



Testing the Moderating Effect of Gender on Job Satisfaction and Employees' Behaviours Relationship: Evidence from Mobile Telecommunication Network (MTN) Buea, Cameroon

Nwahanye Emmanuel

Senior Lecturer of Management, Department of Management Sciences,
University of Buea, Cameroon

Atabong Nkeng Lionel Agaha

MSc, Department of Management Sciences, University of Buea, Cameroon

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Abstract

With the quest of personalization of actions from their employees, organisations are constantly looking for means that allow them to consider all employees' needs in designing satisfaction tools that will enable their employees to portray adequate behaviours at work. The present study explored whether gender moderates the relationship between job satisfaction and employees' behaviours within a telecommunication company in Cameroon (MTN, Buea). A quantitative cross-sectional method was used with a sample size of 212 respondents. The hierarchical moderated regression and the multi-groups regression approach were used as data analysis tools. Findings showed that gender moderates the effect of job satisfaction on employees' commitment and employees' citizenship behaviour. It is a quasi-moderation and the size effect is characterized as low. Contrariwise, gender does not moderate the effect of job satisfaction on employees' intention to quit. These findings can help inform intervention efforts by identifying gender-fit job satisfaction tools and policies to optimize the adoption by each group of adequate behaviours in the company.

Keywords: Job satisfaction, employees' commitment, employees' citizenship behaviour, employees' intention to quit, gender, moderation

Introduction

As a result of globalisation, the business environment has become more complex, hostile, dynamic and uncertain, pushing organisations to get more involved in change management, focus on customer service, higher business ethics and so on. In that context, as all organisations are trying to carry out their activities effectively and efficiently to achieve high performance, managers began to realize that their employees represent their most valuable assets as depicted by the Resource-Based View Theory developed by Barney (1991). Employees play an important role in the provision of quality services. The availability and sustainability of the right type of human resources at the right time and right place is of essence to every organisation's success. A long term well-maintained employer-employees' relationship, not only ensures sustainability and competitive advantage over rivalry but also promotes good organisational culture and motivation at the workplace.

However, for employees to be able to act as the engine and life sustainers of their various organisations, they must be able to exhibit adequate behaviours. Adequate behaviours in this study refer to high commitment, high citizen behaviour and less intention to quit. All these behaviours can be explained by job satisfaction as indicated by previous studies (Hassan, 2014; Yumuk, 2018). According to Spector (2008), job satisfaction has the capacity to influence the attitudes of employees towards their work and various aspects of their jobs. However, as the 21st Century world of work is characterized by unprecedented levels of talents mobility as employees seek to satisfy their own individual demands, there is a growing concern among organisations about job satisfaction and employees behaviours (Lumley et al., 2011). More specifically, there is a continuous demand for personalization of actions by management. Personalization of actions is a means of separately meeting the needs of each employee effectively and efficiently. This personalization of actions poses a serious problem to managers because it is very expensive and, almost impossible to achieve as it requires that the organisation designs policies for their workers individually. This research intends to contribute to the resolution of this problem by investigating whether grouping workers into homogeneous groups can help to solve this problem of personalization of actions. This will be done by applying different strategies and policies to identified homogeneous groups instead of considering employees individually.

In this regard, several researchers have begun to consider the role of other factors such as gender, age, tenure, etc. in explaining the differences that

exist in the literature. In fact, since workforce diversity is being increasingly integrated into organisations as more and more women are seeking for equality in the workplace, research on job satisfaction and employee behaviour has taken a different turn (Rouhan & Xueyu, 2016). It has been observed over the years that the proportion of jobs filled by women in Cameroon workforce is increasing considerably. Furthermore, many previously male-dominated occupations are also being filled by women. This trend is likely to continue for two reasons: firstly, there is a remarkable increase in the supply of qualified female applicants on the job market and, secondly, there is also the need for organisations to integrate workforce diversity as a competitive tool. Considering the differences between females and males in terms of job satisfaction and employees behaviours therefore, gender is used in this research as a criterion in grouping employees (as moderator).

Recent studies are now looking at the role gender plays in explaining the effect of job satisfaction on employees' behaviours. It should be noted firstly that, previous research had shown that job satisfaction has an effect on employees' behaviours (Blau, 1964; Tett & Meyer, 1993; Carol & Richard, 2001; Nadiri & Tanova, 2010; Lumley et al., 2011; Bouckennooghe et al., 2013; Yumuk, 2018), and few studies have been conducted on the potential moderating effect of gender on the relationship between job satisfaction and employee commitment (Russ & McNeilly, 1995; Gangai & Agrawal, 2015), turnover intention (McNeilly & Goldsmith, 1991; Jiang et al., 2012; Ramatu & Kabiru, 2015; Mete & Sökmen, 2017) and OCB (Ren-Tao, & Heung-Gil 2009; Anu & Radhey, 2017; Awan et al., 2018). Secondly, the three behaviours have not been studied simultaneously in the same study. In addition, no study has been conducted in the telecommunication sector, one of the most competitive sectors in the world. The keen competition observed in this industry has made it necessary for companies operating in this sector to have a workforce that portrays adequate behaviours. In fact, this sector is confronted by the challenging task of developing effective methodologies to ensure the behaviours and attitudes of frontline employees that are consistent with the management and expectations of customers (Hartline & Ferrell, 1996). Based on the above, this research sought to provide an answer to the question: **does gender moderate the effect of job satisfaction on employees' behaviours?**

The objective of this article is to test the moderating effect of gender on job satisfaction and employees' behaviours relationship. In pursuing this objective, we propose to make two contributions to the literature on the field of research. First, we test the moderating role of gender in the telecommunication sector. Next, we test the precepts of the Social Role Theory (or Gender Socialization Theory) by Eagly (1987). To achieve this objective, a quantitative study was carried out among employees of MTN

Cameroon, Buea branch. Before presenting the findings of this study, the theoretical aspects on which this article is based and the research methodology are specified.

1. Gender as a moderator between job satisfaction and employees' behaviours

Although employees' behaviours may be engaged by both men and women, relevant literature provides substantial evidence of gender differences in the link between job satisfaction and employees' behaviours (Russ & McNeilly, 1995; Lyness & Judiesh, 2001; Khalid et al., 2009; Miao & Kim, 2009; Ramatu & Kabiru, 2015; Mete & Sökmen, 2017).

Theoretically, the Gender Socialization Theory also known as Social Role Theory by Eagly (1987) has been applied in previous studies to examine gender differences in employees' behaviours and, more specifically turnover intention. This theory suggests that due to differences in the biology and psychology of men and women, there are also significant differences in their attitudes and behaviours (Yelkur & Chakrabarty, 2006). In the workplace, for example, organisational citizenship behaviour (OCB) is expected more from women than men because some of its dimensions have been described as having certain womanly qualities such as helping others and being courteous (Lovell et al., 1999). In addition, women are more likely to leave their job than their male counterparts (Johnsrud & Heck, 1994; Zhou & Volkwein, 2004). Thus, satisfied men may not behave like satisfied women, making gender to be a potential moderator of the effect that job satisfaction can have on employees' behaviours.

Globally, gender is an important factor to take into account, given the differences that exist in men and women, regarding their family demands, their motivations to engage in work and non-work activities at work. As a matter of fact, the increasing presence of women in the labour market brought different challenges in their lives, because they have to comply with their professional and family duties, intensified by their maternal role (Stam et al., 2014).

Prior research has examined gender as a moderator in studies regarding the antecedents and consequences of employee turnover intention (McNeilly & Goldsmith, 1991; Jiang et al., 2012; Ramatu & Kabiru, 2015; Mete & Sökmen, 2017). McNeilly and Goldsmith (1991) explored whether gender and performance do moderate the relationship between job satisfaction and intent-to-leave of 138 salespersons drawn from a variety of companies, and showed a tendency for men and women salespersons to leave their current sales position because of dissatisfaction with different aspects of the job. In their meta-analytic investigation of 65 independent samples, Jiang et al. (2012) found that the negative relationship between on-the-job embeddedness and turnover criteria were stronger in female-dominated samples than in male-

dominated samples. Ramatu and Kabiru (2015) proposed a conceptual framework that depicts the relationship between job satisfaction and employee turnover intention, as well as the potential moderating role of gender in this relationship in the health sector in Malaysia. The authors' assumption was that gender will moderate the positive relationship between job satisfaction and employee turnover intention, such that the relationship is stronger for women than for men. Mete and Sokmen (2017) investigated the moderating role of gender on job satisfaction and turnover intention among employees in the hospitality industry. The results showed that gender moderates the relationship between job satisfaction and turnover intention. Male employees had higher significant turnover intention than female employees and female employees had higher job satisfaction than male employees.

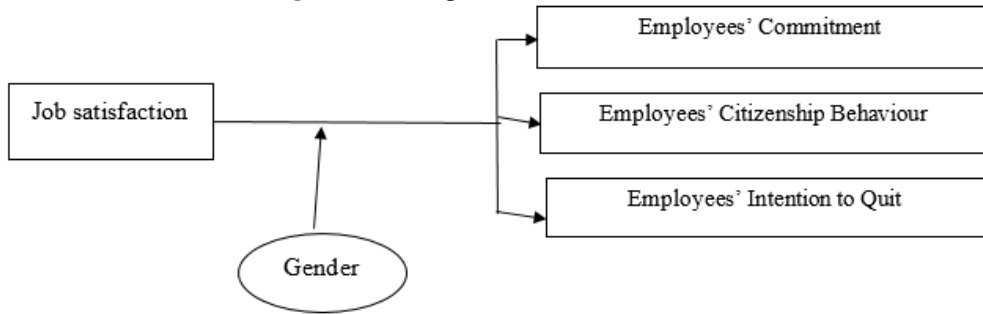
Concerning organisational commitment, Russ and McNeilly (1995) developed hypotheses about the moderating impact of experience, gender, and performance on the relationships among job satisfaction dimensions, organisational commitment, and turnover intentions. In the 168-person salesforce (approximately half women) of a publishing firm, gender did not moderate the links between job satisfaction dimensions (supervisor, co-workers) and organisational commitment. In Gangai and Agrawal (2015)'s study, gender did not moderate the relationship between job satisfaction and organisational commitment.

Regarding OCB, Awan et al. (2018) showed that gender moderates the effect between job satisfaction and sportsmanship one of the dimensions of OCB. Anu and Radhey (2017) conducted a study on gender differences between organisational citizenship behaviour and job satisfaction in the information technology sector intending to determine whether men and women really differ in the kind of behaviour they display. The result showed that gender moderates the relationship between organisational citizenship behaviour and job satisfaction and this relationship was stronger for females than for males.

2. Conceptual Framework and Research Hypotheses

In line with the Gender Socialization Theory assumptions and, the findings of related empirical studies, this study proposes a conceptual framework depicted in figure 1. This conceptual framework shows the relationship between job satisfaction and the three employees' behaviours retained in this study, as well as the potential moderating role of gender on this relationship.

Figure 1: Conceptual Research Framework



This framework is used to study the moderating role of gender on the relationship between job satisfaction construct and employees' behaviours in MTN-Buea, Cameroon. The unit of analysis for the study is the individual employee of MTN-Buea Cameroon. From this framework the following hypotheses are formulated:

H1: Gender moderates the effect of job satisfaction on employee commitment.

H2: Gender moderates the relationship between job satisfaction and employee intention to quit.

H3: Gender moderates job satisfaction and employee citizenship behaviour relationship.

3. Methodology

3.1. Data collection

Data used in this study were collected through questionnaires from 212 employees of MTN Buea selected using a stratified sampling technique (50% males and 50% females). As depicted in Appendix 1, the majority of them aged between 18-25 years (62.3%), are well educated with an undergraduate and postgraduate level of education (81.1%), and have been working for less than 5 years with MTN (95.8%). In addition to that, as observed in Appendix 2, it should be noted that male employees appear to be more satisfied (Mean = 3.3363 versus 3.2745 for females), more committed (Mean = 3.9015 versus 3.7049 for females), exhibit more citizenship behaviour (Mean = 3.3396 versus 3.1067) and paradoxically are more inclined to leave than their counterpart female employees (Mean = 3.4340 versus 2.7956).

3.2. Measurement of variables and reliability test

The scales included in Table 1 below were used to measure the variables for this study:

Table 1: Measures of variables and Reliability Test

Variables	Measurement	Reliability Test (alpha of Cronbach)
Job satisfaction	Minnesota Satisfaction Questionnaire scale of 20 items by Weiss et al. (1967)	0.845
Employee Commitment	Employee Commitment Survey containing 18 items by Meyer, Allen and Smith (1993) revised version scale	0.711
Employee Citizenship Behaviour	Organisational Citizenship Behaviour Scale of 13 items measuring just three of its dimensions, Helping behaviour, Civic Virtue and, Sportsmanship (Organ, 1964; Podsakoff et al., 1990)	0.653
Employee intention to quit	Employee intention to quit scale comprising 3 items by Mobley et al. (1979)	0.753
Gender	1 = Male 0 = Female	

The measures used are internally consistent and reliable following Ho (2006).

3.3. Data Analysis Methods

Two methods were used as data analysis tools: the hierarchical moderated regression and the multi-groups regression approach.

Hierarchical Moderated Regression

This method was used by Abdul Raziq et al. (2019) and Awan et al. (2018). In the moderated regression analysis, the moderator variable *gender* (G) is connected to the exogenous variable *job satisfaction* (JS) multiplicatively and is integrated into the analysis as interaction term *JS.G*, so that the moderator effect can be interpreted concerning its scope and significance. To test the moderator effect, the implementation of a hierarchical regression was used, whereby the variables are taken in the regression equation in several successive steps (Aiken & West 1991; Cohen et al. 2003). Assuming a pure moderation in the first step (Basic Model (1)), a regression model is formulated including both the predictor and the moderator variable. After that, in a second step (Interaction Model (2)), the product term is additionally taken into the regression equation (Aiken & West, 1991; Cohen et al., 2003; Holmbeck, 1997; McClelland & Judd, 1993).

$$EB_i = \beta_0 + \beta_1 JS + \beta_2 G \quad (1)$$

$$EB_i = \beta_0 + \beta_1 JS + \beta_2 G + \beta_3 JS * G \quad (2)$$

Where;

EB_i = Employee behaviour (Employee commitment, Employee Citizenship Behaviour, Employee Intention to Quit)

JS= Job Satisfaction,

G= Gender,

β_0 = Contant term,
 $\beta_1, \beta_2, \beta_3$ = coefficients of the respective explanatory variables

The validation of a moderating effect is judged first of all by the significance of β_3 belonging to the interaction term in the interaction model. Alternatively to the t-test for the regression parameter β_3 , the moderating effect is examined with the Fisher test whether the change of the coefficient of determination R^2 from the basic model to the interaction model is significantly different from zero. The change of the coefficient of determination (ΔR^2) is also a measure for the effect size of the moderator effect. The increase of the R^2 from the basic model to the interaction model indicates how much criterion variance is additionally explained by the product term and therefore can be ascribed to the moderator effect (Aguinis 2004). The strength of the moderator effect is determined based on the effect size index (f^2). Thus, this study assumes that there is moderation when there is a significant difference in the R^2 and f^2 ($\Delta R^2, \Delta f^2$) from the basic model to the interaction model. Globally, when these differences are greater than zero there is moderation.

Multi-groups analysis

With this approach, the whole sample was divided into two groups using the moderator variable (gender). Thereafter, an ordinary least square regression was conducted separately for each partial sample examining the relationship between job satisfaction and employees' behaviours as mentioned by Helm and Mark (2012). It is admitted that the difference of the regression slope of the estimated regression equations between the partial samples expresses the influence of the moderator variable. Thereby, the proof of moderator effect was based on the following consideration: in analyzing the effect separately in each particular moderator group, there should be a disparity concerning the strength of influence, the direction of influence or the significance of this effect. This disparity is expressed by the partial regression coefficients of the estimated regression equations. Thus, the moderator effect in this study was identified by a comparison of the partial regression coefficients (non-standard) of the regression equations as advocated by Jaccard et al. (1990) and Zedeck (1971). The existence of a moderating effect was then admitted when there was a disparity in the significance level and the coefficients of the different groups.

$$EB_i = \beta_0 + \beta_1 JS \quad (3)$$

4. Findings

4.1. Gender, a moderator of Job Satisfaction and Employee Commitment Relationship

Table 2 below presents the results related to the moderating effect of gender on job satisfaction and employee commitment relationship.

Firstly, from the hierarchical moderated regression analysis, it can be observed that all the regression coefficients in the basic model are statistically significant with $p < 0.01$ for job satisfaction (0.237) and $p < 0.1$ for gender (0.182), while for the interaction model just two of the three regression coefficients are statistically significant namely gender ($\beta_2 = -1.052$; $p < 0.1$) and the interaction term JS*G ($\beta_3 = 0.374$; $p < 0.05$). Based on the significance of β_3 belonging to the interaction term we can assume that there is a moderating effect of gender in the relationship between job satisfaction and employee commitment (Aguinis, 2004; Baltes-Gotz, 2006). However, we proceeded with the analysis to ascertain the moderation effect with alternative tests such as the Fisher Test to identify whether the change of the coefficient of determination R^2 from the basic model to the interaction model is significantly different from zero. From that perspective, it can be observed that the integration of the product term (combined effect of job satisfaction and gender) leads to an increase of R^2 with 0.021 and a change in $F = 4.679$ significant at 5%. This result confirms the existence of a quasi-moderation. The effect size (f^2) of the moderating effect is 0.0227 and can be characterized as low according to Cohen et al. (2003).

Table 2: Moderating Effect of Gender on Job Satisfaction and Employees Commitment Relationship

Independent variables	Moderated Regression Analysis				Multi-groups Analysis			
	Basic Model		Interactive Model		Male Group		Female Group	
	B	t	B	t	β	t	β	t
Intercept (β_0)	2.930***	10.296	3.694***	8.170	2.642***	7.335	3.694***	8.175
JS (β_1)	0.237***	2.801	0.003	0.025	0.378***	3.556	0.003	0.025
G (β_2)	0.182*	1.951	-1.052*	-1.821				
JS*G (β_3)			0.374**	2.163				
R^2	0.056		0.076		0.108		0.000	
Adjusted R^2	0.047		0.063		0.100		-0.010	
F	6.153***		5.734***		12.646***		0.001	
ΔR^2			0.021					
f^2 (Effect Size)			0.0227					
F change			4.679**					

* $p < 0.1$; ** $p < 0.05$; *** $p < 0.01$, β = unstandardized coefficients

Source: Authors, 2020.

Subsequently, for both characteristics of the moderator variable gender (subgroup 1: Male; and subgroup 2: Female), a separate regression of job

satisfaction on employee commitment was estimated and a check-up of the regression coefficients β_1 is carried out concerning a significant difference. From the findings, it can be observed that job satisfaction significantly affects employee commitment in the male group ($\beta_1 = 0.378$; $p < 0.01$), while it does not have a significant effect in the female group. Therefore, it can be concluded that gender moderates the effect of job satisfaction on employee commitment. This result is consistent with the result of the moderated regression analysis that attests a significant interaction effect of 0.374 with $p < 0.05$.

Globally, the above result is in line with our a priori expectation and, the theoretical framework of this study. Hence we accept our first hypothesis (H1) which states that “gender moderates the effect of job satisfaction on employees’ commitment”. This result indicates that men who are satisfied with their jobs tend to be more committed to their jobs than their female counterparts. This can be explained by the fact that averagely male employees are more satisfied than female employees in their jobs and therefore should be more committed (see Appendices 3 and 4). Also, male employees may feel more obliged than female employees to engage with their organisation as they may internalize the conviction that they should assist their organisation in achieving success. This result is contrary to those of Gangai and Agrawal (2015) and, Russ and McNeilly (1995) who showed that gender does not moderate the relationship between job satisfaction and employee commitment.

4.2. Gender, not a moderator in Job satisfaction and employee intention to quit relationship

Table 3 below presents the result of the moderating effect of gender on the effect of job satisfaction on employee intention to quit.

Table 3: Moderating Effect of Gender on Job Satisfaction and Intention to quit Relationship

Independent variables	Moderated Regression Analysis				Multi-groups Analysis			
	Basic Model		Interactive Model		Male Group		Female Group	
	B	t	B	t	β	t	β	t
Intercept (β_0)	2.223***	5.441	2.570***	3.918	2.638***	5.501	2.570***	3.643
JS (β_1)	0.175	1.439	0.069	0.347	0.239*	1.687	0.069	0.323
G (β_2)	0.628***	4.687	0.068	0.081				
JS*G (β_3)			0.170	0.676				
R ²	0.106		0.108		0.027		0.001	
Adjusted R ²	0.098		0.095		0.017		-0.009	
F	12.435***		8.421***		2.848*		0.104	
ΔR^2			0.002					
f ² (Effect Size)			0.002					
F change			0.457					

* $p < 0.1$; ** $p < 0.05$; *** $p < 0.01$

Source: Authors, 2020

From the hierarchical regression analysis, it can be observed that just the regression coefficient of gender in the Basic Model is statistically significant with $p < 0.01$ (0.628). For the interaction model, no regression coefficient is statistically significant. Based on the non-significance of the regression coefficient β_3 belonging to the interaction term we can assume that there is no moderating effect of gender in the relationship between job satisfaction and employee intention to quit. This is confirmed by the alternative Fisher Test whether the change of the coefficient of determination R^2 from the Basic Model to the Interaction Model is significantly different from zero, which shows that the increase in the coefficient of determination R^2 is not significant (change in $F = 0.457$ not significant).

Contrary to the above result, the multi-groups analysis findings show that job satisfaction significantly affects employee intention to quit in the male group ($\beta_1 = 0.239$; $p < 0.1$), while it doesn't have a significant effect in the female group. Therefore, it may be concluded that gender moderates the effect of job satisfaction on employee intention to quit. But, focusing on the previous analysis we maintain that gender does not moderate the effect of job satisfaction on employee intention to quit. Thus, we reject our second hypothesis (H2) which states that "*gender moderates the relationship between job satisfaction and employee intention to quit*".

However, focusing on the result obtained in the multi-groups analysis, male workers who are satisfied with their jobs will tend to have a higher intention to quit. This result contradicts the turnover intention models which globally show that turnover intention is a function of dissatisfaction and can be explained by the fact that male employees are always looking for better deals despite the satisfaction they receive from their current jobs. They are usually more mobile than their counterpart female employees, due to the dynamics of demands around them (more specifically family demands). It also contradicts the ideas of Khalid et al. (2009) who indicated that gender might moderate theoretically the relationship between job satisfaction and employee turnover intention, as women are more likely to leave their job because they have a weak attachment to the labour market. This finding confirmed those obtained by Mete and Sokmen (2017) who found out that male employees had higher significant turnover intention than female employees. It is by contrary to the findings of Ramatu and Kabiru (2015) who investigated the moderating role of gender between job satisfaction and employee turnover intention and found that the negative significant relationship between job satisfaction and employee intention to quit was moderated by gender. This relationship was stronger for women than men.

4.3. Gender, a moderator on job satisfaction and employee citizenship behaviour relationship

Table 4 presents the result of the moderating effect of gender in the effect of job satisfaction on employees' citizenship behaviour.

The finding of the moderated regression analysis shows that all the regression coefficients in the Basic Model are statistically significant with $p < 0.01$ for Job satisfaction (0.391) and $p < 0.01$ for gender (0.209), while for the Interaction Model, gender ($\beta_2 = -1.148$; $p < 0.01$) and the interaction term JS*G ($\beta_3 = 0.411$; $p < 0.01$) are statistically significant. From this perspective, it can be concluded that gender moderates the relationship between job satisfaction and employees citizenship behaviour as the coefficient β_3 belonging to the interaction term is significant. This result is confirmed by the alternative perspective in analysing the moderation effect through Fisher Test whether the change of the coefficient of determination R^2 from the Basic Model to the Interaction Model is significantly different from zero. It can be observed that the integration of the product term (combined effect of job satisfaction and gender) leads to an increase of R^2 with 0.043 and a change in $F = 12.176$ significant at 1%. This result confirms the existence of a quasi-moderation. The effect size (f^2) of the moderating effect is 0.058 and can be characterized as low according to Cohen et al. (2003).

Table 4: Moderating Effect of Gender on Job Satisfaction and Citizenship Behaviour Relationship

Independent variables	Moderated Regression Analysis				Multi-groups Analysis			
	Basic Model		Interactive Model		Male Group		Female Group	
	B	T	B	t	β	T	β	t
Intercept (β_0)	1.825***	9.251	2.665***	8.651	1.518***	6.732	2.665***	8.048
JS (β_1)	0.391***	6.677	0.135	1.447	0.546***	8.218	0.135	1.347
G (β_2)	0.209***	3.230	-1.148***	-2.914				
JS*G (β_3)			0.411***	3.489				
R^2	0.216		0.259		0.394		0.017	
Adjusted R^2	0.209		0.249		0.388		0.008	
F	28.808***		24.291***		67.541***		1.813	
ΔR^2			0.043					
f^2 (Effect Size)			0.058					
F change			12.176***					

* $p < 0.1$; ** $p < 0.05$; *** $p < 0.01$

Source: Authors, 2020.

Subsequently from the multi-groups analysis regressions, job satisfaction significantly affects employee citizenship behaviour in the male group ($\beta_1 = 0.546$; $p < 0.01$), while it does not have a significant effect in the female group. Therefore, it can be concluded that gender moderates the effect

of job satisfaction on employee citizenship behaviour. This result is consistent with the result of the hierarchical moderated regression analysis.

Globally, the above result shows that gender moderates the relationship between job satisfaction and employees' citizenship behaviour, and this is stronger for male employees than female employees. Hence, we accept our third hypothesis (H3) which states that "*gender moderates job satisfaction and employees' citizenship behaviour relationship*". This can be explained by the fact that satisfied male employees are usually deeply involved in exhibiting citizenship behaviour as most of their work is done in teams. They tend to be more helpful in their workplace, more involved and engaged with every activity of the company and have a high team spirit with co-workers than the female employees. This result confirms the findings obtained by Awan et al. (2018) and Anu and Radhey (2017). However, it contradicts the direction of the moderation obtained by Anu and Radhey (2017). They found that gender moderated the relationship between job satisfaction and organisational citizenship behaviour but the effect was stronger for female than male workers, while for this research the effect is stronger for male employees.

Conclusion

The study aimed at testing the moderating effect of gender on job satisfaction and employees' behaviours relationship in MTN Cameroon, Buea. The hierarchical moderated regression and multi-groups regression analysis were used as data analysis tools. Based on the findings, it appears that gender moderates the relationship between job satisfaction and two of the employees' behaviours retained in this study (employees commitment and employees citizenship behaviour). In addition, this moderation was a quasi-moderation with low effect and it was stronger for male employees than female employees, implying that male workers who were satisfied with their jobs were more committed towards their jobs and exhibited more citizenship behaviours than their counterpart female employees.

The findings reported may have some interesting implications for managers of MTN Cameroon. First of all, job satisfaction appears to be an important factor in enhancing adequate behaviours. Managers should put in place a corporate culture of job satisfaction by designing and conducting a satisfaction survey that will serve as a guide in designing job satisfaction tools and policies. Additionally, as the focus was on gender which changed the relationship between job satisfaction and employees' behaviours, this study recommends that managers should design satisfaction tools and policies on gender base as an alternative to the personalization of actions. Finally, since the moderations observed were stronger for male employees, the study advises the management of MTN to pay attention to and even consult male employees

by listening to their constructive suggestions. However, the management of MTN should not create gender stereotyping by collaborating more with male employees than female employees.

Despite its contribution, this research should be viewed in light of several limitations. Firstly, the data used was collected through self-administered questionnaires, since it was a cross-sectional study, this makes it biased because the perception of individuals change from time to time and their responses to different questions most often depend on their state of being of that day, this limits a generalization of the study's findings. Secondly, this study focused only on three types of employees' behaviours amongst other behaviours that employees' portray at work making it difficult to determine whether those other behaviours like employee involvement, engagement and solidarity could have affected the results of the study. Thirdly, the study was only limited to MTN Cameroon, Buea branch.

To further this study, a longitudinal study can be realised to ascertain the dynamic effect over time. Also, the area of study can be extended to the telecommunication sector or even include other sectors of activity and therefore even call for comparative studies. Finally, other behaviours can be studied.

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Appendices

Appendix 1: Summary of Respondents’ Profile in frequencies and percentages

Variables and modalities	Frequencies	percentages	Cumulative percentages
Gender			
Male	106	50.0	50.0
Female	106	50.0	100.0
Total	212	100.0	
Age group			
18-25	132	62.3	62.3
26-35	54	25.5	87.8
36-45	25	11.7	99.5
55 and Above	1	0.5	100
Total	212	100.0	
Educational Qualification			
No Certificate	1	0.5	0.5
Primary	1	0.5	1.0
O-level	9	4.2	5.2
A-level	29	13.7	18.9
Undergraduate	118	55.7	74.6
Post-graduate	54	25.5	100.0
Total	212	100.0	
How long have you been working with the company (Years of Service)			
For 1 Year	63	29.7	29.7
For 2 Years	83	39.2	68.9
For 3 Years	37	17.5	86.4
For 4 Years	20	9.4	95.8
For 5 Years	6	2.8	98.6
For 6 Years	2	0.9	99.5
For 7 Years	1	0.5	100.0
Total	212	100.0	

Appendix 2: Descriptive Statistics

Gender		EMPLOYEES SATISFACTION	EMPLOYEES COMMITMENT	CITIZENSHIP BEHAVIOUR	INTENTION TO QUIT
Female	N	106	106	106	106
	Mean	3.2745	3.7049	3.1067	2.7956
	Std. Deviation	.47979	.66809	.49393	1.04357
	Minimum	2.05	2.28	1.54	1.00
	Maximum	4.25	4.94	4.23	4.67
Male	N	106	106	106	106
	Mean	3.3363	3.9015	3.3396	3.4340
	Std. Deviation	.61789	.70849	.53777	.90287
	Minimum	1.60	2.06	1.85	1.00
	Maximum	4.65	6.00	4.31	5.00

Appendix 3: Employees Job Satisfaction Appreciation

Statements	Percentages (%)						
	VD	D	N	S	VS	M	Std. D
The chances of advancement on this job	5.2	22.2	34.0	29.2	9.4	3.16	1.039
The working condition	2.4	17.5	34.0	32.5	13.7	3.38	1.002
The chance to different things from time to time	4.7	16.5	33.5	32.1	13.2	3.33	1.050
The chance to be "somebody" in the community	4.7	14.6	25.0	36.8	18.9	3.50	1.099
The way my boss handle his/her workers	7.5	12.7	25.9	32.5	21.2	3.47	1.178
The competence of my supervisor in making decisions	4.2	15.1	27.8	39.6	13.2	3.42	1.034
Being able to do things that don't go against my conscience	5.2	16.0	24.5	38.7	15.6	3.43	1.093
The way my job provides for steady employment	9.4	20.8	25.9	39.2	4.7	3.09	1.078
The chance to do things for other people	4.7	16.5	30.7	32.5	15.6	3.38	1.079
The chance to tell people what to do	3.8	12.3	29.2	37.7	17.0	3.52	1.032
The chance to do something that makes use of my abilities	5.7	16.0	28.8	25.5	24.1	3.46	1.182
The way company policies are put into practice	8.0	21.2	21.7	34.4	14.6	3.26	1.183
My pay and the amount of work I do	8.0	18.9	24.5	31.6	17.0	3.31	1.191
The freedom to use my own judgment	10.8	20.3	33.0	26.4	9.5	3.03	1.133
Being able to keep busy all the time	7.5	13.7	38.7	32.5	7.5	3.19	1.018
The chance to try my own methods of doing the job	10.8	28.8	22.2	29.2	9.0	2.97	1.174
The possibilities (chance) to work alone on the job	9.4	26.9	29.2	29.7	4.7	2.93	1.064
The way my co-workers get along with each other	8.0	11.8	37.3	35.4	7.5	3.23	1.024
The praise I get for doing a job	6.1	10.4	26.9	35.4	21.2	3.55	1.119
The feeling of accomplishment I get from the job	6.6	13.7	21.7	39.6	18.4	3.50	1.137

Appendix 4: Means of Employees Job Satisfaction items based on gender

	Statements	Mean	
		Female	Male
1	The chances for advancement on this job	3.25	3.07
2	The working conditions	3.37	3.39
3	The chance to do different things from time to time	3.14	3.51
4	The chance to be “somebody” in the community	3.58	3.42
5	The way my boss handle his/her workers (human relations)	3.52	3.42
6	The competence of my supervisor in making decisions	3.40	3.45
7	Being able to do things that don’t go against my conscience	3.35	3.52
8	The way my job provides for steady employment	2.99	3.19
9	The chance to do things for other people	3.30	3.45
10	The chance to tell people what to do	3.49	3.55
11	The chance to do something that makes use of my abilities	3.44	3.48
12	The way company policies are put into practice	3.50	3.03
13	My pay and the amount of work I do	3.48	3.13
14	The freedom to use my own judgment	3.00	3.07
15	Being able to keep busy all the time	3.14	3.24
16	The chance to try my own methods of doing the job	2.76	3.17
17	The possibilities (chance) to work alone on the job	2.72	3.15
18	The way my co-workers get along with each other	3.09	3.36
19	The praise I get for doing a good job	3.46	3.64
20	The feeling of accomplishment I get from the job	3.50	3.49