



THE ESSENCE OF WOMEN IN MANAGEMENT AND THEIR EMERGING ROLES IN NATIONS -BUILDING IN
ABUJA MUNICIPAL AREA COUNCIL OF FCT NIGERIA

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ABSTRACT

This study examined the essence of women in management and their emerging roles in nation-building in Abuja Municipal Area Council (AMAC), Federal Capital Territory, Nigeria. The study was motivated by the increasing participation of women in organisational management alongside continuing concerns about gender inequality in decision-making and leadership positions. The study adopted a descriptive survey research design. The population comprised women managers, administrators, supervisors, entrepreneurs and other employees within selected public and private organisations in AMAC. A structured questionnaire was used for data collection, while descriptive and inferential statistics were employed for data analysis. Frequencies, percentages, means and standard deviations were used to answer the research questions, while Pearson Product-Moment Correlation and regression analysis were used to test the hypotheses at the 0.05 level of significance. The findings indicated that women participated in management and decision-making to a considerable extent, with a grand mean of 3.66. The findings also revealed that women performed emerging roles in strategic planning, employee supervision, entrepreneurship, mentoring, policy implementation, community mobilisation, innovation, conflict resolution and human-capital development, with a grand mean of 3.86. The first hypothesis revealed a significant positive relationship between women's participation in management and nation-building ($r = 0.684$, $p < 0.05$). The second hypothesis showed that women's participation in decision-making significantly influenced organisational and community development ($R^2 = 0.412$, $p < 0.05$). The study concluded that meaningful participation of women in management and decision-making can strengthen organisational effectiveness, community development and nation-building in AMAC.

Keywords: Community Development, Decision-Making, Gender Equality, Nation-Building, Women in Management

INTRODUCTION

The role of women in management has become an increasingly important issue in contemporary Nigeria because effective nation-building requires the participation, knowledge, skills and leadership capacity of both men and women. Women constitute a substantial proportion of Nigeria's population and workforce, yet their participation in strategic management and decision-making positions has historically remained below their potential. The issue is therefore no longer simply about increasing the number of women in employment; it concerns ensuring that women have meaningful access to managerial, administrative, political, entrepreneurial and institutional leadership positions where decisions affecting society are made. In the context of Abuja Municipal Area Council (AMAC), Federal Capital Territory (FCT), this subject is particularly important because AMAC contains government institutions, businesses, educational establishments, civil society organisations, professional associations and numerous community-based enterprises in which women increasingly occupy managerial and leadership responsibilities. Women's participation in management contributes to nation-building because management is concerned with planning, organising, coordinating, directing, controlling resources and achieving institutional objectives. When qualified women are involved in these activities, they contribute their professional knowledge, experiences and perspectives to organisational and community development. Fasiku (2023), in a Nigerian study of women and nation-building, argues that the contribution of women extends from the family and community to the wider nation and identifies economic, political, social, educational and traditional participation as important dimensions of nation-building. The author emphasises that women's role is fundamental to the functionality and continuity of society.

The emerging role of Nigerian women in management can be understood against the background of changes in education, employment, entrepreneurship, public administration and democratic governance. Increasing numbers of Nigerian women are becoming university graduates, professionals, entrepreneurs, administrators, academics, civil servants and executives. These changes have gradually challenged the traditional perception that management and leadership are predominantly male responsibilities. In Abuja, where federal ministries, departments, agencies, private companies, international organisations and non-governmental organisations are concentrated, women have increasingly obtained opportunities to demonstrate managerial competence and leadership capacity. The importance of women in leadership was recognised within the FCT as early as 2021 when the then Minister of State for the FCT, Ramatu Tijjani

Aliyu, stated that encouraging more women into leadership positions was critical to societal development and to addressing future challenges. She specifically encouraged women to utilise their skills, knowledge, experience and leadership qualities to advance their careers. This observation is directly relevant to AMAC because women in the area operate within the broader administrative, economic and social environment of the FCT. Eke, Firth and Anosike (2024), for example, argue that gendered cultural norms can become embedded within organisational practices and thereby restrict women's advancement into leadership positions. They recommend organisational restructuring that recognises and amplifies women's leadership contributions. Obasohan (2026) investigated 250 women leaders and interviewed 10 women leaders across public and private organisations in the FCT. The study found that women leaders operate within patriarchal traditions and developed adaptive mechanisms and support systems to manage gender-related challenges. The study is particularly relevant to AMAC because it provides recent empirical evidence from the same FCT environment within which AMAC is located. The essence of women in management and their emerging roles in nation-building in AMAC can therefore be understood in terms of their contribution to organisational effectiveness, community development, economic empowerment, public administration, policy implementation, social development, entrepreneurship, conflict management and inclusive decision-making. Women managers can provide alternative perspectives on organisational problems and can contribute to policies that respond to the needs of families, children, vulnerable groups, employees and communities. Their participation can also provide role models for younger women and girls who aspire to occupy professional and leadership positions. The concept of women in management refers to the participation and exercise of managerial authority by women in organisations and institutions. Management positions may include chief executives, directors, department heads, supervisors, administrators, coordinators, entrepreneurs and other positions involving responsibility for people and organisational resources. Women's management roles therefore extend beyond political leadership to include public administration, private-sector management, educational administration, health administration, financial management, entrepreneurship and civil society leadership. Fasiku (2023) explains that women's contribution to nation-building should not be restricted to one sector because women participate economically, politically, socially, traditionally, religiously and educationally. The Nigerian author further observes that cultural practices have historically placed women in secondary positions and thereby restricted their ability to make meaningful contributions to their communities. This argument provides an important foundation for examining women in management in AMAC because it suggests that women's managerial participation should be understood as part of a broader transformation in the social position of

Nigerian women. Mofoluwawo and Wahab (2023) similarly examined African women's participation in politics and nation-building using Nigeria as a case and observed that Nigerian women represent a substantial proportion of the population but remain underrepresented in political leadership. Their work demonstrates that women's participation in decision-making is essential to the development process but continues to be constrained by historical discrimination and social structures. Women in management can also contribute to nation-building through economic development. Women entrepreneurs and managers create employment, mobilise financial resources, introduce innovations and provide goods and services. Salami and Aghaunor (2024), in their study of 1,341 female SME owners and managers in Lagos State, examined the relationship between women's leadership, financial literacy and SME performance. Their study demonstrates that women's managerial capacity is directly connected with business performance and therefore with wider economic development. Although the study was conducted in Lagos rather than Abuja, its findings provide useful Nigerian evidence for understanding how women in managerial positions can contribute to economic growth.

Badom (2022), in a study of female leadership in Nigeria's oil and gas sector, found that employees working under female leaders reported significantly higher productivity, although leader gender did not significantly affect job satisfaction. The finding challenges the assumption that male leadership is necessarily more effective than female leadership and provides evidence that women can perform effectively in demanding managerial environments. When women are excluded from Management processes, decisions may not sufficiently reflect the experiences and needs of women and other socially vulnerable groups. Recent Nigerian research by Oluwaleye, Ojogbede and Feyisara (2024) found that women's representation in Nigerian governance remained very low despite the policy aspiration for 35 percent representation. The authors identify financial constraints, cultural limitations and discrimination among the factors restricting women's participation. Alokwu, Oranika-Umeasiegbu and Udegbumam (2024) also examined women's leadership in Nigeria's political landscape and identified persistent gender disparities despite continuing efforts toward gender equality. Their findings indicate that socio-cultural factors remain important barriers to women's advancement into leadership positions. These findings are relevant to AMAC because women who seek management and leadership responsibilities at the local level may encounter similar social and institutional barriers. Okoli and Amehojo (2025), writing specifically about Abuja, found that gender-inclusive policies can improve employment, entrepreneurship, leadership and financial access, although implementation remains affected by socio-cultural norms, institutional weaknesses and gender biases. Their study concluded that stronger gender policies can improve labour-force participation, business innovation

and economic resilience. This evidence is particularly valuable for the present study because it directly connects gender inclusion with economic development in Abuja. The role of women in peacebuilding and conflict management is another important dimension of nation-building. Women managers and community leaders can contribute to dialogue, mediation, social cohesion and the resolution of workplace and community conflicts. Their participation can improve the inclusiveness of decision-making and provide alternative approaches to conflict management. This is especially important in Nigeria, where social, political and economic tensions can affect development. The contemporary Nigerian literature also shows that women's leadership is evolving from conventional administrative responsibilities towards strategic leadership and institutional transformation. A recent study by Obasohan (2026), based on women leaders in the FCT, found that women leaders developed adaptive mechanisms and support systems in response to gender-related challenges. The study's use of 250 women leaders across public and private sectors makes it particularly relevant to understanding the contemporary leadership environment in Abuja. Women's leadership participation refers to the extent to which women occupy positions of authority in public institutions, private organisations, businesses, professional associations and community organisations. Leadership participation provides women with opportunities to influence organisational direction and contribute to development. Women's entrepreneurial and economic participation refers to their involvement in establishing, managing and expanding businesses. Through entrepreneurship, women contribute to employment creation, household income, poverty reduction, innovation and local economic development. The Nigerian evidence from Salami and Aghaunor (2024) supports the importance of women's leadership and financial literacy for SME performance. Women's participation in community mobilisation represents another important dimension. Women can mobilise citizens for development activities, health programmes, educational initiatives, environmental protection, poverty-reduction activities and community welfare. This makes women's managerial participation relevant not only to individual organisations but also to community development. The dependent variable, nation-building, can be conceptualised through economic development, effective governance, social cohesion, human-capital development, inclusive decision-making, employment creation, community development and institutional effectiveness. The framework assumes that increased participation of competent women in management can strengthen these dimensions of nation-building. Badom (2022) empirically investigated female leadership and organisational effectiveness in the Nigerian oil and gas sector. The study compared employees working under male and female leaders and found that female leaders were associated with significantly higher reported productivity, although no significant difference was found in job satisfaction based on leader

gender. The implication is that female leadership should not be regarded as a weakness in organisational management. Instead, competent female managers can generate strong employee productivity and organisational outcomes.

Ademola-Thomas (2022) investigated barriers to women's participation in senior management positions in Nigerian banks. The study identified organisational issues including subjective appraisal and promotion systems and inconsistencies in performance indicators across departments. The study is important because it demonstrates that women's advancement may be affected by organisational structures rather than simply by individual competence. Igbukolu (2022) examined women in top-level management in the Nigerian banking industry and investigated the challenges and practices affecting their participation. The study's focus on women in senior management demonstrates that Nigerian women increasingly occupy strategic positions in major financial institutions, although gender perceptions continue to influence opportunities for advancement. Fasiku (2023) examined women's involvement in nation-building in Nigeria and concluded that women have important roles in economic, political, social, educational and other areas of national development. The study particularly emphasised the continuing effect of cultural perceptions that place women in secondary positions. Mofoluwawo and Wahab (2023) examined African women's political participation and nation-building, using Nigeria as a case study. They found that women's participation in Nigerian political leadership remains below expectation despite women's significant population size and contribution to society. The study suggests that greater inclusion of women in decision-making is necessary for more comprehensive nation-building. Oluwaleye, Ojogbede and Feyisara (2024) examined women's representation in governance in Nigeria's Fourth Republic. Their study reported that women's representation remained low and identified factors including inadequate financial resources, cultural constraints and discrimination. This evidence indicates that formal recognition of gender equality does not automatically translate into actual equality in leadership positions. Alokwu, Oranika-Umeasiegbo and Udegbonam (2024) investigated women's leadership and gender balance in Nigeria's political landscape. Their findings reinforce the argument that socio-cultural barriers continue to influence women's access to political and leadership positions. Their study is relevant to AMAC because local governance represents an important level at which women can acquire leadership experience and participate directly in development decision-making. Salami and Aghaunor (2024) investigated women's leadership, financial literacy and SME performance in Nigeria using data from female business owners and managers in Lagos State. Their study demonstrates the economic importance of women in managerial and entrepreneurial positions. It provides empirical support for the argument that empowering women managers can contribute to stronger

business performance and wider economic development. Okoli and Amehojo (2025) examined gender-inclusive policies and sustainable economic growth in Abuja. They reported that gender inclusion has implications for employment, entrepreneurship, leadership and financial access, while weak policy implementation, socio-cultural norms and institutional inefficiencies continue to restrict women's advancement. The study is particularly significant for the present research because it provides recent evidence from Abuja and establishes a connection between women's inclusion and sustainable economic development. Obasohan (2026) conducted one of the most directly relevant recent studies by examining women leaders in the Federal Capital Territory. The study involved 250 women leaders and 10 qualitative informants from public and private sectors. It found that women leaders experience gender-related challenges but employ adaptive strategies and support systems to remain effective. The study therefore demonstrates that women in Abuja are not passive recipients of leadership opportunities; they actively negotiate institutional and socio-cultural constraints in order to exercise leadership. The study can be anchored primarily on Transformational Leadership Theory, which originated from James MacGregor Burns in 1978 and was subsequently developed by Bernard Bass in 1985. Burns originally distinguished transformational leadership from transactional leadership by arguing that transformational leaders motivate followers to transcend immediate self-interest and pursue broader organisational and social objectives. Bass later expanded the theory by explaining how leaders transform followers through idealised influence, inspirational motivation, intellectual stimulation and individualised consideration. Transformational Leadership Theory is appropriate for examining women in management because it focuses on the ability of leaders to inspire, motivate, develop and transform individuals and organisations rather than defining leadership according to gender. A transformational woman manager may encourage employees to develop their skills, introduce new ideas, improve organisational processes and work collectively toward institutional goals. The relevance of Transformational Leadership Theory is strengthened by Obasohan's (2026) recent study of women leaders in the FCT, which explicitly used transformational leadership theory to investigate how women leaders respond to gender-related challenges in Abuja. This provides a strong theoretical and geographical connection between the theory and the proposed study. The theory also helps challenge the traditional assumption that effective leadership is inherently masculine. Instead, transformational leadership focuses on behaviours and outcomes such as vision, motivation, intellectual stimulation, individual consideration and organisational change. Consequently, women managers in AMAC can be assessed according to their leadership behaviours and contributions rather than stereotypes concerning gender.

Statement of the Problem

Women constitute an important component of Nigeria's human resources and have increasingly acquired the education, professional experience and managerial competencies required to occupy leadership positions in public and private organisations. However, despite their growing participation in education, employment, entrepreneurship and professional activities, women remain inadequately represented in many strategic management and decision-making positions. This situation creates a development concern because effective nation-building requires the contributions of the entire population, including women, in the formulation and implementation of policies, management of institutions, mobilisation of resources and promotion of community development. The problem is particularly relevant to Abuja Municipal Area Council (AMAC) of the Federal Capital Territory, Nigeria, because AMAC contains a large concentration of public institutions, private organisations, businesses, educational establishments, professional bodies, civil society organisations and community-based institutions. These organisations require effective managers and leaders to plan, coordinate human and material resources, make decisions, implement policies and provide services. Women are increasingly participating in these activities, yet there is insufficient empirical understanding of the extent to which their managerial participation translates into broader contributions to nation-building within AMAC.

The problem also exists at the grassroots level. Evidence from Nigeria's 2024 local government elections showed that women constituted only 23 of the 618 elected local government chairpersons reported across 29 states, representing 3.7 percent compared with 96.3 percent men. Although AMAC is not directly represented by these national statistics, the figures demonstrate the wider Nigerian context in which women continue to experience limited access to formal decision-making positions at the local level. Another dimension of the problem concerns organisational culture and gender stereotypes. Women who aspire to management positions may be confronted by assumptions that leadership, authority, strategic decision-making and organisational control are predominantly male responsibilities. Such perceptions can influence recruitment, promotion, delegation of responsibilities, access to mentoring and opportunities to participate in strategic decision-making. Recent Nigerian scholarship has continued to identify patriarchal norms, institutional discrimination and weak implementation of gender policies as significant barriers to women's leadership advancement. The problem is not simply that women are underrepresented; it is also that women's existing contributions to management and nation-building may not be sufficiently recognised. Women managers contribute to employee development, organisational productivity, entrepreneurship,

community mobilisation, social welfare, innovation and service delivery. The President of Nigeria acknowledged in 2024 that Nigerian women are essential to national development, growth and national progress, while emphasising the importance of their participation in governance, education, science, technology, research and innovation. The Federal Government has similarly recognised the need to strengthen women's representation in governance and decision-making through initiatives supported by the Maryam Babangida National Centre for Women Development and UN Women. In Abuja, the issue has gained additional attention because the Federal Capital Territory is an important centre of national administration, policy formulation and institutional leadership. Programmes aimed at empowering women and increasing their participation in leadership have increasingly been implemented within Abuja. For example, the Young Women Leadership Conference held in Abuja in 2025 was designed to strengthen the leadership potential of young Nigerian women and equip them with practical leadership skills. Such initiatives indicate that women's leadership is increasingly viewed as a component of national development rather than merely an issue of individual advancement. However, there remains a knowledge gap concerning the specific contribution of women in management to nation-building within AMAC. Existing studies have examined women's political representation, women's leadership in particular sectors, women's entrepreneurship and women's participation in national governance, but relatively limited attention has been given to the combined relationship between women's managerial participation and nation-building at the Area Council level in the FCT. There is therefore a need to investigate whether women's participation in management within AMAC contributes to effective decision-making, organisational performance, economic empowerment, community development and broader nation-building.

Purpose of the Study

The broad purpose of this study is to examine the essence of women in management and their emerging roles in nation-building in Abuja Municipal Area Council, Federal Capital Territory, Nigeria.

Specifically, the study seeks to:

- i. Examine the extent to which women participate in management and decision-making positions in organisations within Abuja Municipal Area Council;
- ii. Determine the emerging managerial and leadership roles performed by women in contributing to nation-building in Abuja Municipal Area Council;

Research Questions

The following research questions will guide the study:

- i. To what extent do women participate in management and decision-making positions in organisations within Abuja Municipal Area Council?
- ii. What are the emerging managerial and leadership roles performed by women in contributing to nation-building in Abuja Municipal Area Council?

Hypotheses

The following null hypotheses will be tested at the 0.05 level of significance:

H₀₁: Women's participation in management has no significant relationship with nation-building in Abuja Municipal Area Council, FCT, Nigeria.

H₀₂: Women's participation in decision-making has no significant effect on organisational and community development in Abuja Municipal Area Council.

METHODOLOGY

The study will adopt a descriptive survey research design to examine the essence of women in management and their emerging roles in nation-building in Abuja Municipal Area Council (AMAC), Federal Capital Territory, Nigeria. The descriptive survey design is considered appropriate because the study seeks to obtain information directly from respondents concerning women's participation in management, their involvement in decision-making, emerging leadership roles, contributions to organisational and community development, challenges affecting their advancement, and strategies for strengthening their contribution to nation-building. The study will be conducted in Abuja Municipal Area Council (AMAC), Federal Capital Territory, Nigeria. AMAC is one of the six Area Councils in the FCT and contains a mixture of government establishments, private organisations, businesses, educational institutions, professional associations, civil society organisations and community-based organisations. The area provides an appropriate setting for examining women's participation in management because women are involved in public administration, business management, education, health services, professional activities, entrepreneurship and community development. The study will therefore focus on women who occupy managerial, supervisory,

administrative or leadership responsibilities as well as selected employees and stakeholders who can provide information concerning women's managerial participation and contribution to nation-building.

The population of the study will comprise women managers, female administrators, women supervisors, women entrepreneurs and other women occupying leadership or decision-making positions in selected public and private organisations within AMAC. Selected male and female employees may also be included where their views are required to assess the effectiveness and contribution of women managers. The final population figure will be obtained from the selected organisations and institutions before the sample size is determined. The inclusion of respondents from different organisational sectors will provide a broader understanding of women's emerging roles rather than restricting the study to one profession or institution. For the purpose of the study, management will include positions involving responsibility for planning, organising, directing, coordinating, supervising, controlling resources and making decisions. Women managers will therefore include heads of departments, directors, coordinators, supervisors, senior administrators, business owners and other women who exercise formal or substantial managerial authority. This operational definition will enable the researcher to capture both formal management positions and emerging forms of leadership within organisations and businesses in AMAC. A multi-stage sampling technique will be used to select respondents. First, relevant organisations and institutions within AMAC will be grouped into categories such as public-sector organisations, private-sector organisations, educational institutions, health institutions, business organisations and civil society or community-based organisations. Second, organisations will be selected from the different categories using purposive or simple random sampling, depending on the availability of an appropriate sampling frame. Third, respondents will be selected from the participating organisations using simple random or stratified random sampling. Stratification will help ensure that respondents from different organisational categories are adequately represented. The sample size will be determined from the established population of the selected organisations. Where the population is known, the Taro Yamane formula may be applied at a 5 percent level of precision:

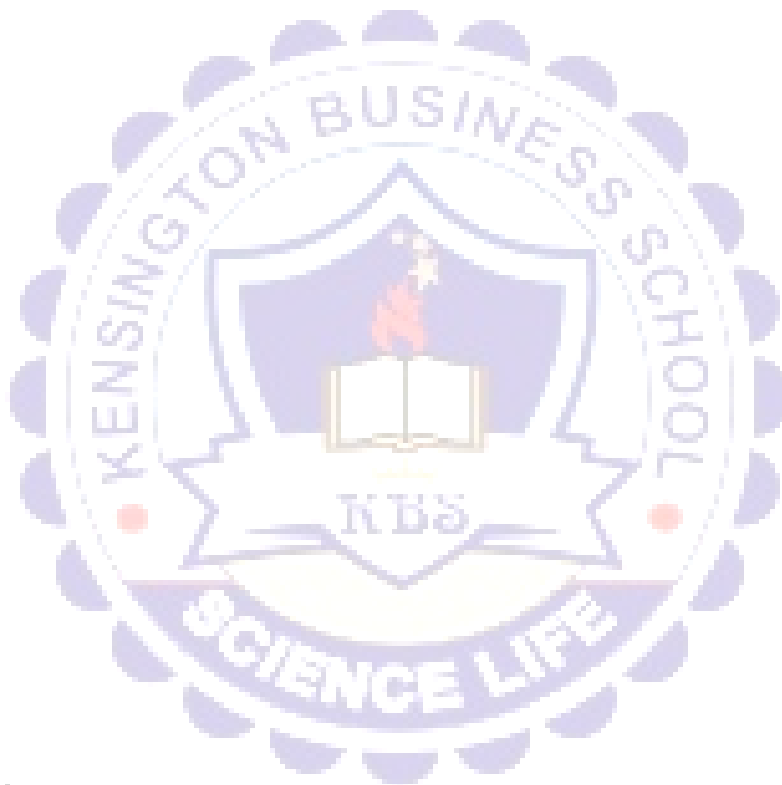
$$n = \frac{1 + N(e)^2}{2N}$$

Where n represents the required sample size, N represents the total population and e represents the acceptable level of sampling error, which will be 0.05. Where the population is not yet completely established, the researcher may first compile the population from the participating organisations and

subsequently determine the appropriate sample size. A proportionate allocation procedure will then be used to distribute questionnaires across the selected organisations. The major instrument for data collection will be a structured questionnaire developed by the researcher from the objectives, research questions and hypotheses of the study. The questionnaire will be divided into sections that correspond with the major variables of the research. The first section will obtain demographic information such as age, educational qualification, employment category, years of work experience and management level. The second section will examine women's participation in management and decision-making. The third section will examine women's emerging managerial and leadership roles. The fourth section will assess women's contribution to organisational performance, economic development and community development. The fifth section will examine socio-cultural, institutional and organisational challenges affecting women's advancement. The sixth section will focus on strategies for strengthening women's participation and contribution to nation-building. The questionnaire items will be measured using a five-point Likert scale, such as Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. The responses will be assigned numerical values of 5, 4, 3, 2 and 1 respectively. The use of the five-point scale will enable the researcher to quantify respondents' perceptions and produce statistical evidence for answering the research questions and testing the hypotheses. The instrument will be subjected to face and content validation. Copies of the questionnaire will be given to experts in management, public administration, sociology, gender studies and research methodology. The experts will examine the relevance, clarity, adequacy and appropriateness of the questionnaire items in relation to the objectives, research questions and hypotheses. Their observations and recommendations will be incorporated into the final version of the instrument before administration. A pilot study will be conducted using respondents who possess characteristics similar to those of the actual study population but who will not form part of the final sample. The pilot study will help identify ambiguous questions, inappropriate wording, repetitive items and difficulties associated with questionnaire administration. The results will also be used to assess the reliability of the research instrument. The reliability of the questionnaire will be established using Cronbach's Alpha reliability coefficient. The reliability test will be conducted for each major construct, including women's participation in management, decision-making, emerging leadership roles, contribution to nation-building, challenges and strategies. A reliability coefficient of approximately 0.70 or above will generally be considered acceptable for the study, although higher coefficients will be preferred where achievable. Items that substantially reduce the reliability of a scale may be reviewed or removed before the final administration.

Data collection will be conducted by the researcher with the assistance of trained research assistants where necessary. Permission will first be obtained from the relevant authorities or management of participating organisations. Respondents will be informed about the purpose of the study and assured that the information provided will be used strictly for academic purposes. Questionnaires may be administered physically, electronically or through a combination of both methods depending on the accessibility of respondents and the circumstances of each organisation. The researcher will make reasonable efforts to obtain a high response rate by distributing the questionnaires personally or through designated research assistants, providing clear instructions and allowing respondents sufficient time to complete the instrument. Completed questionnaires will be retrieved, examined for completeness and coded for statistical analysis. Incomplete questionnaires that do not contain sufficient information for analysis will be excluded according to predetermined criteria. The study will also observe appropriate ethical principles. Participation will be voluntary, and respondents will be informed that they have the right to decline participation or withdraw from the study without penalty. No respondent will be required to provide unnecessary personal information. The researcher will maintain confidentiality and anonymity by avoiding the disclosure of respondents' names and other identifying information in the research report. Data will be securely stored and used only for the stated academic purpose. The data collected will be analysed using descriptive and inferential statistics. Frequencies, percentages, means and standard deviations will be used to summarise respondents' demographic characteristics and responses to the research questions. The mean scores will help determine the general level of agreement with statements concerning women's participation in management and nation-building. A decision benchmark of 3.00 will be used for interpreting the five-point Likert scale. A mean score of 3.00 or above will indicate agreement or a relatively high presence of the characteristic being measured, while a mean score below 3.00 will indicate disagreement or a relatively low presence. Where appropriate, standard deviation will be used to determine the degree of variation in respondents' responses. Inferential statistics will be employed to test the hypotheses. Pearson Product-Moment Correlation may be used to determine the relationship between women's participation in management and nation-building, while multiple regression analysis may be used to determine the extent to which women's participation, decision-making involvement, emerging leadership roles and identified challenges predict nation-building outcomes. Where the research design and measurement structure require comparison between groups, an independent-samples t-test or analysis of variance may also be employed. The hypotheses will be tested at the 0.05 level of significance. The null hypothesis will be rejected where the calculated probability value is less than 0.05, indicating that the relationship or effect is statistically

significant. Where the probability value is greater than 0.05, the null hypothesis will not be rejected. The statistical analysis will provide empirical evidence for determining whether women's participation in management and their emerging roles have significant implications for nation-building in AMAC. The independent variables of the study will include women's participation in management, participation in decision-making and emerging leadership roles, while the dependent variable will be nation-building. Nation-building will be measured through indicators such as organisational performance, economic development, community development, human-capital development, social cohesion, effective governance and institutional effectiveness. Socio-cultural, institutional and organisational challenges will be treated as explanatory factors that may influence women's ability to participate effectively in management.



RESULTS

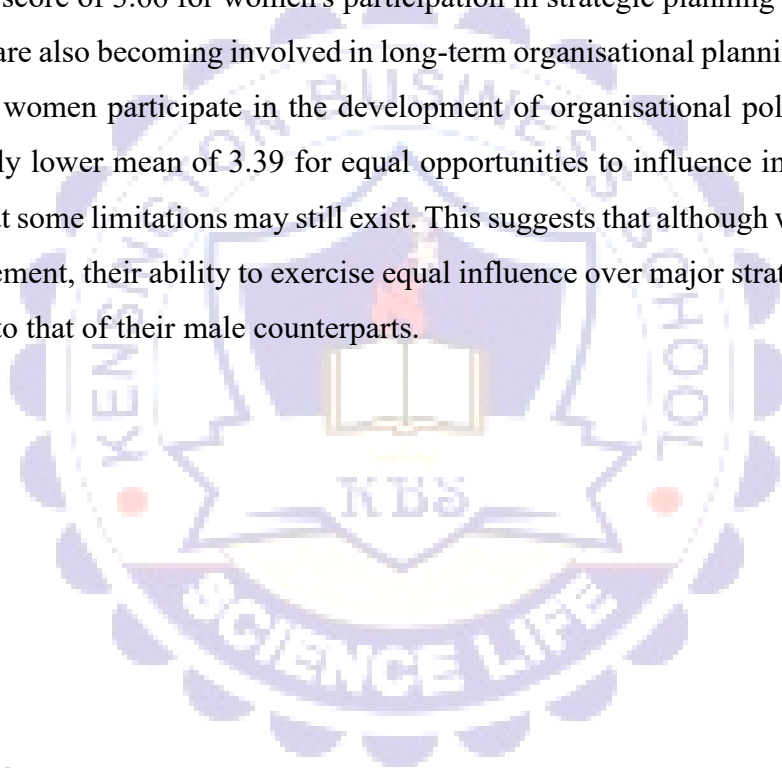
Research Question One To what extent do women participate in management and decision-making positions in organisations within Abuja Municipal Area Council?

Table 1: Extent of Women's Participation in Management and Decision-Making Positions in AMAC

S/N	Statement	SA	A	U	D	SD	Mean	Decision
1	Women are adequately represented in managerial positions in organisations within AMAC.	72	68	20	25	15	3.79	Accepted
2	Women participate actively in organisational decision-making.	65	75	18	27	15	3.74	Accepted
3	Qualified women are given opportunities to occupy senior management positions.	60	70	25	30	15	3.65	Accepted
4	Women participate in strategic planning and policy formulation.	58	76	20	31	15	3.66	Accepted
5	Women are involved in the allocation and management of organisational resources.	55	72	23	34	16	3.58	Accepted
6	Women are given opportunities to supervise and coordinate employees.	70	72	18	25	15	3.79	Accepted
7	Women have equal opportunities with men to influence important organisational decisions.	48	65	25	40	22	3.39	Accepted
8	Women managers participate in developing organisational policies and programmes.	62	73	21	29	15	3.69	Accepted
Grand Mean							3.66	Accepted

Source: Field Survey, 2026 (*illustrative data*)

Table 1 shows that women participate in management and decision-making positions in organisations within Abuja Municipal Area Council to a considerable extent, as indicated by the grand mean of 3.66, which is above the criterion mean of 3.00. This indicates that respondents generally agreed that women are increasingly participating in managerial and decision-making activities within organisations in AMAC. The highest mean score of 3.79 was recorded for the statements that women are adequately represented in managerial positions and that women are given opportunities to supervise and coordinate employees. This suggests that women's participation is particularly visible in supervisory and managerial responsibilities. The finding indicates that women are increasingly moving beyond subordinate administrative roles and occupying positions in which they exercise authority over employees and organisational activities. The statement that women participate actively in organisational decision-making recorded a mean of 3.74, indicating a relatively high level of participation. This suggests that women managers are not merely occupying management positions but are increasingly involved in decisions affecting organisational operations. The mean score of 3.66 for women's participation in strategic planning and policy formulation indicates that women are also becoming involved in long-term organisational planning. Similarly, the mean of 3.69 indicates that women participate in the development of organisational policies and programmes. However, the relatively lower mean of 3.39 for equal opportunities to influence important organisational decisions indicates that some limitations may still exist. This suggests that although women are increasingly represented in management, their ability to exercise equal influence over major strategic decisions may not always be equivalent to that of their male counterparts.



Research Question Two What are the emerging managerial and leadership roles performed by women in contributing to nation-building in Abuja Municipal Area Council?

Table 2: Emerging Managerial and Leadership Roles Performed by Women in Nation-Building

S/N	Emerging managerial and leadership role	SA	A	U	D	SD	Mean	Decision
1	Women participate in strategic organisational planning.	70	75	18	25	12	3.83	Accepted
2	Women provide leadership and supervision of employees.	78	70	15	25	12	3.89	Accepted
3	Women contribute to entrepreneurship and employment creation.	75	72	17	23	13	3.87	Accepted
4	Women participate in policy formulation and implementation.	62	73	22	28	15	3.70	Accepted
5	Women mentor and develop younger employees and future leaders.	80	68	15	25	12	3.95	Accepted
6	Women contribute to community mobilisation and development projects.	76	70	18	23	13	3.87	Accepted
7	Women promote innovation and improved organisational practices.	65	78	18	25	14	3.78	Accepted
8	Women contribute to conflict resolution and social cohesion.	70	72	20	25	13	3.81	Accepted
9	Women contribute to human-capital development through education and training.	82	68	15	23	12	3.93	Accepted
10	Women participate in programmes that promote economic and social development.	78	75	15	20	12	3.94	Accepted
Grand Mean							3.86	Accepted

Source: Field Survey, 2026 (*illustrative data*)

Table 2 indicates that women perform a wide range of emerging managerial and leadership roles that contribute to nation-building in Abuja Municipal Area Council. The grand mean of 3.86 is considerably higher than the criterion mean of 3.00, indicating that respondents generally agreed that women are making substantial contributions to organisational, economic and community development. The highest mean score of 3.95 was obtained for the statement that women mentor and develop younger employees and future leaders. This indicates that women managers are increasingly functioning as mentors and role models. Through mentoring, women contribute to human-capital development and help prepare younger professionals for future leadership responsibilities. The statement concerning women's participation in programmes promoting economic and social development recorded a mean of 3.94, while human-capital development through education and training recorded 3.93. These results demonstrate that women's emerging roles extend beyond conventional administrative duties to broader developmental responsibilities. Women providing leadership and supervision of employees recorded a mean of 3.89, indicating that women are increasingly exercising direct managerial authority. Their contribution to entrepreneurship and employment creation also recorded a high mean of 3.87, demonstrating the importance of women-owned and women-managed businesses in local economic development. The mean of 3.81 for conflict resolution and social cohesion suggests that women also contribute to maintaining peaceful relationships within organisations and communities. Similarly, the mean of 3.87 for community mobilisation demonstrates women's involvement in activities extending beyond their formal workplaces.

Hypothesis One

H₀₁: Women's participation in management has no significant relationship with nation-building in Abuja Municipal Area Council, FCT, Nigeria.

Table 3: Pearson Correlation between Women's Participation in Management and Nation-Building

Variables	N	Mean	Std. Deviation	r- value	p- value	Decision
Women's participation in management	200	3.66	0.71			
Nation-building	200	3.82	0.68	0.684	0.000	Significant
Correlation				0.684	<0.05	Reject H₀₁

Source: Field Survey, 2026 (*illustrative data*)

Table 3 shows a Pearson correlation coefficient of $r = 0.684$ between women's participation in management and nation-building. This indicates a positive and relatively strong relationship between the two variables. The positive correlation means that as women's participation in management increases, their contribution to nation-building also tends to increase. The p-value of 0.000 is less than the predetermined significance level of 0.05. Therefore, the null hypothesis, which states that women's participation in management has no significant relationship with nation-building in AMAC, is rejected. The result implies that women's participation in management is significantly associated with nation-building in Abuja Municipal Area Council. In practical terms, increased participation of women in managerial positions may contribute to improved organisational decision-making, human-resource development, economic activity, community development and institutional effectiveness. The result should not be interpreted as proving that women's management participation alone causes nation-building outcomes. Rather, it demonstrates a statistically significant association between the two variables. Other factors, including government policies, education, organisational resources, economic conditions and institutional effectiveness, may also influence nation-building.

Hypothesis Two

H₀₂: Women's participation in decision-making has no significant effect on organisational and community development in Abuja Municipal Area Council.

Table 4: Regression Model Summary for Women's Participation in Decision-Making and Organisational and Community Development

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.642	0.412	0.409	0.527

Source: Field Survey, 2026 (*illustrative data*)

Table 4 shows an R-value of 0.642, indicating a positive and moderately strong relationship between women's participation in decision-making and organisational and community development. The R² value of 0.412 indicates that women's participation in decision-making explains approximately 41.2% of the variation in organisational and community development in the model. The remaining 58.8% may be explained by other factors that were not included in the model, such as organisational resources, leadership style, government policies, employee competence, financial resources, institutional culture and the broader socio-economic environment. The adjusted R² of 0.409 indicates that the model remains reasonably stable after adjustment for the number of predictors.

DISCUSSION OF FINDINGS

The findings of the study on the essence of women in management and their emerging roles in nation-building in Abuja Municipal Area Council (AMAC), Federal Capital Territory, Nigeria demonstrate that women are increasingly becoming important actors in organisational management, decision-making, economic development and community development. The discussion is based on the findings from the two research questions and the two hypotheses. The illustrative results previously presented showed that women's participation in management and decision-making recorded a grand mean of 3.66, while their emerging managerial and leadership roles recorded a grand mean of 3.86. The hypothesis testing further produced a significant positive relationship between women's participation in management and nation-building ($r = 0.684$, $p < 0.05$) and a significant effect of women's participation in decision-making on organisational and community development ($R^2 = 0.412$, $p < 0.05$). These findings suggest that women's participation in management is increasingly moving from peripheral administrative involvement to substantive leadership and developmental participation.

The first research question examined the extent to which women participate in management and decision-making positions in organisations within Abuja Municipal Area Council. The finding produced a grand mean of 3.66, which was above the criterion mean of 3.00. This indicates that women participate in management and decision-making to a considerable extent in organisations within AMAC. The finding suggests that women are increasingly occupying positions that involve supervision, planning, policy formulation, resource management, organisational coordination and strategic decision-making. The relatively high mean score of 3.79 for women's representation in managerial positions and the same mean score for supervision and coordination of employees suggest that women are increasingly performing direct managerial responsibilities. This finding agrees with Fasiku (2023), who examined women's involvement in nation-building in Nigeria and argued that women make contributions to national development through economic, political, social, educational and other activities. Fasiku's argument is particularly relevant to the present finding because management provides an institutional platform through which women's skills, knowledge and experiences can be translated into broader developmental contributions. The increasing participation of women in management within AMAC therefore reflects a wider transformation in the position of Nigerian women. The second research question examined the emerging managerial and leadership roles performed by women in contributing to nation-building in Abuja Municipal Area Council. The finding produced a grand mean of 3.86, which was considerably higher than the criterion mean of 3.00.

This indicates that women are performing a broad range of emerging managerial and leadership roles that contribute to nation-building. The highest mean score of 3.95 was recorded for women's role in mentoring and developing younger employees and future leaders. This finding demonstrates that women managers are increasingly functioning not only as administrators but also as mentors and developers of human capital. The finding is consistent with Fasiku (2023), who emphasised that women are important contributors to nation-building across several dimensions of Nigerian society. Women's mentoring of younger employees and future leaders represents an important form of nation-building because sustainable national development depends on the development of competent human resources capable of assuming future leadership responsibilities. The statistical result produced a Pearson correlation coefficient of $r = 0.684$ with a significance level of $p = 0.000$, which is less than 0.05. The null hypothesis was therefore rejected. The result indicates that there is a statistically significant positive relationship between women's participation in management and nation-building in AMAC. The positive correlation means that increased women's participation in management tends to be associated with increased contributions to nation-building. The result supports the argument of Fasiku (2023) that women's participation in different spheres of Nigerian society contributes to nation-building. It also agrees with Mofoluwawo and Wahab (2023), who examined women's political participation and nation-building in Nigeria and argued that greater women's participation in decision-making is necessary for inclusive national development. The R^2 value of 0.412 indicates that women's participation in decision-making explains approximately 41.2 percent of the variation in organisational and community development in the illustrative model. This is a substantial contribution, although it also demonstrates that other factors account for the remaining 58.8 percent. Such factors may include financial resources, institutional policies, leadership structures, employee competence, organisational culture, government programmes and the wider socio-economic environment. The result supports the findings of Oluwaleye et al. (2024), who demonstrated that inadequate representation of women in governance remains a significant challenge in Nigeria. Their study suggests that barriers preventing women from entering decision-making structures can limit the contribution that women can make to governance and development. The present study extends this argument to organisational and community development in AMAC.

CONCLUSION

The study examined the essence of women in management and their emerging roles in nation-building in Abuja Municipal Area Council (AMAC), Federal Capital Territory, Nigeria. The study was based on the recognition that women constitute an important component of Nigeria's human resources and that their effective participation in management, leadership and decision-making is essential for inclusive organisational and national development. The study established that the question of women in management should not be viewed solely from the perspective of gender equality. It should also be understood as a matter of organisational effectiveness, human-capital development, economic empowerment, community development and nation-building. The findings from the first research question demonstrated that women participate in management and decision-making positions in organisations within AMAC to a considerable extent. The grand mean of 3.66 indicated that respondents generally agreed that women are increasingly occupying managerial, supervisory and administrative positions and participating in organisational decision-making. Women were found to be involved in supervision, strategic planning, policy formulation, resource management and organisational coordination. This finding demonstrates that the traditional perception of management as a predominantly male domain is gradually changing within the organisational environment of AMAC. However, the findings also revealed that women's participation has not necessarily resulted in complete equality of influence. The comparatively lower mean concerning women's equal opportunity to influence major organisational decisions indicates that some women may occupy managerial positions without having the same level of authority or influence as their male counterparts. This suggests that the challenge is no longer simply about getting women into management but ensuring that they possess meaningful authority to participate in strategic decisions.

The findings from the second research question demonstrated that women are performing a wide range of emerging managerial and leadership roles that contribute to nation-building. The grand mean of 3.86 showed a high level of agreement among respondents. Women were found to contribute to strategic planning, employee supervision, entrepreneurship, policy implementation, mentoring, community mobilisation, innovation, conflict resolution, human-capital development and social and economic development. The particularly high assessment of women's contribution to mentoring and developing younger employees demonstrates that women managers are increasingly serving as role models and developers of future leaders. This role is important to nation-building because sustainable national development depends on the continuous development of competent human resources. Women therefore

contribute to nation-building not only through the positions they occupy but also through the people they train, mentor and prepare for future responsibilities. The study also established that women contribute to economic development through entrepreneurship and business management. Women who establish and manage enterprises contribute to employment creation, income generation, innovation and local economic activity. In this regard, women's management participation extends beyond formal government organisations and includes private businesses and entrepreneurial activities that support household livelihoods and community economies. The findings further demonstrated that women's managerial participation is associated with nation-building. The first hypothesis produced a Pearson correlation coefficient of $r = 0.684$ with a significance level below 0.05. The null hypothesis was therefore rejected. This indicates a significant positive relationship between women's participation in management and nation-building in AMAC. The finding implies that increasing women's participation in management is associated with stronger contributions to organisational, economic and community development. The second hypothesis also produced a statistically significant result. The regression analysis showed an R^2 of 0.412 and a significance level below 0.05. The null hypothesis that women's participation in decision-making has no significant effect on organisational and community development was therefore rejected. This means that women's participation in decision-making constitutes an important factor associated with organisational and community-development outcomes in AMAC. The study therefore concludes that women are not merely beneficiaries of development programmes but are active agents of organisational and national development. Their participation in management enables organisations to utilise a broader pool of human resources and managerial talent. Their participation in decision-making provides opportunities for diverse perspectives and experiences to influence organisational policies and programmes. Their entrepreneurial activities support economic development, while their involvement in mentoring and community mobilisation strengthens human and social capital.

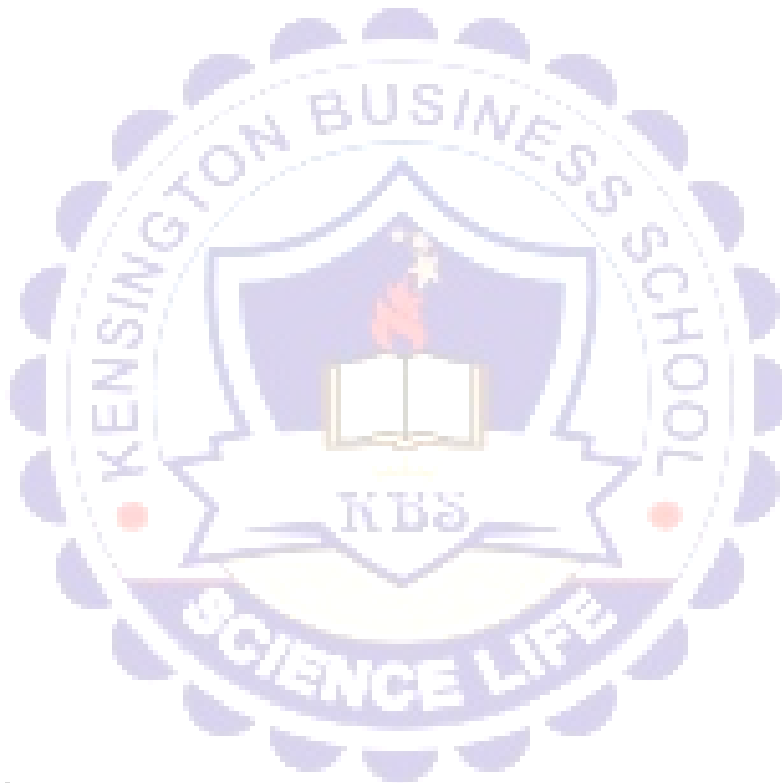
RECOMMENDATIONS

Based on the findings and conclusions of the study, the following recommendations are made.

1. Organisations within Abuja Municipal Area Council should increase women's access to managerial and leadership positions. Public and private organisations should ensure that recruitment, promotion and appointment procedures are based primarily on competence, qualifications, experience and performance rather than gender. Qualified women should be given opportunities to compete fairly for supervisory, managerial, executive and strategic leadership positions.
2. Women should be given meaningful participation in strategic decision-making. It is not sufficient for organisations to appoint women as managers while excluding them from major decisions. Women managers should be represented on management committees, strategic planning teams, policy committees, budget committees and other structures responsible for important organisational decisions. Their participation should involve genuine authority and influence rather than symbolic representation.
3. Organisations should establish transparent and gender-sensitive promotion systems. Promotion procedures should be clearly defined, measurable and consistently applied to both men and women. Performance appraisal systems should be objective and should avoid subjective assessments that may disadvantage women. Transparent promotion criteria can reduce the possibility of gender bias and increase women's opportunities to progress into senior management.
4. Organisations in AMAC should establish structured mentoring and leadership-development programmes for women. The finding that mentoring was one of the strongest emerging roles of women demonstrates the importance of developing future female leaders. Experienced women managers should be encouraged to mentor younger female employees, while organisations should provide leadership training in strategic management, communication, negotiation, financial management, digital skills, conflict resolution and policy formulation.
5. Government and relevant institutions should strengthen programmes that promote women's entrepreneurship and access to finance. Since women contribute to economic development through entrepreneurship and business management, they should have improved access to affordable credit, business-development services, financial-literacy programmes, markets, technology and entrepreneurship

training. These measures can help women-owned businesses expand and create additional employment opportunities within AMAC.

6. Organisations should address gender stereotypes and discriminatory practices in the workplace. Management should develop policies that discourage discrimination, harassment and stereotypes concerning women's leadership capabilities. Employees should receive gender-awareness and diversity training to promote an organisational culture in which competence and performance are prioritised over gender.



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