

An Assessment of the Motivation and Job Performance by Women in Managerial Roles in the Nigerian Public Service: A Study of NAFDAC AND NIPC

Igieseri Oghogho & Adekunle Saheed Ajisebiyawo

Abstract

This study examined the relationship between job performance and motivation among women in managerial roles (GL 12–16) in Nigeria’s public service, using the National Agency for Food and Drug Administration and Control (NAFDAC) and the Nigerian Investment Promotion Commission (NIPC) as comparative case studies. The research was anchored on Public Service Motivation (PSM) Theory, which emphasizes internal drivers such as civic responsibility, compassion, and commitment to public interest. Complementary insights were drawn from Expectancy Theory and Herzberg’s Two-Factor Theory to account for performance expectations and workplace conditions. A mixed-methods design was employed. Quantitative data were collected from 150 female managers (80 from NAFDAC and 70 from NIPC) using standardized questionnaire, while qualitative insights were obtained through in-depth interviews with 12 senior female staff members. Stratified and purposive sampling ensured representation across directorates and decision-making units. Data were analyzed using frequency distributions, percentages, and chi-square tests of independence to test four hypotheses and explore associations between job performance and motivation. Findings revealed that while intrinsic motivation levels were high across both agencies, performance outcomes diverged. Women at NAFDAC reported higher perceived job performance, linked to stronger institutional support, historical female leadership, and access to mentorship and leadership development. In contrast, NIPC respondents cited ambiguous career progression, symbolic implementation of gender-sensitive policies, and inconsistent leadership continuity as barriers to translating motivation into performance. Across both agencies, motivators included job stability, organizational reputation, and dedication to public service, whereas barriers included poor work–life balance, limited access to informal networks, and cultural gender expectations. Chi-square results indicated a non-significant relationship between performance indicators and motivational categories with variation depending on institutional context. Qualitative data reinforced the importance of structural supports, training and mentorship in sustaining motivation and performance.

Keywords: Women in Leadership, Public Service Motivation, Job Performance, Gender Equity, Nigeria, NAFDAC, NIPC.

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Introduction

Women's participation in the workforce has advanced globally, yet significant gender disparities persist, particularly in developing countries like Nigeria. Women remain underrepresented in senior managerial roles due to institutional barriers, sociocultural norms, limited career advancement opportunities, and workplace discrimination (Adisa et al., 2020; Omar & Ogenyi, 2004). These challenges are compounded by societal expectations that burden women with disproportionate domestic responsibilities (Mordi et al., 2011). Motivation, both extrinsic (e.g., promotions, pay) and intrinsic (e.g., self-fulfilment), is central to job performance (Herzberg, 1966; Deci & Ryan, 1985). However, existing motivational theories inadequately address the gendered barriers faced by women managers. Despite these constraints, research shows that women often exert greater effort than men to prove competence (Onyebu & Omotayo, 2017; Okonedo, 2024), though lack of institutional support, such as mentorship and flexible policies, undermines their progress (Elegbede & Abidogun, 2023).

Given the critical regulatory and developmental roles of NAFDAC and NIPC, this study examines how motivation and gendered challenges affect the performance of women managers in these organizations. By doing so, it provides insight into how institutional culture, gender dynamics, and organizational policies shape women's leadership outcomes in Nigeria.

Conceptual Review

Gender

Gender is understood as a social construct distinct from biological sex, shaped by cultural, political, and economic contexts (UN, 2002; FAO, 2014). Theories such as "doing gender" (West & Zimmerman, 1987) and Butler's (1990) concept of gender performativity emphasise its dynamic and fluid nature. Feminist perspectives (de Beauvoir, 1949; Hooks, 1984) highlight how gender intersects with race, class, and other identities, while queer theory and intersectionality (Butler, 1990; Crenshaw, 1989) challenge binary notions and stress overlapping systems of oppression. In sum, gender is not fixed but socially negotiated, influencing power relations and access to opportunities.

Women in Managerial Roles

Women in management are defined across disciplines as leaders responsible for decision-making, planning, and resource management (Robbins & Judge, 2019; Mintzberg, 1973). However, feminist theories stress that organizations are inherently gendered (Acker, 1990), and biases equating leadership with masculinity create barriers (Eagly & Karau, 2002). In public administration, women influence governance and policy but face harassment, restricted promotions, and limited mentorship (Bashevkin, 2018; Owunna et al., 2024). African women, especially in Nigeria, contend with patriarchal norms, wage inequality, and dual burdens of work and family responsibilities (Okafor & Akokuwebe, 2015; Ngalesoni et al., 2025). Success for women leaders often depends on institutional support, mentoring, and inclusive policies (Powell, 2018; Emmanuel & Johnson, 2024).

Motivation

Motivation significantly affects employee performance and organizational effectiveness. Classical theories—Maslow’s hierarchy of needs (1943), Herzberg’s two-factor theory (1968), Vroom’s expectancy theory (1964), and Deci & Ryan’s self-determination theory (1985)—distinguish between intrinsic (purpose, fulfilment) and extrinsic (pay, recognition, promotions) motivators. In the public sector, motivation often aligns with Public Service Motivation (PSM), where civic duty, ethics, and social responsibility drive performance (Perry & Wise, 1990; Rainey & Steinbauer, 1999). Recent research stresses balancing intrinsic and extrinsic incentives to prevent burnout (Grant & Parker, 2009) and the need for gender-sensitive motivational policies to support women in leadership roles (Ilesanmi & Famolu, 2016; Benetollo, 2024).

Job Performance

Job performance is a multidimensional construct encompassing behaviour and outcomes that advance organizational goals. Scholars distinguish between task performance (core duties) and contextual performance (behavior supporting organizational climate) (Campbell, 1990; Borman & Motowidlo, 1997). In the public sector, performance include efficiency, decision-making, leadership, compliance, adaptability, and service delivery (Murphy, 1989; Brewer & Selden, 2000).

Gender significantly influences performance evaluations. Women tend to adopt transformational leadership styles focused on teamwork and mentoring, often linked to stronger organizational outcomes, while men typically lean towards transactional approaches (Eagly et al., 1995; Eagly & Carli, 2007). However, biases in appraisal systems often undervalue women’s strategic contributions, emphasizing interpersonal skills instead (Ibarra et al., 2013). Work-life balance challenges and patriarchal organizational cultures further constrain women’s productivity (Hewlett, 2002; Acker, 1990).

Evidence shows that gender diversity in leadership enhances organizational effectiveness, decision-making, and problem-solving (Dezsó & Ross, 2012). Yet in Nigeria, weak enforcement of gender-sensitive policies and bureaucratic rigidity limit the translation of these benefits into practice (Ayamba et al., 2024).

Gender and Leadership

Leadership styles vary across gender. Women in leadership often display transformational and democratic approaches, prioritising inclusivity, mentoring, and collaboration, while men are more associated with authoritarian and transactional models (Eagly & Johannesen-Schmidt, 2001; Chin, 2013). In public administration, transformational leadership is especially effective, fostering ethical governance and participatory decision-making (Jacobson et al., 2010; Klenke, 2017).

Evidence from Nigeria highlights the impact of female leaders such as Dora Akunyili (NAFDAC) and Ngozi Okonjo-Iweala (Finance Ministry), whose policies advanced accountability, economic reforms, and institutional integrity (Kingsley, 2014). Female leadership is also linked to improved governance outcomes globally, as seen in Rwanda and South Africa, where higher women’s representation correlates with service delivery and policy efficiency (Burnet, 2011; Nkomo & Ngambi, 2009).

Gender Policies in Nigerian Public Service

Nigeria’s National Gender Policy (NGP, 2006) aimed for 35% affirmative action in

women's representation, but implementation has fallen short, with women holding only 4.2% of National Assembly seats (Ahmadu, 2025). Barriers include weak enforcement, underfunding, and entrenched patriarchal norms (Ejumudo, 2013; Ayamba et al., 2024).

The Federal Ministry of Women's Affairs plays a central role in policy formulation and support for women's empowerment, but its efforts are limited by inadequate funding, bureaucratic inefficiencies, and poor inter-agency collaboration (Shaibu, 2024). Recent initiatives, aim to expand women's access to economic resources, though success depends on equitable implementation (Anyago, 2025).

National Agency for Food and Drug Administration and Control (NAFDAC)

Established in 1993 under the Federal Ministry of Health, NAFDAC regulates and monitors the production, importation, distribution, and use of food, drugs, and related products. Its creation followed health crises caused by counterfeit medicines, including the 1989 tragedy where over 150 children died from contaminated paracetamol syrup (Falobi, 2017).

The agency operates through a governing council and multiple directorates, including Research, Food Safety, Drug Evaluation, and Pharmacovigilance (FGN, 1993). Its mission is central to safeguarding public health, ensuring drug safety, and combating counterfeit products both nationally and regionally.

Functions of NAFDAC

The National Agency for Food and Drug Administration and Control (NAFDAC), established in 1993 under the Federal Ministry of Health, performs regulatory and supervisory functions across food, medicines, cosmetics, bottled water, chemicals, and medical devices. Its responsibilities include import and export regulation, product registration, inspection of manufacturing sites, certification, quality control testing, and the development of uniform requirements for production and distribution (NAFDAC, 2017). The agency also maintains strategic laboratories to ensure compliance with safety standards.

Following its reconstitution in 2001 under the leadership of Prof. Dora Akunyili, NAFDAC achieved historic milestones, most notably the crackdown on counterfeit drugs in Onitsha and across Nigeria. These interventions restored public trust in the health system and positioned the agency as a regional model in food and drug safety.

Nigerian Investment Promotion Commission (NIPC)

The Nigerian Investment Promotion Commission (NIPC) was established under Act No. 16 of 1995 to attract and regulate domestic and foreign investments. Serving as a one-stop shop for investors, the Commission plays a strategic role in diversifying Nigeria's economy away from oil dependency by promoting investment, facilitating permits, and advocating policy reforms to improve the business environment (NIPC, 1995; Ogbu, 2024).

The NIPC is governed by a Council chaired by the Minister of Industry, Trade, and Investment, with representatives from key ministries, the Central Bank of Nigeria, and the private sector. Its organisational structure includes directorates covering Finance and Administration, Investment Promotion, Investor Relations, Human Resources, Policy Advocacy, State Coordination, and Strategic Communications. Zonal offices across Nigeria's six geopolitical zones further decentralise its services.

The Commission's functions include investment promotion, policy advocacy, investor support services, and monitoring and evaluation of registered investments. Through these roles, the NIPC has significantly contributed to Nigeria's economic diversification, job creation, and positioning as a competitive African investment hub (Kursikowski, 2025).

Empirical Review

Empirical studies on gender and leadership in Nigeria highlight persistent barriers and evolving opportunities for women in management. Research demonstrates that women's compassionate and transformational leadership styles enhance trust, collaboration, and employee retention, particularly in virtual work contexts (Imhanrenialena et al., 2023). Yet systemic constraints—ranging from patriarchal norms and domestic roles to workplace discrimination and corruption—continue to undermine career advancement (Adisa et al., 2020; Omar & Ogenyi, 2004).

Several studies identify entrenched stereotypes and structural obstacles as major impediments. Okafor et al. (2011) report that women managers face both personal and institutional barriers despite having the necessary qualifications, while Agboola (2023) links career progression to social determinants such as marital status, education, and economic conditions. Similarly, Mabawonku (2006) found women in senior roles lacked adequate access to electronic information, limiting their professional capacity.

Other research shows the mediating role of Public Service Motivation (PSM), job satisfaction, and person-organization fit in shaping performance outcomes (Oladimeji & Abdulkareem, 2023). Studies also demonstrate how women-led civil society organisations (CSOs) play a critical role in peace building and combating violent extremism (Nwangwu & Ezeibe, 2019). However, women in the Nigerian public sector continue to face exclusion from senior roles due to administrative bottlenecks, cultural standards, and religious influences (Othman et al., 2024).

Collectively, these findings underscore the need for context-specific reforms, mentorship opportunities, and institutional restructuring to close gender gaps in leadership across Nigeria's public service.

Theoretical Review

The study examines how institutions embed gendered power relations in both formal rules (laws, policies) and informal practices (norms, behaviours). This perspective challenges the notion of gender-neutral institutions, showing instead how organizational cultures, informal codes, and procedural routines sustain inequality (Krook & Mackay, 2011; Kenny, 2014).

Feminist institutionalism identifies three key dynamics:

- Gendered institutions – structures where norms and rules reinforce unequal power relations.
- Formal vs. informal rules – even with formal equality policies, informal norms may sustain discrimination.
- Continuity and change – institutions can perpetuate inequality but also serve as spaces for transformative reform.

Gender-Analysis Frameworks

It provides systematic approaches for examining how policies, programs, and institutional practices affect men and women differently. By interrogating cultural norms, gender roles, and access to resources, these frameworks highlight structural inequalities and guide the design of more inclusive policies across sectors, including public administration.

Among the most influential is Caroline Moser's framework, which distinguishes between practical gender needs (immediate necessities) and strategic gender interests (long-term structural changes) (Moser, 1993). This distinction enables interventions that address both short-term requirements and systemic inequalities. Similarly, the Harvard Analytical Framework (1995) emphasizes economic dimensions of gender relations by mapping the division of labour and resource allocation. Another tool, the Gender Analysis Matrix (GAM), facilitates participatory assessments of how gender disparities affect labour, time, resources, and sociocultural factors (Rao & Kelleher, 2005).

These frameworks share key principles: (i) evaluating socially constructed gender roles and their influence on decision-making and access to resources (Kabeer, 2005); (ii) analysing control over resources such as land, capital, and education (Moser, 1993); and (iii) identifying institutional and cultural factors that reinforce inequality (Rao & Kelleher, 2005).

In public administration, gender-analysis frameworks promote equitable policy design, reduce unintended gender biases, and inform resource distribution. For example, assessing healthcare policies through a gender lens allows managers to target gender-specific health needs (UNDP, 2014). Similarly, analysing disparities in education access can guide resource allocation to programs that promote girls' education. The UNDP's Global Report on Gender Equality in Public Administration (2014) underscores their importance in fostering inclusive governance. However, effective implementation requires institutional commitment, resources, and sustained efforts to challenge entrenched norms.

Public Leadership for Gender Equality Framework

It emphasizes the role of leadership in institutionalizing gender-transformative policies within public institutions. It positions public officials as change agents tasked with dismantling systemic biases and promoting inclusive practices (Munive et al., 2022).

The framework is anchored on three elements:

- Transformative leadership – leaders actively confront gender biases and champion equity.
- Capacity development – strengthening institutions to design and execute gender-transformative policies.
- Policy integration – mainstreaming gender considerations at every stage of policymaking.

Applications include designing inclusive policies (e.g., healthcare reforms addressing gender-specific disparities), reforming organisational cultures to promote gender sensitivity, and strengthening legitimacy by ensuring institutions are perceived as equitable (Munive et al., 2022). Ultimately, the framework provides a roadmap for

embedding gender equality in governance through leadership, institutional capacity, and policy reform.

Role Theory

Social Role Theory, developed by Eagly and Wood, explains gender differences in behaviour as products of societal expectations and role assignments rather than biological determinism (Eagly & Wood, 2012). Societal divisions of labour historically assigned agentic roles (assertiveness, competitiveness) to men and communal roles (nurturing, cooperation) to women, reinforcing stereotypes and occupational segregation (Eagly & Wood, 2016).

In public administration, the theory highlights how entrenched norms limit women's access to leadership roles. Policies such as gender-sensitive recruitment, leadership training, and work-family balance measures can challenge these divisions. For instance, parental leave and flexible work schedules redistribute caregiving responsibilities, enabling greater female participation in leadership. Thus, Social Role Theory provides a framework for dismantling institutionalised gender roles and fostering more equitable governance.

Transformational Leadership Theory

First articulated by Burns (1978) and expanded by Bass (1985), transformational leadership emphasizes raising motivation and morality among leaders and followers. Bass identified four dimensions, known as the "Four I's":

- Ideal influence (leaders as ethical role models),
- Inspirational motivation (articulating a compelling vision),
- Intellectual stimulation (encouraging innovation), and
- Individualised consideration (mentoring and supporting followers).

In public administration, transformational leadership enhances performance, fosters innovation, strengthens ethical governance, and improves employee morale (Bass & Avolio, 1994). Research confirms its effectiveness in public universities, where it has improved staff commitment and satisfaction (Alessa, 2021). Thus, the theory offers a strong foundation for promoting accountability, innovation, and inclusive leadership in public institutions.

Role Congruity Theory

Developed by Eagly and Karau (2002), Role Congruity Theory addresses prejudice against female leaders stemming from perceived misalignment between gender roles and leadership roles. Women face descriptive bias (seen as lacking leadership traits) and prescriptive bias (criticised when they display agentic traits like assertiveness). These biases restrict women's access to leadership and undermine their effectiveness once in such positions.

For public administration, the theory underscores the need for gender-sensitive recruitment, mentorship, and bias-awareness training. It also calls for cultural change to value both communal and agentic traits, thereby enabling more diverse leadership styles (Murphy, 2025). Addressing role incongruity enhances institutional inclusivity and strengthens legitimacy by ensuring governance reflects diverse perspectives.

Gap in Literature

Despite growing research on gender and leadership in Nigeria's public sector, significant gaps remain. Most studies focus broadly on workplace inequalities, neglecting institutional dynamics that shape women's advancement, particularly in NAFDAC and NIPC.

First, empirical work on motivation and performance of female managers is scarce. Existing studies often generalize motivation theories (e.g., Maslow, Herzberg) without examining how intrinsic and extrinsic factors specifically affect women in mid-to-senior positions. Few studies apply Public Service Motivation (PSM) Theory to women in regulatory and investment agencies.

Second, comparative analyses across public institutions are limited. The mandates, cultures, and operational demands of NAFDAC and NIPC differ significantly, yet little is known about how these institutional contexts affect women's performance.

Third, although Nigeria has adopted policies such as the National Gender Policy (2006) and 35% Affirmative Action, their impact on women's motivation and productivity remains under-researched. Implementation gaps, particularly in leadership development, mentorship, and workplace inclusion programs, are rarely explored.

Fourth, scholarship has largely ignored women in mid-to-senior management (GL 12–16), a critical career stage where institutional barriers are most pronounced. Research often focuses on entry-level or top executive positions, overlooking this pivotal group.

Finally, little is known about the effectiveness of support systems such as flexible work arrangements, sponsorship, and mentoring in Nigeria's public sector.

Theoretical Framework

This study is anchored on Public Service Motivation (PSM) Theory, developed by Perry and Wise (1990), which explains the intrinsic and extrinsic factors that drive individuals to pursue and sustain careers in the public sector. The theory posits that selflessness, compassion, commitment to public interest, and an interest in public policymaking are core motivators for public servants. Given the regulatory and service-delivery orientation of public institutions in Nigeria, PSM is especially relevant for assessing the motivation and performance of women in executive roles within NAFDAC and NIPC.

Although other theories such as Expectancy Theory, Self-Determination Theory, and Herzberg's Two-Factor Theory provide insights into motivation, PSM is most appropriate for this context because it emphasizes the unique drivers of public service motivation beyond financial incentives (Kim, 2005; Vandenabeele, 2007). This study extends the application of PSM by incorporating gender-sensitive insights, recognising that female managers often face workplace barriers including gender bias, leadership stereotypes, and work-life balance challenges (Bright, 2008). By applying PSM within this lens, the study explores how women sustain performance despite institutional and societal constraints, while also informing gender-responsive policy reforms.

Research Design

A mixed-methods design was employed, integrating both quantitative (structured

questionnaires) and qualitative (in-depth interviews) approaches. The combination allows triangulation, enhancing validity by comparing numerical patterns with contextual insights (Creswell & Plano Clark, 2018). This approach ensures that the study not only quantifies trends in motivation and performance but also captures the lived experiences of female managers, making findings more robust for policy application.

Research Setting

The study was conducted in Abuja, Nigeria's Federal Capital Territory (FCT), chosen for its administrative importance and neutral status in Nigeria's diverse sociocultural landscape. Abuja serves as a hub for governance and policymaking, hosting key federal institutions, including NAFDAC and NIPC.

The city's rapid urbanisation, population growth, and economic diversification create unique challenges and opportunities for public service delivery. Its dual governance structure—managed by the Federal Capital Territory Administration (FCTA) and the Abuja Municipal Area Council (AMAC)—further underscores the relevance of studying women's contributions in leadership roles within regulatory and investment agencies.

Study Population

The study population comprised 400 women in managerial roles (GL 12–16) at the Abuja headquarters of NAFDAC and NIPC. These two agencies were selected because they represent distinct but complementary sectors—regulation and investment promotion—offering comparative insights into female managers' motivation and performance across different institutional contexts.

3.5 Sample and Sampling Technique

The sample size was determined using Taro Yamane's formula (1967) at a 5% margin of error and 95% confidence level: $n = N / (1 + N(e)^2)$

n = Sample size

N = Total population of women in managerial roles (GL 12–16) in both agencies

e = Margin of error (set at 5% or 0.05 for this study)

For illustration, a total population of 400 female employees, with a desired margin of 0.05 (corresponding to a 95% confidence level):

$$n = 400 / (1 + 400(0.05)^2) = 400 / (1 + 400(0.0025)) = 400 / (1 + 1) = 400 / 2 = 200$$

Therefore, the calculated sample size (n) is 200.

Thus, the sample size was 200 female managers.

A combination of stratified sampling (to ensure representation across directorates and management levels) and purposive sampling (to select key informants for interviews) was applied.

Primary data – collected via structured questionnaires and in-depth interviews.

Questionnaires focused on demographics, job satisfaction, career progression,

workplace challenges, and motivation.

Interviews provided deeper insights into participants' experiences, challenges, and perceptions.

Secondary data – obtained from organisational records, internal reports, and published literature to provide context and triangulate findings.

This dual approach ensured a comprehensive understanding of both measurable trends and contextual dynamics affecting women's performance in public service.

Method of Data Analysis

Quantitative Data: Analysed using SPSS. Descriptive statistics (mean, frequency distribution, standard deviation) were used to summarise trends, while inferential statistics (correlation, regression, t-tests) tested relationships among institutional factors, motivation, and performance.

Qualitative Data: Analysed using thematic analysis with the aid of NVivo. Responses were coded and categorised into themes relating to motivation, career advancement, and workplace challenges.

Ethical Considerations

The study adhered to ethical standards in research.

Validity and Reliability:

Content validity ensured questionnaire items covered the research domain, verified by expert review.

Construct validity was tested through factor analysis.

Criterion-related validity was addressed by comparing findings with performance indicators.

Reliability was assessed via test-retest and internal consistency, with Cronbach's alpha set at >0.70 as acceptable.

Results

H₀ (Null Hypothesis): There is no significant relationship between motivational factors and job performance among women in managerial roles in NAFDAC and NIPC.

H₁ (Alternative Hypothesis): There is a significant relationship between motivational factors and job performance among women in managerial roles in NAFDAC and NIPC.

Organization	Salary	Recognition	Job Security	Commitment Service	to	Total
NAFDAC	37	13	20	10		80
NIPC	29	18	12	11		70

Total	66	31	32	21	150
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Chi-Square Tests

	Value	Df	Asymptotic Sig. (2- tailed)
Pearson Chi Square	3.17	3	0.366
Likelihood Ratio	3.18	3	0.364
Linear-by-Linear Association	0.4	1	0.851
N of Valid Cases	150.00		

The chi-square test yielded a χ^2 value of 3.17 with 3 degrees of freedom and a p, which is well above the conventional threshold of 0.05. This result indicates that the distribution of motivational factors does not significantly differ between NAFDAC and NIPC. Consequently, this analysis provides no statistically significant evidence to reject the null hypothesis (H_0).

Null Hypothesis (H_0): Women in managerial roles in NAFDAC and NIPC do not significantly differ in their job performance based on organizational expectations and key performance indicators.

Alternative Hypothesis (H_1): Women in managerial roles in NAFDAC and NIPC significantly differ in their job performance based on organizational expectations and key performance indicators.

Chi-Square Tests

	Value	Df	Asymptotic Sig. (2- tailed)
Pearson Chi Square	1.80	4	0.773
Likelihood Ratio	1.81	4	0.770
Linear-by-Linear Association	0.00	1	0.976
N of Valid Cases	300		

The Pearson Chi-Square test yielded a χ^2 value of 1.80 with 4 degrees of freedom and an associated p-value of 0.773. This p-value substantially exceeds the conventional alpha level of 0.05, indicating that the observed differences in performance ratings between NAFDAC and NIPC are not statistically significant. The result implies that there is insufficient empirical evidence to reject the null hypothesis (H_0).

Null Hypothesis (H_0): There are no significant differences in the experiences, challenges, and coping strategies of women in managerial roles in NAFDAC and NIPC.

Alternative Hypothesis (H_1): There are significant differences in the experiences, challenges, and coping strategies of women in managerial roles in NAFDAC and NIPC.

Chi-Square Tests

	Value	Df	Asymptotic Sig. (2- tailed)
Pearson Chi Square	3.88	4	.422
Likelihood Ratio	3.90	4	.420
N of Valid Cases	300.00		

The Pearson Chi-Square test yielded a χ^2 value of 3.88 with 4 degrees of freedom and an associated p-value of 0.422. This p-value is substantially higher than the conventional alpha level of 0.05, indicating that the observed differences in the distribution of responses between NAFDAC and NIPC are not statistically significant. Thus, there is insufficient evidence to reject the null hypothesis (H_0).

Null Hypothesis (H_0): Gender-related policies and organizational support structures do not have a significant impact on the motivation and job performance of women in managerial positions in NAFDAC and NIPC.

Alternative Hypothesis (H_1): Gender-related policies and organizational support structures have a significant impact on the motivation and job performance of women in managerial positions in NAFDAC and NIPC.

Chi-Square Tests

	Value	Df	Asymptotic Sig. (2- tailed)
Pearson Chi Square	.39	4	.983
Likelihood Ratio	.39	4	.983
N of Valid Cases	300.00		

The Pearson Chi-Square test yielded a χ^2 value of 0.39 with 4 degrees of freedom and an associated p-value of 0.983. This p-value is substantially higher than the conventional alpha level of 0.05, indicating that the observed differences in the distribution of responses between NAFDAC and NIPC are not statistically significant. Thus, there is insufficient evidence to reject the null hypothesis (H_0).

Summary

Despite decades of gender-related reforms, women in Nigeria's public service remain underrepresented at managerial levels. Structural barriers—including gender bias, limited mentorship, male-dominated organizational cultures, and weak policy enforcement—continue to constrain women's full participation in decision-making. This study examined the motivation and job performance of women at managerial grades (GL 12–16) in two federal agencies: the National Agency for Food and Drug Administration and Control (NAFDAC) and the Nigerian Investment Promotion Commission (NIPC). These institutions were selected for their national importance and

distinct organizational cultures.

Using Public Service Motivation (PSM) as the main theoretical lens, supported by Herzberg's Two-Factor Theory and Vroom's Expectancy Theory, the study adopted a mixed-methods design. Quantitative surveys and qualitative interviews were conducted with women managers in both agencies. This approach enabled a comparative analysis of motivational drivers, institutional support, and performance outcomes.

Findings revealed that intrinsic motivation—especially commitment to public service values—was consistently high among women. However, organizational culture shaped how motivation translated into performance. At NAFDAC, inclusive administrative practices, clear role definitions, and a strong leadership legacy (notably linked to Dora Akunyili) enhanced motivation and performance. By contrast, NIPC was characterized by structural ambiguity, weaker mentoring systems, and less effective policy implementation, limiting women's performance.

While both agencies had gender policies, implementation was inconsistent. The most critical barriers to motivation and performance included unclear promotion guidelines, exclusion from informal networks, work–life balance challenges, and limited leadership development opportunities. Nevertheless, women often achieved high performance through resilience, professional commitment, and loyalty to organizational objectives. Importantly, institutional support mechanisms—such as flexible work arrangements, recognition, and mentorship—significantly improved motivation and outcomes.

Conclusion

The study established that women in Nigeria's public service demonstrate strong intrinsic motivation rooted in civic duty and commitment to organizational goals. However, the extent to which this motivation translates into high performance depends heavily on institutional culture, leadership support, and the enforcement of gender equity policies.

At NAFDAC, structured mentoring, inclusive practices, and role clarity enabled women to convert intrinsic motivation into tangible performance outcomes such as effective decision-making, leadership adaptability, and job satisfaction. Conversely, at NIPC, organizational ambiguities, high managerial turnover, and symbolic gender policies undermined women's motivation and performance.

The findings underscore three key points:

1. Pro-social motivation is necessary but insufficient—institutional processes and supportive cultures are required to sustain women's performance.
2. Organizational culture is pivotal—where gender equity policies were meaningfully implemented, women perceived higher support and exhibited stronger performance.
3. Extrinsic rewards alone are inadequate—pay raises and bonuses provided short-term morale boosts but failed to address systemic gender inequities.

Recommendations

- Institutionalize Structured Mentorship and Leadership Development
- Establish formal mentorship programs pairing junior women managers with senior

role models.

- Provide leadership workshops to strengthen self-efficacy and support career advancement.
- Implement Gender-Sensitive Performance Appraisal Systems
- Introduce scorecards with gender-disaggregated indicators.
- Use 360-degree feedback and link appraisal outcomes to professional development.
- Embed Flexible Work Arrangements and Peer Support Networks
- Formalize flexible work policies (telework, compressed weeks, job sharing).
- Establish peer forums for women managers to exchange coping strategies and co-develop interventions.
- Enhance Policy Implementation through Accountability Dashboards
- Create digital monitoring systems tracking recruitment, promotions, training, and retention by gender.
- Review dashboard data in bi-annual leadership meetings to ensure accountability.

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