, based on Susan M. Donohue, and John S. Heywood. Second finding has been done by Thomas I. Miller showing that the organisation sponsored child care can improve the retention and commitment of employees, that it can increase employee's job satisfaction. Furthermore, Marni Ezra & Melissa Deckman's research also showed that the implementation of policies such as on-site child care to the employees, especially women, positively affect their job satisfaction and managed to balance their work and family life. Lastly, there is research found that a supportive work-family practice such as the provision of elder care and child care significantly increased job satisfaction in workplace, according to Khatera Sahibzada, Leslie B. Hammer and Margaret B. Neal.

2.8. FRIENDLY FAMILY PRACTICE AND TURNOVER, WITH THE MEDIATOR OF JOB SATISFACTION

Next, I have also found out the review from the researchers on the relationship between friendly family practice and turnover, with the mediator of job satisfaction. A significant negative relationship between the number of family-friendly practices and both job satisfaction and employment turnover. More specifically, receiving maternity leave and child care leave benefits is negatively associated with work turnover, mentioned by Kwang Bin Bae & Gigeun Yang. Furthermore, the finding of Khairunnee Zam, M. N., Siti Suriani, Nurul Nadirah A.H. provides the universities and practice makers with key information to increase and maintain the work-life balance satisfaction and in the same time control the consequence variables such as job satisfaction, organizational commitment, and turnover. Last but not least, Chan Hak Fun mentioned that a significant negative relation was found in regressing turnover intention on the whole of family friendly practices, five-days' work week practice, flextime practice, family leave practice and employee assistance programs. Moreover, job satisfaction was found only

to have significant positive effects on fivedays' work week practice an employee assistance program.

2.9. CONCEPTUAL FRAMEWORK OF THE RESEARCH

This study claims that the practice of family-friendly practice would affect the employment turnover indirectly. Next, we will look at each practice of the practice, which contains of flexible work arrangement, parental leave and childcare benefits; and seeing that how such practices will affect the employment turnover. The more effectiveness of implementation of the practice the institution does, the lower occurrence of employment turnover. Diagram 2.1: Paradigm showing Relationship between Dependent and Independent Variables

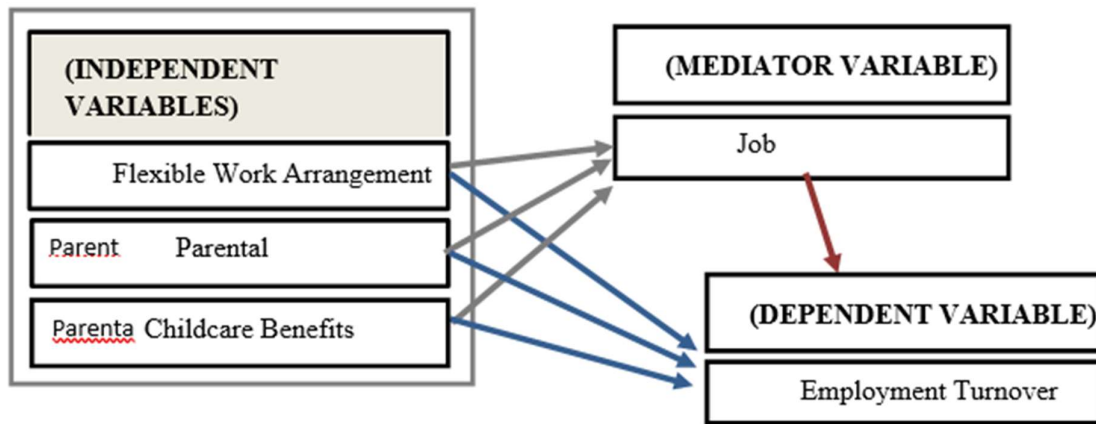


Diagram 2.1 has shown the relationship between dependent variables, mediator variable and independent variables. Dependent variable is employment turnover rate and independent variables are flexible work arrangement, parental leave and childcare benefits with the mediation effect of job satisfaction. Therefore, the research is determining on how employment turnover rate being affected by the flexible work arrangement, parental leave, childcare benefit, mediator effect by job satisfaction. Correlation hypothesis testing on their relationships.

3. RESEARCH METHODOLOGY

The research aims to investigate the correlation between flexible work arrangement, parental leave, and childcare benefits with turnover intention, mediated effect by job satisfaction. Since the study targets some education institutions, to avoid the respondent providing different kinds of feedback and information, quantitative analysis was adopted to answer the questions and hypotheses testing.

Regarding the data, primary data are collected to respond to the research questions and test hypotheses because the existing data sources are not able to fulfil the purpose of the research in this study. To obtain the primary data, a questionnaire will be adopted in this study. The reason why using questionnaire is because of the time for data collection can be sufficient within the period stipulated. The questionnaire consists of close-ended questions where the respondents can

provide their response with a very quick and higher response rate compared to the application of open-ended questions in the questionnaire.

For this study, the researcher was using quota sampling because it divides the population into few clusters. The result is quicker and more time saving than using other sampling methods. The clusters are selected by selecting few educational institutions to distribute the questionnaire to their employees. The institutions are selected such as Han Chiang University College, Segi College, First City University College, Open University Malaysia, Universiti Kuala Lumpur, Wawasan Open University, Lincoln University College, Geomatika University College, New Era University College, ATC College, Point College, ERICAN College and King's College. Therefore, the research planned to have 316 respondents would answer the questionnaire.

As mentioned earlier, the purpose of this study is to identify the impact of Family-friendly practices to employment turnover. Few variables are used to evaluate the strength of influence on turnover intention when Family-friendly policies are launched, there is flexibility in work arrangements, parental leave, and childcare benefits. The items measuring the variables were assessed for their internal consistency reliability through Cronbach alpha (α). The results revealed that all the scales obtained an acceptable alpha's value ($0.80 < \alpha < 0.90$).

This study employed a multivariate statistical method in which structural equation modeling and analysis of variance to answer the research questions and test the hypothesis. AMOS Statistical Software was used to analyse the statistical data. The researcher uses Structural Equation Modeling (SEM) in the context of mediation analysis. From the conceptual framework, job satisfaction is a mediation variable to employment turnover, where the friendly family practice is applied. It uses a conceptual model, path diagram and system of linked regression to capture complex and dynamic relationships within a web of observed and unobserved variables.

4. DATA ANALYSIS AND FINDING

All analysis was conducted in quantitative analysis to resolve all research questions in Chapter one. The statistical software used for the analysis includes the Statistical Package for the Social Science (SPSS) and SPSS Analysis of Moment Structures (AMOS). First of for, an initial investigation was done to determine whether the collected data size and its validity. The researcher used SPSS to conduct a descriptive and frequency analysis to resolve the issue of missing data, outliers and non-response bias. Next, the valid data were analysed by principal component, KMO and Barlett's test, common method variance test and rotated component test. To ensure the analysis can be further and it must be normally distributed and good fitted. Thus, an internal consistency reliability test, convergent validity test, discriminant validity test and goodness of fit assessment were performed on the data. After that, the research then used structural model assessment, such as lateral collinearity test, hypotheses testing, mediation analysis, R-square and etc.

4.1. DEMOGRAPHIC ANALYSIS OF THE RESPONDENTS

The total distribution of questionnaires is 600 while the successfully returned data is 316 respondents. Based on the finding above, there are more than half of the respondents were females, which is about 60 per cent while males are 40% of the respondents. The statistic also showed a majority of respondents are aged 46 – 55 years, which covers 36.7 per cent, followed by 36 – 45 years is the second greatest number of respondents. In the respect of ethnicity, the Chinese are the most respondents among others, which are 48 per cent, while, the Malay are the second greatest respondents which are 38 per cent.

Furthermore, more than 80 per cent of the respondents are married and they have at least owned a bachelor of degree in their education level. About 47.8 per cent of respondents have owned a Master's Degree in their education background and 33.2 per cent of them owned a PhD or Doctoral qualification. This data indicated that the survey mainly focuses on the respondents who have a higher standard of education level. Most respondents worked for more than 10 years in the higher education sector and followed by 5 years to less than 10 years length of service is the second highest. Apart from that, the majority of respondents work more than 40 hours per week and most of them are working in a university, followed by working in a university college.

4.2. ASSESSMENT OF NORMALITY, MISSING VALUE AND OUTLIER ON THE VARIABLES.

To assess the normality of data, the researcher can use frequency analysis's skewness and kurtosis value. As the tests focus on the variables of Job Satisfaction, Job Turnover Intention, Flexible Work Arrangement, Parental Leave and Childcare Benefits so all items of the variables

are computed in additive method. Then, we will check on the value of skewness and kurtosis to determine whether the model is normal distributed. The table below showed the frequency analysis of the variables:

Table 4.1. Frequency Analysis For Each Variable

	Job Satisfaction	Turnover Intention	Flexible Work Arrangement	Parental Leave	Childcare Benefits
N	Valid	316	316	316	316
	Missing	0	0	0	0
Mean	42.3228	9.5538	28.2089	25.3703	20.6962
Median	44.0000	9.0000	29.0000	26.0000	22.0000
Mode	46.00	8.00	30.00	26.00	22.00

Std. Deviation	4.77064	3.04885	2.79921	1.57529	2.96907
Skewness	-.551	.614	-.522	-.338	-.975
Std. Error of Skewness	.137	.137	.137	.137	.137
Kurtosis	-.603	-.412	.137	.280	-.086
Std. Error of Kurtosis	.273	.273	.273	.273	.273
Minimum	28.00	5.00	18.00	20.00	13.00
Maximum	50.00	16.00	33.00	28.00	24.00

Table 4.11 shows the frequency analysis for the variables of Job Satisfaction, Turnover Intention, Flexible Work Arrangement, Parental Leave and Childcare Benefits. There is a total of 316 valid data with no missing value for all five variables. Besides that, to test for the normality test, the analysis shows that the mean, median and mode are nearly the same value. The standard deviation and variance are highest for the job satisfaction data. The value of skewness shows that the data sets of each variable are normally distributed as the value is within -1 and 1 although the Childcare Benefits data shows the highest skewness among others. Meanwhile, the value of kurtosis also shows that the data sets of each variable are normally distributed as their value is within -3 and 3. Last but not least, the minimum and maximum values of each variable are within the acceptable range, which has no outlier or extreme value.

4.3. CONSISTENCY RELIABILITY AND CONVERGENT VALIDITY

To find the consistency reliability and convergent validity, we could assess the outer loadings, composite reliability (CR) and Average Variance Extracted (AVE). If the outer loadings on a construct are high, it means that the associated indicators have much in common.

Table 4.2: Measurement Model

Variable	Cronbach's alpha	Construct Reliability (CR)	Average Variance Extracted (AVE)
Job Satisfaction	0.799	0.792	0.509
Turnover Intention	0.877	0.850	0.672

Flexible Work Arrangement	0.807	0.703	0.511
Parental Leave	0.800	0.762	0.542
Childcare Benefits	0.792	0.714	0.579

Table 4.2 shows the reliability statistics on the variable of Job Satisfaction, Employment Intention, Flexible Work Arrangement, Parental Leave and Childcare Benefits respectively. The result shows that the Cronbach's Alpha of each variable is greater than 0.7 so the data is reliable and acceptable for further analysis. While Construct Reliabilities are all higher than 0.7 and the Average Variance Extracted are all higher than 0.5. Thus, all constructs are valid and reliable, there are no delete or re-survey items to be made.

4.4. STRUCTURAL MODEL ASSESSMENT

In this analysis, the structural model shows the constructs and their path relationships between the variables to each other. There are 3 ways to show the relationship's significance, which are statistical significance, substantive significance and confidence interval. Most used significance is statistically significant as it is influenced by sample size and determined by its p-value. Besides, substantive significance shows the importance of the variables and it is not influenced by sample size. Lastly is the confidence interval, which is an interval that shows its beta values, standard deviation and t-values.

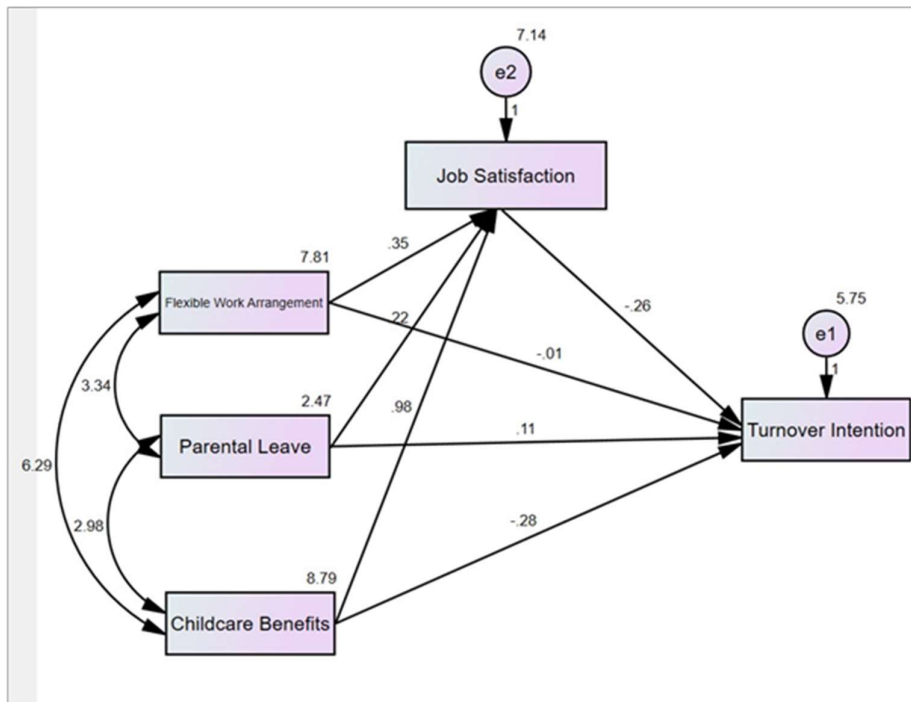


Diagram 4.1. Structural Model

4.5. COMMON METHOD BIAS

In this analysis, common method bias happens when the variables' data is collected from the same source. It is used when we are performing linear regression analysis, the issue of collinearity of independent variables will be traced easily. Thus, in the analysis of SPSS AMOS, the VIF threshold of Common Method Bias should be higher than 3.3, while according to Kock (2015), a VIF that not more than 5 can be applied when using algorithms that incorporate measurement errors.

Table 4.15: Independent Variable VIF Values

	VIF
Flexible Work Arrangement	3.376
Parental Leave	2.412
Childcare Benefit	2.414

Based on the table above, the VIF values of all independent variables are below 5, thus there is no common methods bias in the data.

4.6. SIGNIFICANCE AND RELEVANCE ANALYSIS FOR DIRECT EFFECTS

According to Hair et al. (2021) the structural model can refer its path coefficients, standard errors, Z-values and p-values to analyse its direct effects among the variables, with a 5,000 samples re- sample bootstrapping procedure. Besides that, Hahn and Ang (2017) also said that the analysis should refer to a combination of criterions for the analysis such as p-values, confidence intervals and effect sizes. Thus, the researcher will use the following criterion for hypothesis testing, including standard bata, standard error, Z-value, p-value, confidence interval bias-corrected, F2 and VIF.

Table 4.3: Hypothesis Testing for Direct Effect.

H	Relationship	R	Beta Estimate	S.E	Z-values	p-values	Lower Limit	Upper Limit
H1	TI <-- FW	-0.310	- 0.01	0.091	-0.115	0.009	-0.160	0.131
H2	TI <-- PL	-0.256	-0.108	0.134	0.805	0.002	-0.082	0.299
H3	TI <-- CB	-0.473	- 0.28	0.086	-3.24	0.001	-0.416	-0.150

H4	TI <-- JS	-0.602	-0.257	0.051	-5.083	0.000	-0.316	-0.198
H5	JS <-- FW	0.302	0.345	0.099	3.489	0.000	0.112	0.580
H6	JS <-- PL	0.172	0.218	0.149	1.464	0.014	-0.133	0.564
H7	JS <-- CB	0.611	0.981	0.079	12.435	0.000	0.783	1.138

Based on the table above, flexible work arrangements, parental leave, childcare benefits and job satisfaction have a moderate negative correlation with turnover intention as their path coefficients are negative value. Other than that, flexible work arrangements, parental leave and childcare benefits have a positive correlation with job satisfaction.

Furthermore, the significance test can focus on the confidence interval where its relationship is significant when its p-value is less than 0.01, the confidence interval is not equal to zero. Based on the table above, all hypotheses are significantly correlated between the variables except the relationship between parental leave and job satisfaction. While all confidence intervals are greater or less than zero, this indicates that every combination of variables is significantly correlated. Therefore, H1, H2, H3, H4, H5, H6 and H7 were supported.

4.7. SIGNIFICANCE AND RELEVANCE ANALYSIS FOR INDIRECT EFFECT (MEDIATION)

To complete the hypothesis testing for mediation effect, Job Satisfaction as a mediator variable through flexible work arrangement, parental leave, and childcare benefit to turnover intention. Hair et al. (2021), recommended that SPSS AMOS can generate the result to analyse the actual mediation as it provides a complete perception of the function of the mediation construct and creates a detailed interpretation of cause-effect relationships. The table below shows the indirect effect of the bootstrapping analysis, with three indirect associations.

Table 4.4: Hypothesis Testing for Indirect Effects

H	Relationship	Beta Estimate	Lower Limits	Upper Limits	P-value
H8	FW-> JS -> TI	-0.252	-0.163	-0.029	0.007
H9	PL -> JS -> TI	-0.056	-0.149	-0.033	0.028
H10	CB -> JS -> TI	-0.089	-0.325	-0.191	0.000
Note: It uses 95% confidence interval with a bootstrapping of 5,000.					

Note: It uses 95% confidence interval with a bootstrapping of 5,000.

According to Preacher and Hayes (2008), the researcher can test the mediation hypothesis by bootstrapping the indirect effect. The analysis can be tested via confidence interval, where its interval does not equal to zero then we can conclude that there is a significant mediation effect. Based on the table above, all hypotheses' confidence interval are not equal to zero, plus the p-value are less than 0.05 thus all have a significant mediation effect and the hypotheses (H8,H9 and H10) are supported.

4.8. RESULTS AND HYPOTHESIS TESTING

Based on the Table below, it summarised the various parameters (lateral collinearity significance and relevance of the structural model test, confidence interval and p-value. The results showed that the findings of each direct relationship and indirect (mediation) relationship hypotheses are supported.

Table 4.5 : Structural Model Assessment Summary

H	Relationship	Beta Estimate	Z-value	Lower Limit	Upper Limits	p-value
H1	FW -> TI	- 0.01	-0.115	-0.160	0.131	0.009
H2	PL -> TI	-0.108	0.805	-0.082	0.299	0.002
H3	CB -> TI	- 0.28	-3.24	-0.416	-0.150	0.001
H4	JS -> TI	-0.257	-5.083	-0.316	-0.198	0.000
H5	FW -> JS	0.345	3.489	0.112	0.580	0.000
H6	PL -> JS	0.218	1.464	-0.133	0.564	0.014
H7	CB -> JS	0.981	12.435	0.783	1.138	0.000
H8	FW -> JS - >TI	-0.252	-	-0.163	-0.029	0.007
H9	PL -> JS - >TI	-0.056	-	-0.149	-0.033	0.028

H10	CB -> JS - >TI	-0.089	-	-0.325	-0.191	0.000
Note: FW: Flexible Work Arrangement; PL : Parental Leave; CB: Childcare Benefits; JS: JobSatisfaction; TI: Turnover Intention/						

Note: FW: Flexible Work Arrangement; PL : Parental Leave; CB: Childcare Benefits; JS: Job Satisfaction; TI: Turnover Intention/

The following table summarises the outcome and conclusion of each hypotheses statements where AMOS SPSS analysed.

Table 4.6: Summary of Hypothesis Testing

Hypothesis	Hypothesis Statement	Finding
H1	Flexible working arrangements (FW) has a significant negatively associated with Turnover Intention (IT) among academicians in private higher education institution in Malaysia.	Significant negatively associated
H2	Parental Leave (PL) has a significant negatively associated with Turnover Intention (IT) among academicians in private higher education institution in Malaysia.	Significant negatively associated
H3	Childcare benefits (CB) has a significant negatively associated with Turnover Intention (IT) among academicians in private higher education institution in Malaysia.	Significant negatively associated
H4	Job Satisfaction (JS) has a significant negatively associated with Turnover Intention (IT) among academicians in private higher education institution in Malaysia.	Significant negatively associated
H5	Flexible working arrangements (FW) has a significant positively associated with Job Satisfaction (JS) among academicians in private higher education institution in Malaysia.	Significant positively associated
H6	Parental Leave has a insignificant positively associated with Job Satisfaction (JS) among academicians in private higher education institution in Malaysia.	Significant positively associated
H7	Childcare benefits (CB) has a significant positively associated with Job Satisfaction (JS) among academicians in private higher education institution in Malaysia.	Significant positively associated
H8	Flexible working arrangements (FW) has a significant negatively associated with Turnover Intention (IT) through the mediation effect of job satisfaction (JS) among academicians in private higher education institution in Malaysia.	Significant negatively associated

H9	Parental leave (PL) has a significant negatively	Significant negatively
	associated with Turnover Intention (IT) through the mediation effect of job satisfaction (JS) among academicians in private higher education institution in Malaysia.	associated
H10	Childcare benefits (CB) has a significant negatively associated with Turnover Intention (IT) through the mediation effect of job satisfaction (JS) among academicians in private higher education institution in Malaysia.	Significant negatively associated

5. DISCUSSIONS, CONCLUSIONS & RECOMMENDATIONS

The findings show there is about 79% of the response rate on the questionnaires in this study and 316 questionnaires were eventually responded. The data that has been collected, is completed without any missing values in the data. When looking for the principal components, the items that were used for further analysis are all acceptable in the rotated component test. Next, all the variables showed good internal consistency reliability, convergent validity, and discriminant validity, which is valid and acceptable, hence the items can be used for further tests. While testing the hypothesis, this research concerned 10 hypotheses, the study was supported by statistics through structural model analysis and mediation analysis. Job Satisfaction is the mediation variable, turnover is the dependent variable while independent variables involved flexible work arrangements, parental leave and childcare benefits. Based on the findings of the analysis, the research provided researchers with an understanding that flexible work arrangements, provision of parental leave, childcare benefits and job satisfaction have a significant negative relationship with turnover. Besides that, the outcome also shows a significant positive relationship between flexible work arrangements, parental leave and childcare benefits with job satisfaction. Thus, the family-friendly practices give an impact on turnover through job satisfaction's mediation effect. Apart from that, the analysis of SPSS AMOS, it provided significant evidence for all hypotheses of the study. The results show a significant negative association between family-friendly practices and turnover, with the effect of mediation.

From the result, it showed that family-friendly practices significantly reduced the academicians' turnover, it is necessary to focus on three practices, including practising the flexible work arrangement, parental leave and childcare benefits in the organisation. In addition, the implementation of family-friendly practices is not easy because may take many initial procedures considering their current employees, preparing a survey for collecting their views and needs and working with other departments to determine the effects of payroll and the workplace. Therefore, such implementation that changes the organisation to adapt may take time. Based on the research in this study, it is very crucial for any organisation to improve their employee retention in work and job satisfaction as these two elements are essential factors to determine employees' productivity and performance in the line with achieving the organisation's objective. This policy provides benefits and better working conditions in order to assist employees in balancing family commitments and work responsibilities. The policy

enables organisations to establish various policies, such as flexible working arrangements, parental leave and childcare benefits that can promote high employee commitment and bring growth to business performance in the long term. Eventually, the research helps to improve the employment quality of Malaysian Private Higher Education Institutions, including teaching, research, environment and work culture in the country.

6. RESEARCH CONTRIBUTION

Based on the research contribution, there are three categories of contribution, which are theoretical contribution, methodological contribution and empirical contribution. This research has successfully explained the social exchange theory and field theory in the employment turnover research with a newly model. Through reviewing the related literature and the definition of different research contribution, it has developed the conceptual contribution in a social science research.

Social exchange theory and field theory are very related to employee turnover and job satisfaction. The researcher was using these theories to understand the factors influencing the intention of leaving a job and how workers will perform and engage hardly in their jobs. For example, through the social exchange theory, employee relationship is the main reason for a person to have a commitment to work. They are more likely to retain their employment if their connection is good in the organisation. Family-friendly practices (e.g. child care, flexible work arrangement, etc) focus on personal or family life care, which helps to improve the relationship between people and family, colleagues and superiors, thus they will put more commitment on employment. Besides that, the Field Theory explained that individuals' behaviour and reactions to an environment that is mainly concerned with their perceptions of proximal elements in the life-space. Thus, individuals will behave based on the provision of work environment support. For e.g. provision of flexible work arrangements allows the worker to perform their tasks within their job autonomy and thus more likely they will be more committed to employment. It was found that the theory helps to determine the effect of flexible work policies on the employment turnover issue.

Therefore, this research has shown evidence of a significant positive association between flexible work arrangements, parental leave, and childcare benefits on the employment turnover intention from the aspect of social exchange theory and field theory, determining the effect of mediation on job satisfaction.

CONFLICT OF INTEREST	The author, Teh Song Aik, certified that have NO affiliations with or involvement in an organisation or entity with a financial or non-financial interest in the subjectmatter or materials discussed in this manuscript.
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DATA AVAILABILITY STATEMENT	All data generated or analysed during this study are included in the published article and its supplementary information files.
INFORMED CONSENT STATEMENT	My name is Teh Song Aik, and I am a PhD student, Faculty of Business at Universiti Tun Abdul Razak (UNIRAZAK), Malaysia. I am inviting you to participate in a research study. Involvement in the study is voluntary. I am now going to explain the study to you. Please feel free to ask any questions that you may have about the research. I will be happy to explain anything in greater detail

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