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**EFFECTIVENESS OF PERFORMANCE APPRAISAL (EPA) IN
HIGHER EDUCATION INSTITUTIONS IN NIGERIA:
MODERATED BY EMPLOYEE PARTICIPATION**

SULEIMAN ABUBAKAR BABAGANA



**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
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**EFFECTIVENESS OF PERFORMANCE APPRAISAL (EPA) IN
HIGHER EDUCATION INSTITUTIONS IN NIGERIA:
MODERATED BY EMPLOYEE PARTICIPATION**

BY



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UUM
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**Thesis Submitted to
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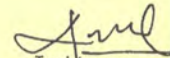
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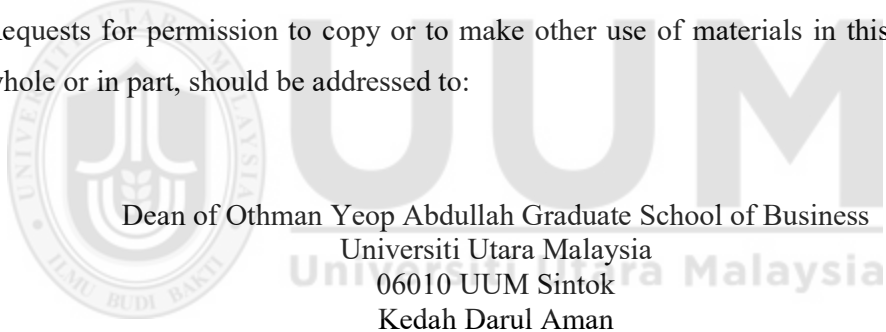


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ABSTRACT

In the higher education institutions (HEIs), academics' staff performance is recognized as a key determinant of students' and institutions' performance. Therefore, the need to execute effective performance appraisal becomes imperative because literatures have indicated the ineffectiveness of performance appraisal for academics especially for Nigeria's HEIs. Past studies suggest that factors such as organizational fairness, organizational politics, leadership styles and employee participation may contribute to EPA. The objective of the study was to determine the influence of organizational fairness, organizational politics, and transactional leadership style on effectiveness of performance appraisal among 395 academics in Polytechnics and Colleges of Education located in the northeast and northwest geopolitical regions of Nigeria. Additionally, this study aimed at investigating employee participation as a moderator. For purpose of data analysis and hypotheses testing, PLS-SEM was utilized to understand the relationships among the variables. Results supported the hypothesized direct influence of distributive, procedural and informational fairness, as well as organizational politics, and transactional leadership style on EPA. However, no direct influence was found between interpersonal fairness and EPA. Furthermore, employee participation moderated three of these relationships, precisely, distributive fairness, informational fairness and transactional leadership style on EPA for performance appraisal system with high contrary to low levels of employee participation. Thus, HEIs should emphasize on organizational fairness, organizational politics, leadership styles and employee participation to help improve effectiveness of performance appraisal in HEIs. Based on research findings, theoretical and practical implications were discussed. Limitations and recommendations for future research were also highlighted.

Keywords: effectiveness of performance appraisal, organizational fairness, organizational politics, transactional leadership style, employee participation, Nigeria's higher education institution, equity theory

ABSTRAK

Di institusi pendidikan tinggi (IPT), prestasi kakitangan akademik diiktiraf sebagai faktor penentu kepada prestasi pelajar dan institusi. Oleh itu, keperluan untuk melaksanakan penilaian prestasi yang berkesan menjadi penting kerana literatur telah menunjukkan ketidakkeberkesanan penilaian prestasi akademik terutama IPT di Nigeria. Kajian-kajian lepas mencadangkan faktor-faktor seperti keadilan organisasi, politik organisasi, gaya kepimpinan dan penyertaan pekerja sebagai penyumbang kepada keberkesanan penilaian prestasi. Objektif kajian ini adalah untuk menentukan pengaruh keadilan organisasi, politik organisasi, dan gaya kepimpinan transaksional terhadap keberkesanan penilaian prestasi di kalangan 395 ahli akademik di Politeknik dan Kolej Pendidikan yang terletak di kawasan geopolitik timur laut dan barat laut Nigeria. Selain itu, kajian ini bertujuan untuk menyiasat penyertaan pekerja sebagai faktor penyederhana. Untuk tujuan analisis data dan ujian hipotesis, PLS-SEM digunakan untuk memahami hubungan antara pembolehubah. Keputusan menyokong kesan langsung hipotesis tentang keadilan distributif, prosedur dan maklumat, serta politik organisasi, dan gaya kepimpinan transaksional ke atas keberkesanan penilaian prestasi. Walaubagaimanapun, tiada hubungan langsung ditemui di antara keadilan interpersonal dan keberkesanan penilaian prestasi. Tambahan pula, penyertaan pekerja menyederhanakan tiga hubungan ini iaitu keadilan distributif, keadilan maklumat dan gaya kepimpinan transaksional ke atas keberkesanan penilaian prestasi untuk sistem penilaian prestasi yang tinggi tahap penyertaan pekerja berbanding dengan yang rendah tahap penyertaan pekerja. Oleh itu, IPT perlu memberi penekanan kepada keadilan organisasi, politik organisasi, gaya kepimpinan dan penyertaan pekerja untuk membantu meningkatkan keberkesanan penilaian prestasi di IPT. Berdasarkan penemuan kajian, implikasi teoretikal dan praktikal telah dibincangkan. Keterbatasan dan saranan untuk penyelidikan masa depan juga ditonjolkan.

Kata kunci: keberkesanan penilaian prestasi, keadilan organisasi, politik organisasi, gaya kepimpinan transaksional, penyertaan pekerja, Institusi pengajian tinggi Nigeria, teori ekuiti

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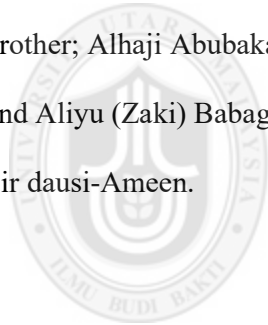
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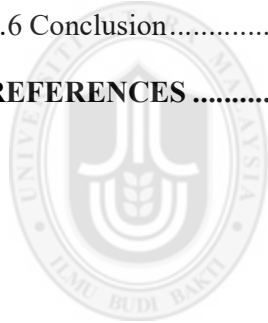
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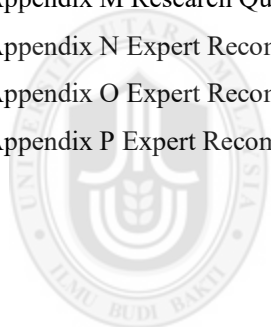
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List of Abbreviations

AMOS	Analysis of Moment Structures
APERS	Annual Performance Evaluation Report
AVE	Average Variance Extracted
CMV	Common Method Variance
COEs	Colleges of Education
DF	Distributive Fairness
EP	Employee Participation
EPA	Effective Performance Appraisal
f ²	Effect Size
GoF	Goodness-of-Fit
INF	Informational Fairness
INTF	Interpersonal Fairness
OCB	Organisational Citizenship Behaviour
OP	Organizational Politics
OPPA	Organizational Politics of Performance Appraisal
OYAGSB	Othman Yeop Abdullah Graduate School of Business
PAs	Performance Appraisals
PAS	Performance Appraisal System
pc	Composite Reliability
PF	Procedural Fairness
PhD	Doctor of Philosophy

PLS	Partial Least Squares
Q2	Construct Crossvalidated Redundancy
R2	R-squared values
SEM	Structural Equation Modelling
SPSS	Statistical Package for the Social Sciences
TL	Transactional Leadership



CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter consists of ten (10) sections. The background of the study is followed by the Nigeria and educational system, preliminary study and then problem statement section. The chapter also presents the research questions which the study seeks to answer and itemizes the objectives the research strives to achieve in the preceding section. Next is the significance and scope of the study followed by definitions of key terms. Lastly, the chapter concludes by outlining the structure of this thesis.

1.2 Background of the Study

Performance appraisal (PA) is a subsisting issue that HRM scholars and practitioners have focused attention on. This is because of its influence on overall organizational effectiveness (Robbins & Judge, 2011). As a concept, PA has been defined as a “a formal organizational process carried out on systematic basis to provide a comparison between the individual (or group) performance expected and the performance provided, based on objective or subjective elements” (Giangreco, Carugati, Sebastiano & Al Tamimi, 2012, p.161). However, expressions such as performance review, employee appraisal, performance evaluation, service rating and performance measurement is being used to define or describe the PA concept (Walsh, 2003).

PA is a very important and critical human resource management (HRM) practice in the 21st Century used to evaluate employees' performance in

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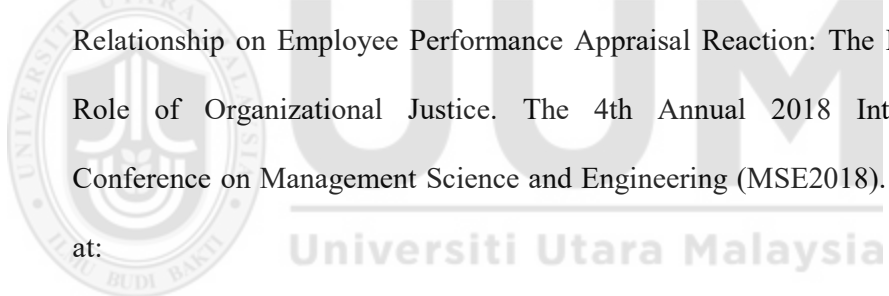
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Appendix A

APER Form Federal Polytechnic, Bauchi



My name is Suleiman Abubakar Babagana, a PhD student at the Universiti Utara Malaysia (UUM). I am a student of the School of Business Management; conducting a research on the Relationship Between Organizational Fairness, Organizational Politics and Transactional Leadership Towards Effectiveness of Performance Appraisal (EPA) for Academics in Nigeria's HEIs: Moderating Effect of Employee Participation.

I hope you would be willing to answer a few questions from me. Anything you tell me is confidential. Nothing you say will be personally attributed to you in any reports that result from this interview. All of my reports will be written in a manner that no individual comment can be attributed to a particular person.

Are you willing to answer my questions? Do you have any questions before we begin?

Can you tell me a little bit about yourself?

1. How does organizational fairness influence the effectiveness of performance appraisal?
2. What are the problems associated with performance appraisal of HEIs in Nigeria?
3. What do you think makes performance appraisal ineffective in Nigeria's HEIs?
4. How does organizational politics influence the effectiveness of performance appraisal of HEIs in Nigeria?
5. Why do you think transactional leadership influence the effectiveness of performance appraisal in Nigeria's HEIs?
6. How does employee participation moderate the relationship between organizational fairness, organizational politics and transactional leadership towards effectiveness of performance appraisal in Nigeria's HEIs?
7. In your suggestion, how can the performance Appraisal of academics in Nigeria's HEIs be enhanced?

Appendix B

APER Form Federal Polytechnic, Bauchi

THE FEDERAL POLYTECHNIC, BAUCHI
STAFF ASSESSMENT FORM- ANNUAL PERFORMANCE EVALUATION REPORT

Period of Report: From.....To.....

A. PERSONAL RECORDS OF EMPLOYEE (To be completed by Officers on CONPCASS/CONTEDESS 2 and above)

1. Name of Officer.....
 (Surname) (Other Name) (Title)
2. Date of Birth:.....
3. Department:.....
4. Qualifications held: (Degree, Diploma, Certificate and Membership of professional Bodies):.....
5. Date of first Appointment into the Service:.....
6. Date of first Appointment into the Polytechnic:.....
7. Date appointed/promoted to substantive grade:.....
8. Total number of days absent on sick leave during period of report:.....
9. Acting appointment held during period of report, with date:.....
10. Courses undertaken during period of report:.....

B. Productivity since last promotion/appointment:.....

- (i) No. Of research projects initiated/supervised (give title, dates and attached copies).....
- (ii) No. Of conference/Seminar/Workshop papers presented attach copies).....
- (iii) No. Of Journals/ Articles accepted for publication (give title, dates and attached copies).....
- (iv) No. Of administrative/Community duties involved in:.....
- (v) Name of professional bodies registered with:.....
- (vi) Special achievement(s) during the year:.....
- (vii) No. Of standard textbooks contributed to.....

NOTE: In all cases, attach appendices as appropriate:

11. Present Job
 - (a) Job description(in order of importance)

 - (b) Ad-hoc duties.....
12. To be completed by reporting Officer: Do you and the person reported upon agree on the Job description and the order or importance? Otherwise comment as appropriate:

13. ASSESSMENT

Please indicate one of the following as you consider appropriate: Outstanding, Very Good, Good, Fair, Poor.

- (i) Foresight:.....
- (ii) Penetration:.....
- (iii) Oral expression:.....
- (iv) Judgement:.....
- (v) Writing expression:.....
- (vi) Numerical ability (if applicable):.....
- (vii) Relation with colleagues:.....
- (viii) Relation with public:.....
- (ix) Acceptance of responsibility:.....
- (x) Reliability under pressure:.....
- (xi) Drive and determination:.....
14. Training need (specify the training needs of the officer):.....
15. Promotability: Promote/Do not promote:.....
- Comment on your recommendation:.....
16. He/She has served under me for the past:..... Years(s)
17. Name of assessing officer (in block letters):.....
- Grade:..... Signature:..... Date:.....
18. Counter signing officer's report:..... Confirm
that you agree with the reporting officer's assessment or indicate in the foregoing sections any
disagreement which may remain after discussing them with him/her:.....
9. He/She has served under me for the past:..... year(s)
10. Name of Counter-signing officer (in block letter):.....
- Grade:..... Signature..... Date.....

Appendix C

APER Form Federal Polytechnic, Kaura Namoda

THE FEDERAL POLYTECHNIC
P.M.B. 1012
KAURA NAMODA

CONFIDENTIAL ANNUAL PERFORMANCE EVALUATION REPORT

PERIOD OF REPORT FROM:.....TO:.....STAFF NO:.....

PART ONE

(To be completed by Officers on CONTEDISS/CONPCASS/HAPSS 3 and above)

1. Name of officer:.....
(Surname) (First Name)
2. Date of Birth:.....
3. Unit/Department; (Indicate Section/Division):.....
4. Qualifications held (Degree, Diploma, Certificate, etc):.....
Underline those acquired during the period of report:.....
5. Date of first appointment to the service:.....
6. Present substantive Grade (CONTEDISS/CONPCASS/HAPSS):.....
7. Date of appointment to substantive Grade (CONTEDISS/CONPCASS/HAPSS):.....
8. Acting appointment held during period of report: Indicate the portion (to the nearest Month) of the period in grade (CONTEDISS/CONPCASS/HAPSS):.....
9. Courses undertaken during period of report:.....
10. Total number of days absent on sick leave during period of report:.....
11. Present Job:.....
Job Description:.....
(A) State below, in order of importance the main duties performed during period of report:.....
.....
.....
.....

(B) State any ad hoc duties performed which are not of a continuous nature:

.....

.....

.....

PART TWO

(To be completed by reporting Officer)

12. Do you and the person reported upon agree on the job description and the order of importance (if not, please discuss the changes with him and record any unresolved difference here) **Yes/No**

.....

13. **Assessment of Performance:**

How effective is he/she in the performance of the duties set out in 11(a) ? Indicate for each of the duties in 11(a) how far he/she has achieved the required result(s):.....

14. **Aspects of Performance:**

In assessing performance you have already considered all of the following aspects; would you now comment on and assess the aspects separately. Each aspect is described in terms of outstanding (A) and unsatisfactory performance (E). The three intermediate ratings (B,C,D) represent behaviour between extremes:.....

.....

Rating "A" or "E" should be given if you believe it is a generally true statement that could be supported, if necessary, by specific occurrences. If you feel an aspect of performance not in the list calls for a special comment, mention it at the end.

Delete whichever is not applicable

		A	B	C	D	E	
(A) Foresight	Anticipates problems and develops solution in advance						<i>Grapples with problems when they arise</i>
(B) Presentation	Gets straight to the roots of a problem						<i>Seldom sees below the surface of a problem</i>
(C) Judgment	His decisions or proposals are consistently sound						<i>Poor perception of relative merits or feasibility in most situations.</i>
(D) Expression on Paper	Always cogent, clear & well set out						<i>Ambiguous, clumsy and obscure</i>
(E) Oral Expression	Puts his points acrossconvincingly and concisely						<i>Finds it difficult to express himself</i>
(F) Numerical ability (If Applicable)	Accurate in the use and interpretation of figures						<i>Gets confused with figures</i>
(G) Relations with Other colleagues	Sensitive to people's personal problems; earns great respect						<i>Ignores or belittles other people's feelings, intolerant, does not earn respect.</i>
(H) Relations with the Public	Exceptionally effective in dealing with people of all types						<i>Tactless and cannot deal with the public</i>
(I) Acceptance of Responsibility	Seeks and accepts responsibility at all times						<i>Avoids responsibility, will pass it on when possible.</i>
(J) Reliability under Pressure	Performs competently under pressure						<i>Easily thrown off balance, not reliable under pressure.</i>
(K) Drive and Determination	Wholehearted application to tasks, determined to carry tasks through to the end						<i>Deficient in applying professional/technical knowledge to practical issues.</i>
(L) Application of Professional/Tech. Knowledge (If applicable)	Highly proficient in the application of professional knowledge						<i>Deficient in applying professional/technical knowledge to practical issues</i>

(M) Management of Staff (If applicable)	Organizes and Inspires staff to give their best								<i>Inefficient in engaging staff, engenders low morale.</i>
(N) Output of work	Gets a great deal done within a set time frame								<i>Sluggish in output</i>
(O) Quality of work	Maintains very high standards, work is virtually errorfree								<i>Maintains consistently low standards of work, sources of constant complaint.</i>
(P) Punctuality	Regularly punctual at work								<i>No regard for punctuality</i>

Indicate overall performance of duties by ticking the appropriate box below (this assessment should reflect the performance actually achieved in the circumstances).

Outstanding

Exceptionally effective

1.

☐

Very good

More than generally effective but not
Positively outstanding

2.

☐

Good

Generally effective

3.

☐

Fair

Perform duties moderately well
And without serious shortcomings

4.

☐

Unsatisfactory

Definitely ineffective 5.

☐

15. Conferences/Workshops attended within the period of report (Academic Staff only):

Indicate the number of conferences attended and title of publication (If any).

i.

ii.

iii.

I certify that I have seen the contents of this report and that my Supervisor has discussed with me. I have the following comments to add.

.....

.....

.....

Signature of officer reported on:.....CONPCASS/CONTEDEISS

Job Title:..... Date:.....

16. **Training Needs:**

In completing this section, you should take account of any views expressed by the person reported on:

- (A) If, as a result of the assessment made earlier in the report you consider that performance or potential could be improved by training, please specify the needs.
- (B) If they cannot be met by training on the job, please suggest in which way they might be met.

17. **Next Job at the same level:**

In completing this section you should take account of any views expressed by the person reported on. Should he/she be considered during the next year for:

- (A) A different job in the same grade Yes/No
- (B) Transfer to a job at a similar level in another occupational grade or cadre Yes/No

18. **Promotability:**

- (A) Normal promotion (well fitted) for promotion.

or fitted:

or not fitted:

	3
	2
	1

Comment on your recommendation:

- (B) Special promotion (i.e. selection for training) skipping or promotion into another occupational grade or cadre, he should be specially considered for promotion to:

.....
Grade

Give reason for your recommendation.

.....
.....

19. **Long-term potential**

At present he/she seems:

- (A) Unlikely to progress further
- (B) or to have potential to rise two or three grades
- (C) or to have exceptional potential

20. **General Remarks**

Please provide any additional relevant information here, drawing attention to any particular strengths or weaknesses.

.....
.....
.....
.....

He/She has served under me for the past:.....

Signature:.....CONPCASS/CONTEDISS:.....Date:.....

Name in block letters:.....

PART THREE

21. **Countersigning Officer's Report:**

You should confirm that you agree with the reporting officer's assessment or indicate in the foregoing sections any disagreements which may remain after discussing them with him. You should also indicate how frequently you have seen the work of the person reported on.

.....
.....
.....
.....

Any further relevant comment, including whether any assessments in the report have been brought to the attention of the person reported on.

.....
.....
.....

He has served under me for the past:.....

Signature:.....Salary grade:.....Date:.....

Name in block letters:.....

Appendix D
APER Form Binyaminu Usman Polytechnic, Hadejia

BINYAMINU USMAN POLYTECHNIC, HADEJIA
P.M.B. 013 HADEJIA
JIGAWA STATE

4.1 ANNUAL PERFORMANCE EVALUATION REPORT
(APER)

BINYAMINU USMAN POLYTECHNIC, HADEJIA

ASSESSMENT FORM FOR THE PROMOTION OF ACADEMIC STAFF

1. PERSONAL DATA:

Name.....
Department.....
Current Rank/CONPCASS
Date of first Appointment
Date of present Appointment/Last promotion
Rank/CONPCASS In view

2. EDUCATIONAL QUALIFICATIONS (maximum of 12 points):

S/NO	Qualification	Points
1		
2		
3		
4		
5		

Sub Total.....

TO BE ASSESSED BY THE DEPARTMENTAL APPOINTMENT AND
PROMOTION COMMITTEE

3. TEACHING

3a Teaching Quality (maximum of 5 points)

S/NO	Qualit	Points
1		
2		
3		
4		

Sub-Total

3b. Teaching and Research Experience (maximum of 5 points)

S/N	Period on the Post	Point
1	1 st year	
2	2 nd year	
3	3 rd year	

Sub-Total

3c. Contact Hours (maximum of 6 points)

S/No	Course units taught during period of report	Points
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		

Sub- Total

3d. Professional Load (maximum of 1 point)

.....

3e. Field Trips/Lab. work/field work/SIWES supervision (maximum of 6 points)

S/No.	Description of Trip	Duration of Trip	Points
1			
2			
3			
4			
5			

Sub-Total

3f. External Examination (maximum of 3 points)

S/No.	Title of Project	Program (HND/ND/Cert.)	Points
1			
2			
3			
4			
5			
6			

Sub-Total

3g. Internal Supervision (maximum of 10 points)

S/No.	Title of Project	Program (HND/ND/OD)	Points
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

Sub-Total

4. PUBLICATIONS (maximum of 40 points)

4a Books (maximum of 7 points)

S/No.	Title of Book	Points
A		
B		
C		

Sub-Total

4b. Monographs (maximum of 2 points)

S/No.	DDetails	Points
1		
2		
3		
4		
5		

Sub-Total

4c. Technical Report/Patent/Exhibition Held/Fabrications (max. of 2 points)

S/No.	Description Details	Points
1		
2		
3		
4		

Total

4d. Seminar/Unedited Conference/workshop papers/Bulletin (max. of 5 points)

S/No	Title	Details/Date	Points
1			
2			
3			
4			
5			
6			

Sub-Total

4e. Joint Authorship of a Book (maximum of 3 points)

S/No.	Title	Details	Points
1			
2			
3			
4			

Sub-Total

4f. Publication in Journal and Edited Conference (maximum of 10 points)

S/No.	Title, Publisher, Place of Publishing, Date, Number of Pages	Points
1		
2		
3		
4		

5		
---	--	--

Sub-Total

4g. Practical Project (maximum of 5 points)

S/No.	Description	Points
1		
2		
3		
4		
5		
6		

Sub-Total

4h. Book Chapter (maximum of 6 points)

S/No.	Title of Book	Points
1		
2		
3		
4		
5		

Sub-Total

***Note: Add. public. earn the Candidate more marks, up to max. marks of 40 points.**

5.0 ADMINISTRATIVE AND COMMUNITY SERVICES (maximum of 12 points)

a	Headship of Department/Unit (maximum of 3 points)		
b	Polytechnic Committee Membership (maximum of 3 points)		
c	Departmental/ Polytechnic Responsibilities (maximum of 3 points)		
d	Non Polytechnic Committee /Board membership (maximum of 3 points)		
e	Community Service (maximum of 3 points)		

Sub-Total

Summary of Scores

Rank in view

Minimum number of points required

Total number of points scored

Recommendation/Remarks by Departmental Appointments and Promotions Committee

.....
.....
.....
.....

Signature of Committee Chairman

Date

Recommendation/Remarks by the Polytechnic Appointments and Promotions Committee

.....
.....
.....
.....

Signature of Committee Chairman

Date



UUM
Universiti Utara Malaysia

Appendix E **APER Form Coll. of Bus. and Admin. Studies, Potiskum**

#200 : 00
 GEN. 79

YOBE STATE GOVERNMENT OF NIGERIA
 CONFIDENTIAL
 ANNUAL PERFORMANCE EVALUATION REPORT

PERIOD OF REPORT: From:.....TO:.....

PART ONE
PERSONAL RECORDS OF EMPLOYEE
 (To be completed by Officers in Grade Levels 03 and above)

1. Name of Officer Dr/Mr/Mrs/Miss.....

SURNAME
FORENAMES
2. Date of Birth:.....
3. Ministry/Department (Indicate Section/Division):.....
4. Qualification held (Degree, Diploma Certificate etc) (Underline those acquired during period of report)

5. Date of First Appointment into the service:.....
6. Present Substantive Grade:.....
7. Date Appointed to Substantive Grade:.....
8. Acting appointment held during period of report: Indicate the portion (to the nearest month of the period)
 Spent in Grade:.....
9. Courses Undertaken during period of report:.....

10. Total Number of days absent on sick leave during period of report:.....
11. PRESENT JOB:
 JOB DESCRIPTION:
 (A) State below in order of importance the main duties performed during period of report.
 (1).....
 (2).....
 (3).....
 (4).....

 (B) State any adhoc duties performed which are not of continuous nature

* Delete whichever is not applicable

PART TWO

12. To be completed by Requesting Officer
Do you and the person reported upon agree on the job description and the order of importance
(If not, please discuss the changes with him and record any unresolved difference here)

13. Assessment of performance

YES/NO

How effective is he/she in the performance of the duties set out in 11 (a)? What is needed here is an indication for each of the duties in 11(a), of how far he/she has achieved the required result.

14. Aspect of performance

In assessing performance you have already considered some of all the following aspects would you now comment on and assess the aspects separately. Each aspect is described in term of Outstanding (A) and Unsatisfactory performance (E). The three intermediate rating (B,C,D.) Represent behaviour between these extremes.

Rating "A" or "E" should be given if you believe it is a generally true statement that could be supported, if necessary by specific occurrences.

If you feel an aspect of performance not in the list call for special comment, mention it at the end

		A	B	C	D	E	
(a) Foresight	Anticipates problems and develop in advance						Grapples with problems after they arise.
(b) Penetration	Get straight to the roots of a problem						seldom sees below the surface of a problem
© Judgement	His decision or proposals are consistently sound						Poor perception of relative merits or feasibility in most situations

		A	B	C	D	E
(d) Expression on paper	Always congruent clear and well set out					Ambiguous, clumsy and obscure
(e) Oral Expression	Puts his point across convincingly and concisely					Finds difficulty in expressing himself
(f) Numerical ability (if applicable)	Accurate in the use and interpretation of figures					Gets confused with figures
(g) Relations with Colleagues	Sensitive to other people's feelings; tactful and understanding of personal problems; earns great respect					Ignores or belittles other people's feelings, intolerant does not earn respect
(h) Relations with public	Exceptionally effective in dealing with personal problems; earns great respect					Tactless and cannot deal with the public
(i) Acceptance of responsibility	Seeks and accepts responsibility at all times					Avoid responsibility will pass it on when possible
(j) Reliability under pressure	Performs competently under pressure					Easily throw off balance not reliable even under normal circumstance.
(k) Drive and Determination	Wholehearted application to tasks; determined to carry task through to the end					Lacks determination, easily baulked by minor set backs
(l) Application of professional/technical knowledge (if applicable)	Wholehearted application to tasks; determined to carry task through to the end					Deficient in applying professional/technical knowledge to practical issues

		A	B	C	D	E	
(m) Management of staff (if applicable)	organises and inspires staff to give of their best						Inefficient in the use of staff engenders low morale
(n) Output of work	Get a great deal done within a set of time						Sloppy in out
(o) Quality of work	Maintain very high standard work, is virtually error proof						Maintains consistently low standard of work, source of constant complaint
(p) Punctuality	regularly punctual at work						No regard for punctuality

Indicate overall performance of duties by ticking the appropriate box below. (This assessment should reflect the performance actually achieved in the circumstances which prevailed).

Outstanding

Exceptional Effective

1

very Good

More than generally effective but not Positively outstanding

2

Good

Generally effective

3

Fair

Performs duties moderately well and without serious shortcoming

4

Unsatisfactory

Definitely ineffective and not up to the duties

5

I certify that I have seen the contents of this report and that my Supervisor has discussed them with me, I have the following comments to add.

Signature of Officer reported on _____ Grade Level _____
Job Title _____ Date _____

PART THREE

15. Training Needs

(In completing this section you should take account of any views expressed by person reported on)

(a) If as a result of the assessment made earlier in the report, you consider that performance of potential could be improved by training, please specify the needs

(b) If they cannot be met by training on the job, please suggest, if possible in which way they might be met.

16. Next Job at same level

(In completing this section you should take account of any views expressed by the person reported on) should he be considered the next year for:

a. a different job in the same grade YES/NO*

b. Transfer to a job at similar level in another occupational group or cadre YES/NO*

If you have answered YES to another question, say which of job and give your reasons below.

17. Promotability

a. Normal promotion
He is at present

Well fitted

or fitted

or Not fitted

For promotion to

(Grade)

1

2

3

Commend on your recommendation;

(b) Special promotion (i.e. Selection for training grades, grade skipping or promotion into another occupational group or cadre.

He should be specially considered for promotion to.....
(Grade)

Give the reason for recommendation;

* Delete whichever is not applicable

18. Long term potential
at present, he seems
Unlikely to progress further

1

or to have potential to rise about one grade but probably not further

2

or to have potential to rise two or three grades

3

or to have exceptional potential

4

19. General Remarks

Please provide any additional relevant information here, drawing attention to any particular
strength/weakness.



UUM

Universiti Utara Malaysia

He has served under me for the past _____ Years

Signature _____ Date _____

Name in block letters _____

PART FOUR

20. Countersigning Officer's report

You should confirm that you agree with the reporting officer's assessment or indicate in the foregoing sections any disagreements which may remain after discussing them with him. you should also indicate how frequently you have seen the work of the person reported on. add any further relevant comment, including whether any of the assessments in the report has been brought to the attention of the person reported on.



UUM
Universiti Utara Malaysia

He has served under me for the past _____ Years _____
Signature _____ Grade _____ Date _____
Name in block letters _____

Appendix F
APER Form College of Education, Azare



COLLEGE OF EDUCATION,
P.M.B. 044, AZARE,
BAUCHI STATE

ANNUAL PERFORMANCE EVALUATION REPORT FOR ACADEMIC STAFF

PERIOD OF REPORT:

FROM:..... **TO:**.....

SCHOOL:..... **DEPARTMENT:**.....

A: PERSONAL DATA:

1. **NAME:**.....
(Surname in block letters) (Other names)
2. **DATE & PLACE OF BIRTH:**.....
3. **NATIONALITY:**.....
4. **MARITAL STATUS:**.....
5. **NAME & ADDRESS OF SPOUSE:**.....
6. **NAME & ADDRESS OF NEXT OF KIN:**.....
.....
7. **DATE OF ASSUMPTION OF DUTY:**.....
8. **STATUS ON FIRST APPOINTMENT:**.....
9. **NATURE OF APPT. (PERM/CONTRACT/TEMP):**.....
10. **PRESENT POSITION /RANK:**
11. **PRESENT SALARY:**.....
12. **DATE OF PRESENT APPOINTMENT:**.....
13. **DATE OF CONFIRMATION OF APPOINTMENT:**.....
14. **IF NOT CONFIRMED, GIVE REASONS:**
.....
.....
.....

B. EDUCATIONAL BACKGROUND:

15. HIGHER EDUCATIONAL INSTITUTIONS ATTENDED WITH DATES:

- a)
- b)
- c)
- d)

16. **ACADEMIC & PROFESSIONAL QUALIFICATIONS:**

.....

.....

17. **OTHER DISTINCTIONS & AWARD (WITH DATES):**

.....

.....

18. **WORK EXPERIENCE:**

18. **PREVIOUS WORK EXPERIENCE OUTSIDE THE COLLEGE SYSTEY:**
(All experience indicating position) status name & Address)

.....

.....

19. **WORK EXPERIENCE IN THE COLLEGE OF EDUCATION, AZARE**
(List positions)

.....

.....

20. **COURSES TAUGHT WITHIN THE CURRENT ACADEMIC SESSION:**

.....

21. **WORK LOAD :**

.....

.....

22. **AD-HOC DUTIES PERFORMED DURING THE PERIOD COVERED BY THIS REPORT. (membership of Committees, seminars workshops etc)**

.....

.....

23. **STUDENT STUDY SUPERVISION**

.....

.....

.....

PUBLICATIONS:

24. THESIS/DISSERTATION: (Attach a separate sheet if necessary)

(List in the order of Name, Date, Title, pages University)

.....

.....

.....

25. BOOKS (Attach a separate sheet if necessary)

- a) Authored
- b) Edited
- c) Contribution

26. PUBLISHED ARTICLES : (Attach a separate sheet if necessary)

a) Journal Articles

For each articles, indicate as follows in chronological order with the oldest ones coming first:

Name (s) of Author (s): Year of publication: Title of Articles: Journal; Volume Number; pages:

For joint publications, Name (s) of Author (s) should appear in the order in which they are listed in the publication.

b) Published conference proceedings (Name of Organizers, Date, pages Reference etc.

27. MANUSCRIPTS ACCEPTED FOR PUBLICATION:

To include as far as practicable, relevant information as in (a) attach a separate sheet if necessary

28. MANUSCRIPTS SUBMITTED FOR PUBLICATION:

(To include as far as practicable, relevant information as in 27(a). Attach a separate sheet if necessary).

29. CREATIVE WORLD: (Art Exhibitions, play production, Inventions, etc) where applicable.

- F. Current Research activities (attach separate sheet if necessary).
- G. Conferences attended (attach a separate sheet if necessary).
- H. Extra curricular activities (attach a separate sheet if necessary).
- A. Service within the College
- B. Service outside the College

OTHER RELEVANT INFORMATION:

.....

.....

.....

.....

.....

DATE:.....

SIGNATURE:.....

D. ASSESSMENT

31. ASSESSMENT OF PERFORMANCE

(TO BE COMPLETED BY THE REPORTING OFFICER)

a) <u>Foresight:</u> - Anticipates problems and develop solutions in adverse	5	4	3	2	1	Grapple with problems after they arise.
b) <u>Penetration:</u> Gets straight to the roots of problem.						Seldom sees below surface of a problem.
c) <u>Judgment:</u> -						Poor perception of relative merits or feasibility in most situations.
d) <u>Expression on:</u> Always cogent and clear						Ambiguous clumsy and obscure.
e) <u>Oral Expression:</u> Put his point across convincing and concisely.						Find difficulty in expressing himself.
f) <u>Numerical ability:</u> (If applicable) Accurate in the numerical interpretation of message.						Get confused with figures.
g) <u>Relations with Colleagues:</u> Conducive to other people's feelings, tactful and understanding for personal problems, earn great respect.						Ignores or belittles other people's off feelings intolerant does not earn respect.
h) <u>Relations with public:</u> Exceptionally effective in dealing with people of all types.						Tactless and cannot deal with public.

i)	Acceptance of responsibility : Saddles and accepts responsibilities at all times.						Avoids responsibility. Will pass it on when possible.
j)	Reliability under pressure: Performs competently under pressure.						Easily thrown off balance, not reliable even under normal circumstances.
k)	Drive and Determination: Whole hearted application to task determined to ease through to the end						Lacks determinations, easily baulked by minor set - backs.
l)	Application of professional and Technical knowledge (If applicable)						Lacks determinations, easily baulked by minor set - backs.
m)	Output of work: (If applicable, organizes and inspires staff to give their best						Inefficient in the use of Staff engenders low morale.
n)	Measurement of work: Gets a great high standard virtually error proof.						Sloppiest in output
o)	Quality of work: Gets great deal done within set time						Maintains consistently low standard of work. Source constant complaint
p)	Punctuality: Regularly punctual at work.						No regard for punctuality

TEACHING LOAD - 20 marks.

32.

DETAILS SCORING IN RESPECT OF CANDIDATES RECOMMENDED
FOR PROMOTION TO BE COMPLETED BY THE SCHOOL PROMOTION
COMMITTEE)

ITEMS	POINTS	SCORES AWARDED
i) Academic/Professional qualification	Basic (with teaching qualification) B.Sc. Ed, B.A. Ed., B.Sc. + NCE	10
	Basic (without teaching qualification) B.A., B.Sc.	5
	Post Graduate (Masters)	5
	PhD	5
	Professional (PGDE)	5

PART 'E'

RESPONSE TO ASSESSMENT ABOVE

(TO BE COMPLETED BY THE OFFICER REPORTED UPON)

1. _____ Of _____
School/Department _____ having carefully studied
above assessment do hereby agree/disagree with the assessment, state reasons below:

(Attach additional paper(s) if space is not adequate).

Signature of Officer reported upon: Date:

PART 'F'

RECOMMENDATION BY REPORTING OFFICER (DEAN)

In the light of my assessment in part 'D' above, I wish to make the following recommendation

(s) on:-

- a) **Training:**.....
- b) **Possible change of cadre:**.....
- c) **Confirmation of Appointment:**.....
- d) **Disciplinary action:**.....
- e) **Promotion:**.....
- f) **Any other recommendation (specify):**.....

PART 'G'

COMMENTS BY THE COUNTER - SIGNING OFFICER

(TO BE COMPLETED BY COUNTER - SIGNING OFFICER) - D/PROVOST

Having carefully studied the assessment, response and recommendations made in part 'D', 'E' and 'F' and above, I wish to make the following comments/recommendations: (The Counter - Signing Officer may agree or disagree with the assessment of the reporting Officer).

Name of Counter - signing Officer:.....

Signature:..... Rank:.....

HATISS:..... Date:.....

PROVOST'S REMARKS:.....

SIGNATURE:..... DATE:.....

APPENDIX 'A'

LECTURER/INSTRUCTOR'S EVALUATION
FORM 'A'ACADEMIC STAFF 'TEACHING LOAD' ASSESSMENT FORM
INFORMATION:

Given that minimum teaching load per lecturer week is 15 hours (this may vary with responsibility posts, e.g. Head of Department and Deanship).

Given that there are 16 weeks in a Semester: the minimum teaching load on the average per lecturer shall be $15 \times 16 = 240$ hours.

Consequently, the evaluation of a lecturer's or an Instructor's teaching load is a function of the minimum teachable hours per Semester.

Name of Lecturer/Instructor:.....

Rank:.....

Department:.....

School:.....

Semester:..... Session:.....

EXAMPLE:

Course Title	(a) Credit Hour	(b) No. weeks of in Semester	p. factor	A & B
EDSE 434	2	16		32
BIO 305	2	16		32
BIO 306	2	16		32
EDU 303	2	8 (Shared with a Lecturer)		16
ISC 127	1	16		16
EDSE 422	2	16		32
				160 Hours

STUDENT FACTOR:

40 AND BELOW
41 - 100
Above 100

Factor is 1
Factor is 1.5
Factor is 2

Subject to a maximum T/L score at that level

COMPUTATION OF TEACHING LOAD

- i) Teaching Load/Semester (x) 100
= Total Actual Hours taught,
Expected minimum Hours
- ii) Actual score on Teaching load
= $\frac{x}{100} \times \text{obtainable maximum score/cadre}$

Example with figures above for lecturer II

$$\text{Teaching load}(x) = \frac{160}{240} \times \frac{100}{1} = 66.66\%$$

$$\text{Actual Score} = \frac{66.66 \times 45}{100} \text{ (Subject to a maximum Teaching load factor)}$$

Thus Lecturer II with above teaching load in a Semester score 30 out of 45 points.

RECOMMENDATIONS:

- i) Every Department should develop a format as shown above
- ii) Every format at the end of every Semester, and approved by the Head of Department.
- iii) The Teaching Load evaluation must be done at the end of each Semester by Head of Department and countersigned by Lecturer concerned.

Appendix G
APER Form Federal College of Education (T), Potiskum

CONFIDENTIAL



FEDERAL COLLEGE OF EDUCATION (TECHNICAL), POTISKUM

ACADEMIC STAFF

ANNUAL PERFORMANCE EVALUATION REPORT

FROM:.....TO:.....

To be completed in duplicate and be submitted by the Counter-Signing Officer to the Establishment Division of the Registry Department.

PART 'A'

1. PERSONAL DATA (TO BE COMPLETED BY THE STAFF)

- (a) Name:.....
- (b) Gender:.....
- (d) Date of Birth:.....
- (d) Marital Status:.....
- (e) Nationality:.....
- (f) State/L.G.A. of Origin:.....

2. School/Department:.....

3. Date of First Appointment/Rank/Salary Scale:.....

(For those who transferred their services, this shall be the date they
Joined their former employers).
.....

4. Date of Present Appointment/Last Promotion/Rank/Salary
Scale:.....

5. Nature of Appointment (Contract, Permanent, Tenure, Temporary)
.....

PART 'B'

ACADEMIC RECORDS

6. Primary duties perform during the period covered by this report:
.....

7. Ad-hoc duties performed during the period covered by this report:
Membership of Committees, Part-time teaching, Seminar conduction,
Workshops, etc).
.....

8. **ADDITIONAL QUALIFICATIONS:**

Insert below the qualification(s) obtained during the period covered by this report.

Degree/Diploma/Cert.	Class (If any) and Specialization	Awarding Institution	Date

9. **PUBLICATIONS:**

Title of Publication or Seminar paper	Name of Journal/Book and place where paper was presented/published with dates

10. **TEACHING LOAD**

Course Level	No. of Students	No. of hours/weeks	No. of Tests Assignments

11. State below the type(s) community service/activities rendered during the period covered by this report (specify nature, date, place and duration of assignment (Attach evidences):

Signature of Staff:.....

Date:.....

20.....

PART 'C'12. (A) **ASSESSMENT OF PERFORMANCE
(TO BE COMPLETED BY THE REPORTING OFFICER)**

	5	4	3	2	1	
(a) Foresight: Anticipate problems and develop solutions in advance						Grapple with problems after they arise.
(b) Penetration: Gets straight to the roots of problem						Seldom sees below surface of a problem.
(c) Judgement:						Poor perception of relative merits or feasibility in most situation.

		+ 3 +					
		5	4	3	2	1	
(d)	Expressing on paper: Always cogent and clear						And ignous clumsy and obscure
(e)	Oral Expression: Put his point across convincingly and concisely.						Find difficulty in expressing himself
(f)	Numerical Ability: (If Applicable) Accurate in the use and interpretation of figures						Get confused with figures
(g)	Relations with Colleagues: Sensitive to other people's feelings, tactful and understanding for personal problems, earn great respect.						Ignores or belittles other people's feelings intolerant, does not earn respect
(h)	Relations with public: Exceptionally effective on dealing with people of all types.						Tactless and cannot deal with public.
(i)	Acceptance of responsibility: Seek and accepts responsibilities at all times.						Avoids responsibility. Will pass it on when possible.
(j)	Reliability of under pressure: Performs competently under pressure.						Easily thrown off balance, not reliable even under normal circumstances.
(k)	Drive and Determination: Whole hearted application to task determined to carry task through to the end.						Lacks determinations, easily balked by minor set-backs.
(l)	Application of Professional/ Technical knowledge: (If applicable) Highly proficient in the practical application of professional/ technical knowledge.						Deficient in applying professional/ Technical knowledge to practical issues.
(m)	Management of staff: (if applicable) Organises and inspires staff to give their best.						Inefficient in the use of staff engenders low morale.
(n)	Output of Work: Gets a great deal done within a set time.						Sloppish in output.

		5	4	3	2	1	
(o)	Quality of work: Maintains very high standard virtually error proof						Maintains consistently low standard of work, source of constant complaint.
(p)	Punctuality: Regularly punctual at work.						No regard for punctuality.

12(b)	POINTS		Scores Awarded
(i) Academic/Professional qualification	Basic (with teaching qual.) Basic (without teaching qual.) Post Graduate Professional	10 5 7 3	
(ii) Publications/writings/ evidence of project (refer to Scheme of Service for guidance)		20	
(iii) Teaching Load	Maximum	20	
(iv) Quality of Teaching	Above average Average Below average	20 15 20	
(v) Community Service	Minimum participation Average participation Maximum participation	3 6 10	
(vi) Administrative Experience (where applicable).		10	
	Total	100%	

- NOTE:**
- (1) See scales for the scoring or 12 (b) above.
 - (2) All practical projects/Exhibitions meant for the purpose of promotion must be externally assessed by appropriate professionals
 - (3) comprehensive brief/reports must be submitted in respect of all practical projects/Exhibitions meant for the purpose of promotion.
(Practical projects/Exhibitions are treated in same manner as seminar papers/publications which are often externally assessed before being considered for the purpose of promotions).

Name of Reporting Officer:

Signature of Reporting Officer: Date:

Rank/EUSS:

PART 'D'**13. RESPONSE TO ASSESSMENT IN PART 'C' ABOVE
(TO BE COMPLETED BY THE OFFICER REPORTED UPON)**

I of School Department.....
 Having carefully studied above assessment do
 hereby agree/disagree with the assessment. (If the response) to the is
 in the negative, state reasons below.

(Attach additional paper(s) if space is not adequate).

(Signature of Officer reported upon)

Date: 20

PART 'E'**14. RECOMMENDATIONS BY REPORTING OFFICER**
 In the light of my assessment in part 'B' above, I wish to make the
 following recommendation(s) on:

- (a) Training:
- (b) Possible change of cadre:
- (c) Confirmation of Appointment:
- (d) Disciplinary Action:
- (e) Promotion:
- (f) Any other recommendation (specify):

Signature of Reporting Officer

Date: 20

PART 'F'**15. COMMENTS BY THE COUNTER-SIGNING OFFICER
(TO BE COMPLETED BY COUNTER-SIGNING OFFICER)**

Having carefully studied the assessment, response and recommendations
 made in parts B, C and above, I wish to make the following comments
 recommendations. (The Counter signing officer may agree or disagree with
 the assessment of the reporting officer).

Name of Counter-Signing Officer:

Signature: Rank:

EUSS: Date:

Appendix H

APER Form Jigawa College of Education, Gumel



**JIGAWA STATE COLLEGE OF EDUCATION
P.M.B. 1002, GUMEL**

ANNUAL PERFORMANCE EVALUATION REPORT ACADEMIC STAFF

PERIOD OF REPORT FORM _____

PART 'A'

(To be completed by member of staff)

- 1) Name in Full (Surname First) _____
- 2) Date of birth _____
- 3) School _____
- 4) Department _____
- 5) Date of first appointment with the College _____
- 6) Is your appointment confirmed? If yes state the date _____
- 7) Date and scale of current post _____
- 8) Present Salary _____ USS _____
- 9) Total number of days absent on sick leave during the period of report _____
- 10) Qualification with dates

a. Before last promotion:			
Degree/Diploma Certificate	Class (If any)	Institution	Date of Award
b. After last promotion			

- 11) Course taught (State course No and credits)

- 12) Research: Research in progress (brief description of research or research project being undertaken, if any)

13 Publications:

List under the following heading, Book, journal articles, monographs, conference paper, etc state whether published, accepted for publication or unpublished. For published and accepted books/articles published evidence which should include publisher volumes and paper and date of publication

Note: For those with longer list of publication continue on a separate sheet and attached as a appendix

14. Other activities the college (e.g. acting appointments, membership of committees, hostel administration college sport, e.t.c

15. Out side appointment by Government (e.g. on Board, Committees, Council etc)

16. Declaration by staff

I declare that the above information is to the best of my knowledge correct.

Date

Signature of Candidate

(To be completed by Head of Department)

For Academic Staff appraisals, there should be no contradiction between the score awarded under item (17) on the appraisal form and those awarded on the academic sheet.

17. Assessment: _____

i. Qualification: _____

ii. Year of Experience: _____

iii. Quality of Teaching: _____

iv. World lead (including tutorial): _____

v. Publications: _____

vi. Research interest/ Quality of research: _____

vii. Dean's Comments: _____

viii. H.O.D. Comments: _____

ix. Other Contribution: _____

x. Total score in figures: _____

xii. Overall Performance Grade: _____ Points _____

%score= _____

18. (a) Are you recommending the candidate for promotion ?

Yes _____ or No _____ if Yes for what Post? _____

(b) Are you recommending him / her Normal increment?

Yes _____ or No _____

(c) Why? _____

19. Agreement on Assessment By Staff and Head of Department.

I have discussed and agreed/ disagreed with the Head of Department on his recommendation
(if staff disagreement should be stated)

Date

(1) _____
Signature of Dean

Date

(2) _____
Signature of Head of
Department.

PART C

(To be completed by Dean of School)

20 Comment of Dean of School

Date

Signature of Dean

PART D

21 Decision of the School Appraisal Committee

Date

Signature of Chairman

PART E

(FOR OFFICE USE)

22 ESTABLISHMENT COMMITTEE/ COUNCIL DECISIONS:

Appendix I

APER Form Federal College of Education, Katsina



FEDERAL COLLEGE OF EDUCATION

P.M.B. 2041, KATSINA
KATSINA STATE.

ANNUAL PERFORMANCE EVALUATION REPORT-ACADEMIC STAFF

Period of Report From To

PART A

PERSONAL RECORD OF EMPLOYEE (TO BE COMPLETED BY MEMBER OF STAFF)

1. Name (Underline Surname)
2. Date of Birth
3. Nationality
4. School
5. Department
6. Date and Salary Scale on First Appointment:
7. Nature of Appointment-Fresh Appointment/Secondment/Transfer of Service
8. Date and Scale of Last Promotion:
9. Present Rank and Salary Scale: USS:
10. Course or conference undertaken during the period of report:

11. Qualifications: (a) Academics

Institution	Qualification Obtained	Class (if any)	Date of Award

(b) **Professional**

Qualification	Awarding Body/Society	Date of Award

12. Experience:

- (a) Teaching Experience in institution of Higher Learning
(Please indicate institution, your designation, your area of specialization. Subject taught and dates)

Institution	Designation	Specialization	Date

(b) Professional Experience:

Employer	Designation	Nature of Duty	Date

13. Research

- (a) Research in progress (Brief description of Research Project being undertaken if any)

.....

.....

.....

.....

- (b) Research completed but not yet published:

Topics

Date

.....

.....

.....

14 Publications

Recognized Publications: (Give details of books and Articles stating exact Preferences. Copies of articles and other Publications should accompany this application)

Please list your publication under the following four broad headings. State dates of publications very clearly.

- (i) Dissertation or Thesis:

.....

.....

.....

.....

- (ii) Books and Monographs:

.....

.....

.....

- (iii) Articles that have already appeared in learned journals:

.....

.....

.....

- (iv) Articles already accepted for publications:

.....

.....

.....

(please attach photocopy of letters of acceptance from the Editors)

15. Conferences/Seminars and Workshops

(i) Conferences and seminars attended with papers read within the last years

(ii) Unpublished papers at conferences (with names of conferences and date)

Title	where read	Date

16. Scholarships, Fellowships and prizes (in respect of undergraduate & post – graduate work only)

17. Honors, Distinctions & Membership of Learned Societies.

18. Other activities within the college (e.g. College sports, Committees served etc.)

19. Other activities outside normal College work (list other extra – curricular activities that you consider necessary and important to you and the College)

20. Courses Taught within the current Academic Session:

21. Work Load:

22. Any other relevant Information:

Signature of officer:.....Date:.....

PART B
(TO BE COMPLETED BY HEAD OF DEPARTMENT)

1. **Assessment:**
Assessment by the Head of Department

(a) **Quality of Teaching**.....

(b) **Quality of Research**.....

(c) **Quality of Publications**.....

(c) **NCE Project Supervision**.....

2. **Assessment of Performance:**

GENERAL FACTORS		A	B	C	D	SUPERVISING FACTORS		A	B	C	D
1	Knowledge of principles and Practice in own area of work					13	Skill in developing subordinates				
2	Utilization of time					14	Planning and organizing skills				
3	Quality of work produced					15	Fairness and objectivity in dealing with subordinates				
4	Job perception					16	Delegation of authority				
5	Learning capacity adaptability and potential					17	Reliability under Pressure				
6	Skill in oral communication					18	Personal relationship with colleague and subordinate				
7	Skill in written communication					19	Other factors (Specify)				
8	Quality of work										
9	Capacity for independent work										
10	Initiative										
11	Judgment										
12	Co-operation										
	Punctuality										

KEY: A Excellent
B Good
C Fair
D Poor

3. Indicate overall performance of duties by ticking the appropriate box below.

This assessment should reflect the performance actually achieved in the circumstances which prevailed.

Outstanding performance/ Excellent	A	<input type="checkbox"/>
Very Good/ more than generally effective	B	<input type="checkbox"/>
Good/ Generally effective	C	<input type="checkbox"/>
Merely Satisfactory	D	<input type="checkbox"/>
Very unsatisfactory	E	<input type="checkbox"/>

4. Promotability

(a) Normal Promotion

He is at Present well fitted

Or fitted

Or not fitted

For Promotion to.....

USS

a. Accelerated promotion

He is at Present well fitted

Or fitted

Or not fitted

For Promotion to

USS

5. Do you and the person reported upon agree on the main duties performed. (if not please state the problem with him/her and report any unresolved differences)

.....

.....

.....

6. Please make a narrative appraisal of the other reported upon based on your continuous evaluation on the reporting period. Drawing attention to any particular strength or weakness. Including his integrity as they affect his performance. Any advise comments in the officer should have been brought to his notice before it is reflected here:-

He has served me from..... to.....

Name.....Status.....Salary Scale.....

Signature.....Date.....

PART C
(TO BE COMPLETED BY DEAN OF SCHOOL)

You should comment on the head of Departments assessment of the officer, or indicate any disagreements which may remain after discussing with him. You should also indicate how frequently you have the work of the officer reported. Add any further relevant comment, including whether any aspect of the assessment in the report have been brought to the attention of the person reported on.

He has served under me from.....to.....

Name.....Status.....Salary Scale.....

Signature.....Date.....



UUM

Universiti Utara Malaysia

PROVOST'S REMARKS.....

.....
.....
.....

Signature of Provost.....Date.....

Appendix J

Krejcie and Morgan (1970) Table

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				

Appendix K

OYAGSB letter for Data Collection



OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia
08010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA



Tel: 604 828 7101/7137/7130
Faks (Fax): 604 828 7180
Laman Web (Web): www.oysgb.uum.edu.my

UUM/OYAGSB/R-4/4/1
23 July 2018

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER OF RECOMMENDATION FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that **Suleiman Abubakar Babagana (Matric No: 902374)** is a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing his Doctor of Philosophy (PhD). He is conducting a research entitled **"Relationship Between Organizational Fairness, Organizational Politics and Transactional Leadership Towards Effectiveness of Performance of Performance Appraisal (EPA) For Academics In Nigeria's Hqs : Moderating Effect of Employee Participation"** under the supervision of Assoc. Prof. Dr. Norsiah BT Mar.

In this regard, we hope that you could kindly provide assistance and cooperation for him to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"BERKHIDMAT UNTUK NEGARA"
"KEDAH AMAN MAKMUR – HARAPAN BERSAMA MAKMURKAN KEDAH"
"ILMU, BUDI, BAKTI"

Yours faithfully,


ROZITA BINTI RAMLI
Assistant Registrar
Tan Datar
Othman Yeop Abdullah Graduate School of Business

c.c. – Supervisor
– Student's File (902374)

Universiti Pengurusan Terkemuka
The Eminent Management University



Appendix L

Researcher's Request for Academic Staff Population



31st July, 2018

The Registrar,
Federal Polytechnic, Bauchi,
Bauchi State.

Dear Sir/Madam

**RE: DATA COLLECTION AND RESEARCH WORK – REQUEST FOR TOTAL
NUMBER (POPULATION) OF ACADEMIC STAFF**

The above subject matter refers.

I am a Doctor of Philosophy (PhD) student at Universiti Utara Malaysia (UUM) conducting a research on "Relationship between Organizational Fairness, Politics and Leadership towards Effectiveness of Performance Appraisal (EPA) for Academics in Nigeria's HEIs: Moderating Effect of Employee Participation".

I am currently in Nigeria for field trip to collect my data for the purpose of my research. The scope of my studies is Colleges of Education and Polytechnics in North-East and North-West Nigeria.

In view of the above, to achieve the objective of my research, I humbly request that you furnish with the information in relation to the total number (population) of academic staff in the employment of your institution as at 31st July 2018. Availing me with number of academic staff will enable me determine the sample size for the research. In addition, I would appreciate if you can give me a copy of the "Annual Performance Evaluation Report" (APER) Form that you use in appraising the performance of your lecturers.

Attached is a letter of recommendation for data collection from my institution in relation to my research. In addition, should you require further information on my research, you can contact me on 08038881919 or shabagana@fptb.edu.ng and/or my supervisor on +604 928 7537 or norsiah@uum.edu.my.

Thanking you most sincerely for your cooperation in anticipation.


Suleiman Abubakar Babagana
Researcher/Principal Investigator

Appendix M

Research Questionnaire

Academic Research Questionnaire

The following statement is your opinion regarding the items in the questionnaire. Please circle/tick an appropriate answer to indicate to what degree you agree or disagree for each of the statements concerning the effectiveness of performance appraisal in your institution. Also, note that HOD in this questionnaire refers to Head of Department.

Strongly Disagree (SD)	Disagree (DA)	Somewhat Disagree (SDA)	Neither agree or Disagree (NA/ND)	Somewhat Agree (SWA)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5	6	7

SECTION A: Effectiveness of Performance Appraisal (EPA)

Circle or tick to indicate level of agreement regarding Performance Appraisal in your institution

S/No	STATEMENT	SD	DA	SDA	NA/D	SWA	A	SA
1	In my institution, performance appraisals are based on objective and quantifiable results	1	2	3	4	5	6	7
2	My institution has provided enough information regarding specific methods of the performance evaluation system	1	2	3	4	5	6	7
3	In my institution, employees are allowed to formally communicate with HODs regarding the appraisal results	1	2	3	4	5	6	7

Instruction: Similar to section A above, please circle an appropriate answer to indicate to what degree you agree or disagree for each of the statements for sections B, C, D, and E that follow.

.

Now answer the questions that follow in section B, C, D and E in subsequent pages.

Strongly Disagree (SD)	Disagree (D)	Neither Agree Nor Disagree (NA/ND)	Agree (A)	Strongly Agree (SA)
-------------------------------	---------------------	---	------------------	----------------------------

1 2 3 4 5

SECTION B: Organizational Fairness

Circle or tick to indicate level of agreement regarding Distributive Fairness of Performance Appraisal in your institution

Distributive Fairness

S/No	STATEMENT	SD	D	NA/ND	A	SA
1	My performance (outcome) reflect the effort I have put into my work	1	2	3	4	5
2	My performance (outcome) is appropriate for the work I have completed	1	2	3	4	5
3	My performance (outcome) reflect what I have contributed to the institution	1	2	3	4	5
4	My performance (outcome) can be justified, given my performance	1	2	3	4	5

Circle or tick to indicate level of agreement regarding Procedural Fairness relating to Performance Appraisal in your institution

Procedural Fairness

S/No	STATEMENT	SD	D	NA/ND	A	SA
1	I have been able to express my views and feelings during the procedures	1	2	3	4	5
2	I have had influence over the (outcome) arrived at by the procedures	1	2	3	4	5
3	The procedures are being applied consistently	1	2	3	4	5
4	The procedures have been free of bias	1	2	3	4	5
5	The procedures are based on accurate information	1	2	3	4	5
6	I am given the opportunity to appeal the (outcome) arrived at by procedures	1	2	3	4	5
7	The procedures upheld ethical and moral standards	1	2	3	4	5

Circle or tick to indicate level of agreement regarding Interpersonal Fairness relating to Performance Appraisal in your institution

Interpersonal Fairness

S/No	STATEMENT	SD	D	NA/ND	A	SA
1	My HOD treated me in a polite manner	1	2	3	4	5
2	My HOD treated me with dignity	1	2	3	4	5
3	My HOD treated me with respect	1	2	3	4	5
4	My HOD desisted from improper remarks or comments	1	2	3	4	5

Circle or tick to indicate level of agreement regarding Informational Fairness relating to Performance Appraisal in your institution

Informational Fairness

S/No	STATEMENT	SD	D	NA/ND	A	SA
1	My HOD has been sincere while communicating with me	1	2	3	4	5
2	My HOD explained the processes or procedures thoroughly to me	1	2	3	4	5
3	My HOD's explanations regarding the procedures are reasonable	1	2	3	4	5
4	My HOD communicated details of the appraisal in a timely manner	1	2	3	4	5
5	My HOD appeared to fashion (his/her) communications to individuals' specific needs	1	2	3	4	5

Circle or tick to indicate level of agreement regarding Organizational Politics relating to Performance Appraisal in your institution

SECTION C: Organizational Politics

S/No	STATEMENT	SD	D	NA/ND	A	SA
1	Some lecturers in this institution attempt to build themselves up by tearing others down	1	2	3	4	5
2	There has always been an influential group of lecturers in this institution that no one ever crosses	1	2	3	4	5
3	If co-lecturers offer to lend some assistance, it is because they expect to get something out of it, not because they really care	1	2	3	4	5
4	Lecturers here usually don't speak up for fear of reaction/retaliation by others	1	2	3	4	5
5	I have seen changes made in policies in this institution that only serve the purposes of a few individuals, not the work unit or the institution	1	2	3	4	5
6	Favouritism rather than merit determine who gets ahead among lecturers around here	1	2	3	4	5
7	Rewards come only to those lecturers who work hard in this institution	1	2	3	4	5
8	Since I have worked in this institution, I have never seen the pay and promotion policies applied politically	1	2	3	4	5
9	Promotions in this institution generally go to top performers	1	2	3	4	5

Circle or tick to indicate level of agreement regarding how your HOD manages academic staff in your institution

SECTION D: Transactional Leadership

S/No	STATEMENT	SD	D	NA/ND	A	SA
1	When I am unable to complete my work, my HOD reprimands me	1	2	3	4	5
2	My HOD precisely records any of my mistakes	1	2	3	4	5
3	My HOD gives me what I want to exchange for my hard work	1	2	3	4	5
4	My HOD tells me that I can get special rewards when I show good work performance	1	2	3	4	5

Circle or tick to indicate level of agreement regarding Employee Participation in the Performance Appraisal process in your institution

SECTION E: Employee Participation

S/No	STATEMENT	SD	D	NA/ND	A	SA
1	I was given the opportunity to participate in feedback	1	2	3	4	5
2	My HOD asked me to share my views about my performance	1	2	3	4	5
3	Whenever there was a disagreement regarding the appraisal process or procedure, my HOD gave me chance to explain my views	1	2	3	4	5
4	I was given the opportunity to state my side of all the issues discussed during my performance appraisal review	1	2	3	4	5

I was given the opportunity to discuss all aspects of my
 5 job during my performance review 1 2 3 4 5

SECTION F: Demographic Background

1. Gender: Male ☐ Female ☐

2. Age: years

3. Level of Education: HND ☐ Bachelor Degree ☐ Master ☐
 PhD ☐

4. Years of Working Experience with Current Institution: 0-1 year ☐ 1-5 years ☐
 6-10 years ☐ 11-15 years ☐ 16 years and above ☐

5. Department you belong in your institution:
 (Please indicate by writing)

6. Work Position/status (Rank):
 (Please indicate by writing)

Appendix N

Expert Recommendation after Pretest - Rhys



Cardiff Business School
Ysgol Busnes Caerdydd

Cardiff University
Aberconway Building, Colum Drive
Cardiff, CF10 3EU, Wales, UK
Tel: +44(0)29 2087 4678
Fax: +44(0)29 2087 4619
www.cardiff.ac.uk
Prifysgol Caerdydd
Aberconway Building, Rhodfa Colum
Caerdydd, CF10 3EU, Cymru, GU
Ffôn: +44(0)29 2087 4678
Ffacs: +44(0)29 2087 4619
www.caerdydd.ac.uk

Suleiman Abubakar Babagana
Universiti Utara Malaysia

August 1st 2018

Dear Suleiman

Many thanks for sending me the questionnaire for your research on "Relationship between Organizational Fairness, Politics and Leadership towards Effectiveness of Performance Appraisal (EPA) for Academics in Nigeria's HEIs: Moderating Effect of Employee Participation".

I've now read through your questionnaire. It looks like an interesting piece of research and the questions look like they will provide you with a lot of valuable data to address your main research objectives. Nevertheless, there are a number of amendments I would recommend you consider making to the questionnaire before sending it into the field.

1. Perhaps use a 7 point Likert scale rather than a 5 point scale, as this will provide you with more variation in responses for the purposes of statistical analysis.
2. Consider breaking up the Likert scale questions with some yes-no questions or some other formats after every 20 questions or so, to restrict the potential for 'straight-lining' by respondents and, therefore, for common source bias to be a problem for your analysis.
3. Add a 0-1 years category for time with present institution, and ask respondents to indicate to which department they belong.

I hope these comments are helpful as you take your work forward.

Yours sincerely

Professor Rhys Andrews



Registered Charity no. 1120655
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Appendix O

Expert Recommendation after Pretest - Sabiu

6/22/2019

Federal Polytechnic Bauchi Mail - REQUEST FOR PRE-TEST OF RESEARCH QUESTIONNAIRE (PhD STUDIES)



Suleiman Abubakar Babagana <sbabagana@fpth.edu.ng>

REQUEST FOR PRE-TEST OF RESEARCH QUESTIONNAIRE (PhD STUDIES)

sabiu salihu <mysalim4@gmail.com>

Thu, Aug 2, 2018 at 3:05 PM

Cc: Suleiman Abubakar Babagana <sbabagana@fpth.edu.ng>

Dear Suleiman

Thank you for choosing me to be part of your study in validating the research items.

I took my time and read through your questionnaire, I found it very interesting considering the area and scope to be covered. I believe if the questionnaire is appropriately administered to the appropriate respondents it will help you in achieving your research objectives. However, to address the issues identified in your research using the questionnaire, there is need to make some few amendments for clarity, understanding and to suit the context of your present study which I would like to suggest.

1. You may consider writing Doctor of philosophy instead of "PhD"currently conducting a research for proper understanding of your questionnaire. That correction should be done in your cover page.
2. Consider using **Neutral** in your 5-point likert scale instead of "Neither agree or Disagree" it is a little bit confusion and too wordy
3. You may consider writing specificallyIn this institution, at the beginning of each question e.g. In this institution, performance appraisal was aimed to achieve supportable levels of higher performance from academic staff. Then subsequent questions in that construct will start with before writing the main statement. It will give the respondents more understanding on all the questions.
4. If you consider involving in this institution from the beginning of each question...you also need to removed word "here" from item no. 3 in EFA
5. Re-visit item no. 9 in EFA is it not reverse coded item? Consult the original source
6. Item no. 9, 11, 12 in Employee participation construct came with multiple options that is not necessary for the respondents to be part of all, it may be one or two
7. In your demographic profile, why not considering age grade
18-29
30-39
40-49
50-59
60 and above

I hope these comments are vital you. Wishing you successful pre-test and general data collection.

Thank you
Malam Salihu Sabiu

(Display name hidden)

<https://mail.google.com/mail/u/0/?ui=376c8nk8dgc7&q=rhys&msg=1641a858b714cc0f5th=165115b95beddb0&serv=AIKcX57DrQal-DW7QADKjHqX6q0f> 1/2

Appendix P

Expert Recommendation after Pretest - Kura

6/22/2018

Federal Polytechnic Bauchi Mail - REQUEST FOR PRE-TEST OF RESEARCH QUESTIONNAIRE (PhD STUDIES)



Suleiman Abubakar Babagana <sbabagana@fptb.edu.ng>

REQUEST FOR PRE-TEST OF RESEARCH QUESTIONNAIRE (PhD STUDIES)

Dr. Kabiru Maitama Kura <kabiru.kura@utb.edu.bn>
To: Suleiman Abubakar Babagana <sbabagana@fptb.edu.ng>
Cc: norsiah <norsiah@uum.edu.my>, hadziroh <hadziroh@uum.edu.my>

Mon, Aug 6, 2018 at 11:30 PM

Dear Suleiman,

I have gone through your questionnaire and would like to offer the following comments/suggestions.

I have concern regarding the measures for effectiveness of performance appraisal and organizational politics, which have 18 and 25 items respectively. While researchers often want to measure constructs with several items in their study; however, completing a of questionnaires with several items can be a boring or irritating task for participants. This might likely produce transient measurement errors because participants are in a negative mood, or because they respond carelessly due to frustration with the length of the assessment.

I therefore suggest that you should adapt/adopt questionnaire with moderate items. I have attached a measure of organisational politics for you as an example.

Best regards,

Kabiru Maitama Kura, PhD
Assistant Professor of Human Capital Management and Organisational Behaviour
UTB School of Business
Universiti Teknologi Brunei
Jalan Tungku Link
Gadong BE1410
Brunei Darussalam

From: Suleiman Abubakar Babagana <sbabagana@fptb.edu.ng>
Sent: Sunday, August 5, 2018 3:58 AM
To: Dr. Kabiru Maitama Kura
Cc: norsiah; hadziroh
Subject: Re: REQUEST FOR PRE-TEST OF RESEARCH QUESTIONNAIRE (PhD STUDIES)
(Quoted text hidden)

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Lendell G. Nye and L. Alan Witt (1993) 12 Items Organisational Politics Scale.pdf
818K

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