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The Effectiveness of the Performance Evaluation System Adalat and its Impact on Job Loyalty among Physical Education Teachers in Mosul

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ABSTRACT

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The purpose of the research was to identify the effectiveness and fairness of the performance appraisal system for physical education teachers in the city of Mosul, and to identify the level of job loyalty of physical education teachers in the city of Mosul, and to find the value of the relationship between the effectiveness and fairness of the job performance appraisal system and job loyalty of physical education teachers in the city, and the research sample included (96). The researcher used the descriptive method for its suitability and the nature of the research, and the researcher used the scale prepared by (Shaheen, 2010) after conducting some scientific treatments on it, and the researcher used statistical treatments, including Spearman-Brown equation, arithmetic mean, percentage, simple regression coefficient, standard deviation, Pearson correlation coefficient, and multiple regression coefficient. The researcher concluded that physical education teachers have a good level of job loyalty. The existence of a weakness in the level of organizational justice by the senior management towards physical education teachers, and recommended the need to achieve organizational justice and equality among physical education teachers, and to increase the material and moral incentives in a way that supports the work of physical education teachers.

1- Introduction and the importance of the research:

The school is one of the most important social educational institutions that aims to educate young people in an integrated and comprehensive education with the intention of preparing them for good citizenship and effective participation in building society, and this educational strategy is achieved through the interaction and positive overlap between the work and responsibilities of a group of individuals (administrators, teachers, employees, supervisors) in a healthy school environment, and among this group the role of the physical education teacher is highlighted, who bears most of the responsibility of managing the school sports activity and directing its goals to integrate and harmonize with the goals of the rest of the school work groups.(Al-Hayali, 9, 2010)

The performance appraisal process is considered one of the basic tools for the process of expression and development within the organization and to judge the extent of the employees' contribution to achieving its goals, and the success of any organization in reaching its goals and achieving its mission and what it aspires to a large extent depends to a great extent on the soundness of the evaluation process procedures as well as the extent of its subjectivity and fairness.) and others called it Efficiency Evaluation (Zuelf, 2001: 178).

The performance appraisal process provides assistance in determining the effectiveness of supervisors and managers in evaluating and developing the capabilities of teachers, and also from the results of the performance appraisal to reveal the training needs and thus determine the types of training and development programs needed, and the importance of providing appropriate financial proposals and incentives to teachers through the information obtained from the performance appraisal process (Abbas, 2006 : 3).

The evaluation process in any institution is conducted with the aim of detecting the weaknesses and working to address them, and also to know the extent to which the goals to be implemented from any work have been achieved and the extent of its usefulness, and the need for institutions to provide a faculty with a high academic level and skills in their specialization for the purpose of benefiting the student (Toukan, 2002: 3). The importance of the research lies in the weakness of the studies in the evaluation aspect, in addition to The importance of the research can be explained from the fact that it is considered one of the most important aspects of administrative work, as it is a continuous and continuous state over the days and years, and it gives a sense of progress, motivation, commitment and loyalty if it is of a transparent and fair nature, and on the contrary, it is a tool for frustration and

failure to achieve commitment and loyalty if it is in the direction of injustice and injustice, and not giving the real evaluations, as the evaluation process in both negative and positive directions may result in administrative decisions that determine the future of the teacher directly. During:

- 1- It seeks to identify the relationship between the effectiveness and fairness of the performance appraisal system and job loyalty .
- 2- Helping the administration and teachers in the General Directorate of Education of Nineveh to identify the gaps in the performance appraisal system currently applied to teachers in this directorate, by working to enhance the positives and try to isolate and reduce the negatives to make the system more efficient and effective, which contributes to improving the general performance, increasing job loyalty, and thus developing administrative performance in general.
- 3- Applying the performance appraisal process appropriately leads to the development of the performance of physical education teachers, which reflects positively on providing a better service to the student and the Iraqi society as a whole.

1-2 Research Problem:

The performance appraisal process is considered one of the very important administrative processes due to being the basis of the process of measuring the performance of employees, as it is based on job decisions related to the future of employees and the organization and related to the functions of human resources development, and from this origin stems the importance of the employee performance appraisal system in the organization, which if the evaluation system is fixed in it, it will be of great benefit to the institution and the employee at the same time (Abu Hattab, 2009: 3) .

Despite the importance of the evaluation process, many educational institutions do not pay enough attention to it as a result of the decision makers' lack of awareness of the importance of this process and the repercussions on the behaviors and attitudes of its employees, and therefore it is very important to identify the opinions of the employees about the feasibility of the performance appraisal system and the extent of its position, fairness, and its relationship with some other variables in those institutions.

What is the effectiveness and fairness of the performance evaluation system of the physical education teacher in the city of Mosul and its impact on job loyalty?

1-3 Research Objectives:

The research aims to achieve several goals:

1.3.1 Identify the effectiveness and fairness of the performance evaluation system for physical education teachers in the city of Mosul.

1.3.2 To learn about the level of job loyalty of physical education teachers in the city of Mosul.

1.3.3 Identify the relationship between the effectiveness and fairness of the job performance evaluation system and job loyalty of physical education teachers in the city of Mosul.

1-4 Research Areas:

1.4.1 Human Field: The research sample was limited to physical education teachers in the city of Mosul.

1.4.2 Spatial Domain : Mosul City Schools

1-4-3 Time Area: 15/10/2019 until 15/2/2020

1-5 Research Terms:

1.5.1 Performance Appraisal:

It is the process of analyzing and evaluating the performance of employees for their work, their behavior and their behavior in it, and measuring the extent of their powers and efficiency in carrying out their current workloads, their responsibility and their ability to assume jobs of a higher level" (Ali, 2004, 293).

1.5.2 Job Loyalty:

It is a set of sincere feelings that stem from within the employee himself in belonging and job loyalty to the organization in which he works, so that he becomes a strong feeling of not leaving work and moving to another place, and that progress and development in the organization should be the most important concern of the employee, and the organization must provide sufficient support to its employees so that they remain always loyal (2019, 2).

2- Theoretical and similar studies:

2-1 The concept of performance appraisal:

Performance appraisal is the definition of how an individual performs a currency, and makes a plan to improve and develop his performance often, and when applied correctly, it shows the individual his current level of performance, and may affect the level of the individual's effort and the directions of future tasks and support the efforts made to improve performance in a correct way (Mohammed, 2000: 207). Performance appraisal (Dictionary of Management Terms, 2007): 544) It is an administrative process through which the efficiency of employees and the extent of their contribution to the completion of the tasks assigned to them are determined, as well as the conduct and behavior of employees during work and the extent of progress they achieve during their work.

The process of performance appraisal is one of the important processes practiced by the human resources department in organizations and at all levels of the organization, starting from the top management to the workers in the lowest job positions and in the lowest production lines, it is a means that pushes departments to work energetically and actively as a result of continuously monitoring the performance of employees by their superiors, and pushes subordinates to work actively and efficiently to appear as productive workers in front of their superiors. In order to achieve higher levels of evaluation in order to receive the incentives and bonuses prescribed for this, and in order for the process to achieve its desired objectives, it must be dealt with systematically and accurately and with the participation of all parties who can benefit from the final results of the evaluation process. There are many names that researchers have given to performance appraisal, sometimes it is called competency measurement, it is also called competency assessment, and it is called functional or professional evaluation, but the most common name is evaluation.

2.2 Concept of Employee Loyalty:

The concept of job loyalty refers to two main aspects, the first is the ability of the establishment or organization to retain its employees for as long as possible to benefit from their practical experience in performing its desired goals, and the second part refers to a set of sincere feelings emanating from within the employee himself in belonging and job loyalty to the organization in which he works.

Despite the above dividing the concept of job loyalty into two parts, it is necessary to clarify that the employee's loyalty to his workplace is often not related to long time service, as it is possible that the feeling of loyalty grows in the same employee as a newly hired employee towards his establishment, hence the role of the establishment is the need to retain him to provide him with more experience, in

addition to what he has already acquired to harness it to achieve the goals of the establishment, this employee will certainly give his best to the establishment without a doubt.

2.3 Ways to Establish Job Loyalty at Work and Organizations

It is an urgent necessity for enterprises to follow many ways to consolidate the concept of job loyalty within the walls of establishments, the most important of which are:

1. Creating an organizational environment where the employee feels that he is the owner of the establishment and not just a paid employee, and this is represented in providing a safe environment for the employee.
2. Giving the employee the feeling that he is a decision-maker and of great importance in the progress of the organization's goals.
3. Distribute employees according to their specializations and desires and not according to the available job vacancies.
4. Establishing an open work environment in which opinions and observations about the work and its progress are exchanged.
5. Opening channels of dialogue and discussion between the employee and the subordinate.
6. Providing opportunities and opening the horizon for employees to develop and learn more and more.
7. Providing rewards and incentives to employees after achieving a tangible achievement at work, as this consolidates the concept of job loyalty and motivates them to achieve more.

2-4 Aspects of Job Loyalty:

The manifestations of job loyalty in the work life between individuals and the establishment are as follows:

1. The employee's acceptance of his understanding of all the objectives of the establishment to be implemented.
2. Demonstrate the employee's readiness and readiness to accomplish any task assigned to him in pursuit of the interest of the establishment.
3. Manifesting the signs of the employee's overwhelming desire to continue working for the establishment and achieve its goals.
4. Exert the best effort and energies to carry out the tasks assigned to the employee.

2-5 Similar Studies:

Al-Hazima Study (2009) ":(Job Satisfaction of Faculty Members and Administrative Staff in Private Universities (Jordan) A Field Study "

The study aimed to:

1. Determine the level of job satisfaction of faculty members and administrative staff in private universities.
2. Choosing the relationship between this level and some administrative and psychological variables, wages, incentives, and the training variable for faculty members and administrators in private universities.
3. Identify the most important elements that achieve job satisfaction for teaching and administrative staff members and the impact of these elements on job satisfaction. The sample consisted of (100) individuals, whether teaching or administrative, working in three private universities. In this study, a questionnaire and observation were used to collect data on job satisfaction.

The study reached the following conclusions:

- Administrative procedures in private universities, which are directly related to employee job satisfaction, need to be subjective and conscious to reveal the reasons for the lack of satisfaction in the administrative and academic staff of these academic institutions.
- The psychological factors that prepare employees in private universities are not sufficient and are not at the required level that makes the employee come to his work and stick to it.
- The financial factors related to salaries, wages and bonuses have not yet reached the extent that they give the employee an internal reflection of satisfaction towards the volume of work and the amount of wages he makes.
- The qualification of employees in terms of training is no longer sufficiently important in private universities, and this may have led to the employee's instability in his job (Al-Hazima, 9002, 2).

3- Research Procedures

3-1 Research Methodology:

The researcher used the descriptive method to suit it and the nature of the current research procedures

3-2 Research Population:

"For the purpose of achieving the objectives of any research, it is first necessary to identify the native community with its characteristics, because the use of any method is considered an incomplete case unless the research population is accurately described, as "each community has its own characteristics, so it is necessary to describe the community in order to choose the appropriate testing methods." (Al-Hindawi, 1999, 87), as the research population included 136 physical education teachers in the city of Mosul.

3-3 Research Sample:

The research sample was limited to (96) physical education teachers in the city of Mosul and they were selected by random method, which constitutes a percentage of (70.5) of the total population of the research, and Table (1) shows this.

Table (1) Research Population and its Sample

Percentage	Basic Sample	Total Society	Research community and sample
70,5	96	136	Number

3.4 Measuring Instrument :

The researcher used a scale prepared by Shaheen (2010), which included three main axes, the first is the effectiveness of performance and the number of its paragraphs (16), the fairness of the organization and the number of its paragraphs (13) paragraphs, and the axis of organizational loyalty (15) paragraphs, which is prepared for the university community, and it has been reformulated to suit the educational community of schools.

3-5 Apparent truthfulness:

The scale was presented to a number of experts in the field of educational administration, teaching methods, sports management and educational psychology for the purpose of ascertaining the validity of the dimensions and paragraphs of the two questionnaires and Appendix No. (1) between them.

"We can consider the test to be honest after presenting it to a number of specialists and experts in the field that the test is measuring, and if the experts

acknowledge that this test measures the behavior that was designed to be measured, the researcher can rely on the judgment of the experts." (Owais, 1999, 55).

3.6 Initial Survey Application of the Performance Appraisal Questionnaire

In order to reach the expected or probable questions that the questionnaire may be exposed to from the examinees and before applying it to the main sample, the initial survey application was conducted on a sample of a number of physical education teachers in Nineveh Governorate, where the questionnaire was applied to a sample of (5) physical education teachers randomly.

The purpose of this procedure is to:

- 1- Ensuring the clarity of the paragraphs and the extent of their understanding by the sample members.
- 2- Knowing the time required for the sample members to answer the questionnaire paragraphs.
- 3- Ensuring the integrity and freedom of difficult or incomprehensible words.

It was found that the instructions were clear and understandable to the research sample, and the suitability of the questionnaire alternatives, and the response time to the questionnaire reached between (8-13) minutes.

Most of the paragraphs of the two scales were approved by experts, and the approval rates were between (77-100%) with some minor modifications made to suit the nature of the study and the sample.

3.7 Internal consistency of the paragraphs:

Estimates of the internal consistency of the test are homogeneity coefficients for the test paragraphs, or in other words, they reflect the extent to which the responses on the single paragraph correspond to the overall test score (Al-Nabhan, 2004, 243).

The internal consistency of the scale was achieved through the correlation of the paragraph to the axis as well as the correlation of the paragraph to the total of the two dimensions of incentives and tasks, as the values of the correlations of the paragraphs to the axis ranged between (0.35-0.00) with a significance value that is less than the value of the approved significance of (0.05).

3.8 Description of the performance appraisal questionnaire in its final form:

The final performance evaluation questionnaire included (44) paragraphs distributed over three dimensions, with (16) paragraphs for effectiveness, (13) paragraphs for justice, and (15) paragraphs for job loyalty, and the questionnaire is answered according to a five-point scale of response (completely agree, agree, agree to some extent, disagree, disagree completely) and the score from (5-1) is calculated descending on the answer key, so that the highest score of the answer represents the number of paragraphs harmful and B in the number five (5), and the lowest score is calculated by Multiplying the number of paragraphs by one (1) Appendix (2) illustrates this.

3-9 Statistical Treatments:

- Arithmetic mean
- Spearman-Brown equation
- Percentage
- Simple regression coefficient
- Standard deviation
- Pearson correlation coefficient
- Getman's equation
- Multiple regression coefficient
- Test (T) for two independent samples

All statistical methods were obtained using SPSS software .

4. Presentation and discussion of the results

Normal Distribution	Standard deviation	Arithmetic mean	Overall score of the scale	Value	Variables
0.121	10.713	54.266	80	60	Regulatory Justice
0.081	9.040	42.733	65	60	Performance Evaluation
0.079	7.684	56.560	75	60	Job Loyalty

From Table (1) it is clear that the following:

The mean of the organizational justice scale was (54.266) and the standard deviation was 10.713, and when comparing this mean with the total score of the scale of (80), the level of the research sample's sense of organizational justice was slightly above the average, and the mean of the performance evaluation scale for the research sample was 42.733 with a standard deviation of (9.040), and when comparing the mean with the total score of the performance appraisal measure of (65), the research sample's sense of the performance appraisal method was good, while the mean of the organizational loyalty scale for the research sample was (56.560) with a standard deviation of (7.684) and when comparing this mean with the total score of the scale of (75), we find that the research sample enjoys organizational loyalty to their job at a good level, and it is also noted from the table that the values of the normal distribution of the responses of the research sample on the three scales were within the normal distribution, which are respectively (0.121, 0.081, and 0.079). Both (Ghani and Warda, 2011) point out that recognizing the value of what the employee achieves by the manager and colleagues and satisfying his needs of appreciation and respect is the right of everyone who exerts effort, masters the distinguished performance with sincerity and loyalty in the work, and encourages him and urges him to continue in a way that enables him to be creative and keen on continuous progress and professional growth (Ghani and Warda, 2011, 41).

4.1 Presentation of the model summary (steps of multiple linear regression analysis)

Table 2

Morale	Calculate d F value	Degrees of Freedo m	Standar d Error	Selection Coefficie nt R¹	Correlatio n coefficient R	Step
Insignifica nt	0.975	1-59	7.687	0.033	0,182	Firs t

From Table 2 we see the following:

The summary of the model (steps of multiple linear regression analysis) where the values

of (R^1 , R) are shown, where the value of R represents the simple correlation coefficient that measures the relationship between two or more variables, or the coefficient of (R^2) is called the coefficient of determination, which is used to know the explanatory power of the equation model that we get from the regression analysis, which is called (contribution ratios), and this is what we seek to obtain in our study. It is also observed from the table that the standard error of the equation as well as the calculated value of F of the equation, which gives us the judgment on the significance of the equation at a probability of (0.000), and it appears from the table that the method of regression analysis by the (Enter) method used in the analysis showed one equation for the importance of independent variables (X^1 X^2) in organizational loyalty, which represents the dependent variable (y^1), and Table (3) shows this.

Table 3

Shows the contribution percentages of organizational justice variables and performance evaluation in organizational loyalty to the research sample using the regression analysis method (ENTER)

R¹ Contrib ution Value	Moral e	Calcu ated T Value	Moral e	F value Calcula ted	Standa rd Error	modul us	Varia tion Amoun t	Variabl es
0.037	Insigni ficant	1.252-	Insigni ficant	0.975	0.097	0.170-	58.60	Regulat ory Justice
	Insigni ficant	0.945			0.115	0.128		Perform ance Evaluati on

From Table 3 we see the following:

The contribution percentages of the variables of organizational justice and performance evaluation in organizational loyalty are very weak if they reach (0.037), which is an insignificant contribution percentage, as the calculated F value as well as the calculated t -values of the two variables in the equation are shown, and the researcher believes that the weakness of organizational justice and the performance evaluation that the physical education teacher may feel does not represent a great importance in organizational loyalty.

In contrast to the teacher's performance of his job, which means that the physical education teacher is exposed to inequity in his organizational behavior

during work, this does not mean that he is disloyal in the job and performing all the duties required by his job, and the arithmetic mean of the organizational justice scale Table (1) was (54.266) of the total score of the scale of (80), as this means that the lower the score of the organizational justice scale, it means that the physical education teacher feels the weakness of organizational justice, but this did not affect his organizational loyalty. The researcher believes that the employee's (physical education teacher) exposure to the performance evaluation that he may be exposed to in his work may be due to several things, including societal or school obstacles or financial allocations that hinder physical education teachers from performing their duties in an ideal way, these things will also reflect negatively on the annual evaluation of the performance of their school duties. Note that the arithmetic mean of the performance appraisal scale was 42.733, which is a small value compared to the overall score of the scale of (65), which means that they have a weak sense of performance evaluation for all the requirements of their job.

The researcher believes that both the variables of organizational justice and performance evaluation, although they did not contribute positively to the job loyalty of the physical education teacher to their jobs, but the research sample proved to have a good degree of organizational loyalty in their job, and the arithmetic mean of the organizational loyalty scale is (56.650) from the total score of (80). It is clear that there is a percentage of contribution to organizational justice. This may be the result of the indifference of physical education teachers in the justice and evaluation committees and their focus on the performance of their work, and this is confirmed (Ataya, 2016) in that many studies confirm that many people continue to work, even if the salary or wage is inappropriate, in order to achieve other goals such as satisfying their needs, reaching success, ambition, appreciation, self-realization and social aspirations that they seek to achieve (Ataya, 2016). , 73).

5. Conclusions and Recommendations:

5-1 Conclusions: The researcher concluded the following:

5.1.1 Physical education teachers have a good level of job loyalty.

5.1.2 The existence of a weakness in the level of organizational justice by the senior management towards physical education teachers.

5.1.3 Physical education teachers have a high level of performance in all aspects of technical and administrative work.

- 5.1.4** Variables of organizational justice and performance evaluation contribute positively to increasing organizational loyalty among physical education teachers.
- 5.1.5** Increasing the level of technical and administrative tasks assigned to physical education teachers.
- 5.1.6** The existence of weakness and ambiguity in the aspect of performance evaluation at the technical and administrative level.

5-2 Recommendations: The researcher recommended the following:

- 5.2.1** Emphasizing the need to achieve organizational justice and equality among physical education teachers .
- 5.2.2** Increasing the material and moral incentives in a way that supports the work of physical education teachers .
- 5.2.3** Work diligently to verify the accuracy of the results of the performance appraisal and with a high level of transparency.

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Supplements

Appendix No. (1) Names of Experts

University	Workplace	Jurisdiction	Scientific Title	Name	t
Connector	Physical Education and Sport Sciences	Measurement & Evaluation	Prof. Dr.	Ithar Abd El , Karim Ghazal	1
Connector	Faculty of Basic Education	Administration and Organization	Prof. Dr.	Waleed Hammam Al-Nema	2

Connector	Physical Education and Sport Sciences	Administration and Organization	Prof. Dr.	Riad Ahmed Ismail	3
Connector	Physical Education and Sport Sciences	Administration and Organization	Prof. Dr.	Uday Ghanem Mahmoud	4
Connector	Physical Education and Sport Sciences	Administration and Organization	Assoc. Prof.	Buthaina Hussein	5
Connector	Physical Education and Sport Sciences	Administration and Organization	Assoc. Prof.	Khalid Mahmoud Aziz	6
Connector	Physical Education and Sport Sciences	Administration and Organization	Assoc. Prof.	Mohammed Zakir Salem Abdullah	7
Connector	Physical Education and Sport Sciences	Administration and Organization	Assoc. Prof.	Thabet Ihsan Hamudat	8

Appendix (2)

The scale in its final form is distributed to the sample

Ministry of Education

General Directorate of Education of Nineveh

Mr. Physical Education Teacher Esquire

Peace be upon you and God's mercy and blessings

In order to conduct the research titled "The Effectiveness of the Fairness of the Performance Evaluation System and its Impact on Job Loyalty among Physical Education Teachers in the City of Mosul", please review the scale and answer it, and in view of the researcher's experience, scientific honesty and ability to provide honest assistance through your sound opinions, please review the scale and answer it, noting that the information is specific to scientific research procedures.

"Thank you for your valuable time and accept your sincere thanks and gratitude"

School Name:

Years of Experience:

Academic Achievement:

Birth: Length of stay in school:

Date:

Signing:

Researcher

Eng. Yasser Abdel Ghani Sharif

First Theme: The Effectiveness of Performance Evaluation

Strongly disagree	I don't agree	I agree to some extent	agree	I strongly agree	Paragraphs	t
					The performance appraisal system applied at the school helps my line manager understand my problems.	1
					The performance appraisal system implemented at school helps improve my day-to-day relationships with my line manager.	2
					The performance appraisal system applied at school helps improve my daily relationships with my co-workers.	3
					The performance appraisal system applied in the school helps to identify the weaknesses and strengths in my performance.	4
					The performance appraisal system applied in the school helps to develop training programs to develop the skills of teachers.	5
					The performance appraisal system applied in the school helps to raise the efficiency of the performance of the teachers and the school as a whole.	6
					The criteria used in the school's performance appraisal system reflect true performance estimates.	7
					The criteria used in my performance appraisal system are appropriate for my job.	8
					It is characterized by using more than one model for different	9

					assessments, not a single model to evaluate all functions.	
					The performance appraisal system followed in the school covers all dimensions of function.	10
					The performance appraisal system applied in the school takes into account the specific job description of my job.	11
					The performance of teachers is evaluated periodically and systematically annually.	12
					Teachers are informed of the results of their performance evaluation.	13
					Teachers are given the right to object and appeal against the results of the evaluation if they feel that it has not given them their right.	14
					Grievances are seriously considered	15
					The school periodically applies the results of the performance appraisal when necessary.	16

The Second Theme: The Fairness of the Performance Appraisal System

I strongly disagree.	I don't agree	I agree to some extent	agree	I strongly agree	Paragraphs	t
					I am fully aware of the criteria used to evaluate my performance in school.	1
					The performance appraisal process at the school is good at judging my performance.	2
					My direct manager's evaluation of my performance at school is not subject to external pressures.	3
					My direct manager's evaluation of my performance at school is not governed by my direct relationship with him.	4
					The performance appraisal system for my job performance at the school where I work is applied to all employees without discrimination.	5
					The administrators of the school performance appraisal system have a long experience in this field.	6
					Relevant teachers are involved in the performance appraisal process.	7
					The criteria used by my line managers in my annual performance evaluation are fair and objective.	8
					Your performance evaluation places a strong emphasis on the principle of merit and merit in promotion.	9
					Your department (school) shall play its appropriate role with the designated authorities to fulfill your employment rights.	10
					The behavior of managers in all departments is fair and cooperative.	11
					Your managers provide fair solutions to grievances and complaints.	12

					There are fair procedures in the school to prosecute abuses and legal accountability.	13
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Third Theme: Job Loyalty

I strongly disagree.	Do not agree	I agree to some extent	agree	I strongly agree	Paragraphs	t
					I feel like the school I work at is a part of my life and it's hard to get away from it.	1
					I tell my friends that the school I work at is very great.	2
					I accept with open arms any duty that is placed on me in this school.	3
					I will not accept to work in a school other than the one I work for, even if the working conditions are better than mine.	4
					I will stay in this school even if others prefer to work in other schools.	5
					There is an alignment between me and my school that encourages me to commit to it.	6
					I care about the fate of my school and its future.	7
					I pay tribute to the efficiency of my classmates at school.	8
					Working in school pushes me to do my best to get any job done.	9
					In my opinion, this school is one of the best schools to work in.	10
					The values and philosophy adopted by the school are in line with my personal values.	11
					Any change in my current situation will not cause me to leave my job at this school.	12
					I am late after the end of official work, if necessary to complete my work, without any financial claims.	13
					I feel good if I feel that the work I do is in line with my salary.	14

					I perform my work with sincerity and dedication in service to my school.	1 5
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