

Assessing the Impact of Friendly Family Practice in Reducing Employee Turnover in Malaysian Private Higher Educational Institutions

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Abstract: *The main purpose of the research is 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. Systematization of the literary sources and approaches for solving the employee turnover problem indicates that friendly family practice includes three dimensions: flexible working arrangements, parental leave and childcare benefits. During the investigation, these three variables will be evaluated for their relationship with turnover and whether there is any significant or effective association among the variables. The research proves that for many private higher educational institutions, the expansion required a considerable effort to have knowledgeable academicians and skillful employees. Thus, they could deliver their professions and skills to achieve education goals. However, retaining the employee is always the main issue faced by many institutions and many scholars have formulated strategies to minimise turnover. Most of them claim that if the strategies are properly implemented, organization turnover will be reduced, thus developing a highly committed and motivated employee. Hence, this study has developed five (5) research 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. The methodological tools of the conducted research were methods of multivariate statistical analysis, and Structural Equation Modeling (SEM). The outcome of the research provided researchers with an understanding that flexible work arrangements, provision of parental leave and childcare benefits have a significant negative relationship with employee turnover intention. Besides that, the outcome also confirmed that there is a mediation effect of job satisfaction towards family-friendly practices and turnover intention.*

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

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1. Introduction

Nowadays, every organisation undergoes massive competition to retain their productive employees in domestic and international regions. It has become a crucial issue for each organisation put as a priority to keep employees for organisations, especially in private higher educational institutions (PHEIs). All private higher education institutions, regardless of size, struggle with retaining talented employees (Melissa et al., 2018). The number of universities in Malaysia is increasing as the country intends to become an educational hub in the Asian region (Grapragasem, Krishnan, & Mansor, 2014). Therefore, around 20 public universities, 48 private universities, and 18 university colleges provide the education service to cultivate a more talented workforce contributing to the national income. (StudyMalaysia.com, 2018).

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 rate. One of the main challenges faced by PHEIs in Malaysia is the high lecturer turnover rate. 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 declined from 32,992 in 2010 to 24,727 in 2022, showing a 25% fall. However, the number of institutions keeps on growing at that moment. Thus, the turnover rate of academicians in Malaysia PHEIs is high.

Research 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, making balancing work and family responsibilities difficult. Besides that, Amirah S., Wan Normeza, & Roselainy (2017) mentioned that the Malaysian government had designed several human development policies to improve life quality. 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.

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 educational institutions that have family-friendly practices will have a lower turnover issue. Many research studies have been carried out to evaluate the impacts of work-life balance on employee commitment and performance. For example, the research of S. Roopavathi and Kishore (2021) studies 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 would collaborate to deliver the best education for the coming generation. Therefore, the research would help human resource management to uncover a better practice that creates higher retention and employee satisfaction.

2. Literature Review

Applying the theory of Social Exchange and Maslow's Need Hierarchy, it reflects the social relationship needs of humans that can be a concern in an organisation. Therefore, by taking the dimensions of turnover, this theory explains the needs of the employee and their satisfaction level. Flexible work arrangements, parental leave and childcare benefits allow the workers have sufficient time and effort to have a good connection with their family and children, which their job satisfaction increased and thus reduces their turnover intention. Oladele (2016) and Victoria (2015) defined employment turnover as the percentage of

employees who have left the organisation. Michaele 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. The researcher also considered the kind of turnover in this study is voluntary turnover, where the workers decide to quit their position, according to Michaele C. (2017). It is accepted that representatives with a high level of turnover expectation from an association will subjectively survey that they will leave the association sooner rather than later, have investigated the relationship between family-friendly practices and turnover intention.

Fisher (2016) stated that *job satisfaction* is defined as the level of satisfaction or self-fulfillment in a job position. The higher the job satisfaction level, the lower possibility of employment turnover occurred. Jane A.R. (2018) mentioned a negative relationship between employee satisfaction and employment turnover, where higher satisfaction will reduce turnover intention. Alamdar, H.K. (2014) stated that job satisfaction factors such as compensation, security, and safety could reduce employee 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 in 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 flexible working conditions and parental leave to their staff so they can perform well in an organisation. Quality of work life is obviously increasing and beneficial to both workers and the organisation. Family-friendly practices provide many employment benefits, such as flexible work arrangements, childcare services, telework and telecommuting. The practice serves a different purpose in helping workers who always demand work-life balance. It also serves the purpose of building a work culture that cares for its employees to continue their commitment and production. (Taylor, 2016). Family-friendly practices are essential in enhancing child and family well-being, providing more opportunities for parent workers to have more time with their children and improving their productivity in an organisation (Traci, 2015). According to Jamie Nichol (2016), this practice provides many benefits and better working conditions to assist employees in balancing family commitments and work responsibilities. 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 can fulfill the stipulated time every week. According to the amendment of Employment Act, it allows employee to apply for flexible working arrangement such as to vary the period of work, day of work and place of work with the employer. Thus, the employee can have sufficient time to balance their responsibilities to family and work tasks.
- 2. Parental Leave.** Known as family leave, an employee's benefit is given by the organization to allow its workers to take a paid leave for family purposes. 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, it may reduce their burden of work and responsibility. In other words, they can continue to hold their position and have sufficient time to spend with their family or pursue their responsibility to their 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 to full or partial monetary subsidies provided by the company to reduce or share the employee's cost of childcare. On-site childcare provides employees with a company-sponsored childcare facility at or near their office. In-office daycare can be offered during and after the traditional school day.

Therefore, the current research takes 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, flexible work arrangement, parental leave, and childcare benefits can be tested to determine whether there is any mediation effect on the relationship with the turnover intention

H1: A negative relationship exists between flexible work arrangements 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.

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 employee performance and business activities. The result shows that flexible working arrangements have been linked to reducing labour turnover. In other words, flexibility practice is significant measures of employee's retention associated with lower employment turnover.

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

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.

Childcare Benefits and Turnover Rate. According to Karen Shellenback, his research on government and small businesses on implementing work/life and childcare initiatives to increase employee productivity, reduce absenteeism and turnover, and create 'great place to work environments. The findings of the study of Dr. S. Suman Babu & K. Bhavana Raj (2013) show that most managerial personnel can increase their retention levels with the help of childcare assistance as one of the essential work-life balance practices. A study shows that when the average childcare assistance score increases, the average employee retention score also increases proportionately. The study reveals a positive correlation and significant association between Employee Retention and childcare assistance.

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 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 a negative relationship between job satisfaction and turnover intention among private sector employees in Malaysia, said by Yeoh S.F., Lim C.L., and Syuhaily O. (2010). Apart from that, research done by Sepriyan 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. It also 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 private higher education institutes' job satisfaction and turnover intention have a significant negative relationship, said by Nazir H.S. & Nabi B.J. (2015). Also, Ainer, Chitra Devi, and Subramaniam (2018) has discussed 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 in the higher education sector in Malaysia.

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 arrangements such as flexible working hours increase job satisfaction among employees,

which helps them experience more significant enrichment from work to home. Another study by Daniel Possenriede and J. states that access to flexible work arrangements such as flextime working can positively improve job satisfaction, which can satisfy their personal life and working performance. In addition, Aline D. Masuda, Steven A.Y. Poelmas, and Tammy D. Allen. mentioned that flextime and job autonomy created higher job satisfaction among workers and negatively reduced 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 arrangements and performance in developing countries.

Parental Leave and Job Satisfaction. Few studies focus on the association between parental leave and job satisfaction. According to findings of Omar Faroque, Md. Sahidur Rahman dan Mostafizur Rahman (2019), parental leave such as maternity and paternity leave, is strongly associated with job satisfaction. At the same time, another finding by Kyung Suk Jang shows a positive association between parental leave and job satisfaction in a public organisation. Besides, Haeok Liz Kim, Yerim Lee & Sunghyup Sean Hyun (2011) stated that their study showed that employees, especially females who have been given parental leave, had positive effects on job satisfaction; on the other hand, welfare unable to bring any job satisfaction.

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

Friendly Family Practice and Turnover, with the Mediator of Job Satisfaction. Next, the author has also found the review from the researchers on the relationship between friendly family practice and turnover, with the mediator of job satisfaction. There is a significant negative relationship between the number of family-friendly practices and job satisfaction and employment turnover. More specifically, receiving maternity leave and childcare leave benefits is negatively associated with work turnover, mentioned by Kwang Bin Bae & Gigeun Yang. Furthermore, the findings of Khairunnee Zam, M.N., Siti Suriani, Nurul Nadirah A.H. provide the universities and practice makers with key information to increase and maintain the work-life balance satisfaction. At the same time, it controls the consequence variables such as job satisfaction, organizational commitment, and turnover. Finally, 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 the five days' work week practice of an employee assistance program.

Conceptual Framework of the Research. This study claims that family-friendly practices would indirectly affect employment turnover. Next, we will look at each practice containing flexible work arrangements, parental leave and childcare benefits, and see how such practices will affect employee turnover. The more effectiveness of implementation of the practice the institution does, the lower occurrence of employment turnover.

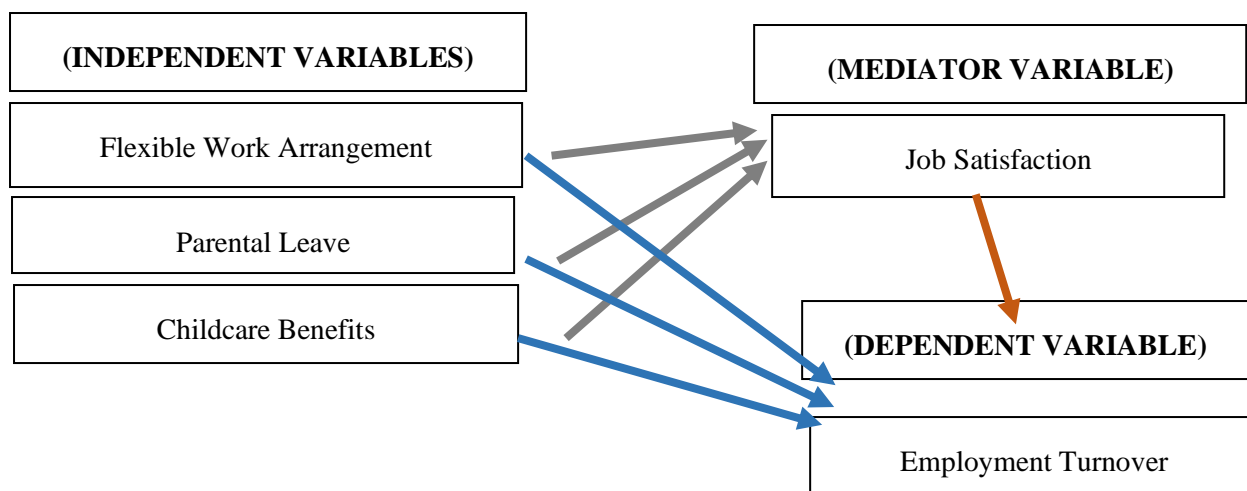


Figure 1. Paradigm Showing Relationship Between Dependent and Independent Variables

Source: Compiled by the author

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 determines 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 investigates the correlation between flexible work arrangements, parental leave, and childcare benefits with turnover intention, mediated by job satisfaction. Since the study targets some educational institutions, quantitative analysis was adopted to answer the questions and hypotheses testing to avoid the respondent providing different kinds of feedback and information. Regarding the data, primary data are collected to respond to the research questions and test hypotheses because the existing data sources cannot fulfil the research purpose of this study. A questionnaire was adopted in this study to obtain the primary data. The reason for using a questionnaire is that the time for data collection can be sufficient within the stipulated period. The questionnaire consists of close-ended questions where the respondents can provide their responses with a rapid and higher response rate compared to the application of open-ended questions in the questionnaire.

The target population for this study was the employees, including academic staff, who have worked with educational institutions regardless of colleges or universities. An internet questionnaire was made for them to generate the data and results. Thus, the list was prepared for these 316 employees from different institutions, serving as the sampling frame. As mentioned earlier, this study aims to identify the impact of Family-friendly practices on 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 value ($0.80 < \alpha < 0.90$).

This study employed a multivariate statistical method in which structural equation modeling and analysis of variance were to answer the research questions and test the hypothesis. AMOS Statistical Software was used to analyze 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 Findings

There was a 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 the SPSS Analysis of Moment Structures (AMOS). First, an initial investigation was done to determine 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 analyzed by principal component, KMO and Barlett's test, standard method variance test and rotated component test. To ensure the analysis can be further and it must be normally distributed and well 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 used structural model assessment, such as lateral collinearity test, hypotheses testing, mediation analysis, R-square, 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, more than half of the respondents were females, about 60 percent, while males were 40% of the respondents. The statistic also showed that most respondents are 46-55 years, which covers 36.7 percent, followed by 36-45 years, the second greatest number of respondents. Regarding ethnicity, the Chinese are the most respondents among others, 48 percent, while the Malay is the second greatest respondents which are 38 percent.

Furthermore, more than 80 percent of the respondents are married and have at least a bachelor of degree in education level. About 47.8 percent of respondents have a Master's Degree in their education background and 33.2 percent of them a PhD or Doctoral qualification. This data indicated that the survey mainly focuses on the respondents with a higher education level. Most respondents worked for more than ten years in the higher education sector, followed by five years to less than ten years length of service is the second highest. Apart from that, most respondents work more than 40 hours per week and most of them work in a university, followed by 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 an additive method. Then, we will check on the value of skewness and kurtosis to determine whether the model is normally distributed. The table below shows the frequency analysis of the variables:

Table 1. Frequency Analysis for Each Variable

		Job Satisfaction	Turnover Intention	Flexible Work Arrangement	Parental Leave	Childcare Benefits
N	Valid	316	316	316	316	316
	Missing	0	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

Source: Compiled by the author

Table 1 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 skewness value shows that each variable's data sets are normally distributed since the value is between -1 and 1. However, the Childcare Benefits data shows the highest skewness among others. Meanwhile, the kurtosis value also shows that each variable's data sets are normally distributed as

their value is within -3 and 3. Finally, 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, i.e., the associated indicators have much in common.

Table 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

Source: Compiled by the author

Table 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 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 is 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 three 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.

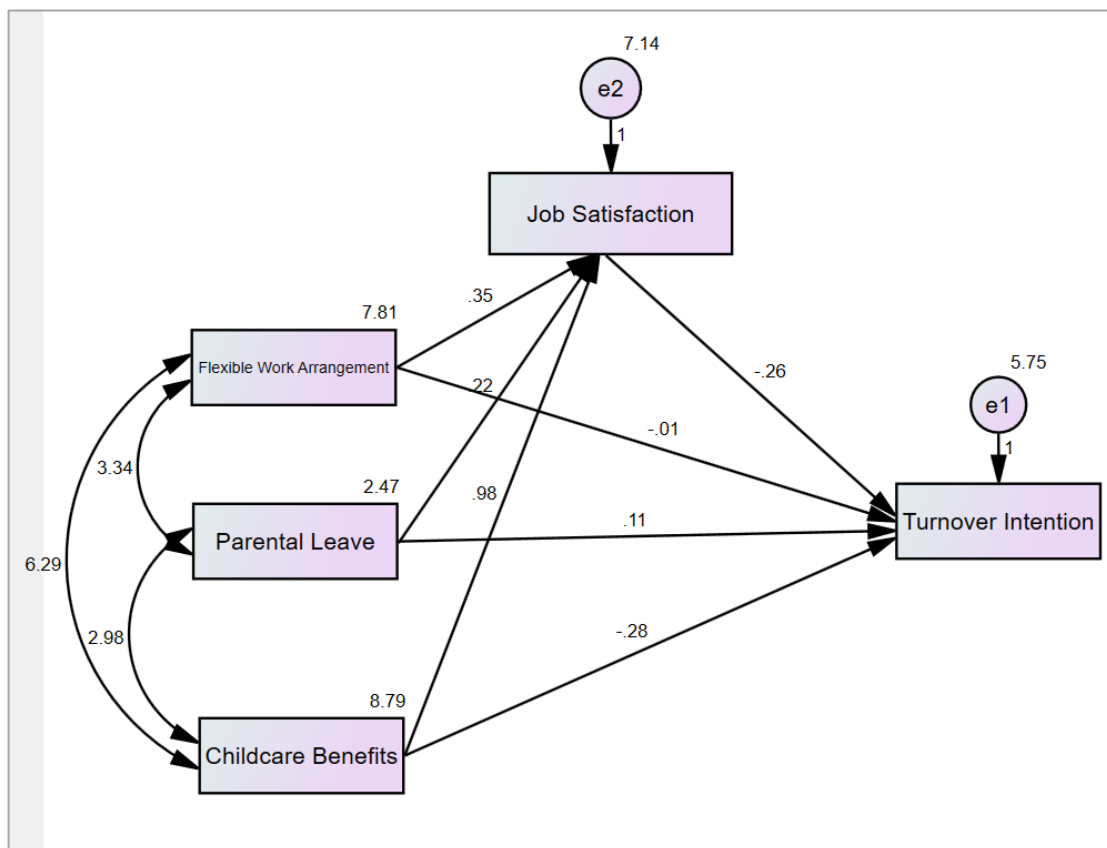


Figure 2. Structural Model

Source: Compiled by the author

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. At the same time, according to Kock (2015), a VIF that is not more than five can be applied when using algorithms that incorporate measurement errors.

Table 3. Independent Variable VIF Values

	VIF
Flexible Work Arrangement	3.376
Parental Leave	2.412
Childcare Benefit	2.414

Source: Compiled by the author

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 to its path coefficients, standard errors, Z-values, and p-values to analyze 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 criteria for the analysis, such as p-values, confidence intervals, and effect sizes. Thus, the researcher will use the following criterion for hypothesis testing: standard beta, standard error, Z-value, p-value, confidence interval bias-corrected, F2 and VIF.

Table 4. 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	0.143	-0.133	0.564
H7	JS <- CB	0.611	0.981	0.079	12.435	0.000	0.783	1.138

Source: Compiled by the author

Based on the table above, flexible work arrangements, parental leave, childcare benefits, and job satisfaction negatively correlate with turnover intention as their path coefficients are negative values. Other than that, flexible work arrangements, parental leave and childcare benefits positively correlate 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 and H7 were supported.

4.7. Significance and Relevance Analysis for Indirect Effect (Mediation). To complete the hypothesis testing for the 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 analyze 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. 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

Source: Compiled by the author

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 zero, then we can conclude that there is a significant mediation effect. Based on the table above, all hypotheses'

confidence intervals are not equal to zero, plus the p-values 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. The table below summarizes 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 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	0.143
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: Job Satisfaction; TI: Turnover Intention/

Source: Compiled by the author

The following table summarizes the outcome and conclusion of each hypotheses statements where AMOS SPSS analyzed.

Table 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) have 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 institutions 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 an insignificant positively associated with Job Satisfaction (JS) among academicians in private higher education institutions in Malaysia.	Insignificant positively associated
H7	Childcare benefits (CB) have 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 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
H10	Childcare benefits (CB) have 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

Source: Compiled by the author

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.

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 new model. Reviewing the related literature and the definition of different research contributions has developed the conceptual contribution in social science research.

Social exchange theory and field theory are significantly related to employee turnover and job satisfaction. The researcher used these theories to understand the factors influencing the intention to leave a job and how workers will hardly perform and engage in their jobs. For example, through the social exchange theory, employee relationship is the main reason a person commits to work. They are more likely to retain employment if their connection is good in the organisation. Family-friendly practices (e.g., childcare, 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 to employment. Besides, the Field Theory explains individuals' behaviour and reactions to an environment 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 example, 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 employment turnover intention from social exchange theory and field theory, determining the mediation effect on job satisfaction.

Conflicts of Interest: Not applicable.

Data Availability Statement: Not applicable.

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