Quantitative analysis

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We collected data using the dataset. In total there are around 1,383,106 samples in the dataset, with around 50.45% male and 49.95% female. We used STATA to analyze the data. To make sure the result would be more accurate, we removed some useless data at first. Items here are measured on a seven-point scale: 1 means strongly disagree and 7 means strongly agree (Valentine et al., 2010). We firstly replaced some data which are below 1 or over 7. Next, we made the scatterplot and found that there are some unusual data which would influence our analysis, so we removed people whose age are over 100 and work experience are over 50 years. After analyzing the data, we got the conclusion in Table 1 that the average age of samples is 54.50 and the mean of work experience is 14.27 years. According to two hypotheses, we defined job satisfaction as an independent variable, turnover intentions as the dependent variable, gender as moderator, age and work experience as control variables. Table 1 shows descriptive statistics and correlations of variables. We can clearly see that turnover intention was negatively related to job satisfaction.

Table 1
Descriptive statistics and Correlations

	Variable	Mean	Standard Deviation	1.	2.	3.	4.	5.
1.	turnover	3.17	0.56	1.00				
2.	job satisfaction	4.60	0.77	-0.50	1.00			
3.	gender	0.50	0.50	-0.55	0.21	1.00		
4.	age	54.50	7.38	-0.70	0.09	0.18	1.00	
5.	Work-e~e	14.27	5.95	-0.56	0.12	0.32	0.49	1.00

The constructs are job satisfaction and turnover intentions. However, the third question of each construct was reverse coded here because the third statement is negative and we should ensure that the meaning of each score to the question is consistent. Therefore, we firstly reverse coded job_sat3 and turnover_3, and then aggregated job_sat1/2/3 into job satisfaction and aggregated turnover_1/2/3 into turnover intentions. After that we calculated Cronbach's alpha and the results showed that the reliability coefficient of the scale of job satisfaction was 0.78 and the reliability coefficient of turnover intentions was around 0.70, indicating high reliability. Before regression, we tested VIF and got the result (1.00), which meant that there was no multicollinearity. Then we did the regression analysis and got the negative coefficient

between IV and DV (-0.37), which meant that for each level of job satisfaction, the intention to leave organizations decreases by 0.37 levels. As a result, Hypothesis 1 could be supported.

To test the first half part of Hypothesis 2, we regressed three models independently and then we generated the interaction effects between job satisfaction and gender. We can clearly see from Table 2 Model 3 that the coefficients of job satisfaction and interaction effects are both significant (p=0.00 ***). However, the coefficient of job satisfaction is negative and the coefficient of interaction effect is positive, while the R-squared also increases from 0.73 in Model 2 to 0.83 in Model 3, both of which indicate that employee gender moderates the negative relationship between job satisfaction and turnover intentions. The first half part of Hypothesis 2 could be supported. To test the second half part of Hypothesis 2, we used the Excel of 2-way linear interactions. (http://www.jeremydawson.co.uk/slopes.htm)

Table 2
Results from the Regression Analysis

| Variable	Hypothesis	Model 1	Model 2	Model 3
Control variables				
Age		-0.04***(0.00)	-0.04***(0.00)	-0.04***(0.00)
Work experience		-0.03***(0.00)	-0.02***(0.00)	-0.01***(0.00)
Independent variables				
Job satisfaction	H1		-0.31***(0.00)	-0.27***(0.00)
Moderator variables				
Gender				-0.42***(0.00)
Interaction effects				
Independent variable x Moderator variable	H2			0.01***(0.00)
F		99999.00***	99999.00***	99999.00***
R-square		0.56	0.73	0.83

Note: Dependent variable: [turnover intentions]
Unstandardized coefficients are shown with standard errors in parentheses.
+p ≤ .10; *p ≤ .05 **p ≤ .01 *** p ≤ .001; two-tailed tests.

After regressing all variables, we summarized gender and job satisfaction, and then we got Figure 1 according to the data. It is clear that when the scale of job satisfaction is the same for both male and female, the male has a higher willingness to leave organizations. As a result, we can get the result that the negative relationship is stronger for men than for women. Therefore, the second half part of Hypothesis 2 cannot be supported. All in all, Hypothesis 2 is rejected.

Figure 1
Interaction between job satisfaction and gender
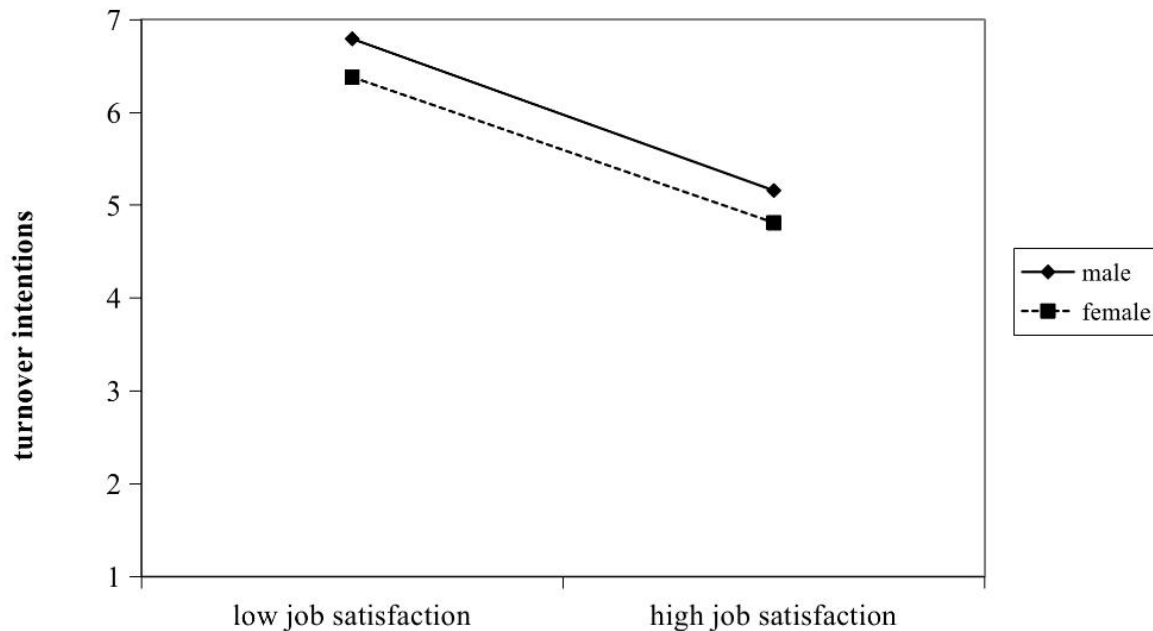
Since job satisfaction impacts turnover intentions negatively, it is important for managers to consider human resources if they want to improve employee satisfaction within organizations (Azeez and Adeoye, 2016). Leaders should provide employees with more rewards, allow them to freely engage in decision making or create a dynamic and healthy work environment (Marta et al., 2013). By doing so organizations can meet employees' needs and improve their job satisfaction. Secondly, managers should be aware of the gender implications in the workplace so that they can create an environment that is beneficial to both men and women (Lucht, 2016). Leaders who want to retain male employees can also provide more opportunities for men to advance themselves (Mason, 1995).

References

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