

" "

(755)  
(665)  
Statistical Package ) (SPSS-V10  
:  
(For Social Sciences  
.1  
.2

---

2012/7/5

2012/4/21

/

2012 ©

:

.1

.2

.3

:

:

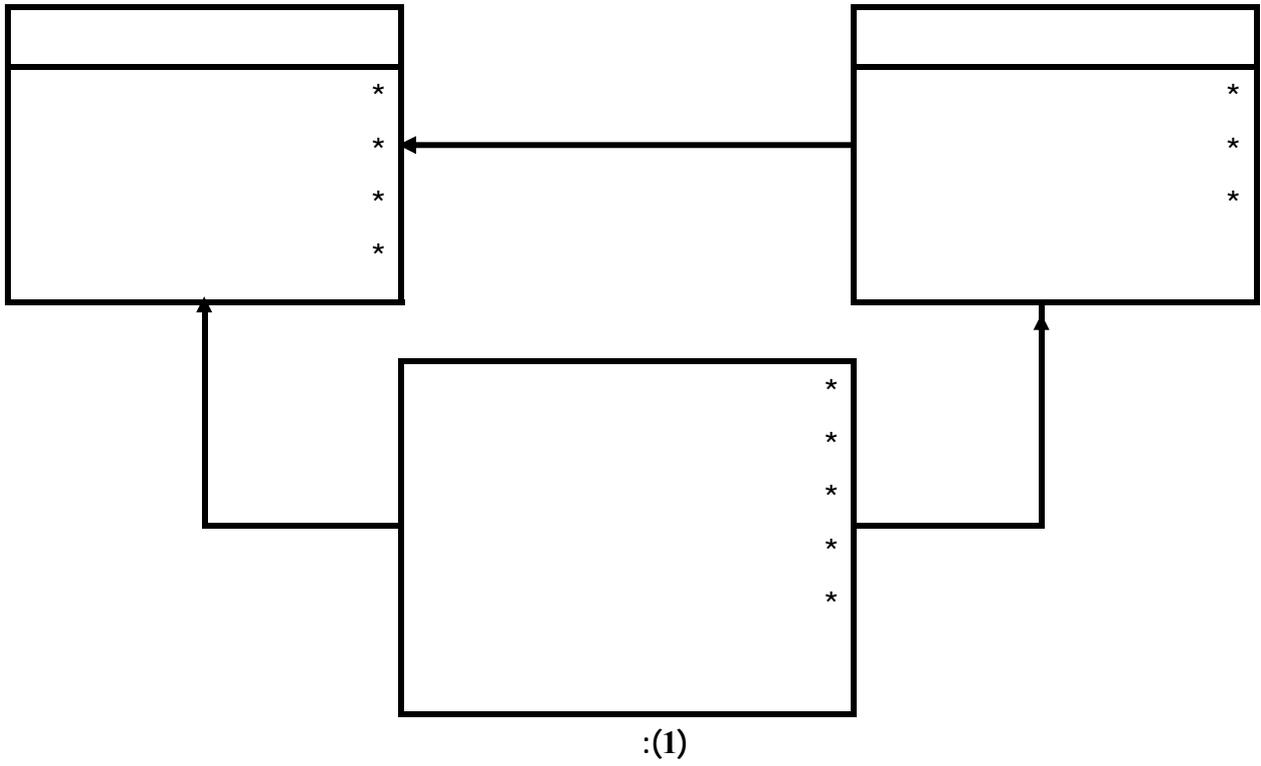
:

(2005 ) (2005 )  
(2003 ) (2004 )

:

.1 (2005 ) (2008 )  
(2003 )

( .2  
 :  
 ) (  $\alpha \leq 0.05$  ) .3  
 ( .4  
 ) (  $\alpha \leq 0.05$  )  
 ( (  $\alpha \leq 0.05$  ) :  
 ) (  $\alpha \leq 0.05$  ) : .1  
 ( .2  
 : .3  
 (1)  
 )  
 ( )  
 )  
 :  
 (  $\alpha$  )  
 ) (  $\leq 0.05$  )  
 ( )  
 )



(30) (2007)

(2002)

" ( 2005 )  
 / 2008  
 . 2009  
 (Pinnington & Edward, 2000)  
 (2000 )  
 (2001 )  
 (2001 ) ( 2002 )  
 (2002 )

( 2001 )  
:  
/ -  
(Neumann, R, 2000)  
(Behn, RO , 2003)  
:  
.  
(2002 )  
:  
( )  
(Buckingham, M. 2005)  
:  
:  
"  
:  
:  
-  
(2000 ) "  
(Deseler,G;2003 )  
(Grote, D & .Scullen, S. 2006)  
:  
-

(1990 )

:

" (2008 )

:

:

" (2010 )

:(Straiter,K., 2005)

Interpersonal Trust )  
Personality / / (Scale  
(Trust-Test) Attitude Schedule  
(2002 )

)

			(
"	(2005 )		
(586)	"	"	(2008 )
		"	
"	(2004 )		
(556)	"	(2005 )	"
		"	
"	(2004 )	(48)	
			(90%)
"	(483)		
			(2005 )
"	(2003 )	"	"
(550)	" :	"	(357)
			:
			:

" (1996 ) " (2003 )  
 " (399) "

(560)

(2000 ) "

( )

:(370)

**Gbadamosi G. & Al-**  
 " (qahtany M. d.,2005  
 " :  
 (188)

)

:(  
 " (2000 )

**(Noaimee,2002)**

" :

" "

(920) (460) (600)

:

)  
(  
**(William & Wilkins,2000)**

"  
**(Kanter)**

(412)

(2007) (30)

:  
**(Rindfleisch,2000)** "

(106)

( )

**(Cawley et. al.,1998)** " "

)  
(27)

(5031) (

2007 (1)

(1)

:( )

1942

1534

923

632

5031

.(

(26)

(%15)

(2005 ) :

(2000 )

(15-1)

(755)

(18-16)

(686)

(26-19)

(21)

(26)

(665)

(%13.22)

) (1990 )

(% 88.08)

(1996

(31-27)

(40-32)

(45-41)

(52-46)

عدد المعلمين في المديرية X حجم العينة  
مجموع أعداد المعلمين

(2)

(Likert Scale)

(2)

291 %39

230 %30

139 %18

95 %13

755 %100

(2.49-1)

(3.4-2.5)

(5-3.5)

:

:(3)

( )		
092		26-1
091		52-27

:

(3)

:

(3)

(%54.1)

(%45.9)

(Cronbach's Alpha)

(0.95)

.(3)

(3)

:

30)

(%42.7)

( 40 -31)

( 50 -41)

(

( 51)

Statistical Package For ) (SPSS-V 10)

.(Social Sciences

.(%2.4)

( %72) (3)

( )

(Skewness)

-31)

(40

(Normal Distribution)

(%15)

(3)

(%12)

(Person

Correlation Coefficient)

	(%84.1)	( 5)	(%35.8)
			( 21)
			(%6.2)
:(4)			
%45.9	305		
%54.1	360		
%42.4	282	30	
%42.7	284	40-31	
%12.5	83	50-41	
%2.4	16	51	
%12.9	86		
%72	479		
%15	100		
%35.8	238	5	
%27.4	182	10-6	
%20.5	136	15 -11	
%10.2	68	20 - 16	
%6.2	41	21	
%2.3	15		
%13.7	91 (	)	
%84.1	559		

: (5)

:(5)

2	0.64	3.37	15 - 1
1	0.91	3.38	18 - 16
3	0.84	3.31	26 - 19
-		3.36	26 - 1

.(3.31)

(5)

)  
(  
(3.36)  
.1  
:  
(3.38)  
(3.37)

:(6)

1	0.88	4.09	1
2	0.83	3.58	2
5	0.89	3.43	3
11	0.95	3.24	4
14	1.10	3.14	5
13	1.12	3.15	6
6	1.04	3.36	7
7	0.96	3.35	8
8	1.01	3.33	9

.( )

...

---



---

4	1.04	3.46	10
9	1.08	3.32	11
13	1.12	3.15	12
12	1.11	3.15	13
3	1.01	3.55	14
10	0.96	3.31	15
-		3.37	15 -1

---

(3.14) (

2 1) (3.37) (6)

: (14 (4.09) (

: (7)

---

1	1.04	3.55	16
3	1.05	3.29	17
2	1.17	3.32	18
-	-	3.38	18 -16

) 17 (7)

(

:(3.29) (3.38)

: .1 (3.55) ) 16 (

:(8)

1	1.54	3.38	19
2	1.05	3.33	20
6	1.03	3.29	21
8	1.03	3.26	22
7	1.06	3.29	23
4	1.09	3.30	24
5	1.12	3.30	25
3	1.91	3.31	26
-	-	3.31	26-19

(8)

: (3.31) ) 19  
 (3.38) ) (22)  
 : (3.26)

:(9)

1	0.83	3.65	31-27
3	0.84	3.39	40-32
2	1.17	3.45	45-41
4	0.83	3.25	52-46
-	-	3.42	52-27

(3.41)

(9)

(3.63)

(3.45)

...

(3.38)

: .1 .(3.25)

:(10)

---

1	0.96	3.96	27
2	1.49	3.68	28
3	1.01	3.56	29
4	1.05	3.54	30
5	1.06	3.50	31
-	-	3.65	31-27

---

(10)

(3.50)

(3.65)

. : .2 ) (27)  
( (3.96) ) (31)  
(

:(11)

---

1	1.86	3.55	32
3	0.97	3.42	33
5	1.13	3.41	34
6	1.09	3.38	35
2	1.06	3.53	36
4	1.11	3.42	37
8	1.16	3.26	38
9	1.14	3.24	39
7	1.11	3.32	40
-	-	3.39	40-32

---

(	(39)	(11)
	(3.24)	(3.39)
		(32)
		(3.55)
		3
		:(12)

1	1.85	3.74	41
2	1.91	3.48	42
3	3.04	3.46	43
4	1.09	3.33	44
5	1.15	3.26	45
-	-	3.45	45-41

(	(12)
(3.26)	(3.45)
	(41)
:	(3.74)
.4	(45)
	:(13)

1	1.15	3.44	46
3	1.01	3.28	47
2	1.05	3.30	48
5	0.97	3.21	49
7	1.08	3.10	50
4	0.97	3.24	51
6	1.12	3.17	52
-	-	3.25	52-46

(13)

(3.25)

( ) (46)

(3.44)

( ) (50)

:(14)

(3.10)

:(14)

---

* 0.70	* 0.65	0.47 *	* 0.65	1 * 0.6
* 0.62	* 0.57	* 0.40	0.58 *	0.53 *
* 0.72	0.66*	* 0.51	* 0.66	*0.59
* 0.77	* 0.71	* 0.52	* 0.71	* 0.66

---

(  $\alpha \leq 0.05$  )

\*

.(0.52)

(14)

:

:

. (  $\alpha \leq 0.05$  )

"MultiCollinearity"

(0.77)

Variance ) VIF

(Inflation Factor

(Tolerance)

( )

:

(0.71)

( )

:(15)

Skewness	(VIF)	Tolerance
0.20 -	2.36	0.42
0.23 -	2.08	0.48
0.09	2.45	0.41

(Skewness)

(10)

(VIF)

(0.05)

(1)

"Multicollinearity"

α : (Skewness) (1) (VIF) (10) (0.05) (VIF) (10) (2.45 - (0.48) (0.05) (2.08) (≤0.05) (0.41) (0.05) (0.48)

(Normal Distribution)

:(16)

(F)	(F)	R	Adjusted R Square	(DF)
0.000 *	338.73	0.78	0.60	3
			77.61	232.19
			0.23	151.44
				384.26
				661
				664

(α ≤ 0.05)

\*

(α ≤ 0.05) (16)

(%60)

(338.73)

(F)

(0.000)

: (17)

:(17)

	T	Beta		B
* 0.000	10.06	0.385	0.034	0.347
* 0.000	9.03	0.339	0.045	0.402
* 0.000	3.94	0.139	0.029	0.115

( $\alpha \leq 0.05$ )

\*

(3.94)

(17)

.(  $\alpha \leq 0.05$ )

(T)

$\alpha$

(0.000)

(Beta)

( $\leq 0.05$ )

:

:

( $\alpha \leq 0.05$ )

(10.06) (T)

(Beta)

(T)

(9.03)

( $\alpha \leq 0.05$ )

:(18)

SIG	F	Adjusted R Square			(DF)
*0.000	170.97	0.43	66.19	198.57	3
			0.38	255.90	661
				454.48	664

( $\alpha \leq 0.05$ )

\*

(19)

(%43)

(170.97)

(F)

( $\alpha \leq 0.05$ )

(0.000)

:(19)

	T	Beta		B
*0.000	7.42	0.33	0.05	0.43
*0.000	5.85	0.26	0.04	0.26
*0.002	3.17	0.13	0.03	0.12

( $\alpha \leq 0.05$ )

\*

:

(T)

(19)

)

( $\alpha \leq 0.05$ )

(

(T)

(

)

( 5.85 3.17 7.42)

(Multiple Regression Analysis)

( $\alpha \leq 0.05$ )

:

(20)

:(20)

SIG	F	Adjusted R Square			(DF)
*0.000	227.68	0.50	76.95	230.87	3
			0.33	223.41	661
				454.28	664

( $\alpha \leq 0.05$ )

\*

( $\alpha \leq 0.05$ )

(20)

(%51)

(227.68)

(F)

(0.000)

:(21)

( T)	T	Beta		B
* 0.000	7.82	0.33	0.04	0.32
* 0.000	7.46	0.31	0.05	0.40
* 0.000	3.70	0.14	0.03	0.13

( $\alpha \leq 0.05$ )

\*

$\alpha$ ) : (T) (21)  
 (  $\leq 0.05$  ) ( )  
 (T) ( )  
 ( 7.82 3.70 7.46 )  
**(Multiple Regression Analysis)** .( $\alpha \leq 0.05$ )  
 : (22)

:(22)

SIG	F	Adjusted R Square	(DF)		
*0.000	232.89	0.51	80.28	240.86	3
			0.34	227.87	661
				468.73	664

(  $\alpha \leq 0.05$  ) \*

(22)

(%51) (232.89) (F) (0.000)  
 (  $\alpha \leq 0.05$  )

:(23)

( T )	T	Beta	B	
* 0.000	7.55	0.31	0.05	0.41
* 0.000	3.65	0.14	0.03	0.13
* 0.000	7.97	0.33	0.04	0.33

(  $\alpha \leq 0.05$  ) \*

(  $\alpha \leq 0.05$  ) (23)

**(Beta)**

(T) (7.55) (7.97)  
 (0.000) (3.65)

(Multiple Regression Analysis)

( $\alpha \leq 0.05$ )

(24)

:(24)

SIG	F	Adjusted R Square			(DF)
*0.000	88.97	0.28	87.10	261.32	3
			0.97	647.16	661
				908.48	664

( $\alpha \leq 0.05$ )

\*

( $\leq 0.05$ ) (24)

(%28)

(88.97)

(F)

$\alpha$ )

(0.000)

:(25)

	T	Beta		B
*0.000	3.83	0.19	0.09	0.35
0.336	0.96	0.04	0.06	0.53
*0.000	6.69	0.34	0.071	0.47

( $\alpha \leq 0.05$ )

\*

.(0.336)

(T)

(25)

$\alpha$ )

( $\leq 0.05$ )

(6.69\*3.83)

(T)

$\alpha \leq 0.05$ )

(0.000)

)

0.34)

(Beta)

(

(

(0.19

:

(T)

(0.962)

:

.1

(1996 ) (2005 ) ) (2000 ) (Noimee,2002) (2005

(Carneval & Barto,1992) ) .2

(

(2004 )

:

)

( )  
.4

(2004 )

.3

( )  
. ( )

.5 ( )

.6 :  
 ) (%43  
 .1 (%51) ( )  
 (%51) ( )  
 (%25) ( )  
 .2 .( )  
 .7 )  
 ( )  
 .3 )  
 .4 )  
 .( )  
 .5 .( )  
 (2000 )  
 ( )

.(2005).

.83  
 .(2003).

:  
 (45)

(30) .707-639 (4)  
 .(2000).

.162-145 (1)  
 (2004).

.(2010).

" .(2002).  
 " .99-61 (16)  
 : " .(2000).  
**http://www.shura.gov.sa/magazine/majalah69/derasa.htm**  
 :  
 .(2002). (15) "  
 .196 – 141 (6)  
 .(1990). .(2003).  
 :  
 .44 -5 (3) (14) (3) (43)  
 " .(2008). .471-437  
 " (2005)  
 ".(1996). -131 2 ( 21 )  
 : " (2002) .158  
 " .(2001). . (31) (9)  
 " .(2002).  
 :  
 .(2001). .(2005).  
 .169  
 (30) (2007). )  
 www.csb.gov.jo .(1) (32) (  
 .(2000). .(2008).  
 :  
 (40)  
 .609-575 (3)

Behn, RO (2003). Why measure performance? Different purposes require different measures .Public Administration Review5.  
 Buckingham, M. (2005). Good managers focus on employees' strengths, not weaknesses

Knowledge@Wharton . June 29, 2005.  
 Cawley,Brian, D., Keeping, Lisa. M. and Levey, Paul. E. (1998). "Participation in the performance appraisal Process and employee reactions: a meta\_analytic Review of Field Investigation, **Journal Of Applied**

- Psychology**, 83(4), pp 615-616.
- Deseler,G;(2003 ); Human Resource Management ; 9th Ed; prentice Hall, New jersey .
- Gbadamosi G. & Al-qahtany M. d.(2005). The influence of performance appraisal on organizational commitment: the case of botswana, **University of sharjah journal for pure & applied sciences**, vol.(2), no.(3), october.
- Grote, D & Scullen, S. (2006). Are performance appraisal's worth the hassle ؟Across the Board . July/August 2006.
- Heathfield, SM (2006). Performance appraisals don't work . About.Com .available on: <http://humanresources.about.com> on November 8 .
- Neumann, R. (2000). Communication student evaluation of teaching results: Rating interpretation guides (RIGS), *Assessment and Evaluation in Higher Education*, 25 (2), p121-134.
- Noaimee, Alla-Aldin A. Ahmad.(2002). Supervisory and Non-Supervisory Employees Attitudes and Perceptions towards Perfomance Appraisal in the Malaysian Public Sector, **JKAU:Econ. & Admin.**,vol. 16, no. 2, pp (3-17).
- Pinnington A. & Edwards .t. (2000). **Introduction to Human Resource Management Gaining a Competitive Advantage**. Richard D. Irwin,inc.
- Rindfleisch a. (2000). Organizational trust and interfirm cooperation: an examination of horizontal versus vertical alliances, **Marketing letters journal**, vol.(11), no.(1),pp81-95.
- Straiter,K., (2005)" The Effect of Supervisors Trust to Subordinates and Their Organization on Job Satisfaction and Organizational Commitment" *Journal of Leadership Studies*, Vol.1,I. International.
- William & Wilkins,(2000)The Efect Of The Organizational Trust and Empowerment In Restructed Healthcare On Commitment, **The Journal Of nursing administration**, September,vol.30, Issue9, pp 413-425, available on: [http:// journals.lww.com/jonajournal/pages/articleviewer.aspx](http://journals.lww.com/jonajournal/pages/articleviewer.aspx)

---

## The Impact of Objectivity of Performance Evaluation System on the Organizational Trust: An Applied Study on Teachers in the Directorates of Education of Al-Karak in Jordan

*Ziad Yousef Mouasherr and Majdoleen A. Tarawneh*

### ABSTRACT

This study aimed at analysing the impact of objectivity of performance evaluation system on the organizational trust on teachers of Al-karak in Jordan. However, the study carried out on a random sample of (755) teachers (males and females). Then, the information was collected by a questionnaire which was distributed among the individuals of the sample.

Statistica Package For Social Sciences (SPSS-V10) was used to analyse the questionnaire's data and to test hypotheses.

The most important results of the study were that:

1. The respondents' perceptions for the dimensions of the objectivity of performance evaluation system and the level of the organizational trust in the directorates were moderate in general.
2. There is a significant impact of the dimensions of the objectivity of performance evaluation system together with an individual impact on organizational trust at both levels on the organizational trust.

Finally the study recommends the following:

1. Paying attention to the person who is responsible for putting the standards of the performance evaluation.
2. Emphasizing using performance evaluation records effectively because of its significant role in achieving teachers' satisfaction on the process of the evaluation, increasing their motivation towards the work, rising the level of the performance, discovering the strength and weakness points which are found for teachers, and enhancing their confidence of their organization.

**KEYWORDS:** Performance Evaluation, Organizational Trust, Teachers Directorates Of Education, karak, Jordan.