



Impact of Gender Inclusion on Employee Satisfaction in the Federal Inland Revenue Service, Bauchi Local Government Area, Nigeria

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ABSTRACT

This study investigates the impact of gender inclusion on employee satisfaction, using the Federal Inland Revenue Service (FIRS), Bauchi, as the case study. A structured questionnaire was employed to collect data from staff members through a census sampling technique. The reliability of the instrument was confirmed using Cronbach's Alpha, indicating that the responses were consistent and dependable. Data analysis was conducted using descriptive statistics and regression analysis to evaluate the relationship between gender inclusion and employee satisfaction. The results revealed a positive relationship between gender inclusion and employee satisfaction, with the coefficient for gender inclusion being statistically significant. These findings suggest that gender inclusion positively influences employee satisfaction and that addressing challenges related to gender inclusion can enhance organizational performance. The study concludes that promoting diversity and inclusion practices contributes significantly to employee well-being and satisfaction in the workplace.

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INTRODUCTION

In light of the feminization of migration, it is important to pay attention to gender. As a result, women have historically been denied access to, opportunities for, and inclusion, and have worked to maintain low professional visibility, status, as well as scholarly recognition and achievements (Hinton, 2021). A report on the gender pay gap confirms this fact. As a result of the "employment unemployment interview (EUS)" 2021-12, conducted by the "National Sample Interview Organization (NSSO)", and "International Labor Organization" (ILO) studies and inequality report launched by Oxfam in 2022, In India, the wage disparity between men and women is estimated to be 34%.

When organization talks about inclusion those points out to gender aspect, gender inclusion comes to once mind (Acker, 2022). Gender inclusion, in layman's terms, is a concept that goes beyond simple equality and no one is denied access to any services, opportunities, or

establishments because of their gender, and gender stereotypes do not define societal roles and expectations, according to this view of the world, this study made great strides in closing the gender gap, but statistics show that we still have a long way to go before our society is truly gender inclusive. As we work toward this goal, the creation of demonstrative examples of the concept in action is a vital part of gender inclusivity.

Besides, the concept of gender mainstreaming is the conscious incorporation of gender in all stages of programme and policy planning, implementation, and evaluation, with the intention of giving attention to the ways gender influences all stages of decision making (Adams, et al., 2021). From the historical point of view, the term "inclusion" was coined in the 2020s by education scholars and since then, the concept of social inclusion has been developed, which revolves around being a part of trusting relationships at the family, peer, and community levels.

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The ongoing debate surrounding the impact of gender inclusion in organizations reflects differing perspectives on the advantages, challenges, and potential outcomes. Advocates of gender inclusion argue that diverse and inclusive organizations tend to outperform their less diverse counterparts. They point to studies suggesting that diverse teams lead to greater innovation, better decision-making, and improved financial performance. Organizations that prioritize gender inclusion can attract a wider range of talented individuals, leading to a competitive advantage. Employees are more likely to stay in organizations where they feel valued and have opportunities for growth (Gorman, et al., 2020). Addressing these theoretical and empirical gaps through a well-designed research plan, rigorous data collection, and thoughtful analysis would contribute to a more robust understanding of the impact of gender inclusion on employee satisfaction in Federal Inland Revenue, Bauchi.

LITERATURE REVIEW

Gender Inclusion

Gender inclusion is defined as the active effort to ensure that individuals of all genders have equal opportunities to participate, contribute, and advance within an organization (Berry & Bell, 2019). This includes not only addressing the presence of diverse gender groups but also creating an environment that supports gender equity and equality. According to Eagly and Carli (2021), gender inclusion involves systemic changes that impact hiring practices, career development opportunities, and organizational culture to support a more balanced representation of genders. They argue that inclusion is not just a matter of fairness but a strategic advantage, as diverse teams are often more innovative and effective (Eagly & Carli, 2021).

Employee Satisfaction

The subject of job satisfaction has long been a major concern by scholars in several fields (Onyebuenyi 2016). Since as far as the 1930s, employee job satisfaction has drawn the attention of managers as its assessment through employee surveys has become conventional. While job

satisfaction is broadly known to reduce the cost of employing new staff by improving retention of existing employees (Locke et al, 2016), Job dissatisfaction in any organisation has the tendency of leading to tardiness in daily operation due to employees' lack of attention towards their responsibilities, sluggishness in showing up for work, obvious withdrawal from their jobs and weakened job performance (Kim and Yoon. 2018). In order to maintain staff stability, it should, therefore, be of huge importance to every employer to keep employees happy at their job (Kim & Yoon, 2018).

Gender Inclusion on Employee Satisfaction

Employee satisfaction is a multifaceted concept encompassing various aspects of an employee's experience and perceptions of their work environment. Theories on employee satisfaction often emphasize the interplay between individual needs, organizational conditions, and psychological well-being (Hideg, & Ferris, 2021). One key theoretical perspective is Herzberg's Two-Factor Theory, which posits that job satisfaction is influenced by both motivators and hygiene factors. Motivators, such as opportunities for achievement and recognition, lead to higher satisfaction, while hygiene factors, such as working conditions and salary, prevent dissatisfaction but do not necessarily increase satisfaction (Herzberg, 1966). Applying this theory, gender inclusion can enhance satisfaction by addressing both types of factors. For example, gender-inclusive practices may improve hygiene factors by creating fair and supportive working conditions and enhance motivators by providing equal opportunities for achievement and recognition.

Theoretical Framework

The theoretical framework provides a foundation for understanding the impact of gender inclusion on employee satisfaction.

Social Exchange Theory

Social Exchange Theory, as proposed by George Homans (1961) and later expanded by Peter Blau (1964), is fundamental in



understanding how gender inclusion influences employee satisfaction. This theory posits that social behavior is a result of an exchange process where individuals seek to maximize benefits and minimize costs. In the context of gender inclusion, employees evaluate their interactions with the organization based on perceived fairness and reciprocity.

When organizations implement gender-inclusive policies, such as equal pay and career development opportunities, they enhance employees' perception of fairness and support. This positive exchange fosters higher job satisfaction, as employees feel valued and equitably treated. For instance, if an organization actively works to reduce gender disparities and provides equitable opportunities, employees are more likely to perceive the organization positively, leading to increased satisfaction and commitment (Blau, 1964; Cropanzano & Mitchell, 2005). Social Exchange Theory is based on the idea that human interactions are governed by an implicit cost-benefit analysis. Individuals engage in social exchanges with the expectation of maximizing their benefits while minimizing their costs (Oestreich, 2022). This theory emphasizes the importance of reciprocity and fairness in these exchanges, suggesting that individuals are motivated by the perceived value of the exchange and the balance between what they contribute and what they receive (Homans, 1961; Blau, 1964).

In the workplace, employees assess their relationship with the organization based on their perceptions of fairness and reciprocity. When employees feel that their contributions are fairly recognized and that they receive appropriate rewards, they are more likely to experience positive outcomes such as job satisfaction, commitment, and engagement. Conversely, perceived inequities or imbalances in the exchange process can lead to dissatisfaction and disengagement (Cropanzano & Mitchell, 2005).

In the context of gender inclusion, Social Exchange Theory highlights how gender-inclusive policies and practices influence employees' perceptions of fairness and reciprocity. Gender inclusion efforts, such as equal pay initiatives, equitable career development opportunities, and

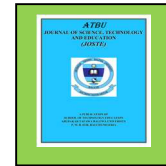
anti-discrimination policies, are viewed as organizational investments in the well-being and advancement of all employees. These efforts aim to reduce gender disparities and ensure that all employees have equal access to opportunities and resources.

Empirical Review

In the study of gender inclusion and its impact on employee satisfaction, numerous empirical reviews provide insights into various aspects of this relationship. For instance, Nielsen and Huse (2010) explored the effects of gender diversity on firm performance through a quantitative analysis involving 500 firms. They utilized survey questionnaires for data collection, and their reliability analysis showed a Cronbach's alpha of 0.85. Their findings indicated a positive correlation between gender diversity and organizational performance, recommending that firms should actively pursue gender-inclusive practices.

Mousa et al., (2019), investigated how gender affected the perception of nurses working in public hospitals in the area of management and organizational inclusion. Exploration of diversity management and organisational inclusion was done using workplace fun as the predictor of organisational inclusion. They investigated 360 nurses in three public hospitals in Egypt using questionnaires and applied a t-test to identify the effect of gender on diversity management as predictors of organisational inclusion. Findings revealed that female nurses respond more positively to diversity management practices than their male counterparts and the difference between them in their perceptions on organisational inclusion was not significant. This implied that both the male and female nurses view organizational inclusion as necessary in the work place.

Alshebli et al., (2018), carried out a study, titled the pre-eminence of ethnic diversity in scientific collaboration, where they investigated about nine million papers and six million scientists in trying to establish the relationship between research impact and five classes of diversity which included ethnicity, affiliation, discipline, academic



age and gender. They employed the random baseline models and confirmed the presence of homophily in ethnicity, gender and affiliation. This strongly implied that human beings have the tendency to associate with people of its kind.

Another study carried out by Mousa et al. (2019), investigated how gender affected the perception of nurses working in public hospitals in the area of management and organisational inclusion. Exploration of diversity management and organisational inclusion was done using workplace fun as the predictor of organisational inclusion. They investigated 360 nurses in three public hospitals in Egypt using questionnaires and applied a t-test to identify the effect of gender on diversity management as predictors of organisational inclusion. Findings revealed that female nurses respond more positively to diversity management practices than their male counterparts and the difference between them in their perceptions on organisational inclusion was not significant. This implied that both the male and female nurses view organisational inclusion as necessary in the work place.

Ely and Meyerson (2000) investigated gender diversity and organizational change in a qualitative study of 12 companies. Data was collected through interviews and focus groups, with reliability ensured through coder triangulation. Their study found that gender diversity contributed to more innovative and adaptive organizational cultures. They recommended that organizations should integrate gender diversity into their core business strategies.

METHODOLOGY

The study employs a descriptive survey research design. This research design determines and reports the way things are (Mugenda & Mugenda 2003). the purpose of this study, the research covers the entire management and workers of Federal Inland Revenue, Bauchi LGA.

Therefore, the population of this was 131 employees of Federal Inland Revenue, Bauchi LGA. The sample size for this study is the entire population which is 131 of the employees of Federal Inland Revenue, Bauchi LGA. This was arrived through survey and statistics taken from the organization. Census sampling technique was used for the study. The sampling techniques made of the total population since the population size is not large for the purpose of this research work.

The sources of data for this research work were Primary sources of data collection. The research instruments being the questionnaires were administered by the researcher and a face to face approach will be adopted in the process of administering the questionnaires. 5 Likert-type rating scale will be used, where (SA)=5 Strongly Agree, (A)=4 Agree, (N)=3 Neutral, (D)=2 Disagree, (SD)=1 Strongly Disagree. The responses to the questions on the questionnaire was analyzed using descriptive and regression method of analyzing data with the aid of manual and electronic application such as the Statistical Packages for Social Sciences (SPSS). SPSS is an integrated system of computer programs specifically conceived and designed for the analysis of social and behavioral science research data and information.

RESULT AND DISCUSSION

Reliability Analysis

This study carried out a reliability analysis to establish the reliability of the independent and dependents variables in the study. As indicated in Table 2. Cronbach's Alpha value of the variables on Table 4.2 are as follow; Gender Inclusion = 0.865, Employee Satisfaction = 0.845, The Variable-Total statistics in Table 1 reveal that all the variables had a measure of over 0.7 that means all the variables are reliable.

Table 1: Reliability Result

S/N	Variables	Number of items	Cronbach alpha
1	Gender Inclusion	7	0.865
2	Employee Satisfaction	6	0.845

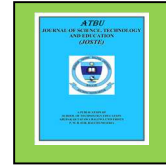
Source; Filed Survey, 2024

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Test of hypotheses

The researcher conducted a regression analysis so as to test hypotheses of the study. The research applied the statistical package for social sciences (SPSS) to code, enter and compute the measurements of the multiple regressions for the study.

Gender Inclusion and Employee Satisfaction

According to the regression model applied in this study on Table 6, R Square was 0.669 and adjusted R value is 0.740 implying that

the independent variables studied explain 74.0% of the effect of gender inclusion on employee satisfaction. This implies that the other variables not studied in this research contributed 26% variability of employee satisfaction. Durbin Watson is between 1.5 and 2.5, for this study it can be assume that the value is within the range of critical criterion that is 1.761 as shown in Table 6 below, which indicates that there is no violation of auto correlation in this study.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.740	0.548	0.545	3.29671	1.761

a. Predictors: (Constant), GIC

b. Dependent Variable: EPS

Source; Filed Survey, 2024

The ANOVA report or F statistics on Table 3 indicated that the overall significance of the regression model applied in this study

indicates that, $p < 0.05$ (Sig. = 0.00) and therefore our model is significant. The F value is 156.502 and the significant level is 0.000'

Table 3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1700.909	1	1700.909	156.502	0.000
	Residual	1402.007	129	10.868		
	Total	3102.916	130			

a. Dependent Variable: EPS

b. Predictors: (Constant), GIC

Source; Filed Survey, 2024

H₂:- There is no significant Gender Inclusion on Employee Satisfaction

Table 4 shows the coefficient of the variables which indicated that gender inclusion

has $\beta = 0.754$, $t = 12.510$, $P = 0.000$ this means has gender inclusion has a significant effect on employee satisfaction, null hypothesis rejected.

Table 4: Coefficients

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	4.903	1.367		3.587	.000
	GIC	0.754	0.060	0.740	12.510	.000

a. Dependent Variable: EPS

Source; Filed Survey, 2024

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DISCUSSION OF FINDINGS

Based on the finding hypothesis three employee satisfaction has significant effect on organizational performance. This study outcome is in line with study of McGregor and K. (2020) and Smith and Leberman (2015) who highlight that gender diversity boosts employee engagement. Gender-inclusive workplaces enhance employee motivation and involvement, as employees feel more included and valued. This increased engagement is linked to higher levels of productivity and lower turnover rates.

CONCLUSION

In conclusion, the implementation of gender inclusion has demonstrated a significant positive impact on employee satisfaction and overall organizational performance. By fostering an inclusive environment, companies not only attract a wider range of talent but also enhance team creativity and problem-solving capabilities. It was discovered that Federal Inland Revenue Service, Bauchi LGA sees diversity inclusion as an importance factor that cannot be over looked. To show it commitment to diversity inclusion and ensure that diversity policies are integrated into its corporate practices, the management created a diversity team that make certain that its acquires a diverse workforce.

RECOMMENDATIONS

It is interesting to see that Federal Inland Revenue Service, Bauchi LGA recognizes and accepts the need to have a diverse workforce and has also made out its diversity policies. However, not all organizations are aware of the relevance of diversity. It is important for every organization to embrace diversity and not just be satisfied with having such workforce but ensure that they harness each and every benefit that comes from diversity and endure that they put machinery in place to reduce the negative consequences that may arise from group social categorization. Therefore, this study makes the following recommendation; Management should make certain that great effort is taken to ensure that workers are properly informed of the present or existing initiatives and programmes of diversity

and also ensure to educate or train existing and newly employed employees on issues of diversity and its importance.

LIMITATIONS OF STUDY

This study was face with many limitations. First is the time frame; due to time constraint the study was only limited to Federal Inland Revenue Service, Bauchi LGA. The study made use of only 131 respondents as a result of time. Finally, the study only centered on few areas of diversity inclusion as opposed to the much diversity that exist in the workplace.

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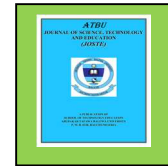
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