

**FOOD AND FEEDING HABITS IN *AGAMA* LIZARDS (FEMALE)**

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## **CERTIFICATION**

This is to certify that this project work was carried out by **Dvid enero OMAKUN** with matriculation number **LSC1608939** in the Department of Animal and Environmental Biology, Faculty of Life Sciences, University of Benin, Benin City, Nigeria.

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## **DEDICATION**

This work is dedicated to God Almighty.

## **ACKNOWLEDGEMENT**

First of all, I would like to express my gratitude to my supervisor, , for her support, guidance, time and understanding to ensure this study was a success.

My esteemed regards to my lovely parents Mr and Mrs OMAKUN for their love and support throughout my education. My siblings Raymond, Gideon, Elizabeth, Tessy and Micheal.

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## ABSTRACT

A total of thirty (30) female *Agama* lizards were investigated to determine their diet. They were obtained from the Faculty of Life Sciences University of Benin, halls of residence and the University of Benin Food court. Specimens were collected between the hours of 8-10am when they are not so active and easier to catch. The standard stomach flushing method was used in obtaining the contents of their stomach after which they were poured into a test tube with 10ml formalin added as preservative before it was taken for identification. A magnifying lens and microscope were used to identify micro and macro organisms respectively. Results from the investigation carried out shows the recorded prey categories in the stomach contents of *Agama* to be Orthoptera (n=13), Coleoptera (n=2), Diptera (n=38), Hymenoptera(n=17), Dictyoptera (n=3), Aranae (n=2) and Lepidoptera (n=1). The highest population was present in Diptera and lowest o in Lepidoptera. The results also showed high diversity in diptera which suggest that the *Agama* species is mainly insectivorous. Additional research needs to be carried out to further understand the in depth feeding habit of *Agama* in relation to seasons and how it helps them adjust to new habitats as this well help protect and conserve the *Agama* species in the ecosystem.

## ABSTRACT

This study examines the relationship between personnel management practices and teachers' job satisfaction in public secondary schools within Egor Local Government Area. A cross-sectional survey was conducted among 350 teachers from 10 public secondary schools. The findings revealed that the majority of the respondents were within the age range of 35-54 years (54%), and 64% had a university-level education. The study found that enlistment and selection (94.2%) and remuneration and benefits (65.4%) were the most commonly utilized personnel management practices. However, fewer teachers reported experiencing execution appraisal (7%) and representative relations (22.28%). The study also found that teachers' job satisfaction levels were mixed, with 53% acknowledging the existence of multiple levels of job satisfaction and 79% disagreeing with this notion. Moreover, 54% of the respondents considered these levels not very effective, while 12% viewed them as not effective at all. The findings revealed a significant relationship between personnel management practices and job performance, with 60.5% of the respondents agreeing that these practices significantly influence their job performance. However, 39% held the contrary view. Furthermore, 63% of the respondents perceived a significant difference in the relationship between personnel management practices and teachers' job satisfaction based on school location. The study recommends that educational leaders should address the differences in job satisfaction based on school location to enhance overall teacher satisfaction and performance. Additionally, there is a need for more emphasis on appraisal and representation in personnel management practices and further investigation into the factors that contribute to teachers' job satisfaction. Conclusively, this study provides valuable insights into the utilization of personnel management practices and teachers' job satisfaction in public secondary schools within Egor Local Government Area. The findings suggest a need for targeted interventions by educational leaders to address disparities and enhance overall teacher satisfaction and performance.

# CHAPTER ONE

## INTRODUCTION

### 1.1 BACKGROUND OF STUDY

Personnel management practices involve the directing and figuring out the workforce inside an organization (Posthuma et,al.2013). It incorporates various activities associated with the association of agents and their thriving all through the work lifecycle. While the saying that the term "personnel management " is habitually used interchangeably with "human resource the board (HRM)," a couple of differences exist.

Some major examples of personnel management practices include:

1. Enlistment and Selection: Remembers drawing for, utilizing, and investing in a fitting competitor for energy positions inside the affiliation.
2. Preparing and Development: Spotlights on updating delegates' capacities and data through getting ready ventures, studios, and other educational drives.
3. Execution Appraisal: Incorporates evaluating laborers' work execution to give input, perceive districts for improvement, and come to end results about headways or prizes.
4. Remuneration and Benefits: Consolidates supervising pay designs, rewards, and various benefits to ensure fair and serious compensation for laborers.
5. Representative Relations: Oversees staying aware of positive associations between the affiliation and its delegates, dealing with conflicts, and empowering a positive working environment.
6. Wellbeing and Safety: Will in general workplace security rules, prosperity ventures, and drives to ensure the flourishing of delegates.

7. Record Keeping: Incorporates staying aware of work force records, recalling information for support, execution, and other appropriate data.

While personnel management for the most part is based on administrative tasks, human resources the board has created to wrap up a more fundamental and exhaustive method for managing the workforce. Present day HRM organizes these regular capacities with fundamental planning, delegate responsibility, capacity the board, and legitimate improvement to add to by and large targets and accomplishments.

Several factors influence personnel management, and understanding these factors is crucial for effective human resource management within an organization. Here are some key factors:

1. Organizational Culture: The values, beliefs, and practices of an organization shape its culture, influencing how employees interact, communicate, and work. Personnel management needs to align with and support the organization's culture.

2. Legal and Regulatory Environment: Employment laws and regulations set the framework for personnel management practices. Compliance with labor laws, anti-discrimination laws, and other regulations is essential to avoid legal issues and ensure fair treatment of employees.

3. Economic Conditions: Economic factors, such as inflation, unemployment rates, and market trends, can impact personnel management decisions, including compensation structures, hiring plans, and workforce planning.

4. Technological Advances: Advancements in technology affect the way work is done, and personnel management needs to adapt to these changes. This includes implementing new tools for recruitment, training, performance management, and communication.

5. Globalization: Organizations operating in a global context face challenges related to cultural diversity, different labor laws, and varying business practices. Personnel management must consider these factors when dealing with an international workforce.

6. Demographic Trends: Changing demographics, such as an aging workforce, generational diversity, and shifting population dynamics, influence personnel management strategies, including recruitment, retention, and succession planning.

7. Workforce Skills and Competencies: The skills and competencies required for jobs evolve over time. Personnel management must identify these changes and ensure that employees receive the necessary training and development to meet evolving job requirements.

8. Social and Ethical Considerations: Increasing emphasis on corporate social responsibility and ethical business practices affects personnel management decisions. Organizations need to consider social and ethical factors when making decisions related to employee treatment and community engagement.

personnel management is a critical function that involves understanding and responding to various internal and external factors to ensure the organization's workforce is effectively managed, engaged, and aligned with business objectives (Ahammad, Taslim 2017).

Importance of Personnel Management includes; (1) Employee Satisfaction and Engagement: Effective personnel management contributes to employee satisfaction and engagement, leading to higher productivity and retention rates. (2) Compliance and Risk Mitigation: Adherence to legal and regulatory requirements through proper personnel management practices helps organizations avoid legal issues, penalties, and reputational damage. (3) Optimized Performance: Personnel management ensures that employees are well-trained, motivated, and aligned with organizational goals, ultimately contributing to optimized individual and overall organizational performance. (4) Talent Acquisition and Retention: A strategic approach to personnel management helps attract and retain top talent, creating a competitive advantage for the organization. (5) Adaptation to Change: Personnel management practices need to be flexible and adaptive to changes in the external environment, such as technological advancements, economic shifts, and industry trends. (6) Cost Management: Effective personnel management can contribute to cost savings by optimizing workforce efficiency, reducing turnover costs, and aligning compensation structures with organizational goals.

Personnel management practices can be categorized into different levels based on their scope and strategic focus( AmstrongMicheal 2010). While the terminology and specific divisions may vary, a common framework includes three levels: operational, managerial, and strategic.(Tessier, Sophie, and David Otley.2012).

There are several levels of personnel management practices that enables it have peak function in any given organization (1) Operational Level: This level deals with day-to-day administrative tasks and routine functions related to personnel management. Involves activities such as attendance tracking, payroll processing, maintaining

personnel records, and ensuring compliance with labor laws. The primary goal is to ensure smooth and efficient daily operations in managing employees. (2) Managerial Level: This level emphasizes the coordination and integration of personnel management practices to support broader organizational goals. Involves tasks such as workforce planning, talent acquisition, performance management, and employee development. The aim is to align personnel management practices with the organization's strategic objectives and improve overall organizational performance. (3) Strategic Level: This level involves aligning personnel management with the overall strategic goals and vision of the organization. Includes strategic workforce planning, succession planning, organizational development, and implementing HR strategies to drive innovation and competitive advantage. The goal is to position human resources as a strategic partner in achieving long-term organizational success by focusing on talent management, leadership development, and creating a positive workplace culture.

These levels represent a progression from more administrative and operational tasks to more strategic and forward-thinking approaches. Organizations often benefit from a balanced combination of practices at each level to ensure that day-to-day operations are efficiently managed while also supporting the organization's long-term objectives. The strategic level, in particular, highlights the importance of viewing human resources as a strategic asset that contributes to the overall success and sustainability of the organization.

Job satisfaction refers to an individual's overall contentment, fulfillment, and positive feelings related to their job and work environment. It involves the subjective evaluation of various aspects of the job, such as the nature of the work, relationships with

colleagues and supervisors, compensation, opportunities for advancement, and the overall organizational culture. Job satisfaction is a complex and multidimensional concept influenced by both internal and external factors, and it plays a crucial role in an individual's commitment to their job and the organization.

There are multiple factors that contribute to job satisfaction, some major Examples of Factors Contributing to Job Satisfaction are as follows: (1) Meaningful Work: Employees find satisfaction when their work has a clear purpose and contributes to a greater goal. Knowing that their efforts make a meaningful impact can enhance job satisfaction. (2) Positive Relationships: Healthy relationships with colleagues, supervisors, and team members contribute to a positive work environment. A supportive and collaborative atmosphere fosters job satisfaction. (3) Recognition and Appreciation: Feeling valued and appreciated for one's contributions is a significant factor in job satisfaction. Recognition can take the form of praise, awards, or acknowledgment of a job well done. (4) Competitive Compensation: Fair and competitive compensation, including salary, benefits, and perks, is crucial for job satisfaction. Employees who feel adequately rewarded for their efforts are more likely to be satisfied. (5) Opportunities for Advancement: Providing employees with opportunities for career growth and advancement within the organization contributes to job satisfaction. Clear paths for development and promotion are motivating factors. (6) Work-Life Balance: Organizations that prioritize work-life balance by offering flexible work schedules, remote work options, and reasonable workload contribute to higher job satisfaction.

- I. Job Security: A sense of job security and stability enhances job satisfaction. Employees who feel confident about their employment status are more likely to be satisfied and focused on their work.
- II. Autonomy and Control: Allowing employees a degree of autonomy and control over their work processes fosters a sense of responsibility and satisfaction. Micromanagement can have a negative impact.
- III. Challenging and Engaging Tasks: Employees often find satisfaction in jobs that provide intellectually stimulating and challenging tasks. Opportunities to learn and grow contribute positively to job satisfaction.
- IV. Positive Organizational Culture: A positive and inclusive organizational culture that values diversity, promotes transparency, and prioritizes employee well-being contributes to a satisfying work environment.

Understanding and addressing these factors within the context of personnel management can help organizations create a workplace where employees are not only productive but also content, motivated, and committed to their roles.

The importance of job satisfaction in the workplace cannot be overstated, as it has far-reaching implications for both individual employees and the overall success of the organization. Here are key reasons why job satisfaction is crucial:

- 1: Employee Retention: Satisfied employees are more likely to stay with an organization. High job satisfaction reduces turnover rates, saving the organization recruitment and training costs associated with replacing employees.

2. Increased Productivity: Happy and satisfied employees tend to be more engaged and motivated in their work. This heightened motivation often translates into increased productivity, as employees are likely to put forth more effort and commitment.

3. Positive Workplace Culture: Job satisfaction contributes to the development of a positive workplace culture. When employees are content, it fosters a collaborative and supportive environment, which, in turn, enhances teamwork and communication.

4. Improved Employee Health and Well-being: Job satisfaction is linked to better mental and physical health for employees. A positive work environment can reduce stress, anxiety, and other health-related issues, leading to improved overall well-being.

5. Enhanced Organizational Reputation: Satisfied employees are likely to speak positively about their workplace, contributing to a positive employer brand. This reputation can attract top talent, making it easier for the organization to recruit skilled individuals.

6. Higher Employee Engagement: Job satisfaction is closely tied to employee engagement. Engaged employees are emotionally invested in their work, leading to higher levels of commitment, creativity, and a willingness to go the extra mile.

7. Reduced Absenteeism: Satisfied employees are less likely to take unnecessary absences. A positive work environment and job satisfaction contribute to better attendance records, reducing disruptions to workflow.

8. Increased Customer Satisfaction: Satisfied employees are more likely to provide excellent customer service. Positive interactions with customers lead to increased satisfaction, loyalty, and positive word-of-mouth recommendations.

9. **Innovative Thinking:** Job satisfaction fosters a positive mindset that is conducive to creativity and innovation. Employees who enjoy their work are more likely to contribute new ideas and solutions to organizational challenges.

10. **Employee Loyalty:** Satisfied employees tend to be more loyal to their organizations. Loyalty is crucial for long-term relationships, and employees who feel valued are more likely to remain committed to the organization over time.

In summary, job satisfaction is essential for creating a harmonious and successful work environment. It not only benefits individual employees by improving their well-being but also contributes to organizational success through increased productivity, reduced turnover, and a positive workplace culture. Personnel management strategies that prioritize job satisfaction can lead to a motivated and committed workforce, ultimately driving the organization toward its goals.

Job satisfaction is influenced by a variety of factors, and these can vary from person to person. Here are some key factors that commonly contribute to job satisfaction:

- I. **Work Environment:** The physical and psychological aspects of the workplace, including the office layout, facilities, and overall atmosphere, can significantly impact job satisfaction.
- II. **Job Security:** A sense of stability and security in employment contributes to job satisfaction. Employees who feel secure in their positions are likely to be more content.

III. Compensation and Benefits: Fair and competitive pay, along with a comprehensive benefits package, is a crucial factor in job satisfaction. Employees need to feel adequately rewarded for their efforts.

IV. Relationships with Colleagues: Positive interactions with colleagues and a supportive team environment enhance job satisfaction. Healthy workplace relationships contribute to a positive overall experience.

V. Recognition and Appreciation: Feeling valued and appreciated for one's contributions, whether through verbal acknowledgment or formal recognition programs, positively influences job satisfaction.

VI. Opportunities for Advancement: Clear paths for career growth and development within the organization contribute to job satisfaction. Employees are motivated when they see opportunities for advancement.

VII. Work-Life Balance: A balance between work responsibilities and personal life is crucial for job satisfaction. Organizations that support flexible work arrangements and prioritize work-life balance foster contentment among employees.

VIII. Job Design and Variety: Well-designed jobs that offer variety, challenge, and opportunities to use one's skills and abilities contribute to job satisfaction. Employees enjoy work that is interesting and engaging.

IX. Autonomy and Control: Providing employees with a degree of autonomy and control over their work processes fosters a sense of responsibility and satisfaction. Micromanagement can have a negative impact.

X. Communication and Transparency: Open and transparent communication from leadership fosters trust and contributes to job satisfaction. Employees appreciate being kept informed about organizational decisions and changes.

XI. Organizational Culture: A positive organizational culture that aligns with employees' values and promotes inclusivity and diversity enhances job satisfaction.

XII. Training and Development Opportunities: Access to training and development programs that allow employees to enhance their skills and grow professionally contributes to job satisfaction.

XII. Health and Safety: A safe and healthy work environment is essential for job satisfaction. Employees who feel their well-being is prioritized are more likely to be satisfied with their jobs.

XIV. Task Significance: Employees find satisfaction when they understand the significance of their work and how it contributes to the overall goals and success of the organization.

XV. Involvement in Decision-Making: Providing employees with opportunities to participate in decision-making processes that affect their work can contribute to job satisfaction and a sense of ownership.

These factors are interconnected, and a holistic approach to personnel management that addresses various aspects can contribute to higher levels of job satisfaction among employees. It's important to recognize that individual preferences and priorities may differ, so organizations should strive to understand the unique needs and expectations of their workforce.

Job satisfaction, in the context of personnel management or human resource management, refers to the extent to which employees find fulfillment and contentment in their work. It is a subjective and complex concept that involves employees' feelings, attitudes, and perceptions about their job and the work environment. Job satisfaction is influenced by various factors, and understanding and managing it is crucial for organizations aiming to create a positive and productive workplace.

Key aspects of job satisfaction include: (1) Work Environment : The physical and social aspects of the workplace, including the office layout, facilities, relationships with colleagues, and the overall organizational culture, can significantly impact job satisfaction. (2) Task Variety and Challenge: Employees tend to experience higher job satisfaction when their work involves a variety of tasks and challenges. Monotonous or overly repetitive tasks may lead to dissatisfaction. (3) Recognition and Rewards: Feeling valued and recognized for one's contributions, along with fair and competitive compensation, positively influences job satisfaction. (4) Work-Life Balance: Striking a balance between work and personal life is crucial for job satisfaction. Excessive workload, unrealistic expectations, or long hours can contribute to dissatisfaction. (5) Job Security: Employees generally feel more satisfied when they perceive a sense of job security. Uncertainty about job stability can lead to stress and dissatisfaction.

(6) Career Development and Growth: Opportunities for career advancement, skill development, and continuous learning contribute to job satisfaction. Employees appreciate organizations that invest in their professional growth. (7) Relationship with Management: A positive relationship with supervisors and management is vital for job satisfaction. Effective communication, supportive leadership, and fair treatment all play

a role. (8) Autonomy and Control: Providing employees with a sense of autonomy and control over their work can contribute to job satisfaction. Micromanagement and excessive control may have the opposite effect. (9) Job Design: Well-designed jobs that match the skills and abilities of employees, allowing them to experience a sense of accomplishment, contribute to higher job satisfaction. (10) Alignment with Values: When employees feel that their personal values align with the organization's values and mission, it positively influences their job satisfaction.

The importance of job satisfaction in personnel management lies in its impact on various organizational outcomes, including increased productivity, higher employee retention, improved morale, and a positive workplace culture. Organizations that prioritize and actively manage factors contributing to job satisfaction are more likely to have motivated, engaged, and loyal employees. This, in turn, can lead to better overall performance and success.

In job satisfaction, there are five key indices that can't be overlooked. They are :

1. Intent to stay- How long do teachers plan on remaining in the teaching profession?
2. Engagement- Is there enough teacher motivation and support from educational leaders ?
3. Expectations versus reality- Do teachers perceptions of the job and school climate align with what they hoped for?
4. Inclusion- Does the school climate promote a sense of belonging and equity?
5. Well-being- Does the school support positivity and a health work-life balance?

There is a significant relationship between personnel management practices and teachers job satisfaction as they work hand in hand for the benefit of the student and teachers in schools. This relationship is seen in how school manages their staffs, as it can affect how happy the teachers are in their jobs. Good management practices can lead to higher job satisfaction for teachers.

#### **STATEMENT OF PROBLEM:**

The personnel management practices within public secondary schools in the Egor Local Government Area of Edo State might be contributing factors to the varying levels of teacher job satisfaction. Several issues could be identified, such as inadequate professional development opportunities, ineffective communication channels, insufficient recognition and rewards, workload distribution concerns, and ambiguous performance evaluation methods. Understanding these issues is crucial to enhance the working environment for teachers and, subsequently, improve the quality of education.

#### **HYPOTHESIS**

Research questions one and two were answered while research questions three and four were hypothesized.

## **RESEARCH QUESTIONS**

To guide the study, four research were reviewed;

- I. What is the most utilized personnel Management Practices in Egor LGA in Edo state?
2. What is the level of Teachers' Job Satisfaction in Egor LGA in Edo state?
3. Does the utilization of personnel management practices play a significant role in teachers' job performance in Egor Local government area in Edo state?
4. Is there a significant difference in the relationship between personnel management practices and Teachers' Job Satisfaction based on school location?

## **PURPOSE OF THE STUDY**

1. The aim of this study is was to investigate the relationship between personnel management practices and teachers job satisfaction in public secondary schools in the Egor Local Government Area of Edo State.
2. It seeks to analyze the levels of teachers job satisfaction in Egor Local Government of Edo State.
3. It aims to show if the utilization of personnel management practices plays a significant role in teachers job satisfaction.
4. To evaluate if there are significant difference in the role of personnel management practices and teachers job satisfaction in Egor Local Government.
5. To propose recommendations for improving personnel management practices to enhance teacher job satisfaction and overall educational outcomes in the studied area.

## **SCOPE AND LIMITATION OF THE STUDY**

The study focused on personnel management practices such as selection, training, development, evaluation, and retention of staff within educational settings and teacher's job satisfaction including the organizational climate, administrative support, interpersonal relations. The study was directed to public secondary school in Egor Local Government Area of Edo State.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

- **CONCEPT OF TEACHERS JOB SATISFACTION AND PERSONNEL MANAGEMENT PRACTICES IN PUBLIC SECONDARY SCHOOLS**
- **FACTORS INFLUENCING TEACHERS JOB SATISFACTION**
- **ROLES OF PERSONNEL MANAGEMENT PRACTICES IN TEACHERS JOB SATISFACTION**
- **PERSONNEL MANAGEMENT PRACTICES IN PUBLIC SECONDARY SCHOOLS**
- **POLICY AND IMPLICATIONS OF PRACTICE**
- **DEFINITION OF TERMS**

## **Concept of Teacher Job Satisfaction and Personnel Management Practices in Public Secondary Schools.**

Teacher job satisfaction is a critical aspect of educational institutions' success, directly impacting students' academic achievement and overall school effectiveness (Llemit 2024). In the context of public secondary schools, where the challenges are multifaceted, understanding and enhancing teacher job satisfaction is paramount. This paper delves into the concept of teacher job satisfaction and examines the personnel management practices that influence it within public secondary schools.

**Understanding Teacher Job Satisfaction;** Teacher job satisfaction refers to the degree to which teachers experience fulfillment, contentment, and positive emotions towards their work, colleagues, and workplace environment. It encompasses various factors, including workload, salary, recognition, administrative support, professional development opportunities, and interpersonal relationships (Yan et,al.2022).

Teacher job satisfaction is intricately linked to personnel management practices in public secondary schools. By addressing factors influencing job satisfaction and implementing effective management strategies, schools can cultivate a positive work culture, retain talented teachers, and ultimately improve student outcomes (Edinger, S.K. and Edinger, M.J., 2018). It's imperative for educational policymakers and school administrators to prioritize teacher well-being and invest in personnel management practices that promote job satisfaction and professional growth.

### **Factors Influencing Teacher Job Satisfaction:**

1. **Workload:** Excessive workload, including teaching hours, lesson planning, grading, and extracurricular responsibilities, can lead to burnout and dissatisfaction among teachers.
2. **Compensation and Benefits:** Adequate salary, benefits, and incentives are crucial for recognizing teachers' contributions and retaining talent.
3. **Administrative Support:** Supportive leadership, clear communication, and effective decision-making contribute to a positive work environment and teacher satisfaction (Mutune, S.S., Onyango, G. and Olembo, J., 2019).
4. **Professional Development:** Opportunities for continuous learning, skill enhancement, and career advancement foster job satisfaction and commitment among teachers.
5. **Collegial Relationships:** Positive relationships with colleagues, collaboration, and a supportive professional community enhance job satisfaction and morale (Ackerman, D.V., 2011).

### **Personnel Management Practices in Public Secondary Schools:**

1. **Recruitment and Selection:** Effective recruitment strategies to attract qualified candidates and fair selection processes contribute to building a competent and motivated teaching staff.
2. **Training and Development:** Providing initial training and ongoing professional development programs tailored to teachers' needs and career goals enhance their skills, confidence, and job satisfaction. (Green, A.M. and Muñoz, M.A., 2016.)

3. Performance Evaluation: Transparent and objective performance evaluation systems based on clear criteria promote accountability, recognize achievements, and identify areas for improvement.

4. Compensation and Rewards: Fair and competitive salary structures, performance-based incentives, and recognition programs acknowledge teachers' efforts and motivate them to excel.

5. Work Environment: Creating a supportive, inclusive, and safe work environment, conducive to collaboration and innovation, fosters job satisfaction and employee well-being. ( Radu, C., 2023)

Teacher job satisfaction is intricately linked to personnel management practices in public secondary schools. By addressing factors influencing job satisfaction and implementing effective management strategies, schools can cultivate a positive work culture, retain talented teachers, and ultimately improve student outcomes. It's imperative for educational policymakers and school administrators to prioritize teacher well-being and invest in personnel management practices that promote job satisfaction and professional growth.

### **Roles of personnel management practices in teachers job satisfaction in public secondary schools.**

Personnel management practices play a crucial role in influencing teachers' job satisfaction in public secondary schools. Here are some key roles these practices play:

1. Recruitment and Selection: Effective recruitment and selection processes ensure that competent and qualified teachers are hired. When teachers feel that they were chosen based on their skills and abilities, they are more likely to feel valued and satisfied in their jobs.( Du Preez, M., 2018).

2. Training and Development: Providing ongoing training and professional development opportunities helps teachers enhance their skills, stay updated with the latest teaching methodologies, and feel supported in their career growth. When teachers feel that they are continually improving, they are more likely to be satisfied with their jobs.

3. Performance Evaluation: Fair and transparent performance evaluation processes provide teachers with feedback on their performance and areas for improvement. When evaluations are conducted objectively and constructively, teachers are more likely to feel motivated and satisfied in their roles. (Isoré, M., 2009)

4. Compensation and Benefits: Offering competitive salaries and benefits packages is essential for attracting and retaining talented teachers. When teachers feel that they are fairly compensated for their work, they are more likely to be satisfied with their jobs and less likely to seek employment elsewhere.

5. Workplace Environment: Creating a positive and supportive workplace environment fosters a sense of belonging and job satisfaction among teachers. This includes promoting open communication, providing resources and support, and fostering a culture of collaboration and respect.

6. Work-Life Balance: Supporting teachers in maintaining a healthy work-life balance is essential for their overall well-being and job satisfaction. Flexible scheduling, reasonable workloads, and policies that promote work-life balance can help prevent burnout and increase job satisfaction.

7. Recognition and Rewards: Recognizing and rewarding teachers for their hard work and achievements can boost morale and job satisfaction. This can include verbal praise, awards, or other forms of recognition for exemplary performance (Danish, R.Q. and Usman, A., 2010).

8. Supportive Leadership: Effective leadership that listens to teachers' concerns, provides guidance and support, and advocates for their needs can significantly impact job satisfaction. When teachers feel supported by their leaders, they are more likely to be satisfied in their roles.

Overall, personnel management practices play a crucial role in creating a conducive work environment that fosters teacher job satisfaction in public secondary schools. By implementing effective practices in recruitment, training, evaluation, compensation, and workplace culture, schools can enhance teacher satisfaction, which ultimately contributes to improved student outcomes.

### **Implications and policies for practicing Personnel management and teachers Job Satisfaction.**

Teacher job satisfaction is not only vital for the well-being of educators but also crucial for the overall success of educational institutions. Personnel management

practices play a pivotal role in shaping teachers' experiences and perceptions of their work environment. In this essay, we will explore the implications of practicing effective personnel management for enhancing teacher job satisfaction in public secondary schools.

**Recruitment and Selection:** Effective recruitment and selection processes are the foundation of building a satisfied teaching workforce. Schools should prioritize attracting and selecting candidates who not only possess the necessary qualifications but also demonstrate a passion for teaching and alignment with the school's values. Involving teachers in the selection process can contribute to a sense of ownership and ensure cultural fit, thus fostering job satisfaction from the outset.

**Training and Development:** Investing in ongoing training and professional development is essential for teachers to thrive in their roles. Providing opportunities for skill enhancement, pedagogical training, and career advancement not only equips teachers with the tools they need to succeed but also signals that their growth and development are valued. A commitment to continuous learning can enhance job satisfaction by empowering teachers to stay relevant and effective in their practice.

**Performance Evaluation:** Fair and transparent performance evaluation systems are crucial for promoting job satisfaction among teachers. Evaluations should provide constructive feedback, recognize strengths, and identify areas for improvement. When teachers perceive evaluations as fair and based on objective criteria, they are more likely to feel motivated and supported in their professional growth, leading to increased job satisfaction.

**Compensation and Benefits:** Competitive compensation and benefits packages are instrumental in attracting and retaining talented educators. Schools should regularly review salary scales and benefits offerings to ensure they remain competitive within the education sector. Additionally, considering performance-based incentives or recognition programs can further enhance job satisfaction by rewarding exemplary teaching and dedication to student success.

**Workplace Environment:** Creating a positive and supportive workplace environment is essential for fostering teacher job satisfaction. Schools should cultivate a culture of collaboration, respect, and open communication among staff members. Administrators should prioritize creating opportunities for teamwork, professional collaboration, and shared decision-making, thus promoting a sense of belonging and collective purpose.

**Work-Life Balance:** Supporting teachers in maintaining a healthy work-life balance is crucial for preventing burnout and promoting job satisfaction. Schools should implement policies and practices that allow for flexible scheduling, reasonable workloads, and opportunities for self-care. By prioritizing the well-being of teachers, schools can demonstrate their commitment to supporting the holistic needs of their staff members.

**Recognition and Rewards:** Recognizing and rewarding outstanding performance can significantly impact teacher job satisfaction. Schools should establish formal recognition programs that acknowledge teachers' achievements and contributions to student success. Whether through public praise, awards, or career advancement opportunities, recognizing exemplary teaching can boost morale and motivation, thus enhancing overall job satisfaction.

Effective personnel management practices are essential for enhancing teacher job satisfaction in public secondary schools. By prioritizing recruitment and selection, investing in training and development, implementing fair performance evaluation systems, offering competitive compensation and benefits, fostering a positive workplace environment, supporting work-life balance, and providing recognition and rewards, schools can create a culture where teachers feel valued, supported, and motivated to excel in their roles. Ultimately, a satisfied teaching workforce contributes to improved student outcomes and the overall success of educational institutions.

## **CHAPTER THREE**

### **METHODOLOGY**

This chapter describes the methodology chosen for this study and was discussed under the following sub-heading: Research design, population of study, sample size and sampling techniques, research instruments, validity of research instrument, reliability of instrument, methods of data collection, and method of data analysis.

#### **3.1 Research Design**

A descriptive survey design was used to evaluate personnel management practices and teachers job satisfaction in public secondary school in Egor Local Government Area of Edo state.

#### **3.2 Population of the Study**

Egor Local Government Area is located in the south-south geopolitical zone in Benin City, Edo State. Which is a city located in southern Nigeria. It has an estimated population 15-20 public secondary schools with a combined total 536 male and female teachers .

#### **3.4 Sampling Technique**

The sampling technique employed was convenience sampling technique. where members of the target population met certain practical criteria, such as easy accessibility, geographical proximity, availability during the given time of this study, or the willingness to participate are included for the purpose of the study.

### **3.5 Instrument for Data Collection**

Furthermore, a cluster random sampling technique was utilized to choose respondents who will take part in the study. As a result, structured questionnaires served as the data collection tool. The questionnaire was split into two (2) sections: Section A, which included questions about respondents' personal information (such as age, sex, occupation, level of education, and marital status), and Section B, which contained statements based on the study variables personnel management practices and teachers job satisfaction in Egor Local Government.

### **3.6 Method of Data Collection**

To collect data for this study; a total of four hundred copies (200) copies of the questionnaire was distributed to respondents. The researcher visited various public secondary school locations to administer the questionnaire to the respondents.

### **3.7 Validity of Research Instrument**

The validity of an instrument is the extent to which the instrument measures what it intends to measure. For this study, the validity will involve face and content validity. Face validity was to ensure that the items in the questionnaire are sequential, well organized and focused on the applicable areas while content validity ensures that the questionnaire correlates and it is in conformity with the research objectives. The instrument was subjected to face and content validity by the project supervisor after the questions were developed and examined in line with the stated objective and

research questions.

### **3.8 Reliability of the Research Instrument**

This referred to the consistency of a measure according to Nwachukwu, 2015. To ensure the reliability of the instrument, the reliability of instrument was determined through test re-test method. 10% of the sampled population was administered questionnaire. The population were picked from different location from the sampled population, all within Egor Local Government Area. A correlation coefficient of 0.8 was obtained. Which is satisfactory enough to establish that the instrument used was reliable for the study.

#### **Method of Data Analysis and Presentation**

The data obtained were analyzed using statistical software package for social science Microsoft Excel. Descriptive analysis such as frequency distribution, percentages and mean will be calculated from the data gathered for easy understanding.

## **CHAPTER FOUR**

### **DATA PRESENTATION AND ANALYSIS**

This chapter focused on the representation of data collected from respondents on personnel management practices and teachers job satisfaction in public secondary schools within Egor local Government Area. Data collection was carried out using a convenient sampling technique for the study population in Egor Local Government Area. A total number of 200 copies of the questionnaires were distributed to respondents, 175 (87.5%) return rate was achieved as a result of face-face method employed in the administration of the questionnaire. Data generated were presented and analyzed using tables and frequency.

#### **SECTION A: Socio demographic variables Table 4.1: Showing respondents socio-demographic data**

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Categories	Frequency(n=350)	Percentage (100%)
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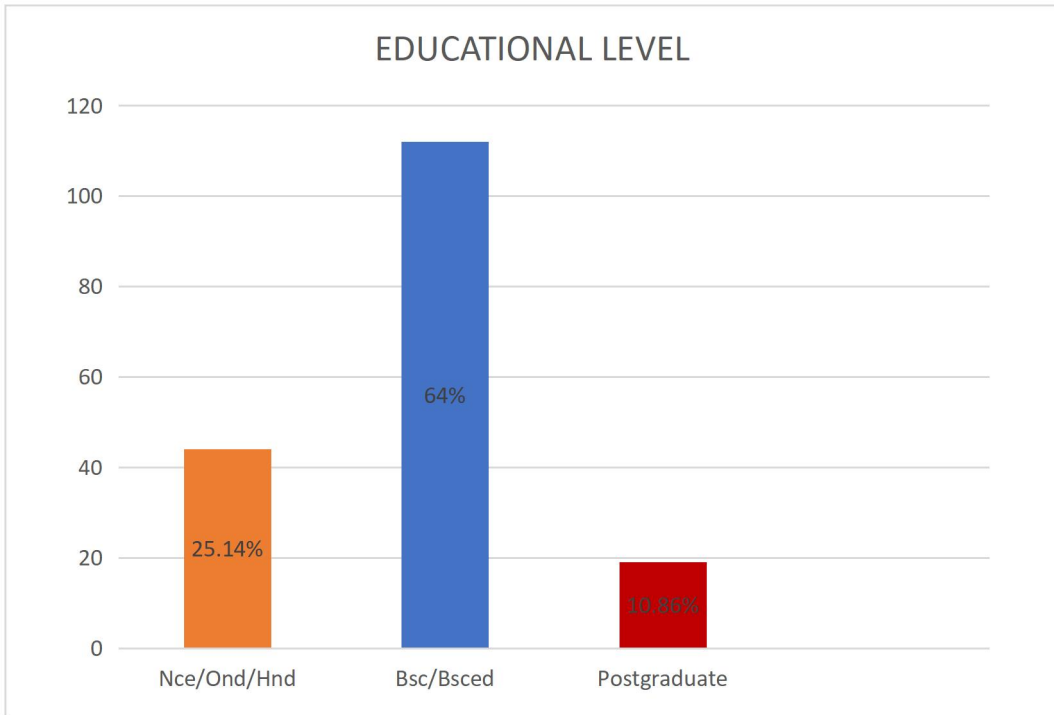
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**Age**

25 -34 years	49	28	Table 4.1
35- 44 years	41	23	above showed
45- 54 years	55	31	that 49(28%)
55 and above	20	11	were within

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the group of 25-34 years, 41(23%) were within the group of 35-54 years, 55(31%) were within the group of 45-54 years while 20(11%) were between 55 years and above.



**Figure I: Bar Chart showing the respondent level of education**

Figure I: revealed that 44(25.14%) of the respondent had a basic tertiary level of education (Nce,Ond and Hnd), 112(64%) had a University level of education, while 19(10.86%) were postgraduate.

## SECTION B:

### Answering Research Question

**Research Question 1:** I. What is the most utilized personnel Management Practices in Egor LGA in Edo state?

**Table 4.2:** To I. What is the most utilized personnel Management Practice in Egor LGA in Edo state.

Variable	Frequency(n=350)	Percent (%)
Have you seen or noticed personnel management practices been utilized among teachers in Egor Local Government area of Edo State?		
Yes	105	60
No	70	40
If yes, which of the following personnel management practices?		
Enlistment and selection	165	94.2
Preparing and Development	88	50.2

Execution Appraisal	13	7
Remuneration and Benefits	114	65.4
Representative relations	39	22.28
Wellbeing and Safety	67	38
Record Keeping	80	45.7

Table 4.2 shows that 105(60%) of the respondents indicated that they have seen or noticed personnel management practices, while 70(40%) claimed they have not seen or noticed personnel management practices in Public secondary schools in Egor Local Government Area. 165(94%) said they have either experienced or noticed enlistment and selection, 88(50.2%) also said yes to seeing or noticing preparing and development, 13(7%) experienced execution appraisal, 114(65.4%) have experienced remuneration and benefits, 39(22.28%) also said yes to representative relations, 67(38%) and 80(45.7%).

**Question 2: What is the level of Teachers' Job Satisfaction in Egor LGA in Edo state?**

**Table 4.3** What is the level of Teachers' Job Satisfaction in Egor LGA in Edo state?

Variable	Frequency(n=350)	Percent (100%)

Would you agree that there are several levels of teachers job satisfaction in Egor local Government ?		
Yes	94	53
No	36	20.5
Do you think these levels of Teachers job satisfaction are effective enough?		
Not very effective	95	54
Not at all effective	22	12
Yes it effective	58	33

Table 4.3, shows that they're not majority of the respondents who believes there are several levels of teacher's job satisfaction. 139(79%) said No and a lesser 36(20.5%) said yes. Some 95(54%) believes it's not very effective. While 22(12%) says it's not effective at all. to 58(33%) of respondents they thought these levels of teacher's job satisfaction is effective enough.

**Research Question 3:** Does the utilization of personnel management practices play a significant role in teachers' job performance in Egor Local government area in Edo state?

**Table 4.4:** To determine the extent utilization of personnel management practices play a significant role in teachers' job performance in Egor Local government area in Edo state?

Variable	Frequency(n=350)	Percent (100%)
Do you believe that the utilization of personnel management practices plays a significant role in teachers' job performance in Egor Local government area in Edo state?		
Yes	106	60.5
No	69	39

Table 4.4, shows that the majority of the respondents 106(60.5%) believes that the utilization of personnel management practices play a significant role in teachers job satisfaction particularly Egor local Government Area of Edo states while 69(39%) thinks it doesn't.

**Research Question 4:** Is there a significant difference in the relationship between personnel management practices and Teachers' Job Satisfaction based on school location?

**Table 4.5:** To ascertain if Is there a significant difference in the relationship between personnel management practices and Teachers' Job Satisfaction based on school location

<b>Variable</b>	<b>Frequency(n=350)</b>	<b>Percent (%)</b>
Do you think there a significant difference in the relationship between personnel management practices and Teachers' Job Satisfaction based on school location?		
Yes	111	63
No	37	21
I'm not sure	27	15
Were you able to differentiate or tell the difference of personnel management practices and teachers job satisfaction between schools?		
Yes	96	54
No	89	50.8
Have you or your colleagues taken specific actions to protect yourself and others from such		

significant differences?		
Yes	120	68
No	55	31
Would you like for such differences to be worked and the gap breached by educational leaders?		
Yes	161	92
No	14	8

Table 4.6 shows that 111(63%) think there is a significant difference in the relationship between personnel management practices and teachers job satisfaction based on location but some 37(21%) of correspondents did disagree while we saw 27(15%) appeared to be uncertain. We also saw that 96(54%) said they were able to tell the difference in separate locations as regards to personnel management practices and teachers job satisfaction and 89(50.8%) said they weren't able to tell the difference. Furthermore, we could tell that 120(63%) did take actions that shielded or compensated for the difference while 55(31%) didn't take any actions or didn't see the need to. A vast majority 161(92%) of correspondents agreed that this gap or significant differences needed to be worked on by educational leaders while very few 14(8%) were against it or so it as unnecessary.

## **Discussion of findings**

The study on personnel management practices and teachers' job satisfaction in public secondary schools within Egor Local Government Area has provided valuable insights into the socio-demographic characteristics of respondents, the utilization of personnel management practices, levels of teachers' job satisfaction, the relationship between personnel management practices and job performance, and differences in job satisfaction based on school location.

The socio-demographic data revealed that the majority of respondents fell within the age range of 35 to 54 years and possessed a university-level education. This suggests that the teaching workforce in the Egor Local Government Area is relatively experienced and highly educated.

The study found that while personnel management practices are being utilized, there is room for improvement. Enlistment and selection and remuneration and benefits were the most commonly observed practices, while execution appraisal and representative relations were less frequently reported. This highlights the need for more emphasis on appraisal and representation in personnel management practices.

Regarding teachers' job satisfaction levels, the study found mixed perceptions among respondents. While a considerable portion acknowledged the existence of multiple levels of job satisfaction, a significant number disagreed with this notion. This suggests a need for further investigation into the factors that contribute to teachers' job satisfaction.

The study also found that a majority of respondents believed in the significant role played by personnel management practices in enhancing job performance. However, 39% of respondents held the contrary view, suggesting a need for further investigation into the perceived effectiveness of these practices.

Finally, the study examined whether there is a significant difference in the relationship between personnel management practices and teachers' job satisfaction based on school location. A considerable proportion of respondents perceived a significant difference, indicating a need for targeted interventions by educational leaders to address disparities and enhance overall teacher satisfaction and performance.

In conclusion, the findings of this study have provided valuable insights into personnel management practices and teachers' job satisfaction in public secondary schools within Egor Local Government Area. The study has highlighted the need for more emphasis on appraisal and representation in personnel management practices and the need for further investigation into the factors that contribute to teachers' job satisfaction. The study has also highlighted the need for targeted interventions by educational leaders to address disparities in job satisfaction based on school location. Overall, the study has provided a foundation for further research and action in this critical area of education.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Summary

Sure, here's a rewritten version with the data and numbers included:

The study surveyed 350 teachers in public secondary schools within Egor Local Government Area to investigate the relationship between personnel management practices and teachers' job satisfaction. The socio-demographic data showed that 54% of respondents fell within the age range of 35 to 54 years old, and 64% possessed a university-level education.

The study found that while personnel management practices were being utilized, there were variations in their implementation. Specifically, 94.2% of respondents reported observing enlistment and selection practices, while 65.4% reported experiencing remuneration and benefits practices. However, only 7% reported experiencing execution appraisal practices, and 22.28% reported experiencing representative relations practices.

Regarding teachers' job satisfaction levels, the study found mixed perceptions among respondents. While 53% acknowledged the existence of multiple levels of job satisfaction, 79% disagreed with this notion. Additionally, 54% considered these levels of job satisfaction not very effective, and 12% viewed them as not effective at all. However, 33% deemed these levels effective.

The study also found that 60.5% of respondents believed in the significant role played by personnel management practices in enhancing job performance, while 39% held the contrary view.

Finally, the study found that 63% of respondents perceived a significant difference in the relationship between personnel management practices and teachers' job satisfaction based on school location. Additionally, 54% reported being able to discern differences in personnel management practices and job satisfaction between schools, and 92% expressed a desire for educational leaders to address these differences.

## **5.2 Conclusion**

In conclusion, the study has provided valuable insights into personnel management practices and teachers' job satisfaction in public secondary schools within Egor Local Government Area. The findings suggest a need for more emphasis on appraisal and representation in personnel management practices and further investigation into the factors that contribute to teachers' job satisfaction. The study has also highlighted the need for targeted interventions by educational leaders to address disparities in job satisfaction based on school location, with 92% of respondents expressing a desire for such interventions.

## **5.3 Recommendation**

Based on the search results, here are some important recommendations for the study on personnel management practices and teachers' job satisfaction in public secondary schools within Egor Local Government Area:

1. Improve communication and relationship between principals and teachers: The study found that principal/staff relationship is significantly related to teachers' retention in public secondary schools. Therefore, it is recommended to improve communication and relationship between principals and teachers to enhance job satisfaction and reduce turnover.
2. Ensure timely promotion and salary payment: The study found that promotion is significantly related to teachers' retention in public secondary schools. Therefore, it is recommended to ensure timely promotion and salary payment to enhance job satisfaction and reduce turnover.
3. Involve teachers in decision-making and provide adequate training: The study found that personnel involvement in principal/staff relationship and promotion procedure predict teachers' retention in public secondary schools. Therefore, it is recommended to involve teachers in decision-making and provide adequate training to enhance job satisfaction and reduce turnover.
4. Improve welfare services and motivation: The study found that principals' improvement and maintenance of teachers' welfare services is significantly related with teachers' job satisfaction. Therefore, it is recommended to improve welfare services and motivation to enhance job satisfaction and reduce turnover.

5. Monitor and evaluate personnel management practices: The study found that the extent of principals' human resource management skills determines teachers' job satisfaction. Therefore, it is recommended to monitor and evaluate personnel management practices to ensure effectiveness and improve job satisfaction.

6. Provide adequate compensation and staff welfare: The study found that compensation and staff welfare stimulate teacher job satisfaction. Therefore, it is recommended to provide adequate compensation and staff welfare to enhance job satisfaction and reduce turnover.

7. Implement effective performance appraisal system: The study found that the results of performance appraisal are not properly managed, which affects teachers' job satisfaction. Therefore, it is recommended to implement effective performance appraisal system to enhance job satisfaction and improve teachers' performance.

8. Improve health programs for teachers: The study found that health programs for teachers are not properly implemented and managed, which affects teachers' job satisfaction. Therefore, it is recommended to improve health programs for teachers to enhance job satisfaction and reduce turnover.

9. Regularly review and update personnel management practices: The study found that personnel management practices are significantly related to teachers' job satisfaction and retention. Therefore, it is recommended to regularly review and update personnel management practices to ensure effectiveness and improve job satisfaction.

10. Provide opportunities for career development: The study found that training and job security are important determinants of teachers' retention. Therefore, it is recommended

to provide opportunities for career development to enhance job satisfaction and reduce turnover.