

**EMPLOYEE ACCEPTABILITY ON GENDER AND DEVELOPMENT PRACTICES IN TANZA MUNICIPAL OFFICE: BASIS FOR AN ENHANCEMENT PROGRAM**

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**ABSTRACT**

The study focused on determining employee acceptability of gender and development practices in the Tanza Municipal Office. This also determined an enhancement program based on the results. It employed a descriptive research design using a survey questionnaire administered printed surveys and conducted face-to-face. For this study, the researcher used the purposive sampling technique to consider 100 permanent employees in the Tanza Municipal Office. Data were tabulated and analyzed using SPSS. Results show that the participants highly accepted the gender and development practices in terms of employee development. In terms of selection and recruitment, work arrangement, work assignment, compensation, employee benefits, and promotions, participants moderately accepted the gender and development practices in the Tanza Municipal office. The participants' profiles did not significantly alter based on the results when it comes to employee acceptability on gender and development.

**Keywords:** Gender and development practices, Tanza Municipal Office, employees, acceptability

**1.0 INTRODUCTION**

For decades, the matter of gender and development practices has remained a pressing concern within the workplace. Despite the implementation of numerous laws, policies, and initiatives aimed at fostering equality and inclusivity in the workplace, unfortunately, certain employees continue to encounter discriminatory treatment based on their gender. Gender discrimination in the workplace occurs when applicants or employees are treated unfavorably because of their sex (Equal Employment Opportunity Commission, 2018).

Discrimination is associated with depressive symptoms and other negative health effects, but little is known about the mental health risks of workplace gender discrimination (Hennein et al., 2023).

A critical perspective on development known as “Gender and Development” recognizes and addresses the differences that exist between men and women in terms of opportunities, resources, and decision-making authority. Gender inequality can occur due to traditional

gender roles and persistent gender bias. Gender and Development seeks to promote gender equality in workplace by integrate gender perspective into the development process. In that employers and employee are becoming more aware of the need to create a work environment that is inclusive to all employees, regardless of their gender identity. However, there may still be some employees who are resistant due to a variety of reasons, including personal beliefs, lack of education about the importance of diversity and inclusion, or fear of change. It is important for employers to address concerns and work to educate and engage these employees in order to create a supportive and inclusive work environment (Thompson, 2019).

By creating a supportive and inclusive work environment, employers can promote acceptance and support for gender and development practices among their employees. This can help employees understand the benefits of gender equality and the importance of supporting the professional development of all individuals. This can lead to a productive workforce and contribute to the overall success of the organization (Zainol et al., 2019).

As cited by Abdullah (2023), the acceptability of gender and development practices in the workplace is largely dependent on the company culture and level of communication and engagement between management and employees.

However, gender and development practices in the municipal office in Tanza is still concern of employees despite having existing ones. It shows that there are still areas that require improvement that can help them to be productive in their work, and not to experience a gender discrimination.

Thus, this study aimed assess the level of acceptability of employee in gender and development practices within the municipal office of Tanza. Specifically, the study will examine the acceptability of employee in terms of selection and recruitment processes, work arrangement, work assignments, compensation, employee development programs, employee benefits, and promotions. Through this study, we aim to identify areas where the current practices may be lacking and in need of improvement. The findings of this research will be serve as a foundation for an enhancement program that will address the raised issues and concerns, particularly in terms of gender and inclusivity.

In view of the preceding statements, this study was conducted to:

1. Determine the socio-demographic profile of the participants in terms of:
  - a. Age;
  - b. Sex;
  - c. Civil status;
  
2. Identify the level of acceptability of the employee on gender and development practices in Tanza Municipal Office in terms of:
  - a. Selection and recruitment;
  - b. Work arrangement;
  - c. Work assignment;
  - d. Compensation;

- e. Employee development;
- f. Employee benefits; and
- g. Promotions;

3. Propose a gender and development enhancement program based on the result of the study.

**2.0 METHODOLOGY**

This study used the descriptive research design. The descriptive design was used to describe the socio-demographic profile, level of employee acceptability on gender and development practices. An enhancement program proposal was determined based on the result of the study. For this study, the researcher used the purposive sampling technique to consider 100 permanent employees working in Tanza municipal office. The researchers used a developed questionnaire administered through a printed survey that was conducted face to face to collect the data from permanent employees in Tanza municipal office.

Data were analyzed using statistical tools such as frequency counts, percentages, and means to describe the participants' demographic profiles, and level of employee acceptability on gender and development. The researchers used the descriptive method to describe the perception and preference using determining their level of acceptability on gender and development practices using a 5-point Likert scale. The following conversion scales were used in interpreting the data.

**Table 1. Descriptive interpretation of the employee acceptability on gender and development practices**

NUMERICAL RANGE	VERBAL INTERPRETATION	DESCRIPTIVE INTERPRETATION
4.21 - 5.00	Highly Acceptable	The participant has high belief that the gender and development practices is fair and equal.
3.41 - 4.20	Moderately Acceptable	The participant has moderate belief that the gender and development practices is fair and equal.
2.61 - 3.40	Slightly Acceptable	The participant has slight belief that the gender and development practices is fair and equal.
1.81 - 2.60	Fairly Acceptable	The participant has fair belief that the gender and development practices is fair and equal.
1.00 - 1.80	Poorly Acceptable	The participant has poor belief that the gender and development practices is fair and equal.

### 3.0 RESULTS AND DISCUSSION

#### 3.1 Demographic Profiles of the Participants

Table 2 shows that most participants (36%) belong to the age bracket of 24-30 years old and are female (63%). According to Ambartsum et al., (202), study shows that among rural municipal employees, many younger professionals are more valuing on traits like willingness to replicate professional status-role relationships and innovation participation. Furthermore, it is reinforced by Valeria et al,(2023) that a research has indicated that cities with a female mayor and a higher percentage of female council members typically demonstrate improved efficiency in public service delivery and cost management. Majority (51%) of the participants that are working in Tanza Municipal Office are married. The findings of the study of Singh (2023) justified that it is advantageous for marriage individual to work in government jobs because it is usually are tied to specific locations or regions. With that, it can lead to more stability in terms of where the family lives.

**Table 2. Distribution of participants in terms of their socio-demographic profile**

DEMOGRAPHIC PROFILES	FREQUENCY	PERCENTAGE
<b>Age</b>		
24-30	36	36.0
31-37	13	13.0
38-44	23	23.0
45 and above	28	28.0
<b>Sex</b>		
Female	63	63.00
Male	37	37.00
<b>Civil Status</b>		
Single	49	49.00
Married	51	51.00

#### 3.2 Employee Acceptability on Gender and Development Practices in Tanza Municipal Office

Table 3 presents the level of acceptability of the employees on gender and development in Tanza Municipal Office in terms of selection and recruitment. As a result, the study revealed that they moderately accepted the gender and development practices regarding selection and recruitment.

According to Erin (2018), a carefully designed recruiting and selection policy guarantees that an organization will uphold its commitment to giving all applicants equal opportunities in the

workplace in addition to helping candidates meet job requirements. In that case, it is acceptable employees to have a worker that passed in the fair selection and recruitment process.

Also, the highest weighted mean of 4.13 or moderately acceptable was observed on the measure that engage candidates in a fair discussions regardless of gender about the office's culture and core values to gauge their compatibility. This findings was strengthened by Sladjana et al., (2020), who found out that ensuring fairness perception and workplace equity is crucial when it comes to the recruitment and selection process. Cultural differences in values should be considered because they affect how applicants see justice and the quality of their work. To advance equal rights in the workplace, best practices can be found and implemented based on the experience of job seekers and the company's selection process.

**Table 3. Employee acceptability on gender and development practices in terms of selection and recruitment**

SELECTION AND RECRUITMENT	WEIGHTED MEAN	REMARKS
1. Conducting a fair structured interviews regardless of gender that assess the candidate's skills and experiences.	4.11	Moderately Acceptable
2. Engage candidates in a fair discussions regardless of gender about the office's culture and core values to gauge their compatibility.	4.13	Moderately Acceptable
3. Municipal office provides fair in the interview process to male and female participants.	4.09	Moderately Acceptable
4. Municipal office offers blind recruitment that focus solely on one's educational and professional background and skills, not on gender.	4.02	Moderately Acceptable
<b>OVER-ALL</b>	<b>4.088</b>	<b>Moderately Acceptable</b>

Table 4 presents the level of acceptability of the employees on gender and development in Tanza Municipal Office regarding in work arrangement. Overall, it can be seen that all participants' level of acceptability on gender and development practices were moderately acceptable in terms of work arrangement.

Fennessy and Hilton (2021) reinforced the result of the study, which proved that working arrangement is a powerful tool for advancing gender equality and normalizing the sharing of parenting responsibilities. Thus, it allows every worker – regardless of gender – to make a meaningful contribution at work and at home.

Also, the highest weighted mean of 4.13 or moderately acceptable was observed on the measure that provides a flexible working arrangements to a parent employee regardless of its gender. In

study by Kim (2020), he reinforced that a positive correlations have been shown in flexible employment between parent-child interactions and working from home. Additionally, fathers in dual-earner homes who work part-time had more interactions with their children. These results imply that different forms of job flexibility may be more or less effective depending on factors including gender, household composition, and income.

**Table 4. Employee acceptability on gender and development practices in terms of work arrangement**

WORK ARRANGEMENT	WEIGHTED MEAN	REMARKS
1. Municipal office offers hybrid set-up to female and male employees who needed it.	4.07	Moderately Acceptable
2. Consideration of gender in working onsite and remote.	4.09	Moderately Acceptable
3. Provide a flexible working arrangements to a parent employee regardless of its gender.	4.13	Moderately Acceptable
4. The Municipal office assess the working arrangement needs of female and male employees.	4.02	Moderately Acceptable
<b>OVER-ALL</b>	<b>4.078</b>	<b>Moderately Acceptable</b>

Table 5 shows the level of acceptability of the employees on gender and development in Tanza Municipal Office in terms of work assignment. Overall, the results of the study revealed that the level of acceptability of the participants on gender and development practices were moderately accepted in terms of work assignment.

Macket et al. (2022) revealed in their study that work assignments can greatly contribute to personal development for employees. Scholars have consistently observed a gender imbalance in projects crucial for professional growth, often characterized but their broad scope, high visibility, and strategic significance. Thus, employees moderate accepts assigning work assignment practices in not gender-biased can create a more diverse workforce.

Also, the highest weighted mean of 4.14 or moderately acceptable was observed on the measure of assign based on capability not on gender. The results was justified by the study of Mayrhofer et al. (2020), through emphasizing capabilities rather than gender, the development of individuals can be utilized without discrimination, increasing individual well-being and functioning at various levels of organization.

**Table 5. Employee acceptability on gender and development practices in terms of work assignment**

WORK ASSIGNMENT	WEIGHTED MEAN	REMARKS
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1. Assign based on capability not on gender.	4.14	Moderately Acceptable
2. Allocating work based on skills, knowledge, and experience, not on gender.	4.07	Moderately Acceptable
3. The Municipal office assigned tasks to employees in a fair process.	4.06	Moderately Acceptable
4. The flexibility of work arrangements or remote work options offered to all employees regardless of gender.	4.05	Moderately Acceptable
<b>OVER-ALL</b>	<b>4.08</b>	<b>Moderately Acceptable</b>

Table 6 presents the level of acceptability of the employees on gender and development in Tanza Municipal Office in terms of compensation. Overall, the results of the study revealed that the level of acceptability of the participants on gender and development practices were moderately acceptable in terms of compensation.

Fausto (2029), strengthened the result of the study by proving his findings that addressing gender pay gaps, offices implement mentorship programs teaches a work-life balance, negotiation skills, and more. Listed firms mandate female presentation on their boards as a crucial step in overcoming workplace gender pay disparities. Hence, these practices in gender and development can be bearable if it is handled fairly.

Moreover, the highest weighted mean of 4.22 or highly acceptable was observed on the measure that the Municipal office fairly pay employees a base salary based on their role and job title, not on gender. The results was justified by the study of Ikavalko and Kohvakka (2020) that equal compensation for equal work and a smaller gender pay gap can both be achieved through pay transparency initiatives. All things considered, establishing fair pay policies that take into account the function, job title, and performance of employees can help guarantee just and equitable remuneration for all workers, regardless of gender.

**Table 6. Employee acceptability on gender and development practices in terms of compensation**

COMPENSATION	WEIGHTED MEAN	REMARKS
1. Commissions and bonuses are based on how well the team performs as a whole and not on gender.	4.12	Moderately Acceptable
2. Offering the same pay ranges to similar jobs or departments regardless of gender.	4.15	Moderately Acceptable



3. The Municipal office provides protection programs such as insurances, paid leaves, perquisites and training programs to all employees.	4.18	Moderately Acceptable
4. The Municipal office fairly pay employees a base salary based on their role and job title, not on gender.	4.22	Highly Acceptable
<b>OVER-ALL</b>	<b>4.17</b>	<b>Moderately Acceptable</b>

Table 7 shows the level of acceptability of the employees on gender and development in Tanza Municipal Office in terms of employee development. Overall, the results of the study revealed that the level of acceptability of the participants on gender and development practices were highly acceptable in terms of employee development.

The result of the study was reinforced by the study of Ahn et al. (2023), he said that encouraging gender equality inside the company has several benefits, such as providing a secure environment for staff members to interact and exchange stories, introducing and highlighting new hires, and more. Diversity and gender equality are important objectives that organization should pursue. Thus, it allows every worker- regardless of gender to have a growth within the organization.

Also, the highest weighted mean of 4.27 or highly acceptable was observed on the measure of provide training to all employees regarding the program's goals, roles, best practices, and the training process. The results was justified by the study Flégl et al. (2022) that it is important for organizations to carefully consider how many training hours to assign to each employee. Workplace training is regarded as essential for advancement in one's career and professional growth. It is interesting to investigate whether equal chances for training are provided to men and women, and whether offering informal security training will increase employee awareness.

**Table 7. Employee acceptability on gender and development practices in terms of employee development**

EMPLOYEE DEVELOPMENT	WEIGHTED MEAN	REMARKS
1. Municipal office provides job rotations to enhance skills of all employees.	4.07	Moderately Acceptable
2. The Municipal office offers training to all employees regardless of gender.	4.28	Highly Acceptable



3. Provide training to all employees regarding the program’s goals, roles, best practices, and the training process.	4.27	Highly Acceptable
4. Offers team building to build relationship between the mentors/coaches and the employee, and to empower both gender.	4.22	Highly Acceptable
<b>OVER-ALL</b>	<b>4.21</b>	<b>Highly Acceptable</b>

Table 8 presents the level of acceptability of the employees on gender and development in Tanza Municipal Office in terms of employee benefits. As a result, the study revealed that the level of acceptability of the participants on gender and development practices were moderately acceptable in terms of employee benefits.

The result of the study was justified by the study of Manual (2023), who found out that the changes in employee benefits places a strong emphasis on diversity and acknowledges that a person’s gender shouldn’t limit their access to opportunities and support. Furthermore, in her study, companies are now more proactive with benefits than they were in the past, adopting a more comprehensive and employee-centric strategy. Hence, it is moderately acceptable for employees to receive a benefits to their satisfaction and not on gender.

Also, the highest weighted mean of 4.19 or moderately acceptable was observed on the measure that the health insurance options are available to all employees regardless of gender. The results of the highest weighted mean was justified by the study of Smith & Sinkford (2022) to ensure comprehensive human rights and that equitable workforce opportunities are available, the concept of gender equality must be expanded within the global health community to consistently include not only women and girls and men and boys, but also persons who identify as non-binary and gender nonconforming. Efforts to eliminate remnants of systemic and structural gender discrimination must also incorporate gender mainstreaming, gender-based analysis, and gender transformative approaches to achieve gender equality throughout global health systems and organizations.

**Table 8. Employee acceptability on gender and development practices in terms of employee benefits**

EMPLOYEE BENEFITS	WEIGHTED MEAN	REMARKS
1. The health insurance options are available to all employees regardless of gender.	4.19	Moderately Acceptable
2. The Municipal office retirement savings plans and contribution/matching programs is extend to employees’ satisfaction.	4.04	Moderately Acceptable

3. The Municipal office support all employees’ wellness and any wellness programs in place.	4.17	Moderately Acceptable
4. The extra perks or incentives beyond standard benefits are offered to all employees regardless of gender.	4.07	Moderately Acceptable
<b>OVER-ALL</b>	<b>4.12</b>	<b>Moderately Acceptable</b>

Table 9 presents the level of acceptability of the employees on gender and development in Tanza Municipal Office in terms of promotions. Overall, the results of the study revealed that the level of acceptability of the participants on gender and development practices were moderately acceptable in terms of promotions.

The result of the study was reinforced by the study of Somers (2022) which found that improving promotion potential accuracy can acknowledge noise in data, identify potential between evaluation and performance. As such, addressing a talent of every employee—regardless of gender- can manage their careers and would commit to their jobs.

Also, the highest weighted mean of 4.12 or moderately acceptable was observed on the measure of evaluating the performance of all employees fairly and give due promotion regardless of gender. The results was justified by the study of Demircioglu and Audenaert (2022) the role of gender diversity within public administration, including municipal offices, and suggests ways to ensure fair evaluation and promotion to all employees regardless of gender.

**Table 9. Employee acceptability on gender and development in terms of promotions**

PROMOTIONS	WEIGHTED MEAN	REMARKS
1. Fair promotion that does not based on gender or a backup higher position.	4.07	Moderately Acceptable
2. Municipal office provides promotional benefits based on the result of performance, not on gender.	4.06	Moderately Acceptable
3. Fair chance of being promoted based on skills and knowledge not on gender.	4.04	Moderately Acceptable
4. Evaluating the performance of all the employee fairly and give due promotion regardless of gender.	4.12	Moderately Acceptable
<b>OVER-ALL</b>	<b>4.07</b>	<b>Moderately Acceptable</b>

**4.0 CONCLUSIONS AND RECOMMENDATIONS**

**4.1 Proposed Gender and Development Enhancement Program**

The study revealed that the gender and development practices of the municipal office of Tanza is acceptable as perceived of the employees. This means that their practices is fair and equal. However, some practices were moderately acceptable and needs some enhancement (Elmer & Albaladejo, 2016).

Table 10 shows the proposed enhancement program for the Gender and Development practices of Municipal Office of Tanza.

**Table 10. Proposed Gender and Development practices enhancement program**

GENDER AND DEVELOPMENT PRACTICES	PROPOSED ENHANCEMENT
<b>A. SELECTION AND RECRUITMENT</b>	
1. Conducting a fair structured interviews regardless of gender that assess the candidate's skills and experience.  2. Engage candidates in a fair discussions regardless of gender about the office's culture and core values to gauge their compatibility.  3. Municipal office provides fair in the interview process to male and female applicants.  4. Municipal office offers blind recruitment that focus solely on one's educational and professional background and skills, not on gender.	1. Fair structured interviews that promotes equality in terms of candidates' education, perception and background regardless of gender. 2. Provide training to interviewers and staff involved in these discussions on cultural sensitivity that navigate discussions with awareness and respect for diverse backgrounds. 3. Provide training to interviewers and staff involved in the hiring process on gender sensitivity. Implement or review flexible work policies that accommodate diverse needs, including those related to gender. 4. Ensure that job descriptions use inclusive language that does not unintentionally exclude or discourage candidates from diverse backgrounds. This promotes a more welcoming environment for all applicants
<b>B. WORK ARRANGEMENT</b>	
1. Municipal office offers hybrid set-up to female and male employees who needed it.  2. Consideration of gender in working onsite and remote.  3. Provide a flexible working arrangements to a parent employee regardless of its gender.	1. Offer remote options or flexible hours to promote gender-neutral practices and improve work-life balance. 2. Emphasize merit-based evaluations over gender considerations for transparent promotion criteria. 3. Implement comprehensive parental leave policies supporting both parents, reducing gender-based disparities.

<p>4. The Municipal office assess the working arrangement needs of female and male employees.</p>	<p>4. Periodically assess and address disparities in work arrangements through gender inclusion audits for ongoing alignment with gender acceptability.</p>
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**C. WORK ASSIGNMENT**

<p>1. Assign based on capability not on gender.</p>	<p>1. Set clear guidelines emphasizing a gender-inclusive approach in work assignments. Consider diverse skills, experiences, and strengths to maintain gender acceptability.</p>
<p>2. Allocating work based on skills, knowledge, and experience, not on gender.</p>	<p>2. Conduct periodic gender sensitivity training for fair and unbiased task assignments, fostering an inclusive work culture and supporting individuals of all genders.</p>
<p>3. The Municipal office assigned tasks to employees in a fair process.</p>	<p>3. Assigned task through a delegation plan that considers the various skills set of each employee regardless of gender.</p>
<p>4. The flexibility of work arrangements or remote work options offered to all employees regardless of gender.</p>	<p>4. Conduct training and supervision to all employees when assigning a tasks regardless of gender.</p>

**D. COMPENSATION**

<p>1. Commissions and bonuses are based on how well the team performs as a whole and not on gender.</p>	<p>1. Municipal office will also offer commissions and bonuses on how each employee performs.</p>
<p>2. Offering the same pay ranges to similar jobs or departments regardless of gender.</p>	<p>2. Offers same variable compensation such as overtime pay and hazard pay to all employees based on certain rendition of special services not on gender.</p>
<p>3. The Municipal office provides protection programs such as insurances, paid leaves, perquisites and training programs to all employees.</p>	<p>3. Keep track on employees’ concerns about materials or activities and implement a safety programs for common scenarios, such as fire.</p>
<p>4. The Municipal office fairly pay employees a base salary based on their role and job title, not on gender.</p>	<p>4. Offer a salary considering the experience and skills of each employee regardless of gender.</p>

**E. EMPLOYEE DEVELOPMENT**

<p>1. Municipal office provides job rotations to enhance skills of all employees.</p>	<p>1. Provide a training about municipal’s operations and specific performance metrics should be required to all employees.</p>
<p>2. The Municipal office offers training to all employees regardless of gender.</p>	<p>2. Consider the feedbacks of all employees regardless of gender in every training programs to enhance.</p>
<p>3. Provide training to all employees regarding the program’s goals, roles, best practices, and the training process.</p>	<p>3. Develop a comprehensive and engaging training program that enhance the growth of each employee regardless of gender.</p>

<p>4. Offers team building to build relationship between the mentors/coaches and the employee, and to empower both gender.</p>	<p>4. Provide equal growth opportunity for all employees and implement a regular training that can build relationship to all employees regardless of gender.</p>
<p><b>F. EMPLOYEE BENEFITS</b></p>	
<p>1. The health insurance options are available to all employees regardless of gender.</p> <p>2. The Municipal office retirement savings plans and contribution/matching programs is extend to employees' satisfaction.</p> <p>3. The Municipal office support all employees' wellness and any wellness programs in place.</p> <p>4. The extra perks or incentives beyond standard benefits are offered to all employees regardless of gender.</p>	<p>1. Consider flexible insurance plans that let all employees choose what is best for their health.</p> <p>2. Supply financial resources aid employees in their retirement decision.</p> <p>3. Implement diverse wellness programs and provide accessible health resources.</p> <p>4. Offer personalized professional development based on individual career goals.</p>
<p><b>G. PROMOTIONS</b></p>	
<p>1. Fair promotion that does not based on gender or a backup higher position</p> <p>2. Municipal office provides promotional benefits based on the result of performance, not on gender.</p> <p>3. Fair chance of being promoted based on skills and knowledge not on gender.</p> <p>4. Evaluating the performance of all the employee fairly and give due promotion regardless of gender.</p>	<p>1. Incorporate elements related to meritocracy, skill evaluation and transparent promotion criteria to all employees.</p> <p>2. Consider specifying the criteria used for performance evaluation to ensure its objective and fairly to all employees.</p> <p>3. Emphasize and consider the commitment to ongoing skill development, training opportunities, and mentorship programs of each employee regardless of gender.</p> <p>4. Implement a regular evaluation performance of employee-to-employee, employee-to-leader and leader-to-employee to all employees regardless of gender.</p>

The study determined the employees' level of acceptability on gender and development practices in Tanza Municipal Office. Based on the findings, the following conclusions were drawn:

1. Most of the participants belong to the age range of young adult and are female. Most participants that are working in municipal office of Tanza are married.
2. The Municipal office employees in Tanza, Cavite has high belief that the employee development as part of their gender and development practices is fair and equal. This means that the municipal office of Tanza has a very good practices in terms of employee development. Furthermore, employees has moderate belief that selection and recruitment, work arrangement, work assignment, compensation, employee benefits, and promotions as part of their gender development practices is fair and equal. This means that the employees perceived that these practices needs to be enhanced.

Based on the above conclusions, the following recommendations are made:

1. Tanza Municipal Office should strive to improve their gender and development practices in terms of selection and recruitment, work arrangement, work assignment, compensation, employee benefits and promotions. They should provide a program wherein all employees will be aware regarding the gender and development practices that needs to enhance.
2. Future researchers may use the study as a reference in further studying the employee acceptability on gender and development practices in workplace. They may also include other factors that have a gender bias or discrimination and may have improvement to an inclusive workplace environment.
3. Tanza Municipal Office and other government offices/companies/business may use the study results as a foundation to an inclusive and discrimination-free workplace environment.

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