

**HUMAN RESOURCES MANAGEMENT AND TEACHERS' JOB
SATISFACTION IN PRIVATE SECONDARY SCHOOLS IN NIGER
STATE, NIGERIA**

**Muftaudeen AMEEN
15/27/MEM001**

**DEPARTMENT OF EDUCATIONAL MANAGEMENT AND LEADERSHIP,
FACULTY OF EDUCATION,
KWARA STATE UNIVERSITY, MALETE.**

MAY, 2021

**HUMAN RESOURCES MANAGEMENT PRACTICES AND TEACHERS JOB
SATISFACTION IN PRIVATE SECONDARY SCHOOLS IN NIGER STATE,
NIGERIA**

**Muftaudeen AMEEN
15/27/MEM001**

**BEING A THESIS SUBMITTED TO THE DEPARTMENT OF EDUCATIONAL
MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER DEGREE IN EDUCATIONAL
MANAGEMENT AND LEADERSHIP OF THE KWARA STATE UNIVERSITY,
MALETE, NIGERIA**

MAY, 2021

DECLARATION

I declare that the work in this thesis titled “Human Resources Management Practices and Teachers’ Job Satisfaction in Private Secondary Schools in Niger State” has been carried out by me in the Department of Educational Management and Leadership, Kwara State University, Malete. The information derived from the literature has been duly acknowledged in the text and a list of reference provided. No part of the thesis was previously presented for another degree or diploma at this or any institution.

Muftaudeen AMEEN

Date

CERTIFICATION

This thesis, “Human Resources Management Practices and Teachers’ Job Satisfaction in Private Secondary Schools in Niger State by Muftaudeen, AMEEN meets the regulations governing the award of the degree of Master of Educational Management and Leadership (M.Ed), Kwara State University, Melete and also approved for its contribution to knowledge and literary presentation.

Dr. G. O. Olorisade
Supervisor

Date

Dr. S. O. Afolabi
Co-Supervisor

Date

Dr. S. O. Afolabi
Head of Department

Date

Prof. Abdulraheem Hamzat
Dean, School of Postgraduate Studies,

Date

DEDICATION

This thesis work is dedicated to my late parents; Alhaji A. S. Ameen and Alhaja Afusat Ameen. May their souls rest in peace.

ACKNOWLEDGMENTS

The researcher's unreserved gratitude to Almighty Allah, the most beneficent, the most merciful for sparing his life to successfully complete another significant land mark in his academic career, a lot of adoration and praises to Him. The researcher's appreciation goes to Dr. G. O. Olorisade, who is not only a supervisor but a mentor, for doing a thorough work which helped the researcher to come up with meaningful research work in spite of his tight official commitments. The researcher appreciates Dr. S. O. Afolabi (Head of Department and co-supervisor) for his contribution and support for the success of this work. The researcher's appreciation also goes to Prof. T. A. Umoru (Dean, Faculty of Education), Prof. N. B. Oyedeji (Faculty of Education, University of Ilorin and visiting Prof to the Department). The researcher thanks other lecturers in the Department of Business Education: Prof G. T. Oladunjoye, Dr. J. F. Oyedele, Dr. B. N. Nwabufu, Dr. E. C. Okereke, Dr. J. S. Mamman and Dr. L. F. Ademiluyi.

The researcher feels bound conventionally to acknowledge the contribution of Mrs. Bulus, G. B., Mr. Abubakar Yahaya, Dr. (Mrs) Aliyu, M. A., Late Dr. M. A. Shaba, Mr. Bello, A., Mr. Agada, J., Mr. Muhammed, I. and Mr. Alakoso I. M. all in the School of General Education (Federal College of Education Kontagora, Niger State) for their unflinching support. The researcher acknowledges the cooperation of all other staff of School of General Education, Federal College of Education Kontagora.

This acknowledgement will be incomplete if the researcher does not thank his lovely wife Hajia Kareemat S. Ameen and children; Naheemat Jumai, Najeebat Lami and Jamaludeen Danlami for their endurance and unquantifiable prayer towards the successful completion of this programme. The researcher expresses his indebtedness to the members of his extended family. May Allah be with you all.

The researcher's appreciation also goes to Tertiary Education Trust Fund (Tetfund) for its support and sponsorship towards completing my M.Ed. programme. Finally, the researcher's appreciation goes to friends and course mates: Mr. Muh'd Tunde A., Mr. Abdul Rasheed S. G., Mrs. Toyin Omotayo and Abdul Rasaq Ayuba.

Muftaudeen AMEEN

TABLE OF CONTENTS

	Pages
Title Page	i
Certification	ii
Declaration	iii
Dedication	iv
Acknowledgement	v
Table of Contents	vi
List of Tables	viii
Appendices	ix
Abstract	x

CHAPTER ONE: INTRODUCTION

Background to the Study	1
Statement of the Problem	4
Purpose of the Study	4
Research Questions	5
Research Hypotheses	6
Significance of the Study	6
Scope of the Study	8
Operational Definition of Terms	8

CHAPTER TWO: REVIEW OF RELATED LITERATURE

Theoretical Framework	10
Conceptual Framework	15
Concept of Human Resource Management Practices	15
Concept of Job Satisfaction	17
Teachers' Placement and Job Satisfaction	25
Teachers' Remuneration and Job Satisfaction	26
Teachers' Professional Development and Job Satisfaction	31
Teachers' Working Conditions and Job Satisfaction	33

Teachers' Supervision and Job Satisfaction	35
Review of Related Empirical Studies	42
Appraisal of Literature Review	48

CHAPTER THREE: RESEARCH METHODOLOGY

Research Design	51
Population of the Study	52
Sample and Sampling Techniques.....	52
Research Instrument	52
Validity of the Instrument	53
Reliability of the Instrument	53
Procedure for Data Collection.....	54
Procedure for Data Analysis.....	54
Decision Rules	55

CHAPTER FOUR: PRESENTATION AND ANALYSIS OF DATA

Analysis of Demographic Data.....	56
Research Questions	57
Test of Hypotheses	63
Summary of Major Findings	69
Discussion of the Findings	70

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary	74
Conclusion	74
Recommendations	75
REFERENCES	76
APPENDICES	87

LIST OF TABLES

1	Demographic Characteristics of the Respondents	56
2	Mean and standard deviation of responses on the placement of teachers in private secondary schools	57
3	Mean and standard deviation of the extent of teachers remuneration	58
4	Mean and standard deviation of the extent availability of professional development programmes	59
5	Mean and standard deviation of responses on the extent to which teachers enjoy the working condition in private secondary schools	60
6	Mean and standard deviation of teachers' supervision on the job	61
7	Mean and standard deviation of the level of teachers' job satisfaction	62
8	Summary of regression analysis of the impact of placement of teachers on their job satisfaction	63
9	Test of significance	63
10	Summary of regression analysis of the impact of teachers' remuneration on their job satisfaction in private secondary schools	64
11	Test of Significance	65
12	Summary of regression analysis of the impact of teachers' professional development on job satisfaction	66
13	Test of Significance	66
14	Summary of regression analysis of the impact of teachers' working condition on their job satisfaction	67
15	Test of significance	67
16	Summary of regression analysis of the impact of teachers' working condition on their job satisfaction	68
17	Test of significance	68

APPENDICES

Appendix	Pages
A: Letter of Introduction	87
B: HRMP Questionnaire	88
C: TJS Questionnaire	89

ABSTRACT

This study was carried out to investigate the impact of human resources management practices on teachers' job satisfaction in private secondary schools in Niger State. The purposes of the study were to examine the impact of (i) teachers' placement on job satisfaction; (ii) teachers' remuneration on job satisfaction; (iii) teachers' professional development on job satisfaction; (iv) teachers' working condition on job satisfaction; and (v) teachers' supervision on job satisfaction. The study employed descriptive survey design. The population for the study consisted of 2,139 senior secondary school teachers. The sample for the study comprised of 675 respondents selected using multi-stage sampling technique. The research instrument used was a structured questionnaire designed in a modified four points likert scale. The validity of the instrument was ascertained by giving copies of the questionnaire to three lecturers in the Department for content validation and the reliability of the instrument was determined using test-re-test method within an interval of three weeks and the two scores were correlated using Pearson's product moment correlation statistic with a coefficient of 0.82. The mean and standard deviation were used to answer the research questions, while linear regression was used to test the hypotheses at 0.05 level of significant. The findings revealed that placement ($B = 1.76$, $t_{\{620\}} = 1.083$, $p < 0.05$), remuneration ($B = 1.361$, $t_{\{620\}} = 7.316$, $p < 0.002$), working condition ($B = 2.879$, $t_{\{620\}} = 1.708$, $p < 0.000$), professional development ($B = 35.382$, $t_{\{620\}} = 0.060$, $p < 0.005$) and supervision ($B = 0.421$, $t_{\{620\}} = 5.611$, $p < 0.000$) have significant impact with teachers' job satisfaction. It was concluded that human resources management practices have significant impact on teachers' job satisfaction in Niger State, Nigeria. Based on these findings, it was recommended among others that, employers of labour should ensure effective human resources management practices in order to enhance job satisfaction and performance of private secondary school teachers.

ProQuest Number: 28720831

INFORMATION TO ALL USERS

The quality and completeness of this reproduction is dependent on the quality and completeness of the copy made available to ProQuest.



Distributed by ProQuest LLC (2021).

Copyright of the Dissertation is held by the Author unless otherwise noted.

This work may be used in accordance with the terms of the Creative Commons license or other rights statement, as indicated in the copyright statement or in the metadata associated with this work. Unless otherwise specified in the copyright statement or the metadata, all rights are reserved by the copyright holder.

This work is protected against unauthorized copying under Title 17,
United States Code and other applicable copyright laws.

Microform Edition where available © ProQuest LLC. No reproduction or digitization of the Microform Edition is authorized without permission of ProQuest LLC.

ProQuest LLC
789 East Eisenhower Parkway
P.O. Box 1346
Ann Arbor, MI 48106 - 1346 USA