

**AN ASSESSMENT OF PERFORMANCE OF THE NATIONAL ASSEMBLY SERVICE
COMMISSION FROM 2013-2018**

BY

ANTHONY AGAI McTAMS

PG/NILS/1818073

**A DISSERTATION SUBMITTED TO UNIVERSITY OF BENIN/NATIONAL INSTITUTE
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PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTERS
DEGREE IN PARLIAMENTARY ADMINISTRATION**

JUNE, 2021

CERTIFICATION

This is to certify that this dissertation entitled: ‘**An Assessment of Performance of the National Assembly Service Commission from 2013-2018**’, was carried out by ANTHONY AGAI McTAMS and has been read and approved by the following undersigned as having met the requirements for the award of Masters in Parliamentary Administration, University of Benin/National Institute for Legislative and Democratic Studies.

Dr. Ishaya Sarki Habu

Supervisor

Date

Dr. (Mrs.) Catherine Enatta Ikokoh

Internal Examiner

Date

Dr. Asimiyu Abiola

Co-ordinator, Post Graduate School

Date

Professor Olu Okotoni

External Examiner

Date

APPROVAL PAGE

This is to certify that this dissertation entitled: ‘**An Assessment of Performance of the National Assembly Service Commission from 2013-2018**’, was carried out by ANTHONY AGAI McTAMS and has been read and approved by the following undersigned as having met the requirements for the award of Masters in Parliamentary Administration, University of Benin/National Institute for Legislative and Democratic Studies.

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Dr. (Mrs.) Catherine Enatta Ikokoh
Internal Examiner

Date

Dr. Asimiyu Abiola
Co-ordinator, Post Graduate School

Date

Professor Olu Okotoni
External Examiner

Date

DECLARATION

I, ANTHONY AGAI McTAMS, hereby declare that this dissertation entitled: **“An Assessment of Performance of the National Assembly Service Commission from 2013-2018”** presented in partial fulfillment of the requirements for the award of Masters in Parliamentary Administration is my original work and has never been presented in this or any other institution for the award of the same or any other degree. All consulted works are duly acknowledged.

Anthony Agai McTams

PG/NILS/1818073

DEDICATION

This research work is dedicated to the Almighty God for the knowledge, wisdom and the financial resources he provided for me to complete this programme and also to my amiable wonderful friend and wife, Dorcas, our children; Timon, Talia and Toby.

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I want to express my sincere gratitude to God Almighty for his grace, mercies and sustenance throughout this programme. I want to place on record the contributions of my Research Supervisor, Dr. Ishaya Sarki Habu for his guidance and leadership. I want to also acknowledge Dr. Christopher Ngara for his unquantified support, throughout the duration of this research work.

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ABSTRACT

This research assessed the performance of the National Assembly Service Commission, with specific objectives to examine the mandate of the Commission in terms of recruitment, promotion and discipline, assessed its performance in the discharge of this mandate. The study also examined the challenges that militated against the Commission in the discharge of their responsibilities, and proffered measures that can be adopted to address these challenges in order to enhance the performance of the Nigerian legislature.

The research adopted a survey method, which involved a field work of primary and secondary data. The samples for this research consisted of 160 staff of the National Assembly Service (the National Assembly and the National Assembly Service Commission) including few Civil Society Organizations.

The findings revealed that rules regarding staff recruitment into the National Assembly Service are jettisoned to allow inexperienced staff to be recruited, so also rules on promotions and discipline are skewed. The short and long term effect was that staff productivity decline and also robust motivation packages were absent. The findings also found out that there were poor working conditions which affected the performance of staff. Training was usually carried out but knowledge acquired did not reflected on staff performance and this affected the overall processes and procedures, conduct and outcomes of legislation in the Nigerian legislature.

The research recommended that, the National Assembly Service Commission be objective-based in the discharge of their mandate in terms of recruitment, promotions, and discipline, provide a conducive working environment for staff as this will enable them to perform better, put in place a robust motivation packages, train and retrain the staff because this will ensure and improve staff performance in the conduct of legislative business and in the outcomes of legislation.

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CHAPTER ONE

INTRODUCTION

1.2 Background to the Study

In almost all known forms of government in the world, especially under the Presidential System, the legislature is an indispensable arm of government because of its centrality as a symbol of popular representation and watchdog role on both the Executive and the Judiciary.

The Legislature performs three core functions in any democracy especially in Presidential systems. These roles are law making, oversight and representation. In Nigeria, these core functions are expressly captured in Section 4 of the Constitution of the Federal Republic of Nigeria 1999 as amended. Apart from these core functions, there are other subsidiary functions that are performed by the legislature such as political education, socialization, constitutional development, leadership training among others. The task before any legislature is enormous as citizen's expectations are on the rise for the legislature to deliver on good governance. For the legislature to achieve its constitutional mandate of effective representation, it requires support services.

However, the mandate of the legislature cannot be achieved without the required legislative support services from the skilled personnel that are appointed either on a pensionable or non-pensionable basis and who also require to be trained, promoted, and disciplined. Habu (2010), espoused that the legislatures have established specialized agencies that are saddled with the specific mandate to recruit, train and deploy relevant staff and personnel for the smooth operations of the legislature. He further posits that others have, depending on the legislative environment, relied on auxiliary staff or professionals on non-permanent basis to perform and carry out legislative duties for them.

In Nigeria, since the return to democracy in 1999, efforts have been made to maintain and sustain the independence of the legislature hence the establishment of a body legally empowered by law, to amongst other things; appoint, promote and discipline staff for the legislature. The National Assembly Service Commission Act 2014 as amended states that the essence of establishing this specialized agency for recruitment is to guarantee job stability and instill loyalty to the legislative arm of government and to ensure fairness, equity in the recruitment process and respect for the Nigeria Federal Character Principle.

Section 51 of the 1999 Constitution of Federal Republic of Nigeria (CFRN) as amended clearly states that there shall be a Clerk to the National Assembly and such other staff as may be prescribed by an Act of the National Assembly. Thus, in 2000, the National Assembly Service Commission was established by an Act of the National Assembly. The National Assembly Service Commission Act 2014 as amended, section 6, (1) (2) is charged with the responsibilities to appoint, promote and discipline personnel for the legislature. Essentially, the National Assembly Service Commission supports the legislators, Committees, Principal Officers with the legislative support services at all stages of the legislative process, through its personnel that possesses appropriate knowledge and skills. It is against this backdrop that this study assesses the performance of the National Assembly Service Commission, from 2013 – 2018.

1.2 Statement of the Research Problem

The National Assembly Service Commission Act of 1981 was repealed, re-enacted in 2000 and amended in 2014. Specifically, the Commission, according to Section 6 (2) of the National Assembly Service Act 2014 as amended, is charged with the following mandate; appointment of experienced and qualified staff into the National Assembly Service, promotion of

such staff, discipline or transfer of staff from of the National Assembly Service as well as to ensure good working conditions for the service.

Adebo (1988), asserted that since Independence in 1960, Nigeria has experienced repeated military coups and each instance of these coups, the legislature is usually disbanded by the military coupists as the Constitution is suspended. Habu (2010), said that over the years, this has affected the capacity and experience of the legislature as a distinct arm of government from the Executive and the Judiciary. In order to remedy this retardation particularly at the federal level, the National Assembly Service Commission was established to fill the gap in manpower and personnel support structure. Since the establishment of the National Assembly Service Commission in 2000, no serious research effort has been made to assess the contribution or performance of this body. Moreover, it appears that despite the existence and expansion in structure and operations of the Commission, lack of adequate manpower and skilled personnel has been expressed by leadership of the various sessions of the National Assembly. Consequently, there has been series of calls for more skilled personnel and professionalisation of the National Assembly manpower. It is based on the foregoing observation that this research work assesses the performance of the National Assembly Service Commission from 2013 – 2018.

1.6 Research Questions

This research work is guided by the following research questions:

- i. What are the constitutional mandates of the National Assembly Service Commission?
- ii. To what extent has the National Assembly Service Commission been able to achieve its mandate from 2013 - 2018?

- iii. What are the challenges that confronted the National Assembly Service Commission from 2013 - 2018?
- iv. What measures can be adopted to address the challenges confronting National Assembly Service Commission in the discharge of its mandate?

1.7 Objectives of the Study

The broad objective of the study is to assess the performance of National Assembly Service Commission. The specific objectives of the study are to:

- i. Examine the mandate of the National Assembly Service Commission in terms of appointment, promotion and discipline,
- ii. Assess the performance of the National Assembly Service Commission in the discharge of its mandate from 2013 – 2018,
- iii. Examine the challenges that militates against the effective performance of National Assembly Service Commission in the discharge of its mandate between 2013 and 2018; and
- iv. Identify measures that can be adopted to address the challenges confronting National Assembly Service Commission in the discharge of its mandate.

1.8 Scope of the Study

This study focuses on the performance of National Assembly Service Commission and looks into its activities from 2013-2018 because of the critical role it plays for the legislative arm of government in terms of appointment, promotion and discipline. The Commission has been in existence for almost two (2) decades hence the need to assess and know whether it is serving the purpose for which it was established. The analytical scope bothers generally on the attempt to resolve theoretical and empirical connection between

public regulatory institutions or structures and performance. This is important in order to justify the existence of such institution such as the National Assembly Service Commission.

1.9 Significance of the Study

The significance of the study is to help the National Assembly Service Commission to identify the exact challenges that have been hindering the attainment of its objectives and bring a practicable solution to it. Furthermore, the findings of this study can help other researchers to further explore different dimensions of organizational performance in order to examine their impact.

1.7 Definition of Key Concepts

Organization: this has to do with the formal structures that encompass the coming together of individual in order to achieve a common goal.

Performance: This refers to the examining of the expectation against the outcome (attainment) of organizational goals.

Recruitment: This implies the process of bringing an individual to occupy a position in an organization.

Promotion: This refers to the hierarchical change in position of employees in an organization.

Discipline: This means the practice of training people to obey rules or a code of behavior, using punishment to correct disobedience.

1.8 Organization of Chapters

In any research work, organization of chapters is conventional for the presentation of chapters as it helps for proper understanding of ideas in the study. As a result of this, the research work consists of five (5) chapters.

Chapter one gives a general introduction of the research work, highlights the statement of the research problem, objectives of the study, put some succinct research questions, define the scope of the study, significance of the study and defined key concepts and the organization of the work.

Chapter two deals entirely with the review of related literature and the theoretical framework, here relevant scholarly works to the research were thoroughly revised.

Chapter three deals with methods adopted in carrying out this research work. Specifically, the researcher would outline the research design, sources of data, population of the study, sample size, sampling technique and limitation to the study. Chapter four deals with the presentation of analysis and interpretation of data collected and discussion of findings.

Finally, chapter five summarizes and concludes the research work as well as gives out relevant recommendations.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

This chapter reviews a wide range of related literature and also contains a section of theoretical reviews on performance. It also looks at the composition of the National Assembly Service Commission, organizational structure, constitutional mandate and the theoretical framework adopted for the study.

2.1 Performance

The concept of performance is more of an idea of outcome, achieved goal, quality, and less the economic aspects of efficiency and effectiveness. The concept performance was originally taken from the mechanics and sports fields, in order to subsequently be used to characterize the very good results also achieved in other fields. This means that performance is obtained only by a limited number of entities, those who get the best results. Currently there are a variety of literatures attributed to the concept of performance due to its subjective nature. In the literature there are many articles or studies that see the concept of performance as closely related to environmental factors. Shaughnessy (2017), stated that performance of an employee is extremely crucial for any organization as it ultimately leads to organizational success.

Smith (2010), believe that the performance consists in achieving the goals that were given to you in convergence of enterprise orientations. In his opinion, performance is not a mere finding of an outcome, but rather it is the result of a comparison between the outcome and the objective. He considered this concept as actually a comparison of the outcome and the objective. The author's definition is far from clear, as both outcomes and objectives vary, most often, from one field of activity to another.

Whooley (1996), said that performance is not an objective reality, waiting somewhere to be measured and assessed, but a socially constructed reality that exists in people's minds, if it

exists somewhere. According to the author, performance may include: components, products, consequences, impact and can also be linked to economy, efficiency, effectiveness, cost effectiveness or equity. Both Lebas (1995) and Whooley (1996) consider performance as subjective and interpretative, not least, being related to the cost lines, which emphasizes the ambiguous nature of the concept.

Rolstadas (1998), believe that the performance of an organizational system is a complex relationship involving seven performance criteria that must be followed: effectiveness, efficiency, quality, productivity, quality of work, innovation and profitability. Performance is closely related to the achievement of the criteria listed above, which can be regarded as performance objectives. According to Rolstadas (1998), it cannot be established a precise definition of performance because it is dependent on the seven criteria of performance, that cannot be clearly defined.

Neely (2002), asserts that performance should consider quantifying the efficiency and effectiveness of actions. This quantification can be expressed both qualitatively and quantitatively. According to the definition of author, performance is closely related to efficiency and effectiveness. Kane (1996), argued that the performance is "something that a person leaves behind and which exists outside the said purpose". According to Kane, performance is defined at the level of each individual within the organization or at organization level. It is perceived as an understanding of the achieved results. The author emphasizes the particular nature of the definition and the impossibility of outlining a general definition. Therefore, we can speak of an accuracy of the definition at particular level and an ambiguity of it at general level.

Bernadin (1995), pointed out that "performance should be defined as the sum of the effects of work, because they provide the strongest relationship with the organization's strategic objectives, the customer's satisfaction and the economic contributions". As the author says, performance must take into account both inputs (the effort put in) and outputs (the result of the

effort put in). This definition equates performance with the "sum of the effects of work". Performance is achieved when all efforts are focused towards achieving the set objectives and meeting customer's satisfaction. Objectives and customer satisfaction cannot however be accurately measured.

2.2 Performance Measurement

Paul, & Anantharaman, (2003), observed that given the extent to which the concept of performance is used, means that the term can be observed according to the different financial and non-financial types of objectives, which, in turn, are associated to a multiple number of indicators. Oluseyi (2010), quipped that a performance measure is the numerical or quantitative indicator that shows how well each objective is being met. Ospina, and Watad (1999), however, said performance measurement requires an extensive use of quantitative and qualitative data, with clear definitions and specific frequency for analysis, so the choice between them depends on the purpose of the measurement and, in many cases, the availability of the data. According to Owen, Ron, Will, & Robert, (2001) and Pershing (2006), many researchers have already exposed before limitations of traditional performance measures based on costs. Some of these limitations are: (i) the exclusion of a strategic perspective; (ii) the lack of focus on success factors; and (iii) the poor consideration of stakeholders' needs and expectations.

Olaniyan, and Ojo, (2008), opined that traditionally, the success of a company has been evaluated by the use of financial measures. Although financial measures can appear in several different forms, three of the most common ones can be explained as Profit Margins, Return On Assets (ROA) and Return On Equity (ROE). Olalere, and Adesoji, (2013), for example, distinguish five types of performance objectives that have on an operation system: cost, dependability, flexibility, quality and speed. Okotoni, and Erero (2005), postulates that in a perspective of traditional productivity, numerous measures can be found in the literature, but

usually two traditional types of index productivity measures are distinguished: partial productivity and total productivity. According to Okanya (2008), increasing number of companies have been measuring performance areas that are not financial but could affect profitability, such as customer loyalty and employee satisfaction.

2.4 Path from Organizational Performance to Global Performance

In the current context of sustainable development, an emphasis is more and more put on the concept of global performance, which includes three types of development: economic development, social development and environmental protection.

In the current conditions of the world economy globalization and the global financial crisis manifested worldwide, a powerful entity is the one that creates added value for its shareholders, meets customer requirements, takes into account the opinion of employees and protects the environment. (Oguntimehin, 2001) Global performance requires organization's ability to create value for all stakeholders, namely: shareholders, employees, suppliers, customers, creditors, local community etc.

Mark and Andrew (2000), assert that global performance requires a comprehensive vision of the interdependence of internal and external, quantitative and qualitative, technical and human, physical and financial parameters of management. Thus, in the present state of the world economy, the argument of Alazard and Separi (2001) assigned new meanings to the terms of efficiency and effectiveness and considers that the economic, social and environment constituents have an essential influence on global performance. For Malcolm (1997) and Hanson (2006), global performance is the aggregation of the economic, environmental and social performance.

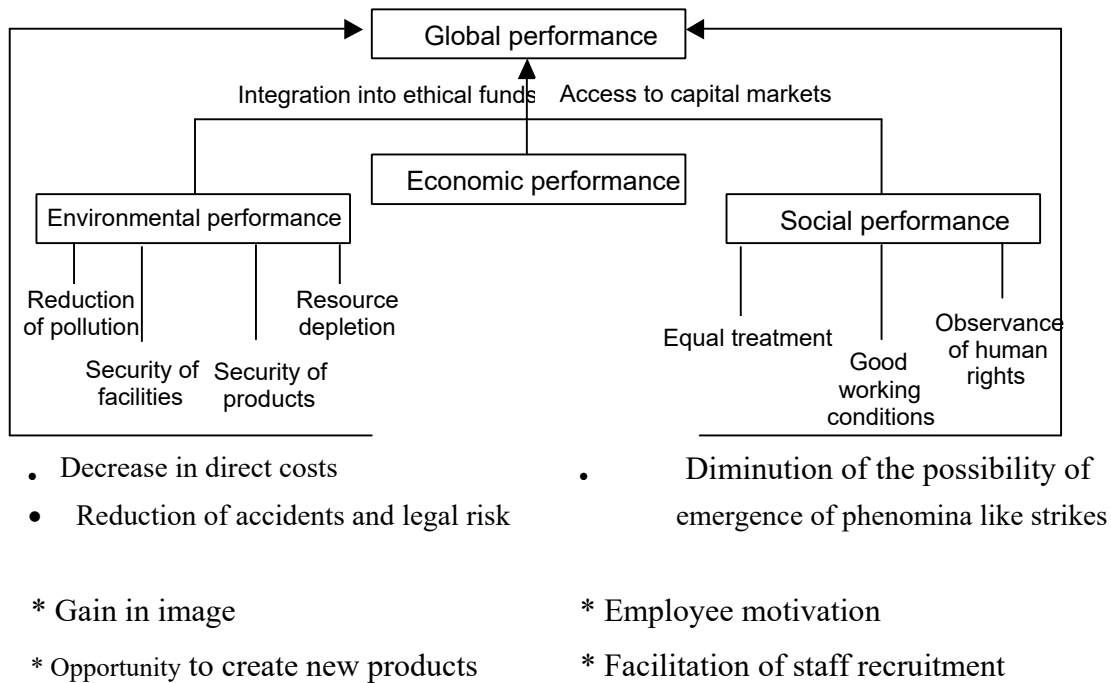


Figure 2.1 Global performance of an Entity

Source: Reynaud E. Development durable enterprise: vers une relation symbiotique [Sustainable Development and Business: Towards a Symbiotic Relationship], AIMS Day, ESSCA Sustainable Development Workshop in Angers, page 10

Mark and Andrew (2000), believe that global performance is formed by the reunion of financial performance, social and societal performance. Reduction of accidents and legal risks some phenomena like strikes. According to these two definitions, global performance is the end result (outcome) of a series of performances. The achievement of social, economic, financial and environmental performance conditions the global performance. Global performance comes to support the definition of individual performance (economic, social, financial, etc.). The ongoing transformation of the current economic environment, which is increasingly globalization-oriented brings to national, European and international organizations, as well as to economic entities both benefits and drawbacks. Studies have shown that it is not enough to devise a definition of global performance, but review and adaptation of this definition is required, depending on the specifics

of each state. Global performance should ensure the sustainability of the success of an economic entity by observing some principles and regulations clearly established and verified.

2.4 Factors Affecting Organizational Performance

2.4.1 Staff Motivation

Motivation is very important for our life because when we have high motivation we will performed well. The important aspect associate with motivation is the employee's morale, which is the attitude or feeling about the job, about superiors and about firms itself. That means that an employee with high morale will be more dedicated and loyal to the job. High morality of the employee results from difference aspect to positive job and the firms, such as being recognized in the workplace and being financially secured. Simple motivation is a process of providing reasons for people to work in the best interests of the organization.

Akintayo (1996), (Cited by Adamu, 2008), motivation could be divided into three parts. Firstly, looks at arousal that deals with the drive, or energy behind individual action. People turn to be guided by their interest in making a good impression on other, doing interesting work and being successfully in what they do. The second part referring to the choice of people make and the direction their behaviour takes. Lastly, part deals with maintaining behaviour clearly defining how long people have to persist at attempting to meet their goals.

Arnold (1985) (cited by Armstrong, 2000) motivation is determined by goal directedness, human volition on free will, and perceived needs and desires, sustaining the actions of individuals in relation to themselves and to the environment.

Bailey & Johnson, (1995) (cited by Baum and Devine, 2007), employee motivation is one of the strategies of managers to enhance effective job performance among workers in organizations. Motivation is a basic psychological process. Motivating is the management process of influencing behaviour base on the knowledge of what make people tick. Motivation is the process that arouses, energizes, directs, and sustains behaviour and performance. It is process of stimulating people which makes workers more satisfied with and committed with their jobs. Money is not the only motivator. There are other incentives which can also serve as motivators. Beardwell, and Holden, 2001, said that a lot of theory motivation are related to job satisfaction and work performance. One of the very popular theories is Maslow's Needs Hierarchy Theory.



Figure 2.2 shows the Maslow's Needs Hierarchy
Source: Beardwell and Holden (2001), *Human Resource Management: A contemporary Approach*.

In lower level of Maslow's Need's Hierarchy is a psychological need that is basic needs such as sleep, cover from weather and thirst. Safety needs such as house, transportation such as car, motorcycle and public transport. In the third level is Social needs, in this level people needs

correspond to the affection and affiliation needs such as friends. Esteem needs; represent the higher needs of humans. In this level normally people already achieve the three levels under esteem. In this level people needs power, achievements and status. In this level mostly related to senior employee or managerial levels. Lastly the highest level is self-actualization. Those who are self-actualization are self-fulfilled and are aware of their potential. To achieve the all needs employee needs to perform well to make sure they were achieve their objective and goals. For social needs is more related to working environment. If the organization environments are good and positive people can show a good performance and make high productivity to the organization.

2.4.2 Working Environment

Berge (2001), opined that working environment can be seen as manner and extend to which roles, power and responsibilities are delegated, controlled, and coordinated, communication and instruction between employee and management. This structure depends entirely on the organizations objective and the strategy chosen to achieve them. Environment is made up of the administrative, technological, political, economic, socio-culture, and stakeholder factors. Bruno & John (2005), believe environments provides multiple contexts that affect the organization and its performance what it procedures and how it operates.

Bratton and Gold (2000), asserted that workplace design needs to take into account of a wide range of issues. Creating better and higher performing workplace requires an awareness of how workplace impact behaviour and how it drives workplace performance. That in relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. Increasing workplace understanding is built on the recognition that space has different

characteristic. It performs different functions and there are different ways people work. People work individually and interact with others and this requires different workplace solution.

Chandrasekar (2011), quipped that the effect of organizational structure and its environment on the behaviour of its members has been an important issue of discussion and analysis since long ago. In industrial context, the problem of increasing production and making the work environment more pleasant has been approached through the introduction of durable change working environment. The environment in work organization comprises several components of two major categories, namely, physical and psycho social. During early days of development of industrial psychology only physical environment in work place was given importance and was considered as a predominant of employee productivity. Numerous earlier studies examined the effect of illumination, temperature, noise, and atmospheric conditions on productivity of the workers. Ezigbo (2011), postulated that working environments also includes tools, material and equipment, working conditions, action of –co-workers, leader behaviour, policies and objective of the organization, availability of required information, time availability and others.

Chukwuneny, and Igbokwe, (2011), postulated that the concepts of workplace performance means a workspace whose explicit objective is to support the performance of work, a performing workplace is designed to optimize worker productivity. However, worker productivity, although meaningful in an economic context, tends to be applied in a vague and general way to a whole range of desired behavioural outcomes in the context of work. A recent review of studies of the effects of environment on productivity concluded that confusion about what productivity means has made it difficult to identify the environmental conditions that affect worker performance.

2.4.3 Training and Development

Training provides employees with the knowledge and skills to perform more effectively. This allows them to meet current requirements or prepares them to meet the inevitable changes that occur in their jobs. However, training is only an opportunity for learning. What is learned depends on many factors, such as the design and implementation of training, the motivation and motivation and learning style of the trainees, and the learning climate of the organization.

Heizer and Render (2008), opine job training to be a set of planned activities on the part of organization to increase the job knowledge and skills or to modify the attitudes and social behaviour of its members in ways consistent with the goals of the organization and the requirements of the job.

Istvan & Nikolett (2004), on the other hand stated that training and development is the process by which people acquire various skills and knowledge that increases their effectiveness in a number of ways, which include leading and leadership, guiding, organizing, and influencing others to name of few. Training is related to training received, advantage of training and importance and participation of training (Khan, 2010) make an effective service is one of the parts of training objective. Objective of training involves mostly the acquisition of knowledge needed for staff to perform their functions. This is an important prerequisite of staff undertaking the second role of an employer's organization in training, which is to provide training to members in areas in which they expect services. (Kempton, 1995). Developing a national role in training is important for an employer's organization for several reasons:

First it enables the organization to contribute to the development of a country's human capital, through its influence on education policies and systems and training by public training institutions, to better sever business needs. It also enables it to influence employers in regard to

the needs for them to invest more in training and employer development. Which employers should recognize as one key to their competitiveness in the future.

Second, it will provide an important service to members, especially in industrial relations in respect of which sources of training for employers in developing countries are few. Third, it is an important source of income provided the organization can deliver relevant quality training. Fourth, it compels its own staff improve their knowledge without which they cannot offer training to enterprises through their own staff. Fifth, the knowledge required for training increases the quality of other services provided by the organization policy lobbying, advisory and representation service.

Sixth, it contributes to better human relations at the enterprises performance, by matching corporate goals and people management policies. (Sriyan, 1997), stated that it improves the overall image of the organization and invests in a degree of professionalism, which can lead to increased membership and influence.

Organizational management requires certain skills for effectiveness and efficiency in resource utilization for results. In work organization across the world, productivity, improved performance and competitive advantage had become issues of concern among the stakeholders. It has been argued invariably that a worker training tends to foster effective utilization of organizational resources. Laing (2009), however, said it can be immediately ascertained whether workers training programmes have a direct positive influence on job security, increased productivity and improved workers performance among workers.

2.5. Perspectives of Organizational Performance

The perspective of organizational performance has been a topic for both scholars and practitioners since organizations were first formed. How to determine if the efforts of the organization are being put to their best use and are achieving the desired outcomes is at the heart of several disciplines. The following briefly examine organizational performance from the accounting, balanced scorecard, strategic management, entrepreneurship, and microeconomic perspectives.

i. The Accounting Literature Perspective

In measuring organizational performance, accounting scholars focus on the information content of the organization's financial statements and measures. In fact, the *raison d'être* for the accounting profession is to present the past financial performance of an organization both fairly and consistently. To this end, volumes of accounting rules and procedures have been developed over the years to make the information contained in organizational financial statements both meaningful and comparable over time and across organizations.

Laitinen (2002) said that one primary stream of research in the accounting literature involves the information content of earnings and their relationship to the valuation of organizations. Lilly (2011), in this context said the focus of accounting research on performance measurement has shifted from its relevance to corporate policies and processes, to the extent to which publicly traded equity security returns are consistent with the information conveyed by earnings. It is not the intention of this stream of research to imply causal associations between the information content of financial statements and equity security returns, but rather correlation. Consequently, this stream of inquiry is extremely useful to researchers who are looking for proxies for market returns or shareholder value creation. The higher the correlation between the

information content of accounting information and equity security returns, the better proxies for shareholder value creation that can be developed from accounting information. These proxies could be the basis for measures of shareholder value creation for non-publicly traded companies.

ii. The Balanced Scorecard Perspective

In an attempt to bridge the gap between theory and practice, Locke (1997), proposed that effective organizational performance should be measured using a “balanced scorecard”. He suggested that organizational performance measurement requires measures that are not purely financial in nature, because many of the financial indicators are a result of critical operational measures. For example, accounting measures only report what has happened in the past, and not the investments in future opportunities. Therefore, he argued that a combination of financial and operational measures is necessary for measuring overall organizational performance.

Accordingly, the balanced scorecard is a multi-disciplinary view of organizational performance. Balanced scorecard measures include market share, changes in intangible assets such as patents or human resources skills and abilities, customer satisfaction, product innovation, productivity, quality, and stakeholder performance. Most of these measures require primary data from management in the form of their assessment of their own performance, which may lead to questions of the validity of the responses. The primary advantage to using operational measures in conjunction with financial performance measures is when they opportunities that have been created, but not yet financially realized. Since Generally Accepted Accounting Principles (GAAP) does not provide information about permit companies to recognize the expected value of new discoveries until the benefits are actually realized, accounting-based measures do not capture this information on organizational performance.

iii. The Strategic Management Perspective

Luis, David & Robert (2010), quipped that the fundamentals to the study of management is an understanding of the goals and objectives of the organization and the processes used to measure their accomplishment. The accounting profession has developed Generally Accepted Accounting Principles for reporting performance; it is constantly changing in part due to the dynamic nature of organizations, but also as a result of experience with the current state of performance reporting. However, accountants at least have a common set of rules for telling firms how to present organizational performance data.

iv. The Entrepreneurship Perspective

Mathis and Jackson, (2004), said the same problems that affect the strategic management perspective of organizational performance also affect the entrepreneurship perspective of performance. It can be argued that the goals of the founding entrepreneur are the goals of the organization, a one-dimensional perspective of organizational performance. Matthew, Grawich, & Barber (2009), however, stated, it is also clear that entrepreneurship researchers examine other stakeholder perspectives of performance, such as venture capitalists', angel investors', and family business owners' perspectives. As with strategic management research, the entrepreneurship researchers adopt a multi-dimensional view of performance, recognizing that there are inherent tradeoffs between such issues as growth and profitability. Consequently, as with strategic management, the entrepreneurship perspective of performance is both multi-constituency and multi-dimensional.

v. The Microeconomics Perspective

Many scholars have argued that owners of productive assets associate in an organization for the purpose of gaining economic advantage (as examples see Mayer (1992); McGhee et al (1996); and Meister (1997)). The owners of the assets will contribute to the organization so long

as the return they receive or expect to receive is satisfactory relative to the risk they take. Satisfaction is in part determined by the alternate uses that the owner has for the assets. In other words, the value that an organization creates for the owners of contributed assets must be at least as large as the value expected. When the value created is less than the expected or required return, owners of assets will, if possible, withdraw their support for the organization and put their assets to alternative uses where they can achieve the required return.

Mueller and Kim, (2008) argue that the linkage between the required value sought for the use of the assets and the actual value created by the use of these assets is organizational performance. Normal performance is when the value created is exactly equal to the value consumed in using the assets. This does not mean that there is no profit. Quite the contrary is true. At this level of performance, profit is just equal to the organization's weighted average cost of capital. Since the weighted average cost of capital is, by definition, based upon the risk adjusted returns required by debt and equity providers, the profit of the organization is equal to the value increase necessary to satisfy the demands of equity investors. Above-normal performance occurs when the organization produces more value than that required by those who provide resources. For example, when resource owners cumulatively require a \$10 increase in value for providing their resources and the organization produces a \$15 increase in value, the organization would produce an "extra" amount of value than its expected performance. Below-normal performance occurs when the organization produces less value than that required by resource providers.

Naima (2010), postulated that the difference between expected and actual value created is known as economic rent. Above-normal returns result in economic profits, while below-normal returns result in economic losses. Transactional theory, in microeconomics, proposes that under

conditions of perfect competition, the value a firm creates is just sufficient to meet the demands of resource providers. Economic profits and losses occur because competition among firms is not perfect. Organizations experiencing economic profits typically have a competitive advantage, while those experiencing economic losses are usually at a competitive disadvantage.

Organizations that earn “normal” returns are in competitive parity with other organizations in their industry. Organizations that persist in earning less than acceptable returns will find that resource-providers will withdraw their assets. And, if and when all resources are withdrawn, these organizations will cease to exist. By contrast, organizations that generate more than acceptable returns will be able to attract additional resources necessary to meet increased demand resulting from their competitive advantage.

2.6 National Assembly Service Commission and its Composition

The National Assembly Service Commission Act 2014 stated that, it shall be composed of an Executive Chairman and twelve (12) Federal Commissioners (two from each geopolitical zone) – appointed on a five (5) year term and can be reappointed for another term by the President of Nigeria on the recommendation of the President of the Senate and the Speaker of the House of Representatives. The appointment of the Federal Commissioners is made in a rotational manner amongst the states from the geopolitical zone.

Section 6 (1) of the National Assembly Service Commission Act 2014 as amended states the functions of the Commission as it relates to the Assembly Office (Legislative bureaucracy) is to:

- a) Formulate and implement guidelines for its functions,
- b) Appoint persons to hold or act in the Office of:
 - i. The Clerk to the National Assembly,
 - ii. The Deputy Clerk to the National Assembly,

- iii. The Clerk of the Senate,
- iv. The Clerk of the House of Representatives,
- v. The Deputy Clerk of the Senate,
- vi. The Deputy Clerk of the House of Representatives, and;
- vii. All other offices in the service of the National Assembly;
- viii. Promote and transfer officers of the Commission;
- ix. Dismiss and exercise disciplinary control over staff of the Commission.
- x. Determine the remuneration of the staff of the Commission.

2.7 Organizational Structures of the National Assembly Service Commission

Hardly can any system that is poised to succeed not having a bureaucratic structure. According to Weber, the proponent of modern bureaucracy sees it as a management approach that emphasized a structured organization in which positions and authority are defined. The National Assembly Service Commission at the period of this study 2013 – 2018 was structured as follows:-

2.7.1 Office of the Chairman: - The Office of the Executive Chairman comprises of three Divisions headed each by a Deputy Director. These Divisions helps the Executive Chairman in the discharge of his or her duties accordingly and they are:-

i. Legal Services Division

The National Assembly Service Commission handbook on Schedules of Duties for Departments and Roles of Committees (2018) stated that the Legal Services Division of the Commission is under the office of the Executive Chairman of the Commission. The Legal Division therefore reports directly to the Executive Chairman. The Division seeks to ensure compliance with various legislations and directives from regulatory authorities. The division

plays a critical role in reviewing and drafting contracts, employee policies, handling litigations and liaising with external solicitors in litigations against the Commission. The Legal Services Division offer legal opinions, advise, studies, reports, research and correspondence as required from time to time by the Commission. Ensuring that appropriate legal advice on diverse range of substantive and procedural questions arising in administrative functions of the Commission is provided. The Legal Services Division monitor, analyze and identify important issues and appraise the Commission of emerging legal trends from court decisions and tendering advice to avoid unnecessary litigations.

ii. Protocol & Public Relations Division

The National Assembly Service Commission handbook on Schedules of Duties for Departments and Roles of Committees (2018), clearly stated that the Division shall take charge of the following; Promotion of the corporate Image of the Commission, Dissemination of information on the activities of the Commission through issuing of press releases, bulletins, placement of publicity materials in appropriate mass media channels, Advising the Commission on the Public Relations implications of its policies and activities, Helping the Commission to gauge public opinion (through public opinion surveys), concerning the Commission's policies and activities, Monitoring media reports on National Assembly Service in both Print/Electronic and social media, Handling media relations/press briefing/press conferences, Publication of the NASC NEWS Newsletter, Handling Public Relations and Protocol activities in official engagements with external bodies, and within the Commission, making Protocol arrangements for officials of the Commission both locally and at International events. Others are; arranging passage papers for officials of the Commission, Liaise with Ministry of Foreign Affairs, Immigration and High Commission in respect of international trips and Liaising with other public and private institutions to ensure success of the Commission's events and activities.

iii. Internal Audit Division

The National Assembly Service Commission handbook on Schedules of Duties for Departments and Roles of Committees (2018) stipulated that the Internal Audit Division is the financial watchdog of the Commission. The Division evaluates the commission's internal controls, including its accounting processes. Internal control are the mechanisms, rules, and procedures implemented, by an organization to ensure the integrity of financial and accounting information, promote accountability and prevent fraud. The Division also provides management with the tools necessary to attain operational efficiency by identifying problems and correcting lapses before they are discovered in an external audit.

2.7.2 Office of the Honourable Commissioners

The Honourable Commissioners including the Chairman are the policy makers as it relates to the National Assembly Service (NASC Act 2014) as amended. These matters are not limited to conduct of interviews for intending applicants for possible employments in the National Assembly Service, interview of prospective legislative aides as sent by the Distinguished Senators or Honourable Members, they also participate in Zonal Tour of their respective zones.

2.7.3 Office of the Secretary

The National Assembly Service Commission Act 2014, section 8 (1) of as amended provide that there shall be a Secretary to the Commission, who shall act as the Chief Accounting Officer of the Commission; he is the administrative head and oversees the day-to- day running of the Commission. He shall keep proper records of the proceedings of the Commission. He shall also keep the seal of the Commission.

2.7.4 Department of Promotions, Discipline & Appeals (PDA)

The National Assembly Service Commission handbook on Schedules of Duties for Departments and Roles of Committees (2018) encapsulated this Department as solely in charge of Promotions of both senior and junior staff in the National Assembly Service, Co-ordination and Administration of examinations or interviews for promotions exercise, Processing of upgrading, advancement and conversion of officers, Monitoring the discipline of officers in the National Assembly Service, Ensuring strict adherence to the rules and regulations on disciplinary action by officers in the National Assembly Service in exercising powers of discipline, Making recommendations on disciplinary matters before the Commission, Advice on formulation and review of policies on promotion and disciplinary matters, Verification of Staff Records, and carrying out other assignments referred to the Department from time to time.

2.7.5 Department of Zonal Offices & Legislative Aides (ZO&LA)

The National Assembly Service Commission handbook on Schedules of Duties for Departments and Roles of Committees (2018) stated that this Department shall be in charge of the following functions; Coordinate the affairs of the Honourable Commissioners in relation to their Committees' activities, ensure that Legislative Aides matters are treated appropriately and with dispatch, Assist in the general administration of the Zonal Offices to enable the Honourable Commissioners discharge their responsibilities and functions, Assisting the Honourable Commissioners in the formulation, execution and review process of policies related to the various Committees to which they belong. Others are screening, interviewing and Appointment of Legislative Aides for Distinguished Senators and Honourable Members of the National Assembly and preparation of periodic reports on screening and interview exercise for Legislative Aides.

2.7.6 Department of Finance & Accounts (F&A)

The National Assembly Service Commission handbook on Schedules of Duties for Departments and Roles of Committees (2018) have the following functions of Finance and Accounts Department as; collate, coordinate and prepare the Commission's annual budget, organize and coordinate the annual budget defense, monitor the release of monthly budget allocation, record and disburse budgetary releases, ensure the proper recording of all transactions and maintain proper books of Accounts, prepare and present before the Commission quarterly and annual financial reports, coordinate the annual External Audit of the Commission's Account, coordinate the inspection visits by the staff of the Accountant-General, Auditor-General and other relevant organizations, liaise and monitor the Commission's Bankers and report to the Commission as appropriate. Others includes, ensure compliance with financial regulations and other extant rules, advise Management and the Commission on all financial matters with a view to ensuring compliance with the relevant rules and regulations and perform other financial duties as may be assigned by the Management and the Commission from time to time.

2.7.7 Department of Administration & Employee Relations (A&ER)

The National Assembly Service Commission handbook on Schedules of Duties for Departments and Roles of Committees (2018) stated that the following are functions of the Administration and Employee Relations Department, General Welfare of the Staff of the National Assembly Service Commission, Staff Benefits Administration, Salaries and Wages Administration, Preparation of Advance Proposals on Personnel Cost Budget for the Commission and Staff, Coordination with Pension Commission (PENCOM) and Pension Fund Administrators on Retirement Benefits, Plan and Budget for Retirement of NASC Staff, Monitoring the discipline of Officers in the Commission, Provide first level response to Employee queries and complaints, Initiate and Implement Policies on Employee and Industrial Relations and dispute

resolutions alternative, Orientation and induction of newly appointed staff (NASC) and Carrying out other assignments referred to the Department from time to time.

2.7.8 Department of Establishment, Records & Training (ER&T)

The National Assembly Service Commission handbook on Schedules of Duties for Departments and Roles of Committees (2018) put functions of Establishment, Records and Training Department to include determination of Establishment Structure and Size of the National Assembly Service, Determination of Establishment Vacancies, Advertisement of approved vacancies in the National Assembly Service, Processing of applications for appointment into the National Assembly Service (Permanent and Pensionable Appointments, Acting Appointments, Contract and Temporary Appointments, Orientation and Induction of Newly Appointed Staff (NASS), Man Power Training and Development, Co-ordination of Transfer of Service or Secondment of officers to or from other Public Services, i.e. Inter-Service Transfers and Secondments, Advising on formulation and Review of Policies on Appointment matters, Periodic Review and Update of the National Assembly Service Scheme of Service, Verification of Staff Records (NASS), Liaison with the Federal Civil Service Commission and other scheduled Service Commissions, Liaison with the Presidency, the Office of Establishments and Managements Services and the National Assembly Management on Establishment Matters. Others are; Serve as data base for the Commission for future references, Manage the Creation, Receipt, Keeping, Archiving and Disposal of Records, Establishing and promulgating procedures and guidelines for Records Management for the Commission, Generating the list of officers due for retirement and Generating the Seniority list for the service.

2.7.9 Department of Planning, Research & Information Technology (PR&IT)

The National Assembly Service Commission handbook on Schedules of Duties for Departments and Roles of Committees (2018) stated that the functions of the Department of

Planning, Research and Information Technology as; Preparation of Development Plans (Rolling and Perspective), Responsible for Physical Planning and Development, Monitoring and evaluation of Development Plan Implementation, Research into the internal organization and operational modalities of the National Assembly and the Commission, Monitoring of performance and efficiency targets for the various Departments and Units of the Commission, Collection and processing of data and statistics relating to the Commission's functions, powers and activities, Management of the Commission's records and information resources (Data Bank, Computer Services, E-Registry, E-Library etc), Maintenance of the Commission's Communications networks e.g. Internet, website, e-mail, Provide the Management and Commission of an ongoing intervention with early indications of progress, or lack thereof in the achievement of results by comparing the actual performance of all departments with what was planned and expected, Management of the Research Library, Planning International and Local Conferences for the Chairman and Hon. Commissioners, Planning Parliamentary Overseas Tours for the Chairman, Hon. Commissioners and Management, Develop and maintain a comprehensive data base of the staff of the National Assembly Service Commission and National Assembly. Others are; Ensure that the Information Technology System of the Commission is continuously upgraded and kept functional at all times, Coordination of the various Retreats and Conferences of the Commission:

- (a) NASC/State Assemblies Service Commissions (SASC) Conference
- (b) NASC/SASCs Secretaries Conference
- (c) NASC/National Assembly Management Retreat
- (d) NASC Management Retreat
- (e) Organizing National Assembly Service wide Retreat
- (f) It serves as the Conference Secretariat for the NASC/SASCs Conference.

2.7.10 Department of Procurement & General Services (P&GS)

The National Assembly Service Commission handbook on Schedules of Duties for Departments and Roles of Committees (2018) clearly stated that the functions of the Procurement & General Services Department are; serves as Secretariat for all procurement activities in the Commission, Advise on formulation, review and execution of policies and programmes on procurement, Coordinating all procurement activities in the Commission, Serve as the Chairman/Member of Technical evaluation Sub-Committee for prequalification of bidders, Liaising with the Bureau for Public Procurement and other Agencies on procurement matters, Represent the Commission in various procurement related meetings, Responsible to the Accounting Officer on the overall procurement planning, policy, research, implementation and evaluation, Responsible for the overall advice on the appropriate systems/methods of obtaining external/internal sources of goods, works and services necessary for the running and maintenance of support activities of the Commission, Maintain a Supplier Data Bank, Advice on all procurement and disposal of assets in line with the Public Procurement Act, Maintenance of the existing building of the Commission to make it functional at all times and in an improved aesthetic and environmentally conducive state, To coordinate Transport and Utility services, Maintenance of Transport and Motor Vehicles, Maintenance of all Utilities, Allocation of Offices to Departments and Units, Maintenance of office building, office fittings and fixtures (office furniture, electrical fittings, plumbing etc), Ensuring continuous availability of office consumables and other general materials for the smooth operations of the Commission, Maintaining up to date price list of stock items through conduct of statistical market surveys, Maintain a Supplier Data Bank and Advice on all procurement and disposal of assets in line with the Public Procurement Act and Ensure adequate power and water supply to the Commission's Office Complex.

2.8 Appointment into the National Assembly Service on Pensionable Basis

The Revised Guidelines for Appointment into the National Assembly Service (2016) and also in section 6 (1) (2) of the National Assembly Service Act (2014) as amended stated that, it is the responsibility of the National Assembly Service Commission to make sure that only qualified and experienced personnel are appointed to relevant positions to support or provide service to the legislature for its development. This has always been done as the need arises for the service.

2.8.1 Appointment of Legislative Aides on a Non Pensionable Basis

The 2019 Revised Guidelines on Appointment and Management of Legislative Aides for Senators and Members of the House of Representatives of the National Assembly, section 1, stated that the Legislative Aides are non-pensionable staff whose appointment/termination of such appointment is at the pleasure of the Legislator. The tenure of their appointments normally spans the term of their principals. The National Assembly Service Commission provides the legal framework for their engagement into the service. Each legislator in Nigeria is entitled to 5 (five) Aides whose emoluments is drawn from the Nation's treasury. These five (5) aides are namely the Senior Legislative Aides (SLA) placed on Salary Grade Level 13 – 16, Legislative Aide (LA) placed on Salary Grade Level 10 – 12, Legislative Assistant (LA) usually placed on Salary Grade Level 08 - 09, Personal Assistant (PA), on other hand, is placed on Salary Grade Level 08 and Secretary on Salary Grade Level 07 – 09. Their level of educational and experiences requirements are well spelt out in the 2019 Revised Guidelines on Appointments and Management of Legislative Aides for Senators and Members of the House of Representatives. Induction training is usually organized for all Legislative Aides on assumption of duty to acquaint them with their roles. The Commission endeavour to organize proper training programmes for Aides at intervals during their tenure as much as practicable. These set of appointees also, in the long run bring in their experience and expertise to bear in the development

of the legislature in Nigeria through providing technical and legislative research support service to the legislators.

2.9 Promotions

Raymond (2008), asserts that promotion is the advancement into positions with greater challenges, more responsibility, and more authority than in the previous job. According to Merriam-webster.com, it is the act of furthering the growth or development of an individual or something. Chapter 2, Section 7, sub-section 02701 of the Conditions of Service in use in the National Assembly clearly states, promotion shall be made strictly on the basis of competitive merit by selection from amongst all eligible candidates who fall within the field of selection for any promotion exercise. The Commission usually conduct promotion examination every year and eligible candidates are to pass such an examination at not less than 80 per cent, seniority at 10% and Annual Performance Evaluation Report (APER) of staff is measured out at a maximum score of 10 each totalling 100%. Promotion is fundamentally important and a key component in a bureaucratic structure of any government institution.

2.10 Discipline

The Condition of Service in use in the National Assembly Service 2018, Chapter 3, section 1, sub-section 03101 stated that the powers to dismiss and generally exercise disciplinary control over officers in the Service is vested solely in the Commission. In almost all modern set ups, disciplinary measures are put in place to curb staff from involving in acts that will bring disrepute to such an organization. Discipline is the practice of training people to obey rules or a code of behaviour, using punishment to correct disobedience. The 2018 Conditions of Service stated that disciplinary measures that can be taken against staff are verbal warning, query, surcharge, reduction in rank, suspension, termination of appointment, dismissal from service etc.

2.11 Gap in Knowledge

The gap in knowledge here is that there have been a lot of literature on assessment of performance but the National Assembly Service Commission, as an institution has not received or any scant attention, hence through this study, effort has been made to fill the research gap that the performance of employees is extremely crucial as it ultimately leads to organization's success. This can further be realistic if working environment with satisfaction which energizes motivation thereby prompting employees to perform better at the job in the organization.

2.12 Theoretical Framework

This section is designed to presents the study theoretical framework. Theories are explanation of a natural or social behavior, event, or phenomenon. A scientific theory is a system of constructs and propositions that collectively presents a logical, systematic, and coherent explanation of a phenomenon of interest with some assumptions and boundary conditions. The study adopted structural functionalism theory as it theoretical framework. There are a lot of conceptual postulations on structural functionalism by different authors. Structural functionalism was first popularized by Talcott Parsons in the 1950s which focuses on structure – the patterning of roles, the form of institutions, and the overall articulation of institutions in a society and seeks to explain these structures in terms of their functions, contributions to the stability and persistence of the organizations. It was the leading paradigm in sociology and although criticized from many perspectives, its concepts of social structure, institutions, and the overall patterning remain central to the understanding of societies. Parsons (1975), cited by Ismawati (2018), that the structural-functional theory hold that society is best understood as a complex system with various interdependent parts that work together to increase stability. The theory/approach is underpinned by the notion that social systems are composed of interconnected parts; the parts of a system can

be understood in terms of each contributes to the meeting the needs of the whole, which in most cases is always about stability and harmony. Parsons pointed out four important prerequisites of structural functionalism and these can be treated or seen as the main functions of structural functionalism. These are adaptation, goal attainment, integration and latency. Adaptation involves the problem of securing from the environment sufficient facilities and then distributing these facilities throughout the system. Goal attainment denotes the problems of establishing priorities among system goals and mobilizing system resources for their attainment. Integration refers to the problem of coordinating and maintaining viable interrelationships among system units. Latency implies two related problems – one is pattern maintenance and the other is tension management. There are many actors in the social system and how they play their role that requires to be ascertained. In every system there arises tension and conflict and all these should be managed. In any system there are many subsystems and all these functions are performed by them. Easton also propounded on the structural functionalism theory that different components in a system with different functions working in for the overall achievement or attainment of the goals and objectives of an organization. He emphasized on the input and output approach to the attainment of these goals and objectives in the society. Other authors like Almond (1960) and Powell (1966) versions of structural functionalism, postulated that they are the processes relevant to authoritative allocations of values within societies. It gives context and hints at some degree of reciprocal influence among all sort of things – people, institutions and events. Almond stressed that every political system has some structures and these structures perform certain functions meant for it. What is structure? Structure means institutions. Every system has several institutions such as political party, legislature, executive and the judiciary (Almond 1960).

The particular variant of the theory this study adopted for assessing the performance of the National Assembly Service Commission is that of David Easton, which deals with input and output analysis of all the components in a system. Easton structural functionalism theory focuses on the relations between the parts, rather than reducing an entity into its parts or elements (e.g organs or cells). The organization is considered as a system having integrated parts that must be coordinated for efficiency and effectiveness. Therefore, the theory is important to public and private administration because it is a force in human and organizational management. A structural functionalism theory to human resource management is the process of identifying the contribution that human resources can make to improve the organization by enhancing the contribution of human components (people). Although the structural functionalism theory may seemed to be an aged long and weak one but it is still relevant to this study because National Assembly Service Commission is seen as a system with different interdependent units functioning together as one. Structural functionalism consists of many internal subsystems that need to be continually aligned with each other. As organizations grow, they develop more and more complex subsystems that must coordinate each other in the process of transforming inputs to outputs (McShane & Von Glinow, 2003). These interdependences can easily become so complex that a minor event in one sub-system may amplify into serious unintended consequences elsewhere in the organization. The National Assembly Service Commission, in its strategies to realize its goals, work in Units, Divisions, Departments and Committee systems and it is individuals that make up these groups. Wehrich, (2008), stated that every organized institution does not exist in a vacuum. It is rather known to depend on its external environment – which is a part of a larger system and the society. According to him, the organization receives input, transforms them and exports the outputs to the society. In comparison, the NASC as an institution need and depend highly on the caliber of experienced individuals they recruits into its fold, who

source for adequate and required information through quantitative and qualitative research means for the Nigerian legislature to thrive. The input process is in tandem with what is expected as the output or the outcome. Outputs are weighed in the National Assembly Service Commission through the instrumentality of Annual Performance Evaluation Report (APER) for staff, and through work plans for Departments. The Annual Performance Evaluation Report (APER) form is an assessment form that contains a lot of sections like personal records of the staff job description, training courses attended, rating procedures, assessment of actual performance, character traits, work habits, sanctions, and leadership attainment (The 1999 Public Service Rules). At end of each year, the staff is measured to ascertain whether he or she have performed efficiently and effectively. The other instrument of measurement is the Departmental Work plan. It assesses Departments in regards to their performance as each directing department is expected to follow through its programmes and activities in the work plan to the latter. Submissions/Reports are required from the Departments at each quarter for possible review (if need arises). For example, the novel corona virus pandemic that struck the whole world from March, 2020 led to a total lockdown which necessitated the review of activities of each Department in the National Assembly Service Commission. To this end, the successful performance of each Department depends on the experience and efficient staff it has. These departmental activities are conjoined to each other in that the absence of one affects the other. So it aligns with the assertion of the theory adopted for this research by Easton that different sections or units of organization work in unison to achieved its targeted goals and objectives.

The National Assembly Service Commission cannot function, operate and achieve organizational goals and objectives without the usage of an open ended system. Bertalanffy (1973) cited by Chikere and Nwoka (2015), opined that open ended system processes lay bares

all the organizational management way of thinking from mechanical to scientific view of the organization. It emphasized detachment, objectivity and control. Today, institutions lay critical emphasis on the mode of their operations.

Working Conditions and Job Performance:- A poor workplace is most likely one of the fundamental reasons for the high staff turnover rate on poor satisfaction and performance. Factors of the workplace and satisfaction may likewise be helpful benchmarks for assessing future changes and advancements of work. Moreover, encouraging work conditions and environment are compelled to enhanced employee's attitude leading to better performance.

Job satisfaction:- Various researchers have defined job satisfaction. It relates to an employee having an effective direction towards their job in the organization (Hoboubi, 2017). Job satisfaction has been extensively utilized by many researchers and is explained as a desirable state where an individual achieves work values. Furthermore, it has been argued that if employees are not satisfied they feel unclear about the work, feel that supervisors give them less attention, perceive working environment as dubious which may lead employees feeling that they are not included as an active part of the organization. Gul (2018) claimed satisfaction to have a positive relationship with opportunities of employees at the work. Inuwa (2016) opined that satisfaction have a positive accord with performance of employees.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter discusses the method in which data were collected to aid in the assessment of performance of the National Assembly Service Commission.

3.4 Research Design

The research design adopted by this study is the survey method, which involves a field work of primary data collection from the targeted population analysis of collected data through statistical instrument and interpretation of the data. The study explains below the targeted population, sampling techniques, sample size, sources and methods of data collection, analysis and interpretation used.

3.5 Sources of Data

In the course of the research, two main types of data were engaged, namely; the primary and secondary data respectively.

The Primary Data: The primary data was collected through the basic procedures such as questionnaires and interviews. This study enlisted the Interview and Questionnaire, as a medium of collecting primary data.

The Secondary Data: Secondary data were sourced from the Commission's annual reports, the 1999 Constitution of the Federal Republic of Nigeria as amended, books from the National Assembly library and documented materials.

3.3 Population of the Study

The population of this study was 4,613 consisting of the Commission with staff strength of 434, the National Assembly at 4,129 and the civil society organizations at 50.

3.7 Sampling Technique and Sample Size

The study adopts a random sampling technique consistent with the research design. The choice of this sampling technique was influenced by the desire of the researcher to ensure that target elements or members of the institution's population, are those that have requisite knowledge of the subject matter. This helped to ensure reliability of the data collected in the course of conducting the research.

Consequently, 200 copies of the designed questionnaires were administered to the staff of the National Assembly Service, including the civil society organizations but only 160 copies of the questionnaires were returned, this may be unconnected with the work from home order given to the public servants by the Federal Government of Nigeria to curb the spread of the novel coronavirus. The responses formed part of the data analysis and interpretation of the study discussed in the subsequent chapters.

3.5 Method of Data Analysis

The data collected were analysed firstly, using the tabular method of presentation and inferences which was drawn from the pattern of response. The simple percentage was used to show aggregate and compare responses of unequal size meaningfully. Here, the tabular formats were used in sorting and organization of data to make the analysis more effective and efficient. The interpretation was based on the simple statistical and descriptive method.

3.6 Limitations to the Study

The researcher encountered limitations in the course of carrying out this study, especially in the area of administering questionnaires due to corona virus pandemic. The researcher would have been able to reach more people but due to the pandemic and inadequate financial resources. However, the researcher was able to carry out the research by complimenting questionnaires with on line interviews.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter deals with the presentation of analysis and interpretation of data collected. The data collected is carefully presented and analyzed using the descriptive and non-pragmatic static (i.e percentage method). Each questionnaire is analyzed in accordance with the research question it relates to and based on the responses.

4.1 Background of Respondents

Table 4.1 Gender Distribution of Respondents.

Gender	Frequency	Percentage (%)
Male	85	53.1
Female	75	46.9
Total	160	100

Field Survey: October, 2020.

The gender distribution of the respondents on the table above shows that 85 out of 160 (representing 53.1%) are males and 75 out of 160 (representing 46.9%) are females.

Table 4.2 Age Distribution of Respondents

Age	Frequency	Percentage (%)
18-25	20	12.5
26-35	35	21.9
36-45	45	28.1
46 and above	60	37.5
Total	160	100

Field Survey: October, 2020.

The age distribution of respondents above shows that 20 respondents representing 12.5% are 18-25 years, 35 respondents representing 21.9% are 26-35, 45 respondents representing 28.1% are 36-45 years while 60 respondents representing 37.5% are 46 years and above.

Table 4.3 Educational distribution of respondents

Level of Education	Frequency	Percentage (%)
Primary school	10	6.2
Secondary School	42	26.3
Tertiary	98	61.3
Informal	10	6.2
Total	160	100

Field Survey: October, 2020.

The educational distribution table of respondents above shows that, 10 respondents representing 6.2% has primary school qualification, 42 respondents representing 26.3% has secondary school qualification, 98 respondents representing 61.3% has tertiary qualification while 10 respondents representing 6.2% has an informal educational qualification.

4.4 Data Presentation and Analysis

Table 4.4 Staff recruitment carried out for the National Assembly Service by the Commission

Year	No of staff Employed for NASS	No of Staff Employed for NASC	No of staff that resumed at NASS	No of Staff that resumed at NASC	No of staff yet to resumed at NASS	No of staff yet to resumed at NASC
Staff Strength before the employment	3,728	235	3,728	-	-	-
2013 - 2018	509	198	401	198	108	-
Total Staff Strength	4,237	433	4,129	-	-	-

Source: Establishment, Records & Training Department, October 2020

**Note: Study revealed that reason for non resumption of 108 no. of staff recruited in 2018 at the National Assembly was lack of office accommodation and budgetary provisions.*

Table 4.4 showed that there was recruitment carried out only in 2018 for the National Assembly Service by the Commission, with National Assembly having 509 recruited staff recruited but only 401 duly resumed duty, number of staff that are yet to resume duty stood at 108, reason for inability for them to be absorb into the system is asterisks above. On the part of the National Assembly Service Commission, there was a recruitment of 198 staff added to the initial 235 number of staff making a total staff strength of 433 as indicated on the third column above. The study, furthermore, conducted interviews and responses indicated that staff were over-recruited. This, therefore, pose as a serious challenge to the service.

4.5 Comprehensive table showing staff promotions of the National Assembly Service carried out by the Commission

Year	Passed & Promotion Released	Passed but non availability of vacancies	Failed	Not due for examinations	No requisite qualification to progress	Officers on bar
2013/2014	NASS-510 NASC-100	NASS-111 NASC- 5	NASS-163 NASC-3	NASS-25 NASC-0	NASS-10 NASC-0	NASS-3 NASC- 0
2014/2015	NASS-550 NASC-95	NASS-105 NASC- 4	NASS-100 NASC-4	NASS-15 NASC-0	NASS-15 NASC-0	NASS-5 NASC- 0
2015/2016	NASS-540 NASC-120	NASS-97 NASC- 2	NASS-125 NASC-6	NASS-20 NASC-1	NASS-10 NASC-0	NASS-6 NASC- 0
2016/2017	NASS-670 NASC-100	NASS-110 NASC- 6	NASS-98 NASC-10	NASS-10 NASC-1	NASS-12 NASC-0	NASS-9 NASC- 0
2017/2018	NASS-567 NASC-91	NASS-311 NASC- 3	NASS-163 NASC-2	NASS-25 NASC-3	NASS-7 NASC-0	NASS-3 NASC- 0
Total	3,343	754	674	100	54	26

Source: Promotions, Discipline and Appeals Department, 2020

The Table 4.5 above clearly showed that the National Assembly Service Commission does conduct promotions exercises for the staff of the National Assembly Service. A total number of 3,343 staff enjoyed promotions during the period under assessment. A total number of 754 staff passed the promotions exercise but could not be move to the next level due non availability of vacancies from 2013 – 2018 cumulatively, while a total number of 674 failed the exercise at that period. There is also a total number of 100 staff, who ordinarily was not supposed to take the promotion exercise, and total number of 50 staff had no requisite qualifications to advance to the next level and a total number of 26 staff have reached the bar.

Table 4.6 Whether the National Assembly Service Commission enforces disciplinary actions against erring staff of the National Assembly Service

Disciplinary Actions	2013	2014	2015	2016	2017	2018
Query	8	5	3	4	5	3
Warning	0	0	5	0	0	0
Suspension	0	2	0	3	0	0
Termination of Appointment	0	1	0	0	3	0
Dismissal	0	0	0	0	1	0

Source: Discipline Division of PDA Department, October 2020

Table 4.6 above shows various disciplinary actions taken by the Commission against erring staff who have inadvertently committed proven cases of indiscipline within the service. This analysis clearly shows that the National Assembly Service Commission does not condone recalcitrant attitude at its workplace as erring staff are definitely disciplined in line with the extant rules as found in the conditions of service.

Table 4.7.1 Trainings carried out by the Commission for staff of the National Assembly Service

Legislative Aides of the National Assembly				
Year	Theme of Training	Number /Category of Aides	Consultant/Venue	Remark
2013	Legislation and Nation Building: The of position of Legislative Aide for Actualization	938 Secretaries and Personal Assistants	Meqstar Global Ltd Top Rank Hotel Area 11 Abuja	Satisfactory
2014	Efficient and Effective Performance of the Legislature: The Role of Legislative Aides	938 Leg. Aide/Leg. Assts	XP-Consult Ltd Sheraton Hotel & Towers, Zone 4 Abuja	Satisfactory
2015	The Legislature & Economic Recession: Role of the Legislative Aides	938 Senior Leg. Aide/Personal Assts	Parliamentary Manpower Resources	Satisfactory
2016	Work Ethics for Legislative Aides of the National Assembly	938 Legislative Aide/Legislative Assts	Hammersmith Training Consultant Chida Hotel, Abuja	Satisfactory
2017	Legislature and Sustainable Development: The role of Legislative Aides in a Developing Legislature	938 Leg. Aide/Leg. Assts	Meqstar Global Ltd	Satisfactory
2018	Managing Constituencies of the Legislators: The Role of Legislative Aides	938 Senior Leg. Aide/Personal Assts	Meqstar Global Ltd Galaxy Top Rank Hotel, Utako, Abuja	Satisfactory

Source: Zonal Offices & Legislative Aides Department, October 2020

Table 4.7.2. Staff Training of the National Assembly Service Commission

Year	Theme of Training	Category of Staff	Consultant/Venue	Remark
2013	Critical Thinking	SGL 08-17	New InfoTech Consultants Nasarawa State University, Keffi. 8 th -12 th April, 2013 and 15 th -19 th April, 2013.	
	Decision Making	SGL 03-07	InterFaith Resources Nasarawa State University, Keffi. 8 th -12 th April, 2013 and 15 th – 19 th April, 2013	
2014	International Human Resources Management and Organizational Behavior	SGL 17	Global Analytics Consulting Limited United Kingdom	
	Entrepreneurship Strategies In Public Sector Management	SGL 14 - 15	Development & Training Resource Centre Dubai	
	Leadership & Operational Risk Management	SGL 10 - 13	Development & Training Resource Centre Abuja/ 22 nd – 26 th July, 2014	

	Understanding and managing organizational behavior	SGL 07-09	Mekkembuk Consults Yayi Hotel, Minna Niger State 18 th – 22 nd Nov, 2014	
	Record Keeping and Handling of Information	SGL 03 - 06	Germini Resources ITF, Makurdi 5 th – 9 th August, 2014	
2015	Conflict Avoidance, Negotiation, Resolution and Skills	SGL 15 -17	Zubandy Nigeria Limited Hamdala Hotels Kaduna 12 th – 15 th November, 2015	
	Enhancing Policy Formulation, Implementation and Management	SGL 10 - 14	Integrated Corporate Services Makurdi, Benue State 10 th – 15 th July, 2015	
	Middle Level Manpower Development	SGL 07 - 09	Golden Rule Educational Consultants Ltd. Hamdala Hotels, Kaduna.	
	General Administrative Skills	SGL 04 - 06	Cosnia Classic Consultancy Ltd. Minna, Niger State	
2016	Total Quality Management Workshop	SGL 15 - 17	DIL Consulting 20 th – 24 th June, 2016 Abuja.	

	Management Workshop for Administrative & Personnel Officers	SGL 10 - 14	Big Team Resources, Ibadan 23 rd to 27 th May, 2016	
	Enhancing Organizational Performance Through Productivity Improvement Techniques'	SGL 08 09	Dale Management Consulting, Lokoja 30 th May to 3 rd June, 2016	
	Performance Enhancement Workshop for Officers in a Legislative Environment	SGL 05 - 07	Febi International Consult Abuja 13 th to 17 th June, 2016	
2017	Sectorial Policy Planning & Management	SGL 14 - 17	DIL Consulting 17 th to 21 st July, 2017	
	Harnessing Creative and Innovation for Enhanced Productivity in the Public Service	SGL 07 – 13	Decourve Consultants Ltd 3 rd to 7 th July , 2017	
	Efficiency & Performance Improvement	SGL 05 - 06	A. Y. Usman Consulting 4 th to 9 th May, 2017	
2018	Transformational Leadership, Emotional Intelligence and Financial Risk Management Workshop	SGL 15 – 17	HFC Consulting Ltd 4 th – 13 th August, 2019 Dubai	
	Work Ethics and Attitudinal Change for enhance Organizational Productivity	SGL 10 - 14	Big Team Resources Ltd Ibadan 10 th to 14 th September, 2018	
	Fundamental of Speech writing and Effective Communication	SGL 08 – 09	Dale Management Consultancy. Minna, Niger State. 27 th to 31 st August, 2018	

	Subordinate Becoming A Change Agent and An Accomplished Leader	SGL 05 - 7	Mekkembuk Consulting Ltd. Minna, Niger State 8 th -12 th April, 2018	
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Source: Establishment, Records & Training Department, October 2020

Table 4.7.1 and 4.7.2 showed the yearly trainings both legislative aides and the core staff of the Commission participated as obtained from the relevant department of the Commission. This highlighted the emphasis the Commission placed on training as a lot of resources have been deployed to that effect. The trainings are target-based and structured on grade levels for easy human capital development. Despite available records that showed the above, the study went further to carry out an interview of staff to ascertain the skills and capability of the training consultants.

Table 4.8 What extent has the National Assembly Service Commission been able to achieved its mandate from 2013 – 2018?

OPINIONS	NUMBER OF RESPONDENTS	PERCENTAGE %
Agreed	75	46.9
Disagreed	75	46.9
Undecided	10	6.2
Total	160	100

Field Survey: October, 2020.

The above table shows respondents opinions to what extent has the National Assembly Service Commission achieve its mandate from 2013 – 2018. To this effect, 75 respondents representing 46.9%, while 75 respondents representing 46.9% disagreed. 10 respondents

representing 6.2% were undecided. This explicitly shows there is a tie between the agreed and the disagreed.

Table 4.9 What are challenges that confronted National Assembly Service Commission in the effective discharge of its mandate from 2013 – 2018?

	TOTAL NUMBER OF RESPONDENTS	OPINIONS		PERCENTAGE %
		YES	NO	
Inadequate Office Accommodation	160	150	10	YES-93.8% NO-6.2%
Lack of Motivation	160	135	25	YES-84.3% NO-15.7%
Inadequate Training	160	80	80	YES-50% NO-50%

Field Survey: October, 2020.

The table above shows respondents opinions on the challenges that confronted National Assembly Service Commission in the effective discharge of its mandate from 2013 - 2018. In view of this, inadequate office accommodation, 150 respondents representing 93.8% says YES, while 10 respondents representing 6.2% says NO.

On lack of motivation, 135 respondents representing 84.3% says YES, which affirms that lack of motivation hinders performance in the workplace, while 25 respondents representing 15.7% says NO. This gives credence that motivation increases performance.

Table 4.10 What measures can be adopted to address the challenges confronting National Assembly Service Commission in the discharge of its mandate?

	TOTAL NUMBER OF RESPONDENTS	OPINIONS		PERCENTAGE %
		YES	NO	
Provision of more conducive Office Accommodation	160	150	10	YES-93.75% NO-6.25%
Provision of robust motivation packages	160	155	5	YES-96.8% NO-3.2%
Provision of effective and efficient manpower development pattern	160	130	30	YES-81.25% NO-18.75%

Field Survey: October, 2020.

The table above shows respondents opinions on suggestive measures that can be adopted to address the challenges confronting the National Assembly Service Commission in the discharge of its mandate. In view of this, 150 respondents representing 93.7% strongly say YES to the need for provision of adequate and conducive working environment, while 10 respondents representing 6.3% disagreed.

Another measure that can be adopted to address the challenges confronting the National Assembly Service Commission is the provision of robust packages for optimal performance, had 155 respondents representing 96.8% strongly say YES, while 5 respondents representing 3.2% disagreed.

The other measure discovered which can be adopted to address the challenges confronting the National Assembly Service Commission is the provision of robust, effective and efficient training and manpower development pattern had 135 respondents representing 84.3% strongly say YES, while 25 respondents representing 15.7% disagreed.

4.3 Discussion of findings.

The following are the findings made by the study as a result of the above analyses:

First, this research revealed that National Assembly Service Commission, in pursuant to its mandate which is to recruit, promote and discipline. The National Assembly Service Commission carried out a recruitment exercise which, to a large extent, did not follow due process. Interview conducted reveal that there was over-employment and this was not needed. Besides, inexperienced and unqualified persons were recruited without recourse to the rules. Reason why 108 staff are yet to resume duty at the National Assembly as can be seen on Table 4.4. The action or inactions of the over-employment culminated in a labour dispute (picketing) by those yet-to-resume-staff at the National Assembly lobby on and it was covered by all media outlets in Nigeria. This was no doubt a wrong signal to the hierarchy of the Nigerian legislature, the international community.

On Table 4.5, the Commission did promoted a total number of 3, 343. Haryono (2020) stated that promotion have a positive and significant effect on job performance. Ghaffari (2017),

explained that promotion is the most significant work motivation factor in improving employee job performance, while additional benefits are the second significant factor. Hence the Commission should and must uphold this operational mandate where the best hands are rewarded with promotable positions in order to retain the best hand in the legislature. The legislature cannot afford or begin to lose its potential staff on account of lack of promotion.

Further issues arising from the study through the primary source (interviews) conducted was that promotion processes sometimes are skewed to favour certain staff. This explicitly corroborated with the submission of Hakeem Baba Ahmed, in one of the foras, that the Commission was ‘pushing trash up’ referring to ill equipped and unmerited staff that gets promoted and administratively placed by the Commission, in positions that they cannot input or perform satisfactorily in the legislative service and the outcome is retardation and this ridicules the legislative institution at large. This finding is in line with the postulation of Smith (2000) that any appointment or promotion exercise that does not follow due process should not be seen as effective, and it’s inimical to the development of such an organization. Promotion is supposed to be the outcome of a satisfactory performance on the job. On discipline as can be seen on Table 4.6, the Commission issued queries to 28 number of staff, 5 number of staff receive warning, 5 number of staff were duly suspended, 4 staff had their appointments terminated and only 1 staff was outrightly dismissed. The findings showed that the Commission did take disciplinary action against its erring staff. Discipline is the practice of training people to obey rules or a code of behavior, using punishment to correct disobedience. Agbo (2020), also stated that employee discipline on organizational performance ensures productivity and efficiency, encourages harmony and cooperation among employees as well as act as a morale booster for the employees.

Table 4.7.1 and Table 4.7.2 did show that regular training was carried out for the staff of the National Assembly Service, which consisted of Legislative Aides and the core staff of the Commission. Regular training avail staff the opportunity to be abreast with new trends in the fields of their endeavour and increases performance. Apart from the secondary source of information, the study conducted interviews and findings revealed that the qualities of the trainers are source of concern to the staff. Reason obtained was that staff preferred to attend their trainings where exhaustive teachings are carried out, such as attending them in Government Human Capacity Development Institutions like Centre for Management Development (CMD), Administrative College of Nigeria (ASCON), National Institute for Legislative & Democratic Studies (NILDS) and so on, for better appreciation and deep understanding of the rudiments of the legislative research, legislative processes and procedures, parliamentary finances and administration.

Table 4.9 showed that there are challenges the Commission faced and these include; lack of office accommodation, lack of robust motivation packages and poor funding. This finding is in line with the view of Oluseyi (2010). He asserted that lack of the above factors is a serious challenge to any organization.

Table 4.10 however, showed some of the measures to be put in place to address the challenges confronting National Assembly Service Commission in the discharge of its mandate and are; provision of a conducive environment, adequate and robust packages to motivate staff, training and adequate funding. Generally, the researcher found that the performance of the National Assembly Service Commission on its mandate is on the average side, this is largely due to the issues raised above. Therefore, the National Assembly Service Commission, to a large extent, is a work in progress.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.1 Summary of Findings

The main objective of the study was to assess the performance of the National Assembly Service commission. The study was divided into five chapters. Chapter one of this study gave the background information to the study, the statement of problem, research questions, objectives of the study, scope of the study, significance of the study, definition of key concepts and organization of chapters. The chapter two of this study presents the literature review and the theoretical framework.

In chapter three, the methodology used in the study was presented. It includes the research design, area of the study, the methods, sampling techniques and size, the methods of data collection and data analysis.

The chapter four of this study presented and analyzed the data in this study. It presented the background information of respondents, analyzed data and discussed the findings from the study. Finally, chapter five of this study presents the summary, recommendations and the conclusions.

5.2 Recommendations

From the foregoing conclusions, the study recommends the following; the National Assembly Service Commission should be objective- based. They can do this by ensuring that their service such as recruitment, promotion and discipline do follows due process, that is rules and regulations are strictly adhered to. Adequate funding and budgetary provisions be sought in

order to meet up with administrative expenditures. By all means, the Commission must ensure a conducive working environment for staff as this will enable them to perform better and ensure a better organizational performance. This can be done by ensuring that adequate and needed facilities are put in place. It can also streamline its number of staff to make sure that square pegs are put in square holes. The Commission should put in place a robust motivation packages that will ensure and improve staff performance which will invariably lead to organizational performance and growth. The salary structure and welfare packages of staff should be adequately looked into. The Commission training pattern must be effective and efficient to ensure a better performance. This can be done by not just focusing on the theoretical aspect of the training, but also the practical aspect. Training evaluations should be carried out. Raymond (2008) postulated that training evaluation refers to the process of collecting the outcomes needed to determine whether training is effective. Reasons being that learning creates knowledge. This will in all ramifications boost a better organizational performance.

5.3 Conclusions

The study assessed the performance of the National Assembly Service Commission from 2013 – 2018 in terms of its mandate and in the light of the findings conclude that appointment of experienced staff to manned various positions in the National Assembly Service is very vital for the overall success of the Nigerian Legislature and in doing so over-recruitment without budgetary provision cannot be in the best interest of the service, so also promotion and discipline enhanced productivity and job satisfaction thereby guarantees the retaining of the best and experienced staff. The working environment for staff is important to the attainment of organizational goals because it conduciveness enhance optimal staff performance on the job. Human capacity development is crucial to the staff as new trends abound in this technological era

in their choosing administrative and technical disciplines operationable within the National Assembly Service, which staff should and must be conversant with in order to meet up with the increasingly challenges of modern legislature.

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Appendix 1

National Institute for Legislative and
Democratic Studies/UNIBEN,
Postgraduate School,
No. 18, Danube Street, Off IBB Way,
Maitama-Abuja.

October, 2020.

Dear Respondent,

QUESTIONNAIRES

I, Anthony Agai McTams, a Postgraduate Student of Parliamentary Administration from the above mentioned Institution. I am undertaking a study on the topic; **An Assessment of the Performance of National Assembly Service Commission From 2013-2018.**

You may wish to assist me in providing the appropriate answers to the following questions to enable me gather information required to contribute to knowledge on the subject matter.

I wish to state that all information you will provide would be treated confidentially.

Your anticipated cooperation is highly appreciated.

Thank you.

Anthony Agai McTams
PG/NILS/1818073

Strength						
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Source: Establishment, Records & Training Department, October 2020

4.5 Comprehensive table showing staff promotions of the National Assembly Service carried out by the Commission

Year	Passed & Promotion Released	Passed but non availability of vacancies	Failed	Not due for examinations	No requisite qualification to progress	Officers on bar
2013/2014						
2014/2015						
2015/2016						
2016/2017						
2017/2018						
Total						

Source: Promotions, Discipline and Appeals Department, 2020

Table 4.6 Whether the National Assembly Service Commission enforces disciplinary actions against erring staff of the National Assembly Service

Disciplinary Actions	2013	2014	2015	2016	2017	2018
Query						
Warning						
Suspension						

Termination of Appointment						
Dismissal						

Source: Discipline Division of PDA Department, October 2020

Table 4.7.1 Trainings carried out by the Commission for staff of the National Assembly Service

Legislative Aides of the National Assembly

Year	Theme of Training	Number /Category of Aides	Consultant/Venue	Remark
2013				
2014				
2015				
2016				
2017				
2018				

Source: Zonal Offices & Legislative Aides Department, October 2020

Table 4.7.2. Staff of the National Assembly Service Commission

Year	Theme of Training	Category of Staff	Consultant/Venue	Remark

2013				
2014				
2015				
2016				
2017				
2018				

Source: Establishment, Records & Training Department, October 2020

Table 4.8 Respondents opinions to what extent has the National Assembly Service Commission been able to achieved its mandate from 2013 – 2018?

OPINIONS	NUMBER OF RESPONDENTS	PERCENTAGE %
Agreed		
Disagreed		
Undecided		
Total		

Field Survey: October, 2020.

Table 4.9 Respondents opinions on challenges that confronted National Assembly Service Commission in the effective discharge of its mandate from 2013 – 2018?

	TOTAL NUMBER OF	OPINIONS	PERCENTAGE %

	RESPONDENTS	YES	NO	
Inadequate Office Accommodation				
Lack of Motivation				
Inadequate Training				

Field Survey: October, 2020.

Table 4.10 Respondents opinions on what measures can be adopted to address the challenges confronting National Assembly Service Commission in the discharge of its mandate?

	TOTAL NUMBER OF RESPONDENTS	OPINIONS		PERCENTAGE %
		YES	NO	
Provision of more conducive Office Accommodation				
Provision of robust motivation				

packages				
Provision of effective and efficient manpower development pattern				

Field Survey: October, 2020.