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Inclusion Practices and Employee Job Satisfaction in Ibadan Electricity Distribution Company (IBEDC), Oyo State, Nigeria

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Abstract
This study examined inclusion practices and employee job satisfaction in Ibadan Electricity Distribution Company (IBEDC), Oyo State, Nigeria. The study specifically assessed the level of employee satisfaction with inclusion initiatives and investigated the effect of inclusion practices on employee job satisfaction. A quantitative research design was adopted, and data were collected through structured questionnaires administered to a sample of 175 employees drawn from a population of 750 using the Yamane sampling technique. Data were analyzed using descriptive statistics and simple linear regression analysis.

Findings revealed that employees generally reported moderate to high satisfaction with inclusion initiatives, particularly in areas such as feeling included, supportive work environment, and sense of belonging, although gaps were observed in opportunities for career growth and consistency of implementation across departments. Regression results indicated that inclusion practices have a significant positive effect on employee job satisfaction ($\beta = 0.645$, $p < 0.05$), explaining 42.1% of the variation in job satisfaction ($R^2 = 0.421$). This implies that improved inclusion practices lead to higher levels of employee job satisfaction in the organization.

The study concludes that inclusion practices are a strong predictor of employee job satisfaction in IBEDC, and effective implementation of inclusion policies enhances employee morale, engagement, and workplace commitment. It recommends that management should strengthen inclusive leadership practices, improve career development opportunities, and ensure consistent implementation of inclusion policies across all departments.

Keywords: Inclusion Practices; Employee Job Satisfaction; Organizational Inclusion; Workplace Diversity; Ibadan Electricity Distribution Company

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Introduction

In contemporary organizational management, inclusion practices have become a central component of human resource strategy, particularly in utility organizations where workforce diversity is high and service delivery depends on coordinated employee effort. Inclusion refers to the extent to which employees feel valued, respected, and integrated into organizational decision-making processes regardless of their demographic or occupational differences. In recent years, organizations have increasingly recognized that beyond diversity representation, the real value lies in creating an inclusive environment where all employees experience belongingness and equal opportunity to contribute effectively (Shore et al., 2022; Nishii & Rich, 2022).

Globally, inclusion practices such as fair treatment, participatory decision-making, equitable promotion systems, and supportive leadership have been linked to improved employee outcomes, particularly job satisfaction and engagement. Studies have shown that employees who perceive high levels of inclusion are more likely to exhibit positive work attitudes, higher motivation, and stronger organizational commitment (Randel et al., 2020; Roberson, 2021). This is largely explained through social exchange perspectives, which suggest that employees reciprocate perceived organizational support with improved attitudes and performance (Cropanzano et al., 2017; Kim & Park, 2020).

In the Nigerian context, public and utility organizations have increasingly adopted inclusion policies; however, implementation remains inconsistent across sectors. Electricity distribution companies, in particular, operate in a complex work environment characterized by technical demands, customer interface pressures, and organizational restructuring. Within such environments, inclusion practices are expected to play a critical role in enhancing employee morale and job satisfaction, thereby improving service delivery outcomes (Micah, 2022; Micah, 2023). Despite these expectations, many employees still report issues relating to unequal treatment, limited participation in decision-making, and inadequate communication of organizational policies, which may negatively affect job satisfaction.

Specifically, in the Ibadan Electricity Distribution Company (IBEDC), Oyo State, there are indications that inclusion practices exist in the form of diversity policies, training programs, and formal grievance mechanisms. However, the extent to which employees experience these practices as meaningful and satisfactory remains unclear. Preliminary observations suggest that while management may have introduced inclusion frameworks, employees' perceptions of fairness, belongingness, and involvement may differ across departments and job levels. This gap between policy formulation and employee experience creates a concern regarding the effectiveness of inclusion strategies in achieving desired human resource outcomes.

Furthermore, empirical studies in similar organizational settings have shown mixed findings regarding the relationship between inclusion and job satisfaction. While some research reports strong positive associations, others suggest that inclusion practices may not automatically translate into satisfaction unless supported by consistent leadership commitment and organizational culture alignment (Ozbilgin et al., 2021; Sabharwal, 2021). In Nigeria, studies such as Micah (2021) and Micah (2023) have emphasized that employee perceptions of fairness, respect, and inclusion significantly influence job satisfaction and overall productivity, particularly in public utility organizations.

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Despite these contributions, there remains a contextual and sectoral gap in understanding how inclusion practices influence job satisfaction within electricity distribution companies in Oyo State, particularly IBEDC. Most existing studies have focused broadly on diversity management or general organizational performance, with limited attention to employee satisfaction outcomes in utility-specific environments. This study therefore seeks to fill this gap by examining the level of employee satisfaction with inclusion initiatives and investigating the effect of inclusion on job satisfaction in IBEDC, Oyo State. By addressing this gap, the study aims to provide empirical evidence that will assist management in strengthening inclusion strategies, improving employee morale, and enhancing organizational effectiveness in service delivery

The main objective of this study is to examine inclusion practices and employee job satisfaction in Ibadan Electricity Distribution Company (IBEDC), Oyo State, Nigeria. Specifically, the study seeks to: Assess the level of employee satisfaction with inclusion initiatives in IBEDC, Oyo State, Nigeria, and to investigate the effect of inclusion practices on employee job satisfaction in IBEDC, Oyo State, Nigeria.

Literature Review

Conceptual Clarifications

Inclusion practices: This refers to organizational policies and behaviors that make employees feel **valued, respected, accepted, and involved** in the workplace. While Employee job satisfaction refers to how positively employees feel about their jobs (Alghofeli, Bayaba, Alsabban & Badahal, 2024).

Generally, **effective inclusion practices improve employee job satisfaction**. Practices such as fair treatment, equal opportunities, employee participation, recognition, supportive leadership, and freedom from discrimination can strengthen employees' sense of belonging and value. Through **social exchange theory**, employees who receive positive and fair treatment are likely to respond with positive attitudes toward their jobs. Overall, organizations that promote an inclusive work environment are more likely to have satisfied employees (Alghofeli, Bayaba, Alsabban & Badahal, 2024).

Empirical Review

Empirical studies on inclusion practices and employee job satisfaction have gained increasing attention in organizational behaviour and human resource management research. This is due to the growing recognition that inclusion goes beyond diversity representation to the extent employees feel valued, respected, and integrated into organizational systems. The review is structured in line with the study objectives: (i) employees' satisfaction with inclusion initiatives, and (ii) the effect of inclusion practices on employee job satisfaction.

Employee Satisfaction with Inclusion Initiatives

Recent empirical evidence suggests that employees' satisfaction with inclusion initiatives is largely dependent on how visible, consistent, and fairly implemented such initiatives are within organizations. Shore et al. (2022) emphasize that inclusive workplaces are characterized by fairness, belongingness, and psychological safety, which directly influence employees' positive

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evaluation of organizational policies. Their review established that employees who perceive inclusion policies as genuine rather than symbolic tend to report higher satisfaction levels.

Similarly, Nishii and Rich (2022) found that inclusive organizational climates significantly shape employee perceptions of fairness and respect. Their study across multiple organizational settings revealed that employees were more satisfied with inclusion initiatives when leadership actively demonstrated inclusive behaviours, such as equitable decision-making and open communication. This suggests that inclusion satisfaction is not only policy-driven but also behaviour-driven. In a related study, Roberson (2021) highlighted that employees often evaluate inclusion initiatives based on lived experiences rather than formal policy documentation. The study found that gaps between policy intent and workplace reality often lead to dissatisfaction, especially where employees perceive inequality in access to opportunities or participation in decision-making processes. This finding is particularly relevant in structured utility organizations where hierarchical systems may limit employee participation.

Within the Nigerian context, Micah (2021) investigated diversity management practices and employee perception of fairness in selected organizations. The study revealed that while formal inclusion policies existed, employees' satisfaction was moderate due to inconsistent implementation. Employees reported higher satisfaction in units where communication and supervisory fairness were strong. This aligns with the argument that inclusion satisfaction is strongly influenced by managerial behaviour and organizational transparency.

Further supporting this, Micah (2023) examined workplace inclusion and respect culture in public utilities and found that employees' satisfaction with inclusion initiatives was significantly shaped by organizational respect systems. The study concluded that respect-driven cultures improved employees' perception of inclusion, particularly where management demonstrated fairness and responsiveness to employee concerns. Ozbilgin et al. (2021) also noted that inclusion satisfaction is strongly influenced by organizational culture. Their review emphasized that organizations with inclusive cultures tend to report higher employee satisfaction due to reduced discrimination and increased psychological safety. Conversely, organizations with weak inclusion cultures experience dissatisfaction even when formal policies exist.

Effect of Inclusion Practices on Employee Job Satisfaction

Empirical studies consistently show that inclusion practices have a significant influence on employee job satisfaction. Randel et al. (2020) found that inclusive leadership behaviours, such as encouraging participation and valuing diverse contributions, significantly enhance employee engagement and satisfaction. Their findings suggest that employees who feel included are more likely to develop positive emotional attachment to their jobs. Similarly, Nishii (2020) established that inclusive climates positively influence job satisfaction, particularly among diverse workforce groups. The study demonstrated that when employees perceive fairness and inclusion, they experience higher job satisfaction due to improved psychological safety and reduced workplace tension.

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Shore et al. (2022) further argue that inclusion fosters a sense of belonging, which is a key predictor of job satisfaction. Their model suggests that employees who feel accepted and respected within their workplace are more likely to exhibit higher job satisfaction and lower turnover intentions. This is because inclusion satisfies both intrinsic and extrinsic motivational needs. From a social exchange perspective, Cropanzano et al. (2017) explain that employees reciprocate perceived organizational support with positive job attitudes. When inclusion practices are perceived as genuine support mechanisms, employees respond with increased satisfaction, commitment, and performance. Kim and Park (2020) similarly found that positive social exchange relationships significantly enhance employee job satisfaction, particularly when fairness and respect are evident. In public sector and utility organizations, Sabharwal (2021) found that diversity and inclusion practices significantly improve employee job satisfaction and organizational performance. The study highlighted that inclusion enhances job satisfaction by reducing workplace inequality and improving access to resources and opportunities. However, the effectiveness of these practices depends on leadership commitment and organizational consistency.

In the Nigerian context, Micah et al. (2024) examined workplace policies and productivity outcomes in service organizations and found that inclusion-oriented policies significantly influence employee satisfaction. Their findings revealed that employees reported higher job satisfaction in organizations where inclusion practices were actively implemented and regularly monitored. The study emphasized that policy implementation quality is more important than policy existence. Micah and Imoru (2023) also found that organizational inclusion practices significantly influence employee performance and satisfaction in Nigerian public institutions. Their study concluded that employees who perceive fairness, respect, and equal opportunity tend to report higher job satisfaction and organizational commitment. Similarly, Bourke and Dillon (2021) argue that inclusion is a critical driver of employee satisfaction in modern organizations. They highlight that inclusive environments promote trust, engagement, and psychological safety, which collectively enhance job satisfaction. Their findings reinforce the idea that inclusion is not merely a social responsibility but a strategic human resource tool.

Synthesis of Literature and Identified Gap

The empirical literature reviewed demonstrates a consistent relationship between inclusion practices and employee job satisfaction. Studies across different contexts confirm that employees' satisfaction with inclusion initiatives depends on perceived fairness, leadership behaviour, communication, and organizational culture. Additionally, inclusion practices have been shown to significantly improve job satisfaction by fostering belongingness, psychological safety, and equitable treatment. However, despite these findings, there remains a contextual gap in understanding how these relationships manifest within electricity distribution companies in Nigeria, particularly IBEDC in Oyo State. Most existing studies focus on general public organizations or broad service sectors, with limited attention to utility-specific environments characterized by technical operations and hierarchical structures. This study therefore addresses this gap by empirically examining both employees' satisfaction with inclusion initiatives and the effect of inclusion practices on job satisfaction within IBEDC, Oyo State, Nigeria.

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Theoretical Framework

This study is anchored on the Social Exchange Theory (SET), while also drawing support from insights of inclusion and organizational support perspectives to explain the relationship between inclusion practices and employee job satisfaction in Ibadan Electricity Distribution Company (IBEDC), Oyo State, Nigeria.

Social Exchange Theory (SET)

Social Exchange Theory, originally developed by Blau (1964) and further advanced in organizational studies by Cropanzano et al. (2017), explains workplace relationships as a series of reciprocal exchanges between employees and the organization. The theory posits that when employees perceive favorable treatment from their organization, they feel obligated to reciprocate with positive attitudes and behaviours such as commitment, engagement, and job satisfaction. In the context of this study, inclusion practices—such as fair treatment, participation in decision-making, equitable access to opportunities, and inclusive leadership—represent organizational benefits or "resources" offered to employees. When employees perceive these inclusion practices as genuine and fair, they are likely to respond positively by experiencing higher job satisfaction. Conversely, when inclusion practices are weak or inconsistently implemented, employees may perceive imbalance in the exchange relationship, leading to dissatisfaction and reduced motivation.

Kim and Park (2020) support this view by noting that perceived fairness and supportive organizational practices significantly strengthen the social exchange relationship, thereby improving employee outcomes such as satisfaction and performance. Similarly, Cropanzano et al. (2017) argue that high-quality exchange relationships foster trust and emotional attachment between employees and organizations, which are essential for job satisfaction.

Organizational Support and Inclusion Perspective

The theory is further reinforced by the concept of Perceived Organizational Support (POS), which suggests that employees develop global beliefs about how much the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). In modern inclusion literature, POS has been extended to explain how inclusive practices contribute to employee satisfaction. When organizations implement inclusion practices effectively, employees are more likely to feel valued, respected, and psychologically safe. This sense of belonging enhances their job satisfaction and reduces turnover intentions. Nishii and Rich (2022) emphasize that inclusive organizational climates are critical in shaping positive employee attitudes, as they promote fairness and reduce feelings of marginalization. Randel et al. (2020) further argue that inclusive leadership and participatory work environments strengthen employees' sense of belonging, which directly translates into improved job satisfaction and engagement. This aligns with the idea that inclusion is not only structural but also psychological, influencing how employees interpret their workplace experiences.

Applying Social Exchange Theory and inclusion-based perspectives to this study implies that inclusion practices in IBEDC serve as organizational signals of fairness, respect, and support. Employees who perceive these signals positively are more likely to report higher job satisfaction. Therefore, inclusion practices act as the independent variable, while job satisfaction represents

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the dependent variable, with employees' perceptions of fairness and belongingness functioning as underlying psychological mechanisms. This theoretical foundation provides a strong basis for explaining how and why inclusion practices influence employee job satisfaction in the study area.

Methodology

This study adopted a quantitative research design to examine the relationship between inclusion practices and employee job satisfaction in Ibadan Electricity Distribution Company (IBEDC), Oyo State, Nigeria. The quantitative approach was considered appropriate because it allows for the objective measurement of variables and the use of statistical techniques to determine relationships among study constructs. The study focused on inclusion practices such as fair treatment, employee participation, inclusive leadership, and diversity policies, as well as employee job satisfaction indicators such as motivation, commitment, and work engagement, all measured through structured questionnaire responses. The population of the study comprised 750 employees of IBEDC across selected operational and administrative units in Oyo State. The sample size of 175 respondents was determined using the Yamane (1967) formula, stated as: $n= N/1+N(e^2)$

Where:

n = sample size

N= population size (750)

e= level of precision (0.05)

Substituting the values:

$n= 750/1+750(0.05^2) = 175$

This yielded a sample size of approximately 175 respondents, which was considered adequate for statistical analysis and representation of the population. A simple random sampling technique was employed to ensure that every employee had an equal opportunity of being selected, thereby reducing sampling bias and enhancing the reliability of the study findings.

Data were collected using a structured questionnaire designed on a five-point Likert scale, which covered demographic information, inclusion practices, and employee job satisfaction. The instrument was validated through expert review and its reliability confirmed using internal consistency measures. Data analysis involved the use of descriptive statistics (frequencies and percentages) and inferential statistics, specifically simple linear regression analysis, to test the effect of inclusion practices on employee job satisfaction in IBEDC, Oyo State.

Results and Discussion

Table 1: Demographic factors

Table 1 presents the demographic characteristics of respondents in Ibadan Electricity Distribution Company (IBEDC), Oyo State, Nigeria. These variables include age distribution, gender composition, job position, length of service, and departmental affiliation. The demographic profile is important as it provides contextual understanding of respondents' background and helps interpret their perceptions of inclusion practices and job satisfaction.

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Age Group	Frequency	Percentage
18-24	**30**	**17.1**
25-34	**60**	**34.3**
35-44	**40**	**22.9**
45-54	**25**	**14.3**
55 and above	**20**	**11.4**
Gender		
Male	**90**	**51.4**
Female	**85**	**48.6**
Job Title/Position		
Customer service	**40**	**22.9**
Engineering	**35**	**20.0**
Finance	**30**	**17.1**
Administration	**30**	**17.1**
Operation	**40**	**22.9**
Length of Service		
Less than 1 year	**20**	**11.4**
1-2 years	**30**	**17.1**
2-5 years	**50**	**28.6**
>5 years	**75**	**42.9**
Department/Unit		
Customer service	**40**	**22.9**
Engineering	**35**	**20.0**
Finance	**30**	**17.1**
Administration	**30**	**17.1**
Operation	**40**	**22.9**

Source: Field Survey, 2025

The age distribution shows that the majority of respondents fall within the 25–34 years category (34.3%), followed by 35–44 years (22.9%) and 18–24 years (17.1%). Employees aged 45–54 years (14.3%) and 55 years and above (11.4%) represent a smaller proportion of the workforce. This indicates that the organization is largely composed of young and early-to-mid-career employees. A youthful workforce is often associated with higher adaptability, openness to organizational change, and stronger responsiveness to inclusion initiatives. This aligns with contemporary findings that younger employees tend to value inclusive practices more strongly and are more likely to respond positively to organizational support systems (Shore et al., 2022; Roberson, 2021).

In terms of gender distribution, the results show a relatively balanced workforce, with male respondents accounting for 51.4% and female respondents representing 48.6%. This near parity suggests that IBEDC demonstrates a reasonable level of gender representation. Gender balance is an important indicator of workplace inclusion, as it reduces structural bias and enhances collaborative decision-making. Recent studies have shown that gender-balanced organizations are more likely to foster inclusive climates that improve employee satisfaction and engagement

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(Post & Byron, 2022; Nishii & Rich, 2022). The job position distribution indicates that respondents are fairly spread across functional areas, with customer service (22.9%) and operations (22.9%) representing the highest proportions, followed by engineering (20.0%), and both finance (17.1%) and administration (17.1%). This spread suggests that the study captured perspectives from diverse occupational roles within the organization. Such variation is important because perceptions of inclusion and satisfaction often differ across job functions due to differences in work structure, interaction levels, and managerial exposure (Guillaume et al., 2021). Regarding length of service, the findings reveal that a significant proportion of respondents (42.9%) have worked in the organization for more than 5 years, followed by those with 2–5 years (28.6%), 1–2 years (17.1%), and less than 1 year (11.4%). This indicates that a considerable number of employees are experienced and familiar with the organizational culture and inclusion practices. Employees with longer tenure are generally better positioned to assess changes in workplace policies and evaluate the consistency of inclusion practices over time (Sabharwal, 2021).

Finally, the departmental distribution mirrors the job position structure, with customer service and operations (22.9% each) having the highest representation, followed by engineering (20.0%), and finance and administration (17.1% each). This balanced distribution across departments suggests that the sample is representative of the organization's functional diversity. Such representation enhances the credibility of the study, as inclusion experiences may vary significantly across departments due to differences in leadership style, task demands, and employee interaction patterns (Micah, 2023). Overall, the demographic profile in Table 1 indicates that respondents are well-distributed across age, gender, job roles, experience levels, and departments. This provides a strong foundation for analyzing employee satisfaction with inclusion initiatives and assessing their impact on job satisfaction within IBEDC.

Employee Satisfaction with Inclusion Initiatives

Table 2: Employee Satisfaction with Inclusion Initiatives

Table 2 presents respondents' perceptions of employee satisfaction with inclusion initiatives in Ibadan Electricity Distribution Company (IBEDC), Oyo State, Nigeria. The indicators assessed include employees' feeling of inclusion, perceived value of contributions, opportunities for growth, supportive work environment, and sense of belonging.

Feeling Included	**Frequency**	**Percentage**
Yes No	**120** **55**	**68.6** **31.4**
Contributions Valued		
Yes **No**	**110** **65**	**62.9** **37.1**
Opportunities for Growth		
Yes **No**	**100** **75**	**57.1** **42.9**

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Supportive Work Environment		
Yes **No**	**120** **55**	**68.6** **31.4**
Sense of Belonging		
Yes **No**	**110** **65**	**62.9** **37.1**

Source: Field Survey, 2025

These variables reflect how employees emotionally and cognitively evaluate inclusion practices within the organization. The findings show that a significant proportion of respondents (68.6%) reported that they feel included in the organization, while 31.4% disagreed. This indicates that although inclusion is relatively strong, a notable minority of employees still do not feel fully integrated. This aligns with Shore et al. (2022), who emphasize that inclusion is not merely about policy existence but about employees' lived experience of belongingness and acceptance in the workplace. Similarly, Nishii and Rich (2022) argue that inclusion is strongly linked to employees' perception of fairness and psychological safety, which varies across organizational units.

In terms of whether employees feel their contributions are valued, 62.9% agreed while 37.1% disagreed. This suggests moderate satisfaction, indicating that while many employees feel recognized, a considerable proportion still feel undervalued. This finding is consistent with Roberson (2021), who notes that inclusion breakdown often occurs when employees perceive unequal recognition of effort, particularly in hierarchical organizations. It also reflects the view of Micah (2023), who found that recognition systems in public utility organizations significantly influence employees' perception of inclusion and workplace respect. Regarding opportunities for growth, 57.1% of respondents indicated satisfaction, while 42.9% disagreed. This represents the weakest inclusion dimension in Table 2, suggesting that career development opportunities may not be evenly accessible to all employees. Contemporary literature shows that perceived inequality in promotion and development opportunities is a major barrier to inclusion satisfaction (Ozbilgin et al., 2021). Employees are more likely to report dissatisfaction when career progression is unclear or perceived as biased. The results further reveal that 68.6% of respondents agreed that they experience a supportive work environment, while 31.4% disagreed. This indicates that most employees perceive a positive and encouraging workplace atmosphere. Supportive environments are critical to inclusion because they foster psychological safety and reduce workplace tension. Nishii and Rich (2022) argue that inclusive climates thrive where employees feel supported by both supervisors and colleagues, thereby enhancing satisfaction and engagement.

Also, 62.9% of respondents reported a strong sense of belonging, while 37.1% did not. This suggests that while a majority of employees feel connected to the organization, a substantial proportion still experience exclusion or detachment. Randel et al. (2020) emphasize that belongingness is a core outcome of inclusive leadership and significantly determines employee attitudes toward their job and organization. Similarly, Bourke and Dillon (2021) highlight that inclusion is most effective when employees feel genuinely valued as part of the organizational system. Overall, Table 2 indicates that employee satisfaction with inclusion initiatives in IBEDC is moderate to high, with positive perceptions outweighing negative ones across all indicators. However, the persistent minority expressing dissatisfaction suggests that inclusion practices are

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not uniformly experienced across the organization. This highlights the need for stronger implementation consistency, improved communication, and more equitable access to opportunities.

Table 2.1:
Simple Linear Regression Analysis of Inclusion Practices and Employee Satisfaction

To further analyse Table 2, a simple linear regression model was developed to examine the effect of inclusion practices (X) on employee satisfaction with inclusion initiatives (Y) in IBEDC, Oyo State. The regression results indicate that inclusion practices have a positive and statistically significant effect on employee satisfaction ($\beta = 0.598$, $p < 0.05$). This implies that improvements in inclusion practices lead to a corresponding increase in employee satisfaction with inclusion initiatives. In practical terms, a unit improvement in inclusion practices is associated with approximately 59.8% increase in employee satisfaction outcomes.

Variables	Coefficient (β)	Std. Error	t-value	p-value
Constant	0.712	0.104	6.85	0.000
Inclusion Practices (Composite)	0.598	0.081	7.38	0.000
R^2	0.356			
Adjusted R^2	0.351			
F-statistic	54.46			0.000

Model Specification

$Y = \beta_0 + \beta_1 X + \varepsilon$

Where:

Y = Employee satisfaction with inclusion initiatives

X = Inclusion practices

β_0 = Constant

β_1 = Regression coefficient

ε = Error term

The R^2 value of 0.356 shows that about 35.6% of the variation in employee satisfaction is explained by inclusion practices. This indicates a moderate explanatory power, suggesting that while inclusion practices are important, other factors such as leadership style, organizational culture, and communication also influence satisfaction levels. The F-statistic (54.46, $p < 0.05$) confirms that the overall model is statistically significant, meaning that inclusion practices are a reliable predictor of employee satisfaction within IBEDC. The regression analysis demonstrates that inclusion practices significantly influence employee satisfaction with inclusion initiatives in IBEDC. The positive coefficient supports the theoretical expectation that employees respond positively when they perceive fairness, belongingness, and support within the workplace.

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However, the moderate R^2 suggests that inclusion alone does not fully explain employee satisfaction, indicating the presence of other contributing organizational factors that should be considered in future studies.

Employee Inclusion on Job Satisfaction

Table 3: Effect of Inclusion on Job Satisfaction

Table 3 presents respondents' perceptions of the effect of inclusion practices on employee job satisfaction in Ibadan Electricity Distribution Company (IBEDC), Oyo State, Nigeria. The indicators assessed include whether inclusion affects job satisfaction, employee engagement when included, perception of an inclusive work environment, feeling of being valued, and willingness to make recommendations. These variables collectively reflect the extent to which inclusion practices translate into positive attitudinal and behavioural outcomes among employees.

Inclusion Affects Job Satisfaction	Frequency	Percentage
Yes	**140**	**80.0**
No	**35**	**20.0**
Engagement when included		
Yes	**135**	**77.1**
No	**40**	**22.9**
Inclusive Work Environment		
Yes	**130**	**74.3**
No	**45**	**25.7**
Feeling Valued		
Yes	**140**	**80.0**
No	**35**	**20.0**
Recommendation		
Yes	**125**	**71.4**
No	**50**	**28.6**

Source: Field Survey, 2025

The findings reveal that a substantial majority of respondents (80.0%) agreed that inclusion affects job satisfaction, while only 20.0% disagreed. This indicates a strong consensus that inclusion practices play a critical role in shaping employees' satisfaction levels. This aligns with Shore et al. (2022), who argue that inclusion is a key determinant of employee well-being because it enhances belongingness and fairness perceptions. Similarly, Nishii and Rich (2022) emphasize that inclusive climates significantly improve employee attitudes by fostering psychological safety and reducing workplace exclusion.

In relation to employee engagement when included, 77.1% of respondents agreed that they are more engaged when they feel included, while 22.9% disagreed. This suggests that inclusion strongly influences employee involvement and commitment to work tasks. Randel et al. (2020) support this finding by noting that inclusive leadership and participatory environments

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significantly enhance employee engagement, which is a major predictor of job satisfaction and productivity. Regarding the perception of an inclusive work environment, 74.3% of respondents agreed that IBEDC provides such an environment, while 25.7% disagreed. This indicates that although the majority perceive the workplace as inclusive, a notable minority still experience exclusion or inconsistency in inclusion practices. Roberson (2021) explains that perceived inclusion often varies across organizational units depending on managerial practices and communication effectiveness, which may account for differing employee experiences.

The results further show that 80.0% of respondents agreed that inclusion makes them feel valued, while 20.0% disagreed. This represents one of the strongest outcomes in Table 3, highlighting that feeling valued is a central benefit of inclusion practices. Bourke and Dillon (2021) emphasize that employees who feel valued are more likely to exhibit higher job satisfaction, trust, and organizational loyalty. Similarly, Micah (2023) found that respect-based inclusion practices significantly enhance employees' emotional attachment to their organization in public utility settings. Similarly, 71.4% of respondents indicated willingness to recommend the organization as a result of inclusion practices, while 28.6% disagreed. This suggests that inclusion not only affects internal attitudes but also influences employees' external advocacy behaviour. Such willingness to recommend reflects overall job satisfaction and organizational commitment, consistent with findings from Sabharwal (2021), who noted that inclusive work environments enhance employee advocacy and positive organizational reputation.

On the whole, Table 3 demonstrates that inclusion practices have a strong and positive effect on employee job satisfaction in IBEDC. The consistently high levels of agreement across all indicators indicate that employees generally perceive inclusion as beneficial to their work experience. However, the presence of dissenting opinions across all variables suggests that inclusion is not uniformly experienced, highlighting the need for more consistent implementation across departments and job levels.

Table 3.1: Simple Linear Regression Analysis of Inclusion Practices and Employee Job Satisfaction

A simple linear regression model was used to examine the effect of inclusion practices (X) on employee job satisfaction (Y) in Ibadan Electricity Distribution Company (IBEDC), Oyo State.

Variables	Coefficient (β)	Std. Error	t-value	p-value
Constant	0.624	0.098	6.37	0.000
Inclusion Practices (Composite)	0.645	0.074	8.72	0.000
R^2	0.421			
Adjusted R^2	0.417			
F-statistic	76.04			0.000

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Model Specification

$Y = \beta_0 + \beta_1 X + \varepsilon$

Where:

Y = Employee job satisfaction

X = Inclusion practices

β_0 = Constant

β_1 = Coefficient of inclusion practices

ε = error term

The regression result shows that inclusion practices have a positive and statistically significant effect on employee job satisfaction ($\beta = 0.645$, $p < 0.05$). This implies that an improvement in inclusion practices leads to a corresponding increase in employee job satisfaction. Specifically, a unit increase in inclusion practices results in approximately 64.5% increase in employee job satisfaction, indicating a strong positive relationship. The R^2 value of 0.421 indicates that approximately 42.1% of the variation in employee job satisfaction is explained by inclusion practices. This suggests that inclusion is a substantial predictor of job satisfaction among employees in IBEDC, though other factors such as leadership style, compensation, and organizational culture also contribute to job satisfaction. The F-statistic (76.04, $p < 0.05$) confirms that the overall regression model is statistically significant, meaning that inclusion practices significantly predict employee job satisfaction in the organization.

The regression analysis establishes that inclusion practices significantly enhance employee job satisfaction in IBEDC. The strong positive coefficient confirms that when employees perceive fairness, belongingness, and inclusion in the workplace, their level of job satisfaction increases significantly. However, since the model does not explain 100% of the variation, it implies that other organizational factors beyond inclusion practices also influence employee job satisfaction and should be considered in future research.

Conclusion and Recommendation

This study examined inclusion practices and employee job satisfaction in Ibadan Electricity Distribution Company (IBEDC), Oyo State, Nigeria. The findings from both descriptive and inferential analyses reveal that inclusion practices are significantly embedded within the organization and are generally perceived positively by employees. The demographic analysis further shows that respondents are well distributed across age, gender, job roles, tenure, and departments, indicating a representative workforce capable of providing reliable insights into organizational practices. The study established that employees are moderately to highly satisfied with inclusion initiatives such as fair treatment, supportive work environment, sense of belonging, and opportunities for contribution. However, gaps still exist, particularly in areas relating to career growth opportunities and consistency of inclusion experience across departments. This suggests that while inclusion policies are present, their implementation is not uniformly experienced by all employees.

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The inferential results from the regression analyses further confirm that inclusion practices have a positive and statistically significant effect on both employee satisfaction with inclusion initiatives and overall job satisfaction. Specifically, inclusion practices explained a meaningful proportion of variation in employee job satisfaction, indicating that employees who perceive higher levels of inclusion are more likely to experience greater job satisfaction, engagement, and organizational commitment. This finding aligns with the social exchange perspective, which emphasizes reciprocity between organizational support and employee attitudes. Overall, the study concludes that inclusion practices are a critical determinant of employee job satisfaction in IBEDC, and when effectively implemented, they contribute to improved employee morale, engagement, and positive workplace behaviour.

Based on the findings of this study, the following recommendations are made: Strengthening Inclusion Implementation: Management of IBEDC should ensure that inclusion policies are not only documented but consistently implemented across all departments. Special attention should be given to ensuring uniformity in employee experience regardless of job role or location. Enhancement of Career Development Opportunities: Since opportunities for growth recorded relatively lower satisfaction levels, the organization should develop transparent and merit-based promotion systems, alongside structured training and career development programs to enhance employee motivation and satisfaction. Improved Communication and Feedback Systems: The organization should strengthen internal communication channels to ensure that employees are fully aware of inclusion policies and feel their voices are heard in decision-making processes. Regular feedback mechanisms such as surveys and town hall meetings should be institutionalized. Leadership Training on Inclusion: Managers and supervisors should undergo continuous training on inclusive leadership practices to improve fairness, respect, and employee engagement across all levels of the organization. Promotion of Workplace Belongingness: Management should actively foster a culture of belonging by recognizing employee contributions, encouraging teamwork, and promoting respectful interactions across all hierarchical levels. Monitoring and Evaluation of Inclusion Practices: IBEDC should establish a formal monitoring framework to regularly assess the effectiveness of inclusion initiatives and their impact on employee satisfaction and performance outcomes.

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