

HELSINKI JOURNAL OF SOCIAL SCIENCES AND HUMANITIES

A Scientific Publication of Helsinki University, Finland.

Volume: 9 Issue: 4 August, 2025

Pages: 156-181, 2025; Publication No: HJSSH.49074

ISSN: 3442-3567

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HUMAN CAPITAL DEVELOPMENT OF PARLIAMENTARY STAFFS AND ORGANISATIONAL PRODUCTIVITY OF THE RIVERS STATE HOUSE OF ASSEMBLY, NIGERIA, 2015-2023

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Abstract

The declining level of organizational productivity of the Rivers State House of Assembly has become most worrisome. One factor in this problem is the poor commitment to human capital development of parliamentary. The human capital theory was used as a theoretical guide to explicate the intricate relationships between the variables. The study adopted the survey research design and relied on primary data sourced through questionnaire and oral interview; and secondary data from official government documents. The questionnaires were sampled on 103 parliamentary staff of the Rivers State House of Assembly. The inferential statistical methods of simple percentage, mean, standard deviation, and Pearson's Product Movement correlation (PPMC) were used to analyze the primary data, and content analysis quantitative date from the oral interview and other secondary data sourced from handbooks, official documents, annual reports, and budget documents. The findings of the study proved amongst other things that there was low prioritization of the training of parliamentary staff, which undermined performance and organizational productivity in the Rivers State House of Assembly. In the light of these findings, the study recommended amongst other things, institutionalised mechanism for regulation training need assessment, committed utilisation of parliamentary staff training budget and prioritization of parliamentary staff training and development.

Keywords: Human Capital Development, Parliamentary Staff, Institutional Memory, Hansard, Organisational Productivity.

INTRODUCTION

Background

Parliamentary staffs are the backbones of the legislature. They are the hand tools for the efficient and effective legislative performance and hence the productivity in the performance of the legislative core mandates of legislation, representation and oversight. As such enhancement of the parliamentary staff through training and human capacity development is germane to the organisational success of the legislature. It is equally trite that it is human being (i.e human capital and resources) that build the organization and ensure increased performance and productivity. It follows naturally therefore that any society or organization that jettisons the

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continuous development and enhancement of the knowledge, skill, attitude and potentials of its human resource and its effective utilization in the pursuit of its goal is one doomed in the race for development. This is even more so accentuated by changing trends in the world of work as occasioned by globalisation and technological innovations (Yona et al, 2015). It therefore follows that any organization that fails to re-strategize in line with the evolving innovations and trend in the world of work will definitely become obsolete, gradually lose balance and become less significant in society.

In the Rivers State House of Assembly, both the elected legislators and permanent parliamentary staff work hands in gloves for the effectuation of the duties of the Assembly and in pursuit of the delivery of good governance. However, the focus of this study is on the technical, administrative and professional staffs that function as the hand tools, engine room, secretariat and institutional memory of the Assembly as an organisation. Effectively performing their duties requires great deal of experience, skills, knowledge, positive attitude, and technical expertise expectedly delivered by training and capacity enhancement. Continuous training as a component of human capital development addresses the discrepancies in knowledge and skill gap of theoretical learning's in school and praxis in the field or at work and to be in sync with designated duty schedule and for improved productivity (Darlington, 2017).

It is opposite to restate that the House of Assembly at the state level is the legitimate body saddled with the responsibility of representation, legislation and oversight. As the representative of the people it articulates the problems, views and aspirations of the people and formulates into laws as well as perform oversight function over other organs and institutions of government. The performance and productivity of the legislature is assessed based on the extent to which these functions are performed and how much such performance ultimately enhances good governance for societal progress and development. The enormity of these tasks therefore requires the commitment of non-elected staff who functions as: Clerk and deputy clerks of the House, Clerks-at-tables, secretaries, legislative aides and technical assistances, verbatim reporters, utility staff and all staffs of the various departments, sections and units, who work as hand tools and the institutional memory of the legislature (Stepenhurt & Popova-Roche, 2015). The services of these parliamentary staff are indispensable to the effective delivery of parliamentary responsibilities. Training help in building a supportive and committed staff base with the right capabilities and competence, good organisational values and culture, motivation and engagement for the overall health of organisation. It is against the above backdrop that an evaluation of human capital development of the parliamentary staff and it's on the organisational productivity of the Rivers State House of Assembly becomes expedient.

STATEMENT OF THE PROBLEM

An organisation may pose the right quantity of employees and the needed financial and material resources yet grapple with low performance and low productivity, resulting from poor quality workforce. While most organisations may be grappling with the issue of improved monetary incentives to employees, there has also been paltry attention paid staff capacity development and upskilling in



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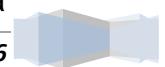
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knowledge and innovation needed for survival in a competitive and demanding societies overwhelmed by myriad development challenges. This challenge steers mostly in the face of Nigeria's public sector organisation. Meanwhile, the pessimistic view of cutting organisational costs by divesting the human capital development budget (Imran & Elnaga, 2013) as part of austerity measures in challenging economic situation has resulted in unproductive backlashes on organisations. In some circumstances, some shambolic trainings in deviance to the effective needs assessment requirement, flawed participant selection process (Monday et al 2018), and low training investment had been unproductive. The disdain and levity for human capital development is tantamount to poor public service delivery in Nigeria.

Studies so far conducted have not addressed the specific issues of the present research. For instance, Lloyd (2021) examined human resource development as a strategy for efficient and effective policy implementation in the public service using the case of Rivers State and Bayelsa State; and found that Rivers State government does not give quality attention to training of its public workforce. Isaac et al, (2020) in their study found that the Nigeria's National Assembly gives attention to the training of its parliamentary staff, hence increased staff performance. Agbo (2020) in a similar study found a significantly positive relationship between human capital development and employee performance of the Abia State House of Assembly ASHA. Impliedly, the ASHA commits significant proportion of its budget to the planned training of its human resources. This finding about the ASHA is however circumspect and un-objective for want of empirical evidence and therefore against the existential reality of the happenings in Abia State within the scope of the study. Meanwhile, except for the studies of Isaac et al (2020), Agbo (2020) Lloyd (2021) none of the others are directly similar with the present study. In any case while the study of Isaac et al (2020) was on the Nigeria's national Assembly, the study of Agbo (2020) focused on Abia State, while the study of Lloyd claimed to have covered the Rivers State public service. The present effort on the parliamentary staff of Rivers State House of Assembly 2015-2023 is an attempt to bridge the existing knowledge gap.

There are methodological gaps in the studies reviewed above. For instance, most of works placed reliance on closed-ended structured questionnaires reports, without elements of empirical hard data such the amounts allocated and spent on human development by the organisation studied. The present study attempt also to fill this methodological gap by deploying the mixed method research wherein multiple sources and types of data are empirically analysis by mean of triangulation of data in order to bring out the existential realities of the issues of human capital development of parliamentary staff and the organisational productivity of the Rivers State House of Assembly within the specified time framework.

In the instant case of Rivers State, the observed mantra of commitment to human capital development within 2015 to 2023 appears to be a macabre dance. This assertion is weighed against the paltry budgetary provision for human capital development through training which were however not judiciously utilized. For instance, the total number of parliamentary staff of the Rivers State House of Assembly is at 2015 was One Hundred and Forty-Eight (148) and ₦ Twenty-Eight Million Naira (N 28,000,000) budgeted for their training while Thirty-Two 32 elected legislators were to be trained at the cost of One Hundred and Twenty Million Naira



(₦120,000,000) (RSG, 2015). In 2018, the budget for training research and development stood at ₦ 454,715,056,00 (RSG, 2018). Impliedly, there is huge budgetary allocation to training and staff development, yet there are complain of poor staff training and therefore low performance and low productivity of the Rivers State House of Assembly. Where then did training and staff development fund go to? How were they utilized? It is against this backdrop that this study investigates the level of human capital development of parliamentary staff and its impact on the organisational productivity of the Rivers State House of Assembly form 2015-2023. The following questions guided the interrogation of the issues of this study: what is the level of training and development of parliamentary staff of the Rivers State House of Assembly? How has the training and development of the parliamentary Staff impacted on the productivity of the Rivers State House of Assembly? What are the factors undermining training and development of the parliamentary staff of the Rivers State House of Assembly? What are the measures that can enhance the human capital development of the parliamentary staff of the Rivers State House of Assembly? The following hypotheses also guided the explication of the relationship between the variable of the study. They were:

Ho1: There is no significant relationship between the level of training of parliamentary staff and organizational productivity in the Rivers State House of Assembly.

Ho2: There is no significant relationship between the utilization of training of parliamentary staff and organizational productivity in the Rivers State House of Assembly.

Ho3: There is no significant relationship between the challenges facing staff training and development and organizational productivity in Rivers State House of Assembly.

CONCEPTUAL REVIEW

The Concept of Human Capital and Human Capital Development

Capital is a factor of production and the population constitutes the human capital in the production process as well as the basis of societal development (Idoniboye-Obu & Barigbon, 2018). Meanwhile, the term human capital and human resources are used to mean the stock of knowledge, habits, social and personality attributes, including creativity, embodied in the ability to performance labour so as to produce economic values. It is the collection of "trait-and the knowledge, talent, skills, abilities, experience, intelligence, judgement and wisdom possessed individually and collectively by individual in the population" (Agbo, 2020, p.35); most of which lie latent until ignited and effectively utilized as a resource of organisational wealth creation. Ifejika (2017) sees human capital as the aggregate of economically productive human population of an organisation of a country. Mohammed, et al (2013) described human capital as aggregate economic view of human being acting within the economy with an attempt to capture the social, biological, cultural and psychological complexity of interactions in economic transaction.

Human capital is the core wealth and asset of the organisation (Harbison, 1969; Barney, 1995; Aluka & Aluko 2012). While finance is no doubt important as the lubricant of production and service delivery, it cannot function to deliver dividend and public good if placed in incapable hands. This makes human capital the only element in the production process capable of learning, innovation and providing the creative



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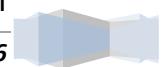
thrust for productivity, growth and survival of the organisation. The quality of human capital is also a measure of the level of development of an organisation or a society (Dreze & Sen, 2013).

The development of human capital or human capital development according to Fagboung Cited in Kalu (2011) has to do with recruiting, supporting and investing in people using training, coaching, mentoring, internship and organisational development. In the context of human resource management, human capital development is the long term process designed to acquit the employees of an organisation with knowledge and skills about changes in technology, innovation and management method aimed at improving performance and productivity (Mekinde, 2006). For Harbison (1962), human capital development is the holistic “process of acquiring and increasing the number of people who have skills, education and experience that are critical for the socio-economic development of the country” (p.435). Samuelson cited in Ifejika (2017) defined it as the investment in the people with aim of making them more productive.

Whether described as manpower development (Monday et al, 2018; Chamberlain, 2010; Sampson, et al 2016), the concept entails the activities that enable employees to comfortably, conveniently, efficiently and effectively perform organisation task. This encompasses the “process of improving, moulding, changing and developing the skills, knowledge, creative ability, altitude, attitude, values, commitment etc. of employees based on present and future organisational need” (Monday et al, 2018, p.40). It not only shapes the employee capabilities and, mind-set in accordance strategic organisational objectives, but also have strong impacts on organisation's level of outcomes. This is as training and development opportunities facilities employee commitment to the achievement of organisational goals. Expectedly all serious and future looking organisation must provide its employees with development programmes that enhance their capability, improve performance and increase organisational productivity.

Monday et al (2018) explain the objectives of human capital development to include increase in efficiency of service delivery, labour productivity, staff motivation, job satisfaction, promotion of organisational value, re-orientation and economic development. However, these objectives have been compromised by the undue politicization of the internal workings of system (Anugwom, 2007). This significantly manifest in poor investment in health, education and training which are basic proxies of human capital development (Jhingan, 2007, Todaro & Smith, 2015).

At the micro level of human capital development, both the organisation and individual employees make deliberate effort to improvement of capabilities. While at the macro level this is achieved through deliberate state policies and efforts aimed improving the entire population for greater service delivery, productivity and national development (Dae-bong, 2009). It is for the reason of macro human capital development that organisations such as the National Manpower Development Boards, National Universities Commissions, Universities, and other professional training institutions as such: Institute of Personnel Management of Nigeria (IPMAN), Nigeria Institute of Management (NIM), Nigeria Institute of Policy and Strategic Studies (NIPSS), Nigeria Institute of Legislative and Democratic Studies (NICDS), Nigeria Institute of Legislative Studies (NILS), Administrative Staff College of Nigeria (AMSCON) among others exist to fill in the human capital development gap in



Nigeria. These institutions have well designed training programme aimed enhancing the capacity and capabilities to perform present and future task in the competitive world of work. Training in these institutes are tactically approach beyond normal theoretical class room learning. Such training could come through induction training, on the job training, in-service training, off-the job training. A proper training needs assessment will in the final analysis determine what training and form of staff development required at any given time.

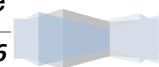
There is however, no doubt that human capital development in Nigeria public sector has faced enormous challenges. One of such problem is poor attention and investment in human capital development. Nigeria is yet to breast the UNESCO threshold of minimum 26% of annual budget to education or 20% as recommended by the Darkar framework for Africa (cited in Asuru, 2023). Recalled that education and training are identifiable proxies of human capital development.

Parliament, Parliamentary Staff and Parliamentary Staff Development

The parliament, otherwise called the legislature is a formal organisation and second tier of government in a democratic setting. The legislature performs the key functions of representation, legislation and oversight. The oversight function vests it with investigating and financial powers with capacity to impose sanction may involve wielding the big stick of impeachment of a wanting Executive-President or Governor. The parliament or legislature is the pillar, soul and citadel of a democracy. As the most representative arm of government, it is also the most attacked and a prime victim of undemocratic onslaught such as military interregnum (Barigbon & Nweke, 2025). Suffice to say, that at the federal level, Nigeria operate a bicameral Legislature-Senate and House of Representative. At the state level there is a unicameral legislature-The State House of Assembly and at the Local Council level, there is also a unicameral legislative described as the Local Government Legislative Council (FGN, 2023). They also perform same or similar functions at this level of democratic governance.

The legislature comprises of two set of employees: The elected officials called legislators and permanent employees called parliamentary staff. Dumnu (2008) defined parliamentary staff as the bureaucracy that constitutes the main engine room of the legislature. The parliamentary staff function in the determination of major outside interest, assessing internal organisational strengths and weaknesses, weighing outside opportunities and threats and in synthesis crafting out parliamentary objectives and resource development paradigm in the light of existing or perceived environmental influence on the legislature (Dumnu, 2021). While the legislators serve a four year renewable terms or at the pleasure of the constituents, the parliamentary staff are in a long term pensionable employment.

The parliamentary staffs assist the elected legislator in effectuating their duties of legislation, representation of oversight. They are the institutional memory of the parliament (Stepenhurt & Popova-Roche, 2015). As legal draftsmen, the parliamentary staffs help in the codification of the laws and regulation made by the elected legislators. This parliamentary staffs also function as clerk, deputy clerks, clerks-at-table, secretaries etc. and perform different services through the legislative, administrative and personnel, finance and supply, legislative budgeting/planning/research, information, publication/ library, legal services, estate



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and work departments of the legislature. In essence the parliamentary staffs provide the services required by the elected officials and political functionaries for the effectuation of the whole essence of the legislature.

In any case, the roles of the parliamentary staffs are therefore circumscribed to the legislative functions of the parliamentarians as provided by the constitutions. The parliamentary staffs therefore render administrative supports services to the parliamentarians. Impliedly, legislative responsibilities have inter-dependent relationship within the functions of the structure, organisation facilities and services. According to Dumnu (2021), the structure, organisation, facilities and service in relation to a law-making are those elements that must be in place to enable the legislative to achieve its primary objectives. He notes that without these, the legislature will perform abysmally.

It is opposite to also set out the internal and external supports or advantages provided by parliamentary staff to the legislature. These supports include:

- Strengthening of oversight capacity building through external and internal sources.
- Help in the development of research and investigation skill for members.
- Development of budget and fiscal capabilities support.
- Ethical orientation of the parliamentary procedure to members from time to time.
- Guides in information inflow.
- Strengthen interface with civil society in the legislative process via the committee secretariat for the effective oversight duties by leave of the House.
- Provide confidentiality and protection to members at all times.
- Provide advisory role to honourable members both at plenary and at committee system.
- Serve as custodian of the mace, the symbol of authority of the House.
- Function as daily housed publishers for house proceedings.
- Functions as correspondence officers between the House and other external organisations through letters and revelatory (Dumnu, 2008).

There is therefore, no doubt that the parliamentary staff are indispensable elements of the legislature. The parliamentary staff continuous and effective performance of the roles of "hand tools and corporate or institutional memory" of the parliament require continuous training to be in sync with parliamentary developments on the international scene. Without undermining legislators' monopoly of the power of legislative responsibilities, the critical supportive role of the parliamentary staff in the enactment of quality bill is indispensable (Danzaria n.d). Without the input of this category of staff, the character of laws made and other resolutions of the parliament may not represent its real intendment.

Organisational Productivity

Organisational productivity is the outcome of employee performance and employee productivity. Performance is the achievement of a set of target in terms of expected standard of accuracy and completeness. Inherent in performance are the efficiency, effectiveness and timeliness in delivery quality work within a specific time frame (Kuruppu et al, 2021; 2012)). Efficiency here is defined in relation to what is produced or duty performed in real time and with given resources (money, time and labour). Quality refers to work produced in relation to standard. Effectiveness defines the degree or extent to which targeted problems are solved and objectives realized.



Productivity is the propeller of organisational growth and sustainability. It is the measure of how well resources are brought together in organisation and utilization for the accomplishment of set organisational objectives and goals (Mali cited in Onah, 2010). Productivity is the relationship between the inputs of resources, human and non-human in the production process and the output of goods and services. It is a measure of how individual, organisation and industry convert inputs resources into goods and services and in manners that enhance societal progress. Employee performance and productivity in the final analysis translate into organisational productivity. Organisational productivity as the ratio of output to input is the capacity of an organisation to produce desired results with minimum expenditure (time, money and human resources).

Largely, there is a significant nexus between staff training or development and organisational productivity. Training or development harness the value and potentials of the staff and utilize them for organisational productivity (Vinesh, 2014). This is more so as the training and development benefit of both individual staff and the organisation writ large.

Theoretical Framework

This paper is anchored on the human capital theory developed by G.S Becker in 1964. The crux of the theory is that human capital as key factor of production requires continuous development through investment in education, training and health. The other assumption is that training and earning power are correlated. The theoretical implication here is that the more education and training, the skill, knowledge, and capabilities acquired, and hence increased performance and productivity (Becker cited in Dae-bong, 2009). Profoundly, the ingredients of talents, abilities, experience, and intelligence of the population which are emboldened by training are the bearers and conveyors of the socio-economic and technological development of any society. It follows naturally that any organisation that invest seriously in the development of its workforce and optimally utilize them will in turn experience improved organisational productivity (Ifejika, 2017).

The human capital theory clearly explicates the relationship between the variables of human capital development and organisational productivity. There are indications that the Rivers State House of Assembly albeit identify the role of human capital in its occupational life hence, the existence of a unit for research, staff training and development domiciled in the department of administration. It also has yearly budgetary provisions for staff training and development. What is rather in contention is the quantum of the budgetary allocation and its judicious utilization of the allocated resources for its purpose.

This paper vehemently argues that the Rivers State House of Assembly from 2015-2023 had not demonstrated the desired seriousness and commitment to the human capital development of its parliamentary staff. Impliedly the functional role of this staff to the growth and development to the Assembly and the state has not attracted the desired attention. It is our contention that politics and corruption had fore-closed the opportunity of training and development of the parliamentary staff of the RSHA, hence poor staff performance and poor organisational productivity.

METHODOLOGY AND RESEARCH SETTING



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This study adopts the mixed method research. The study adopted the mixed method research wherein both qualitative and quantitative data collected from primary and secondary sources were used. The survey research design deploying the instrument of a closed-ended questionnaire and (oral interview for some Key Informants- KI) were used to collect the data from the study population comprising of 148 parliamentary staff of the Rivers State House of Assembly (RSG, 2025). Due to its small size, the entire study population was targeted however; only 108 were available for the study. The role of the researcher as a participant observation was equally helpful. Meanwhile, the secondary data were gotten from journals, textbooks, any other official document such as the Rivers State government budget. As a mixed method research, data were analysed quantitatively and qualitatively. The result of the questionnaire were quantitatively analysed with the use of simple percentage, and mean (2.5 criterion) while the hypotheses were tested with the PPMC. The questionnaire data from the interview were analysed with content analysis. The results were triangulated in the final analysis.

The locale of this study is the Rivers State House of Assembly, located at Moscow Road, Port Harcourt City Local Government Area. The RSHA has 32 members with the Speaker as the head. The RSHA has ten (10) life span. The first (1st) Assembly was proclaimed in 1979 under the leadership of Rt. Hon Chief (Barr.) Roseberry R. Briggs as speaker and the current 10th Assembly under the leadership of Rt. Hon. Martin Amaewhule DSSRS was proclaimed about the 9th of June, 2023. Below is the list of the Speakers of the RSHA from inception to date.

Table 1: Speakers of the Rivers State House of Assembly

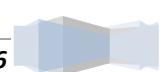
S/No	Name	Year
1.	Rt. Hon. Chief (Barr.) Roseberry R. Briggs	1979-1983
2.	Rt. Hon. Talford Ongolo	1992
3.	Rt. Hon. Tuesday Kemeagbeye	1992/1993
4.	Rt. Hon. Chief Claudius Godsave Enegesi	1993
5.	Rt. Hon. Ezekwem Stephen	1993
6.	Rt. Hon. Chibuike Rotimi Amaechi	1999-2007
7.	Rt. Hon. Tonye E. W. Harry	2007-2011
8.	Hon. Otelemaba Daniel Amachiree	2011-2015
9.	Rt. Hon. Ikunyi-Owaji-Ibani	2015
10.	Rt. Hon. Adams Daborutidima	Jan-2016-Dec. 2016
11.	Rt. Hon. Ikunyi-Owaji-Ibani	2016- 2023
12	Rt. Hon. Marthin Amaewhule	2023 -

Source: Compiled by the Researcher, 2025

The parliamentary staffs are under the administrative control of the Clerk of the House who is the head of the bureaucratic structure of the Assembly. Below is the list of Clerks of the RSHA of inception to date.

Table 2: List of Clerks of Rivers State House of Assembly, 1979-2022

S/No	Names of Clerk	Period
1.	Mr. Cladeus N. Siedom	1979-1983
2.	Mr. Donatus R. Tamuno	1992-1998



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3.	Mr. Alex E. Nwala	1999-2007
4.	Mr. Emmanuel Ogele	2007-2015
5.	Mr. Stanford Oba	2016-Date

Source: Compiled by the Researcher, 2025

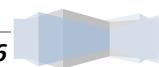
While parliamentary staff are redeployed to other ministries and parastatal during periods of military interregnum, the clerk as the administrative head and chief accounting officer of the assembly remains for the purpose of "holding facts" (i.e. receiving correspondence). Within such period he performs the role of "holding fact" that receiving correspondences, hence the period of Mr. Donatus R. Tamuno, particularly, 1992-1998.

Data Presentation and Analysis**Presentation and Analysis of Data on Socio-demographic Information of Respondents**

Table 3: Socio-demographic Information of the Respondents

Sex	Frequency	Percentage
Male	69	70
Female	34	30
Total	103	100
Age	Frequency	Percentage
18 – 31	19	18.4
32 – 45	56	54.4
46 – above	28	27.2
Total	103	100
Education	Frequency	Percentage
F.S.L.C.	3	2.9
WAEC/NECO	21	20.4
ND/NCE	19	18.4
B.Ed./B.Sc./HND	51	49.5
M.SC/MPA/MBA/Ph.D.	9	8.7
Total	103	100
Grade Level	Frequency	Percentage
01 – 06	18	17.5
07 – 09	48	46.6
10 – 14	36	34.9
15 – 17	1	0.9
Total	103	100
No. of Years in Service	Frequency	Percentage
1 – 10	18	17.5
11 – 20	47	45.6
21 – 30	26	25.2
31 – above	12	11.6
Total	103	100

Source: Researcher's Field Work, 2025



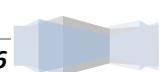
The data presented in table 3.1 above showed that 69(70%) of the respondents were male, while 34 (30%) were female; 19 (18.4%) of the respondents were in the age bracket of 18-30 years; 56 (54.4%) were in the age bracket of 31 – 50 years, 28 (27.2%) were in the age bracket of 51 years and above. The data on the highest educational qualification of the respondents showed that 3 (2.9%) had First School Leaving Certificate, 21 (20.4%) had WAEC/NECO, 19 (18.4%) had either a National Certificate of Education (NCE) or the Ordinary National Diploma. It further showed that 51 (49.5%) of the respondents had either B.Sc., B.Ed., or HND; and 9 (8.7%) were holders of post graduate degrees of either M.Sc., MPA, MBA, or Ph.D. Infact, one of the respondent have got a Ph.D. The data above also showed that 18 (17.5%) were on the grade level 01 – 06; 48 (46.6%) were between the grade level category of 07 – 09, 36 (34.9%) fell between grade level 10 – 14 and only 1 (0.9%) was on grade level 17. That was the clerk of the Rivers State House of Assembly who was on grade level 17 (consolidated salary level). The socio-demographic information showed that 18 (17.5%) of the respondents had spent between 1–10 years in the service of Rivers State House of Assembly, 47 (45.6%) had spent between 11–20 years, 26 (25.2%) had spent between 21–30 years and 12 (11.6%) had spent over 30 years in the service of the Rivers State House of Assembly.

Finally, the demographic data above showed that the Rivers State House of Assembly is a male employee dominant public sector organization. The survey which almost covered the theoretical population of showed that up 70% of the respondents were male. The socio-demographic data also showed that the Rivers State House of Assembly has a younger population of employee. The data showed that majority of the employees (72.8%) are below the age of 51 years. Also, 49.5% of the respondents were holders of graduate degree and 18.4% are holders of NCE/OND and 8.7% were holders of post graduate degree. 70.8% of the population of the respondents have spent between 20–30 years in the service of the Rivers State House of Assembly. This implied that the respondents by the level of education understood the issue of the research and the value of training to their performance and to the overall productivity of the RSHA.

What is the level of training and development of the parliamentary staff of the Rivers State House of Assembly?

Table 4: Summary of descriptive statistics on the mean difference in the level of training and development of the parliamentary staff of the Rivers State House of Assembly.

S/N	Items	SA	A	D	SD	Mean	SD	Decision
1	Planning and regular training and development of parliamentary staff of the Rivers State House of Assembly	16	9	51	27	2.14	0.98	#



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	Training and retraining through workshop seminars, conferences and advances studies has provided opportunities to acquire knowledge, skills and attitude for adaptability to new innovations for effective performance.	15	11	52	25	2.16	0.96	#
2	Rivers State House of Assembly provides financial support and funding for training and advanced studies for parliamentary staff in the area of legislative/legal drafting, research and publications.	11	8	57	27	2.03	0.88	#
3	There is good training package and prompt payment of training allowance for parliamentary staff of the Rivers State House of Assembly.	9	12	49	33	1.97	0.89	#
4	Training and staff development has enhanced motivation and job satisfaction of parliamentary staff of Rivers State House of Assembly.	8	13	39	43	1.86	0.92	#
	Grand mean					2.03	0.42	#

Key: # Disagreed

Source: Researcher's Field Survey, 2025

The result from Table 3.2 above the grand mean on the mean difference in the level of training and development of the parliamentary staff of the Rivers State House of Assembly was found to be 2.03, SD=0.42. The result further shows that the respondents disagreed to all the items in the level of training and development of the parliamentary staff of the Rivers State House of Assembly which are training and retraining through workshop seminars, conferences and advances studies has provided opportunities to acquire knowledge, skills and attitude for adaptability to new innovations for effective performance was 2.16, SD=0.98, Planning and regular training and development of parliamentary staff of the Rivers State House of Assembly was 2.13, SD=0.98, Rivers State House of Assembly provides financial support and funding for training and advanced studies for parliamentary staff in the area of legislative/legal drafting, research and publications was 2.03, SD=0.88, there is good training package and prompt payment of training allowance for parliamentary staff of the Rivers State House of Assembly was 1.97, SD=0.89 and training and staff development has enhanced motivation and job satisfaction of parliamentary staff of Rivers State House of Assembly was 1.86, SD=0.92.



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The result of the questionnaire corroborated the result of oral interview granted by Head of Department, Research, Planning and Statistics of the Rivers State House of Assembly, (KI- 1) in his words:

Since 2016 till date, less than 1% of the parliamentary staff has not done any form of training. This is something that used to be regular in the service of the Assembly. Overtime, the practice has been that in each new assembly, lawmakers are sent on training. At the same time, the parliamentary staffs are also sent for training. This is because the parliamentary staffs are the hand tools and the store of knowledge of the assembly. But all these have changed. In the present dispensation, only legislators seldom benefit from training opportunities (KI-1, Oral Interview, Nov, 26th, 2025).

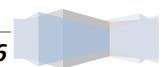
He averred that present leadership of the Rivers State house of Assembly does not take staff training and development seriously. Similarly, the Former Chairman, Parliamentary Staff Association of Nigeria (PASN) Rivers State House of Assembly branch, (KI -2) confirmed that no parliamentary staff of Rivers State House of Assembly has gone on any form of training or staff development from 2012 to date. This according to him is despite the fact that yearly budgetary allocation is made for staff training and training (KI 2, Oral Interview, 6th Dec., 2022).

KI 3, a former Deputy Clerk of the Rivers State House of Assembly, recounted that one of the beauties of the glory days of the Rivers State House of Assembly was the regular training that staff received. He noted the “quality workshop enhanced the motivation and job satisfaction of the staff etc. He specifically noted that each time parliamentarians go oversea for training at the commencement of the life span of a new assembly, parliamentary staffs were also sent for local training to be equipped for the task ahead. This ensured that there was complementarities and synergy between the parliamentarians and the parliamentarian staff”. He recounted that as at the time he was retiring from the service in 2021, all these were lost (KI-3 Oral Interview, November, 24th, 2025). The narratives of KI-3, KI-2 and KI-1 confirmed the result of the research questionnaire that the level of training and development of parliamentary staff of the Rivers State House of Assembly within the period under review was low.

How does the utilization of parliamentary staff skills affect the organizational productivity of the Rivers State House of Assembly?

Table 5: Summary of descriptive statistics on the mean difference in the utilization of parliamentary staff of the Rivers State House of Assembly affect organizational productivity.

S/ N	Items	S A	A	D	S D	Mea n	SD	Decisio n
6	Enhanced quality legislative drafting and timely production of daily proceeding including the daily hansard.	15	1	4	21	2.26	0.95	#
7	Aided legislative research for effective legislation and performance of oversight functions by legislators.	18	1	5	18	2.33	0.96	#



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8	Enhanced the legislative department in the performance of such duties as receiving, registering, processing and vetting of motions, reports and bills.	18	1 2	4 7	26	2.21	1.0 2	#
9	Helped the library department in the performance of its function as the store of legislature knowledge such that books, journal of the House and laws passed are available for public consumption.	19	1 1	5 3	20	2.28	0.9 8	#
10	Enhanced motivation, job satisfactions and organizational committee of parliamentary staff of the Rivers State House of Assembly.	16	1 3	4 6	28	2.17	1.0 0	#
	Grand mean				2.25	0.6 2		#

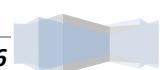
Key: # Disagreed

Source: Researcher's Field Survey, 2025

The result further showed that the respondents disagreed to all the items in the utilization of parliamentary staff of the Rivers State House of Assembly affect organizational productivity which aided legislative research for effective legislation and performance of oversight functions by legislators was 2.33, SD=0.96; enhanced quality legislative drafting and timely production of daily proceeding including the daily hansard was 2.26, SD=0.95; helped the library department in the performance of its function as the store of legislature knowledge such that books, journal of the House and laws passed are available for public consumption was 2.28, SD=0.98; enhanced the legislative department in the performance of such duties as receiving, registering, processing and vetting of petitions, motions, reports and bills was 2.21, SD=1.02; and enhanced motivation, job satisfactions and organizational committee of parliamentary staff of the Rivers State House of Assembly was 2.17, SD=1.00. The result from Table 3.3 above showed the grand mean difference in the utilization of parliamentary staff of the Rivers State House of Assembly and organizational productivity was found to be 2.25, SD=0.62 which was below the criterion mean of 2.5.

In fact, KI- 2, the former Chairman, Parliamentary Staff Association of Nigeria (PASN), Rivers State House of Assembly Branch, emphatically noted that no adequate training, either internally or externally had been organized for the parliamentary staff of Rivers State House of Assembly within the period under review. There is therefore nothing to be utilized. In essence, the human resources of the Rivers State House of Assembly are poorly utilized.

What are the factors undermining training and development of parliamentary staff of Rivers State House of Assembly?



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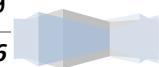
Table 6: Summary of descriptive statistics on the mean difference in the factor undermining training and development of parliamentary staff of Rivers State House of Assembly

S/N	Items	SA	A	D	SD	Mean	SD	Decision
11	Poor leadership, support and unwillingness to invest in the training and development of parliamentary staff of Rivers State House of Assembly.	42	31	18	12	3.00	1.03	*
12	Poor budgeting allocation and non-release of fund for parliamentary staff.	42	32	16	13	3.00	1.04	*
13	Poor training need assessment.	31	43	16	13	2.89	0.98	*
14	Poor alignment of training need and development with organizational need	31	42	17	13	2.88	0.98	*
15	Mismanagement of inadequate budgetary allocation for parliamentary staff training by the leadership of the Rivers State House of Assembly.	51	26	16	10	3.15	1.01	*
16	Absence of the RSHASC undermine parliamentary staff training development.	31	42	17	13	2.88	0.98	*
Grand mean							2.97	0.81

Key: * Agreed

Source: Researcher's Field Survey, 2025

The result showed that poor leadership, support, and unwillingness to invest in the training and development of parliamentary staff of Rivers State House of Assembly: This item has a mean of 3.00, SD=1.03 suggesting that participants agreed that poor leadership, lack of support, and unwillingness to invest in staff training are major challenges. Poor budgeting allocation and non-release of funds for parliamentary staff: With a mean of 3.00, SD=1.04 this item indicates that participants agreed on the challenge posed by insufficient budget allocation and the non-release of funds for parliamentary staff training. Poor training need assessment has a mean of 2.89, SD=0.98 suggesting that participants agreed that the lack of a proper training needs assessment is a significant challenge. Poor alignment of training needs and development with organizational needs has a mean score of 2.88, SD=0.98 indicating that participants agreed on the challenge of poor alignment between training needs and organizational needs. The result further showed that mismanagement of inadequate budgetary allocation for parliamentary staff training by the leadership of the Rivers State House of Assembly has the highest mean of 3.15, SD=1.01 indicating that participants agreed that mismanagement of the budgetary allocation for staff training is a significant challenge. The absence of the Rivers State House of Assembly Service Commission (RSHASC) undermining



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parliamentary staff training development has a mean of 2.88, SD=0.98 indicating that participants agreed on the challenge posed by the absence of the RSHASC.

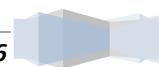
The grand mean on the mean difference in the challenges facing staff training and development of parliamentary staff of Rivers State House of Assembly was found to be 2.97, SD=0.81 which suggests that participants generally agreed that there are significant challenges facing the training and development of parliamentary staff in the Rivers State House of Assembly. The challenges mainly revolve around issues related to leadership, budgeting, needs assessment, alignment, and the absence of necessary governing bodies.

The facts about lack of training in the Rivers State House of Assembly and the role of leadership were corroborated by the Secretary General Parliamentary Staff Association of Nigeria, Comrade D. D. Y. Suleman. The national leadership of PASAN on 5th January, 2021 of September, 2020 through its National Secretary served a Notice of Strike on the Speaker of Rivers State House of Assembly. In the notice of Strike as reported by PM News Nigeria the union demanded for "a revival of staff training and welfare scheme and improvement of deplorable staff welfare conditions". The reference No. of the of the Notice of Strike read: PASAN/NS/ADM/RV/33. The striking phrase in the letter is "revival of staff training". Revival means bringing to life something that was already dead. This indicated that staff training was already dead in the Rivers State House of Assembly. The issue got to the national leadership of the union following the frustration of local branch in resolving the issue with the leadership of the Rivers State House of Assembly, despite the notice and threat of strike, and strikes the issue had remained unresolved. The strike action was met with no work, no pay. This was quite astonishing; astonishing because budgetary allocations for training are made yearly. As the KI-2 recounted, the leadership of the Rivers State House of Assembly has not told parliamentary staff or the union that their handicap is the non-release of budgetary allocation for training.

The oral interviews held with the Head of Department, Research, Training and Statistics (KI-1), showed both budgetary allocation for training of legislators and parliamentary staff is made under one head called training and development with a sharing formula of 60:40 ratios: 60% of the House-training budget for legislators, while 40% for parliamentary staff. KI-1 further explained "that while legislators had repeatedly benefited from both local and foreign training, parliamentary staff had not benefitted from any form of training from 2012 – 2022. Unfortunately, the training budget has been reportedly spent" (KI-1, 2025). The table below shows budgetary allocation of the Rivers State Government to the Rivers State House of Assembly from 2012 – 2023.

Table 7: Rivers State House of Assembly budgetary allocations for training and development, 2012- 2023

S/N	Year	Amount (₦ B)
1.	2012	212,000,000
2.	2013	183,000,000
3.	2014	120,000,000
4.	2015	204,000,000



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5.	2016	122,400,000
6.	2017	75,382,000
7.	2018	180,000,000
8.	2019	179,200,000
9.	2020	155,000,000
10.	2021	204,000,000
11.	2022	210,000,000
12	2023	NA
Total		1,844,982,000

Source: RVSG Budget, several years, compiled by the Researcher, 2025

The table above showed that the cumulative sum of N1,844,982,000 Billion was allocated for training and development in the Rivers State House of Assembly in the period under review. By the 60: 40 ratio, the cumulative sum of N737,992,800 was expected to go for parliamentary staff training within the period under review. The observation of KI-4, the HOD Administration was that when the complete budgeted funds for staff training and development of the Rivers State House of Assembly are released to the leadership of the Rivers State House of Assembly and the 40% for parliamentary staff training are not released by the leadership of the house to the department concerned to be utilized for its statutory purpose, then there is an issue of mismanagement of parliamentary staff training fund (KI-4, 2025, Oral Interview). This essentially goes to the issue of poor leadership support and unwillingness to invest in the training and development of parliamentary staff; and poor alignment of staff training and development to organizational need.

What are the measures that can enhance human capital development of parliamentary staff of Rivers State House of Assembly?

Table 8: Summary of descriptive statistics on the mean difference in the measures that can enhance human capital development of parliamentary staff of Rivers State House of Assembly

S/N	Items	SA	A	D	SD	Mean	SD	Decision
17	Prioritization of parliamentary staff training and development	60	33	10	0	3.49	0.67	*
18	Establishment of a separate department for training, research and development of parliamentary staff.	57	31	6	9	3.32	0.93	*
19	Improved budgetary allocation and timely release of same for parliamentary staff training	57	31	6	9	3.32	0.93	*
20	Regular and proper training need assessment before budgeting for human capital development	49	26	12	16	3.05	1.11	*



21	Separation of training and development budget for staff and legislators	56	32	11	4	3.36	0.83	*
	Grand mean					3.31	0.83	*

Key: * Agreed

Source: Researcher's Field Survey, 2025

The result showed that prioritization of parliamentary staff training and development has the highest mean of 3.49, SD=0.67 indicating that participants agreed that prioritizing training and development for parliamentary staff is a crucial measure. The result also showed that separation of training and development budget for parliamentary staff and legislators with a mean of 3.36, SD=0.83 this item indicates that participants agreed on the measure of separating the training and development budget for parliamentary staff and legislators. Establishment of a separate department for training, research, and development of parliamentary staff has a mean of 3.32, SD=0.93 suggesting that participants agreed on the importance of creating a dedicated department for training, research, and development. Improved budgetary allocation and timely release of funds for parliamentary staff training has mean of 3.32, SD=0.93 this item indicates that participants agreed that allocating an increased budget and releasing funds in a timely manner for staff training is a significant measure. Regular and proper training need assessment before budgeting for human capital development has a mean of 3.05, SD=1.11 suggesting that participants agreed on the importance of conducting regular and proper training needs assessments.

From the result above grand mean on the identified measures that can enhance human capital development of parliamentary staff of Rivers State House of Assembly was found to be 3.31, SD=0.83 which suggests that participants generally agreed that these measures can enhance the human capital development of the parliamentary staff in the Rivers State House of Assembly. The measures mainly revolve around prioritization, establishing dedicated departments, improving budget allocation and release, conducting needs assessments, and separating budgets.

Testing of Hypotheses

Ho1: There is no significant relationship between the level of training of parliamentary staff and organizational productivity in the Rivers State House of Assembly.

Table 9: Summary of Pearson's Product Moment Correlation on the relationship between the level of training of parliamentary staff and organizational productivity in the Rivers State House of Assembly

		Level of training of parliamentary staff	Organizational productivity
Level of training of parliamentary staff	Pearson Correlation	1	-.217*
	Sig. (2-tailed)		.027
Organizational	Pearson	-.217*	1



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productivity	Correlation	
	Sig. (2-tailed)	.027
	N	103

*. Correlation is significant at the 0.05 level (2-tailed).

The result from Table 3.7 above showed the summary of Pearson's Product Moment Correlation on the relationship between the level of training of parliamentary staff and organizational productivity in the Rivers State House of Assembly. In this case, the r-value between the level of training of parliamentary staff and organizational productivity is $=-0.217^*$. The negative sign indicates a negative and weak correlation, meaning that as the level of training increases, organizational productivity tends to decrease, or vice versa. The r-square= -0.0471 shows that the level of training of parliamentary staff contributed to about -4.71% to the observed variance in the organizational productivity. The p-value= .027 shows that there is a significant relationship between the level of training of parliamentary staff and organizational productivity in the Rivers State House of Assembly. The null hypothesis one was rejected at .05 level of significance.

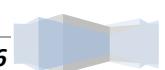
Ho2: There is no significant relationship between the utilization of training of parliamentary staff and organizational productivity in the Rivers State House of Assembly.

Table 10: Summary of Pearson's Product Moment Correlation on the relationship between the utilization of training of parliamentary staff and organizational productivity in the Rivers State House of Assembly

		Utilization of training of parliamentary staff	Organizational productivity
Utilization of training of parliamentary staff	Pearson Correlation	1	$-.660^{**}$
	Sig. (2-tailed)		.000
Organizational productivity	Pearson Correlation	$-.660^{**}$	1
	Sig. (2-tailed)	.000	
	N	103	103

**. Correlation is significant at the 0.01 level (2-tailed).

The result from Table 3.8 above showed the summary of Pearson's Product Moment Correlation on the relationship between the utilization of training of parliamentary staff and organizational productivity in the Rivers State House of Assembly. In this case, r-value between the utilization of training of parliamentary staff and organizational productivity is -0.660^{**} . The negative sign indicates a negative and moderate correlation, suggesting that as the utilization of training decreases, organizational productivity also to decrease, or vice versa. The r-square= -0.4356 shows that utilization of training of parliamentary staff contributed about -43.56% to the observed variance in the organizational productivity. The p-value= .000 shows that there is a significant relationship between the utilization of



training of parliamentary staff and organizational productivity in the Rivers State House of Assembly. The null hypothesis two was rejected at .05 level of significance. Ho3: There is no significant relationship factor undermining staff training and development and organizational productivity in Rivers State House of Assembly.

Table 11: Summary of Pearson's Product Moment Correlation on the relationship between the challenges facing staff training and development and organizational productivity in Rivers State House of Assembly

		Challenge facing staff and development t	Organizational productivity
Challenges facing staff training and development	Pearson Correlation	1	.500**
	Sig. (2-tailed)		.000
Organizational productivity	Pearson Correlation	.500**	1
	Sig. (2-tailed)	.000	
	N	103	103

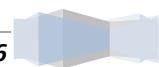
**. Correlation is significant at the 0.01 level (2-tailed).

The result from Table 3.9 above shows the summary of Pearson's Product Moment Correlation on the relationship between the challenges facing staff training and development and organizational productivity in Rivers State House of Assembly. In this case, the r-value between the challenges facing staff training and development and organizational productivity is 0.500**. The positive sign indicates a positive and moderate correlation, suggesting that as the challenges facing staff training and development increase, organizational productivity also tends to increase. The r-square=0.25 indicates that the challenges facing staff training and development contributed about 25% to the observed variance in the organizational productivity. The p-value=.000 shows that there is a significant relationship between the challenges facing staff training and development and organizational productivity in Rivers State House of Assembly. The null hypothesis three was rejected at .05 level of significance.

DISCUSSION OF FINDINGS

Level of Training and Development of Parliamentary Staff of the RSHA

The data presented and analysed showed that the level of training and development of the parliamentary staff of the RSHA between 2015-2023 was very low. This was hinged poor planning and absent of training need assessment. This is so much as that are only two legal/legislative draft men in the RSHA, other having retired and no new set of persons trained for the role. This deficiency undermines the quality of bills that emanates from the hallowed chambers. The library and research department of the House of equally poorly manned due deficit of technical expertise. Where the institutional memory and store of knowledge of the legislature is adversely undermined. There is no doubt that the structural functionality of the organisation has been adversely undermined.



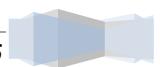
One major factor in the poor level of training is low priority and low level of investment in training and staff development. An extrapolation from the ₦1,844,982,000 training and development budget of the RSHA showed that ₦739,992,800 was allocated for parliamentary staff training. The extrapolation is on the basis of statutory 60% for parliamentarians and 40% for parliamentary staff. Yet there was no training fund was misutilized. The result also showed due to poor training the parliamentary staff of ESHA lacked the technical legislative business. Most of the staff are not modern information technology compliant for which reason the Assembly could not function during the Covid-19 pandemic, because its operations are not digitalized. Legislative business was therefore shut down giving way to issuance of some anti-developmental “Executive order” by the Governor within the period.

The above findings corroborate the position of Isaac et al (2020) which found that training and development of parliamentary staff has impact on performance of the parliament. In our case the poor training of the parliamentary staff impacts negatively on the RSHA, a further corroboration of the position of Haidu et al (2015) that there is a functional relationship between human capital training and organisational productivity.

Factors Undermining Training and Development of Parliamentary Staff of RSHA

The findings showed that the factors undermining training and development of parliamentary staff of the RSHA are: poor training need assessment and planning; poor organisational leadership, mismanagement of training budgetary fund, absent of a functional Rivers State House of Assembly Service Commission (RSHASC). All these combined to undermine the capacity of the parliamentary, their performance and overall organisational productivity.

The findings showed that no training need assessment was conducted in the RSHA within the period under review. Without a thorough assessment of training needs and requirements, it becomes difficult to tailor development programs to meet the specific needs of a contemporary legislature. This is an outcome of poor organisational leadership. It is leadership that provides direction for the actualization of organisational objectives and goals. The absent of quality organisational leadership undermine its delivery of quality legislation and governance. This is to the effect that the leadership of the RSHA appeared to have been unmindful of the “store of knowledge and the institutional memory: role of the parliamentary staff and well as the role of the parliamentary staff and well as the role in the articulation of quality laws in their good forms and character and devoid of legal manoeuvres. The legislative blunder and hara-kari of reversing via a House Resolution, the 2007 Supreme Court judgment on the Governorship of Sir Celestine Omehia only to summersault later claiming to have been unaware of the details of the supreme court judgement on the non-recognition of Omehia as a former Governor of Rivers State would have been avoided had the legislature relied on its “institutional memory” This was an act of contempt ex-facia curia. There is no doubt that the deficit of trained parliamentary staff with legislative expertise has a debilitating effect on legislative research and documentation. It also affects the legislative oversight function of the legislators who requires the professional expertise and performance of the legislative



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for the effectuations of their roles. This unmindfulness of the legislators would explain the mis-utilization of parliamentary staff training funds. The finding also showed that was no functional Rivers State Civil Service Commission to superintend over the affairs of the parliamentary staff within the period under review. It is obvious that the commission conduct the human resource development of the parliamentary staff. The absence of the Commission which oversees the human resource development of the parliamentary staff undermined their human capital development with greater implication for organisational productivity.

The above findings corroborate the findings of Monday et al (2018) who found that manpower development utilization over time has suffered from ineptitude and manifested in poor organisational productivity. It also agrees with Umar et al (2019) who held that beautiful edifice and structure of an organisation does not translate to improved organisational productivity, but the quality of its human resources. The funding also collaborates with Duggah (2007) to the extent that disruption in the proper management practice of the workforce as occasioned by the absence of a functional RSHASC within the period frustrated effort at parliamentary staff development.

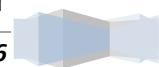
Poor Job Satisfaction, Demotivation and Organisational Productivity

The findings sub substantially showed that the level of training of parliamentary staff of the RSHA between 2015-2023 was very poor. The lack of training and training incentives has been demotivational to performance and productivity. This will manifest in the quantity and quality bills and laws that emanates from the RSHA. There is no doubt that the dearth of quality staff in the library and publication department has undermined the publication of daily hansard for over 6years. The RSHA library does not have on its shelves the laws and resolutions of the House within the period for public consumption. This is appallingly disheartening even as budgetary provisions for parliamentary staff training for period are shown to have been expended. All these demonstrate poor organisational leadership and disregard of parliamentary staff as a necessary factor in its productivity.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Despite the universal recognition and growing demand to upskill human capital as the single most important factor in organisational productivity, the attitude and disposition of the leadership of the RSHA to the development parliamentary staff as its institutional memory disdainfully depict a disinterestedness in effectuating legislative core mandates in ways that occasions organisational productivity and overall social progress. Driven mostly by prebendal behaviours, the Assembly is rather more concerned with primitive material accumulation for private ends not performance, organisational productivity and overall social progress. It is for the most reason that conscious no attention is paid to capacity development of its parliamentary staff (which is the engine room of its operations).

There rather appears to be a conspiracy against the parliamentary staff as demonstrated by the incautious misappropriation and misutilisation of parliamentary staff training budget by the leadership of the RSHA in tacit connivance with Clerk – the administrative head of the parliamentary staff (though at the peak of his career



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and therefore overwhelmed by political consideration and expediency). The study has demonstrated sufficiently that human capacity deficit gap in parliamentary staff development undermines the functionality of the legislature, to the extent that the legislative and legal drafting department, library and publication department research and documentation of the RSHA have all become moribund. The dysfunctionality of these critical units means production of poor quality bills and laws, a non-existence of reference copies of the bills, resolutions and laws for public consumptions etc. In essence, poor performance and low organisational productivity. In the light of the above, there is no doubt that Rivers State will continue to have dysfunctional, under-performing and under-productive legislature because its institutional memory and hand tool (parliamentary staff) is incapacitated.

Based on the above findings and conclusion, this study makes the following recommendations:

Prioritization of Parliamentary Staff Training and Development

It is trite that the previous leadership of the Rivers State House of Assembly are disinterested in parliamentary staff training as accentuated by the low budget, non-release and mismanagement of budgetary allocation for parliamentary staff training and low level of training and with attendant negative implication for the productivity of the Rivers State House of Assembly. To this end, the succeeding leadership should prioritize parliamentary staff training. One way of doing this is having in well formulated, robust and strategic Rivers State House of Assembly policy on parliamentary staff training and development.

Institutionalised Mechanism for Regular Training Need Assessment

The study poor training need assessment as a factor adversely affecting training plan, execution and evaluation. The R & D department should have a designated unit for training needs assessment of parliamentary staff. This will ensure continuous training need assessment and robust planning programmes that reinforce the technical and professional competencies of parliamentary staff.

Establishment of Training, Research & Development for Parliamentary Staff Department in the Rivers State House of Assembly

A negatively sharp disparity is observed in the capacity development of elected legislator compared to the parliamentary staff. This is even as budgetary allocations for parliamentary staff were not properly utilized. Going forward, the capacity development of both categories of workers should be separated and budgetary allocation and releases be made separately. A department of parliamentary staff training and development should be made to manage and utilize the budget fund for parliamentary staff training. This will to a large extent ensure that opportunities for training and retraining are made available and utilized for all categories of workers in the Rivers State legislature.

Increase Funding for Training and Staff Development

This study also found that Rivers State budgetary allocation for staff training and development is quite poor. To this end, the Rivers State government should



increase budgetary allocation for human capital development for improved performance and productivity.

Partnership Funding

Funding has remained a major issue. The training in the national parliament had received supports from donor agencies or development partners. Rivers State House of Assembly should build trust and confidence as social capital for accessing donor funding of training and development of its parliamentary staff.

Reconstitution the Rivers State House of Assembly Service Commission

The findings of this research also showed that there has been no manpower planning, employment supervision, promotion, adequate training and development of parliamentary Staff of the Rivers State House of Assembly from 2016 to day. This is partly due to the dysfunctional supervisory commission which has undermined the development of the human resources of the assembly such as through training. This study therefore urgently calls on the Executive Governor of Rivers State to reconstitute the RSHASC in order for it to perform its statutory functions for the productivity of the Rivers State House of Assembly.

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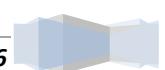
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