

**T.C**  
**KARABUK UNIVERSITY**  
**SOCIAL SCIENCES INSTITUTE**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**

**OVERCOMING THE PROBLEMS OF TRADITIONAL  
PERFORMANCE APPRAISAL PROCESS BY USING ONLINE  
SYSTEM MODEL**

**DOCTORAL THESIS**

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**Karabuk**  
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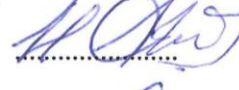


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## THESIS APPROVAL PAGE

### To Karabuk University Directorate of Institute of Social Sciences

This thesis entitled " Overcome The Problems Of Traditional Performance Appraisal Process By Using OnLine System Model". submitted by "Sabri Khalifa Mohamed Mansour" was examined and accepted/rejected by the Thesis Board unanimously/by majority as Ph.D. thesis.

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<sup>1</sup>Karabuk University Social Sciences Institute Board of Directors approves the degree of Doctorate with this thesis.

**Assoc. Prof. Dr.Sinan YILMAZ**  
Acting Director of Institute of Social Sciences



## DECLARATION

I hereby declare that this thesis is the result of my own work and all information included has been obtained and expounded in accordance with the academic rules and ethical policy specified by the institute. Besides, I declare that all the statements, results, materials, not original to this thesis have been cited and referenced literally.

Without being bound by a particular time, I accept all moral and legal consequences of any detection contrary to the aforementioned statement.

**Name Surname: Sabri Khalifa MANSOUR**

**Signature..... :** 

## FOREWORD

Thank God for the completion of this letter I offer sincere thanks to my Supervisor" **Prof.Dr.Fatma Zehra Tan**", for her patient guidance, encouragement, and advice...

I might likewise want to stretch out my thanks and appreciation to all the teaching staff who have taught me in various subjects at the faculty.

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## **ABSTRACT**

Today, foundations are facing another type of competition that has never been known. Some have even called this another upset in information and communications technology that has changed the track of life in all Business, social and social angles, spreading and extending what is known as budgetary and globalization.

The technology of today has an immense effect on human resource management (HR). particularly the utilization of web and online systems has altered numerous HR forms including human asset arranging, enrollment, determination, execution administration, work process, and payment. These new systems have enabled human resource professionals to provide better service for all of their stakeholders, and reduced the efforts in most human resource management, for example, the Performance Appraisals Process.

This study discusses how we can overcome and solve problems and limitations of traditional performance appraisals process by providing the technology and changes the method, It was used the traditional performance appraisal process or manual documents shift to using of the computer online system model. And technology can find the solution to the problems of traditional performance appraisal processes such as time consumption and often discontent and boring by employees and managers during the performance evaluation. This study compares the traditional Performance Appraisals Process and using technology on the Performance Appraisals Process. And we suggest that the computer online system model improve and enhance the effectiveness of the Performance Appraisals Process.

These changes impose another type of HR information, it requires us to look into the administration of HR, and HR in themselves to boost the utilization of these resources from one perspective and how to oversee on the other and make the suitable atmosphere for advancement and development and augment the utilization of HR administration from The innovation and maximize the use of human resources management from The positive effects of this generation of technology.

## ÖZ (ABSTRACT IN TURKISH)

Günümüzde vakıflar, hiç bilinmeyen başka bir rekabet türüyle karşı karşıya kalmaktadır. Hatta bazıları bile Bütçe ve küreselleşme olarak bilinenleri yaymak ve genişletmek, tüm İş, sosyal ve sosyal açılardaki yaşam izini değiştiren bilgi ve iletişim teknolojilerinde üzüntü duydular.

Bugün teknolojinin insan kaynakları yönetimi (İK) üzerinde etkisi var. özellikle web ve çevrimiçi sistemlerin kullanılması, insan varlığı düzenleme, kayıt, tespit, yürütme idaresi, iş süreci ve ödeme gibi sayısız İK formunu değiştirmiştir. Bu yeni sistemler, insan kaynakları profesyonellerinin tüm paydaşlarına daha iyi hizmet vermelerini sağladı ve çoğu insan kaynakları yönetimi, örneğin Performans Değerlendirme Süreci gibi çabalarını azalttı.

Bu çalışma, teknolojiyi sağlayarak ve metodolojiyi değiştirerek geleneksel performans değerlendirme sürecinin sorunlarını ve sınırlarını nasıl aşabileceğimizi ve çözebileceğimizi tartışıyor, Geleneksel performans değerlendirme sürecini veya bilgisayar çevrimiçi sistem modelinin kullanımına geçişi manuel belgeler kullanarak kullanıldı. Teknoloji uzmanlığı, performans değerlendirme sürecinde çalışanlar ve yöneticiler tarafından bu kadar zaman alan ve sık sık memnuniyetsiz ve sıkıcı olan geleneksel performans değerlendirme problemine çözüm bulabilir. Geleneksel Performans Değerlendirme Süreci ile Performans Değerlendirme Sürecinde teknolojinin kullanılması arasındaki karşılaştırma için bu çalışma. Performans Değerlendirme Sürecinin etkinliğini artırmak ve arttırmak için bilgisayar çevrimiçi sistem modelini önerir.

Bu değişiklikler, başka türdeki İK bilgisini dayatmaktadır, bu kaynakların bir perspektiften kullanımını ve diğerini nasıl denetleyeceğini ve ilerleme ve gelişme için uygun atmosferi nasıl kullanacağını artırmak için İK yönetimine ve İK yönetimine bakmayı gerektirir İK yönetiminin yenilik ve yenilikten faydalanmasını artırmak ve bu nesil teknolojinin olumlu etkilerinden insan kaynakları yönetiminin kullanımını en üst düzeye çıkarmak.

## ARCHIVE RECORD INFORMATION

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## ARŞİV KAYIT BİLGİLERİ (in Turkish)

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<b>Tezin Yazarı</b>	Sabri Khalifa Mohamed Mansour
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<b>Anahtar Kelimeler</b>	Performans Değerlendirme, çevrimiçi Model, Yönetim Bilgi Sistemi, Bilgi Teknolojisi, İnsan Kaynakları Yönetimi.

## **ABBREVIATIONS**

- HR : Human Resources
- HRM : Human Resources Management
- MIS : Management Information System
- IT : Information Technology
- PC : Personal Computer
- DSS : Decision Support System
- SPSS : Statistical Package for Social Studies

## **SUBJECT OF THE RESEARCH**

"Overcoming The Problems Of Traditional Performance appraisal process By Using OnLine System Model, Case study the Faculty Of Applied Administrative& Financial Sciences StaffTripoli-Libya."

## **PURPOSE OF THE RESEARCH**

The research proposal discusses how we can overcome and solve problems and reduce the traditional performance appraisal process through the use of management information systems. The research also criticizes the traditional manual methods which are based on the paper used in human resources management, and the performance appraisal process in high education and the faculty. The study also proposes a computer-based model for the performance assessment of the faculty staff of the Faculty Of Applied Administrative& Financial SciencesTripoli-Libya.

## **IMPORTANCE OF THE RESEARCH**

The importance that information acquired in this age, as it has become an important element and strategic resource for organizations to make decisions, try to meet competitive conditions and adapt to rapidly changing environmental conditions.

- The importance of decision-making in the economic establishment today, as the core of the administrative process and its main effective focus.
  
- The importance of using both IT and MIS to increase the effectiveness of decisions.
- The importance of security and control of information and their impact on the effectiveness of decisions and competitive advantage of the organization.

## **OBJECTIVE OF THE RESEARCH**

- This research is concerned with criticism of manual work in the management of human resources instead of using modern technology and information technology available at this age.
- To study the importance of the performance appraisal process using technology instead of using the manual process in the Faculty of applied Administrative & Financial Sciences
- To propose and develop a computerized system we call it " OnLine Performance Appraisal System Modeling".
- Proposal to use the model " OnLine Performance Appraisal System Modeling".to the National Authority for Technical Education in Libya for use in all institutes and technical faculties of the Authority
- To analyze the significance of technology in the performance appraisal system and feedback in evaluating academic staff performance.
- Provide decision makers with useful information on performance assessment For faculty members to develop academic work within the faculty.
- To explore factors that contribute to an effective performance appraisal system using modern technics.

## **METHOD OF THE RESEARCH**

The research of the thesis was based on two studies; Descriptive and Practical as follows:

### **Descriptive Methodology:**

In this study, the descriptive analytical Methodology was adopted as the most appropriate method for this type of study; which is based on the collection, analysis, and presentation of scientific material through use the various analytical tools available to know all the theoretical aspects of the subject.

Among the study tools used in this methodology are:

\_ Office Survey: Using all available researches, studies, and books, In order to get acquainted with the subject through Arabic and foreign references from books, studies, research Letters, magazines and articles.

\_ Websites: Web sites have been accredited, because of their importance in keeping and Technological developments as well as the continuous renewal of information.

\_ Reports, publications, and various documents: containing relevant information for studying.

### **Practical Methodology:**

Information technology and software were used to design an online system model for evaluating faculty members using Visual Studio and SQL Server as a database management system(DBMS) tool for the proposed model. And The different stages of analysis, design, and implementation of the model were also applied in the methods used in information technology.

The study was designed to collect data from test items using a questionnaire for the purpose of completing the field study. The questionnaire was designed after reviewing a set of previous studies and relevant references. This is to draw conclusions about the reliability of the use of the modules within the faculty.

## **RESEARCH PLANNING**

The planning of the thesis is divided into two parts, the first part emphasizes the theoretical side of the thesis, while the second part of the thesis emphasizes the practical part of the thesis.

\_ Firstly the study gives an idea about the field of human resources and its importance in management as well as the field of performance evaluation and the importance of its application in organizations, Where it contributes significantly to the development of individual organizations and thus contribute to the development of organizations.



\_ The study also includes criticism to the traditional method of evaluating the performance currently used within the Faculty of Applied Administrative and Financial Sciences, Tripoli-Libya by using paper and relying on the manual effort in the procedures of implementing performance evaluation for the faculty members inside the faculty and the resulting negative results that hinder the progress of work within the faculty.

\_ In the practical side of the study, the researcher presents a computer model proposal through the conversion of performance evaluation procedures from manual work using paper documents to the use of computer software which features several characteristics including speed, time gain, regulation and disinterest of the procedure.

\_ The researcher suggested using the 360 methods to evaluate the performance as a basis for the design and implementation of the proposed model so that the assessment of the faculty member is through the direct president and colleagues faculty and personal evaluation of the member himself as well as students. This is one of the most successful modern methods currently used in evaluating performance.

. \_ Finally The researcher designed and distributed a questionnaire form to draw statistical results to find out the Reliability of this computer model, and how it succeeded in accomplishing this work by using the SPSS program. The questionnaire form distributed to the faculty staff, whether formal staff or part-time staff, to have an idea and background on performance evaluation procedure. In order to make the results more accurate and contribute to the success of the study.

## **HYPOTHESES OF THE RESEARCH**

**The first Hypothesis** There is a statistical indication impact of information technology on human resources work within the organization under study.

**The second Hypothesis** There is a statistical syndication impact of information technology on evaluating the performance of faculty members within the organization under study.

**The Third Hypothesis** There is a statistical indication impact of information technology on decision makers inside the organization under study.

## **PROBLEM OF THE RESEARCH**

The way towards evaluating performance is a significant administrative procedure since it is the reason for some, choices in regards to HR in the foundations. Nonetheless, regardless of the significance of this procedure, numerous organizations don't give important consideration because of the frail consciousness of leaders about the significance of this procedure and its effect on the dispositions and frames of mind of representatives, It was subsequently critical to examine performance constraints.

The researcher is a staff member in the Faculty of Administrative and Financial Sciences - Tripoli - Libya, he noted that the process of evaluating the performance of faculty members do not go right and smoothly. This process is often ignored and unreliable. Because performance evaluation procedures are carried out manually and are not in line with the modern requirements used to manage human resources within institutions. the researcher seeks to identify the level of the performance evaluation procedure which runs out for faculty staff, and therefore the researcher seeks to answer the next question, which is the problem of the study:

What are the problems and disadvantages of evaluating the performance procedure which runs out for faculty staff, and what are the ways of treating them?

## **POPULATION AND SAMPLE**

The place of the study was the Faculty of Administrative Sciences and Applied Finance Tripoli Libya. This is because of the subject of the study on how to overcome the problems of evaluating the performance of faculty staff of the faculty.

The sample of the study used in the research is composed of official staff of the faculty and part-time professors who work within the faculty.

## **SCOPE AND LIMITATION**

The scopes and limitations of the study are the Faculty of Administrative and Financial Sciences, Tripoli, Libya

## **DIFFICULT OF STUDY**

Some of the Problems encountered by the researcher during the time of the study. Because the idea of the study Can be considered modern. Using the information technology in the evaluation process as following:

There is some doubt of teaching staff in the faculty about the possibility of success this type of method to evaluate faculty staff.

The important problems encountered by the researcher are finding the sample of society to fill out the questionnaire form for Reliability and Stability Study. This is because the condition provided by the researcher is that the sample of society is a teaching staff should have a background or experience in the performance appraisal process to compare between the traditional evaluation process with the evaluation process using the computer.

## CHAPTER ONE

### 1. THE PERFORMANCE APPRAISAL PROCESS

#### 1.1. Introduction:

The procedure of performance appraisal process for staff academy in Faculty of Applied Administrative & Financial Science, under supervision of the Scientific and Technical Affairs Office in faculty and heads of scientific departments, and still dependent on manual work. It takes time and effort from Scientific and Technical Affairs office heads of scientific departments to collect and analyze data. For a reason, the big numbers of academic staff reached 135 in the Faculty for the year 2016. for this reason, we should shift to the use of technology and online system to evaluate the performance of staff academy in the faculty.

The internet and online system is the technology to convert, store, process, transmit and retrieve information from any computer source all around the world. It has become an essential piece of human life due to far-reaching utilization of information and communication technology in any field in the wide world.

Performing on the web exchanges implies the capacity to utilize the Internet as an instrument, to see its devices and applications in another vital by and large casing which empowers the arrangement of administrations and the assembling of merchandise. This is significant in light of the fact that: client skill alone isn't proportional to a coordinated specialized fitness.

#### **Lippe-Heinrich (1999)**

the abilities the Information and Internet innovation system were initially settled to address registering prerequisites in Human Resource Management handle .the Information and Internet innovation system, It has as of late been rebuilt to fit in with the general Requirements of authoritative business and scholastic needs.

The online system model gives new decision-making capabilities in the system improvement which the methods of advancement should be possible manually. In this

modern age, the greater part of the issues can be understood and can be assisted by computer and information systems. It additionally has given to decision making.

Therefore, this research has decided to propose the new system call “Computer OnLine Performance Appraisal Model” as a tool for a decision support system of staff promotion For Faculty Of Applied Administrative & Financial sciences Staff Tripoli-Libya.

This system will allow easy reporting, speedy sourcing of data and querying in order to achieve the objective. Basically, this system will work as the advisor to the decision makers from multiple departments at different locations about the performance of the staff at the faculty. The decision support system (DSS) will assist when decision-makers need to find qualified staff for promotion.

## **1.2. About The Faculty of Applied Administrative and Financial Sciences:**

It is one of the highest professional faculties that specialize in teaching administrative and financial sciences in Libya. The Faculty of Administrative and Financial Applied Sciences was established under the name of Advanced Center for Occupations, Administrative and Financial Affairs ((Decision of the Secretary of the General People's Committee for Training and professional Training No. 54)(1989), and was promoted to a faculty of technical education by decision of the General People's Committee No. (534 of 2009)

The decree stated that the faculty shall work towards the following objectives:

1. Preparing and graduating administrative and financial competencies from the level of higher education.
2. Raise the efficiency of those who have already qualified in these areas through specialized courses implemented by the faculty for this purpose.
3. To create a qualified human base capable of meeting the requirements of transformation and development plans.

4. Conducting specialized research and scientific research and linking them to practical reality.

5. To strengthen relations with similar scientific, technical and training institutions.

6. Organizing conferences, seminars, and participation in conferences related to the faculty's specialties inside and outside.

The faculty has a good reputation locally, which is highlighted in the preparation of applicants to study in faculty annually, additional increasing demand for graduates of the faculty compared to the graduates of the corresponding educational institutions in Libya.

It has a privileged location in the far north-west of the city of Tripoli and welcomes students to a vast patch of land, the western area of the school is located on a plot of land of 40,000 square meters, with a central building containing the following facilities:

**1.2.1. The Faculty Halls:** This table below shows the faculty halls of study :

<b>Number of halls</b>	4	12	7	2	theater
<b>Capacity</b>	50	35	30	25	130
<b>The total capacity of the halls to accommodate the students during one period</b>					880
<b>The average capacity of the halls to accommodate students per one period</b>					790
<b>Number of weekly teaching hours per room</b>					36
<b>Meeting Rooms</b>					1
<b>Scientific Library</b>					1

**Table( 1.1 )The number of Halls in the faculty and its capacity**

### 1.2.2. The Faculty Computer labs:

There are 9 computer labs in the Faculty of Administrative and Financial Sciences to teach the planned methodological materials, The following table shows the number of laboratories and their capacity:

<b>Lab numbers</b>	7	1	1
<b>No of computers</b>	20	25	10
<b>Capacity</b>	170		
<b>The average capacity of students per period</b>	80		

**Table (2.1) The capacity of computer labs**

### 1.2.3. The Faculty Human Resources :

The total number of faculty under study members in 2017 was 57 full-time Professors faculty staff. full-time Professors faculty staff in the average during the period 2014-2017 is 27 faculty members. The rest of the teaching staff are divided between cases of send to study of education, work loan, or vacation salary.

The scientific affairs of the faculty depend on filling the deficit in its needs for faculty members on part-time staff from other universities and faculties or who practice functions other than teaching and are subject to conditions.

The following table shows the distribution of faculty members over the spring period 2014-to autumn 2017 and the ratio of full time relative to the collaborators.

<b>Semester</b>	<b>Spring 2014</b>	<b>Autumn 2014</b>	<b>Spring 2015</b>	<b>Autumn 2015</b>	<b>Spring 2016</b>	<b>Autumn 2016</b>	<b>Spring 2017</b>	<b>Autumn 2017</b>
Full-time	29	24	27	28	27	25	28	26
Part-time	102	95	93	87	87	95	95	106
<b>Total</b>	131	119	120	115	114	120	123	132
Full-time	22.14 %	20.17%	22.50%	24.35%	23.68%	20.83%	22.76%	19.69%

**Table( 3.1 ) The number of members in the faculty during the period Until 2017**

#### **1.2.4. The Faculty Study system:**

After changing of an institute to become a faculty, the system of study changes from the higher diploma to the bachelor's system, and the study in the faculty 8 semesters, ie 4 years and after graduation, the student is granted a technical bachelor's degree in his field of specialization.



### 1.2.5. Organizational Structure of the Faculty :

The organizational structure of the faculty which was approved by the National Authority for Technical Education:

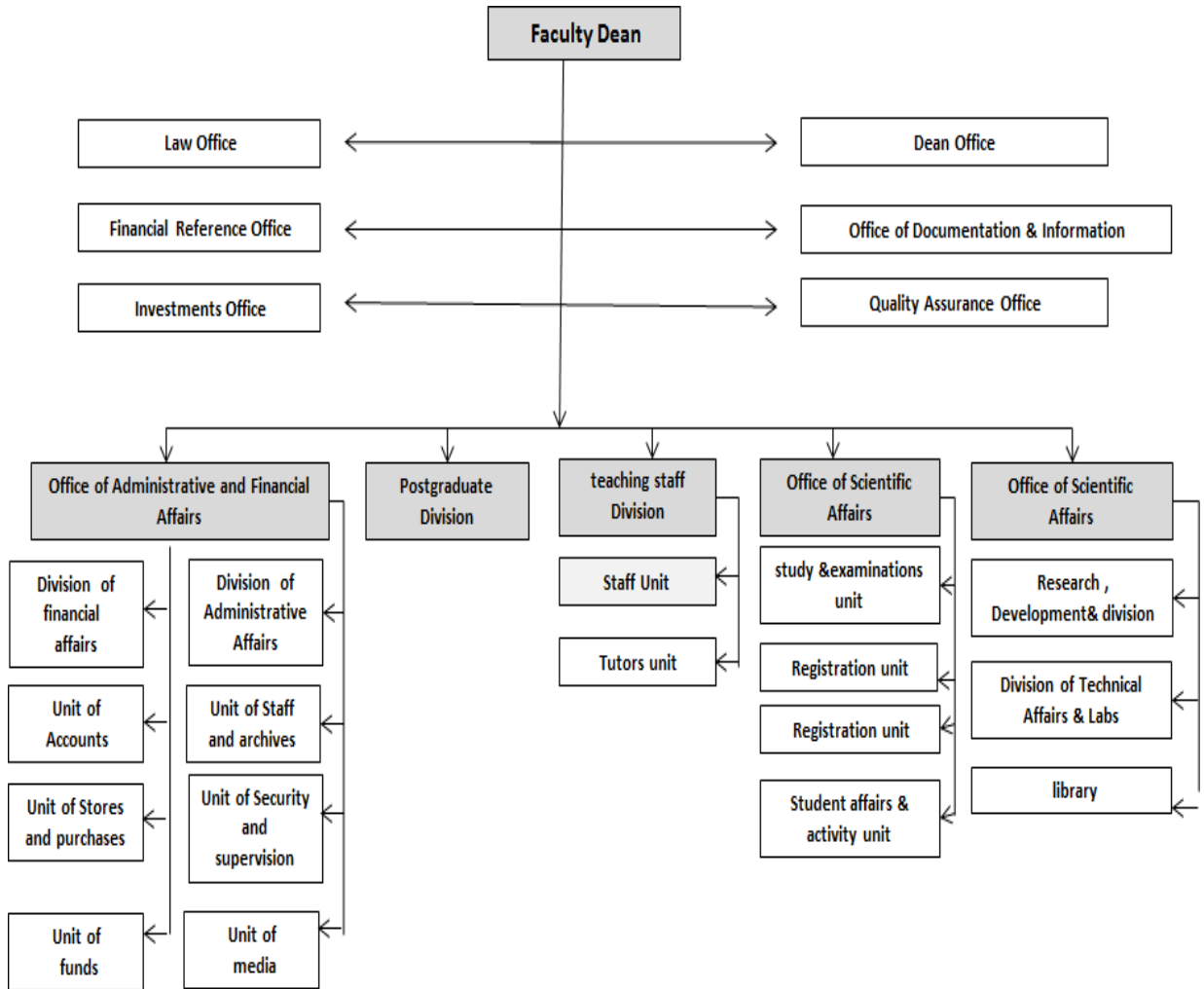


Figure ( 1.1 ) Organizational Structure Of The Faculty

### 1.3. Literature Review :

**The Evaluation Of Job Performance:** have been called by many different names throughout the years – a tool of management, a control process, a critical element in human resources allocation and many others. The first appraisal systems were just methods for determining whether the salary of the employees in the organizations was fair or not. Later, some empirical studies have shown that reduction or future pay were not the main effects of the process. Performance appraisal was known as a tool for motivation and development in the United States in the 1950s. (Cardy& Dobbins 1994)

The practice to formally assess laborers has existed for quite a long time, however, the enthusiasm for the zone has developed quickly over the last forty years.

As early as the third century A.D. Sin Yu, an early Chinese philosopher criticized a biased rater employed by the Wei dynasty on the grounds that Imperial Rater of Nine Grades seldom rates men according to their merits but always according to his likes and dislikes" (**Hafini Suhana, 2013**). In the 17th century, lawmakers in Ireland used a rating scale based on personal attributes **Dechev, Z. (2010)**.

The premiere recorded appraisal system in the industry was Robert Owen's utilization of character books and squares in New Lanark processes in Scotland around 1800. The character book recorded every laborer's day by day report. The character squares were shaded contrastingly on each side to speak to an assessment of the laborer going from bad to good and they were shown in every worker's work environment. Owen was very awed by the manner in which the squares improve the practices of specialists Dechev, Z. (2010). The social condition around affiliations today has changed essentially since Owen developed his guidelines. most associations have standardized control managing human resources has been neither a standardized nor a generally accepted part of an organizational life-time.

This is the impact of huge scale monetary developments. Exactly when the economy was basically in perspective on collecting the evaluation of execution was fundamental. A manager could evaluate a worker by just counting the numbers of units created., however. At the point when the economy was basically in view of gathering

the assessment of execution was basic. A manager could assess a worker by just counting the number of units created., however. results are not so easily measured and the evaluation of performance is much more individual and less clearly defined process. Often then, there is an important conflict not only over how evaluation should be manage but also over whether it should be manage at all. Many researchers and respectable sources criticize the importance of the process. They have expressed an argument about the validity of the procedure. Some of them, such as Daniel's, even called it useless and disastrous (**Omusebe, J. M. S., et al. 2013**). He couldn't see how the assessment upgrades execution and depicts it as a phase of the ending process. He suggests that the best performance appraisal is one that is done each day. Another critic, Derven (1990), clarifies that if the manager is untalented or couldn't give exact feedback, at that point the appraisal procedure will have just a process and need to create administrators to develop managers to focus steps and efforts and enhance business performance.

On the other side. On the opposite side, a portion of the protectors such as **Lawrie (1990)**, describes the process as "the most critical side of an organizational lifetime".

the most important side of an organizational lifetime".

The performance appraisal has been called by a big range of names consistently, elements of management, a control procedure, a basic component in the HR portion and numerous others. The first appraisal systems were just methods for determining whether the salary of the employees in the organizations was fair or not. Later, some empirical studies have shown that reduction or future pay was not the main effects of the process performance appraisal might have been distinguished for an instrument for inspiration What's more improvement in the united states in the 1950s. (Cardy & Dobbins 1994) those acts will formally assess laborers need to exist for centuries, yet the enthusiasm toward the zone need developed quickly in the last forty quite some time.

**Before the Effect Of Technology** on human resource management (HR) forms, the old human resource work utilized manual paper and reporting systems that were normally cumbersome and took a great deal of time. these manual systems were a

significant piece of the job of human assets the board through the majority of the twentieth century.

The main automated human resource between the 1940s and 1950's it begins to run arranging and organizing hardware, in those days computer devices had exceptionally constrained activity, such as checking workers record and finance activities.

In the 1960s organizations began to utilizing technological improvement happening in the fund and bookkeeping field, until the late 1960's the main PC based applications in workforce undertaking division were finance and fundamental representative record keeping.

During the 1970s some huge organizations have created a workforce information framework. Investigations of the 1980s demonstrate that the organizations that have human asset data frameworks are about 40%, while, most of the organizations which don't have been intrigued to get one (Desanctis, 1986).

starting from the 1980's various associations have set up an HR data system (HRIS) in their areas of expertise, to address their issues. Besides IS, the improvement of HRIS has been made by centralized computer programming innovation, for example, bundled applications, database board systems. The workup of an HR data system (HRIS) inside the associations has been upgrading essentially after 1978, in any case, most of the associations had not developed an HRIS until 1980. The advancement of an HRIS which is the expert use of the framework in an association depends upon the association measure and the dimension of its administration. The immaculate of HRIS comprise of 4 to 5 application modules, for instance, pay and value checking, which is viewed as the most significant module, that exploited association module, competitor stream module, and the human asset control module (Yeung and Brockbank, 1995).

**The Field of Performance Appraisal In High Education:** the personnel encouraging staff is one of the key components in the instructive learning procedure, and consideration has been paid to the nature of a part Teaching staff in the light of globalization and worldwide intensity as one of the essential criteria for controlling the nature of training In different organizations of high education (Betterfield, 1995),

which incorporated all the universal principles received in performance appraisal The nature of establishments of high education on a typical component is an individual from the workforce, as the University is quick to assess The development of its faculty staff is a significant marker in keeping up the quality and quality control of its instructive (yields 2005). The distributed investigations and research have varied in the criteria used to evaluate an individual from a body Teaching, yet they generally concurred that the appraisal ought to be gotten from the obligations of the employee which is outlined in Teaching, logical research and network administration( Hamdan, 2005.)

In the self-assessment and external assessment guide and the general accreditation of the Arab universities members of the Union of Arab Universities (Federation of Arab Universities, 2003), that the University should develop a future plan for the provision of adequate faculty members for each specialization and according to the needs of that specialization, provided that the plan includes specific programs for the professional development of the members of the body Teaching and developing their scientific, research and professional competencies. The guide to universities required the existence of systems and programs Clear to evaluate the performance of members of the Commission As a prerequisite for public accreditation and as a key element in the process of self-assessment of universities. Other studies have referred to the same content, including the study (Surat et al., 2005)

Several studies aimed at evaluating the performance of faculty members, including the study (Bataina, 2004) Which called for the use of clear and measurable criteria and criteria: teaching, scientific production, and supervision of Academic work, society service, administrative work, and demand opinion. The study showed that these standards Can be increased and decreased according to the objectives of the institution, where the faculty members should be assessed in the extent of their contribution to the achievement Objectives of the educational institution.

Studies were conducted on the moral aspect of the faculty member and its impact on his duties and performance in the investigation The objectives of the university in which he is working, in a study conducted by Durrat (2005), demonstrated the need for

a moral code of action For faculty members in institutions of higher learning in the context of globalization and its impact on the quality of the outputs of the educational process. as such Farhan (2004) presented the rules of higher education ethics within the framework of the university's mission and mission, and its impact on the quality Education and excellence of the university through achieving its objectives. Al-Shaikhli (2000) sees the duties of the university professor Diverse and complex, including those imposed by the ethics and customs of society, There must be a clear mechanism for assessing the moral performance of a member of The faculty to perform its ethical duties in addition to its professional duties. Elegantly summarized in his studies the duties of a member of the body Teaching duties towards himself, his work, his students, his colleagues, and his society. He pointed out that each profession has moral and behavioral rules that show it The norms and instructions, especially the mastery of the profession and non-cheating. The recommendations of the Forum on Higher Education have been proposed And globalization towards a new charter of action (Ministry of Higher Education and Scientific Research, 2006) as a charter for ethical work in the environment The university deals with the ethics of faculty members, university administration and scientific research. The document referred to the impact and importance of Ethical behavior in university work and indicated that this duty is one of the main responsibilities for the presidency of the university and members of Faculty.

The evaluation of the faculty member aims at two contradictory things, the first improvement (Younes, 2003).

And the development of the performance of the institution through knowledge of the strengths and weaknesses of faculty members, and the second to know the capabilities of a member of the body To take a decision to renew or terminate his contract. Younis believes that a faculty member is a key to getting to The quality of the performance of the educational institutions in the case of interest and rehabilitation of academia, professionally and scientifically. As the need to be done Evaluating the faculty members in an objective manner, characterized by transparency and a sense of humor, and with the involvement of the faculty members themselves In the planning and implementation of this process.

Some studies have pointed out the importance of evaluating companies for their employees to improve the quality of outputs and the impact on them. The impact of the Professional Painter process has been demonstrated by Porter (2003)

And its seriousness in managing the institution in motivating them to improve themselves and improve their performance. Genkaj (2002).It is believed that the evaluation may lead to psychological stress in the work environment and to a negative result on the performance of the institution, especially if The staff was not convinced of the process of evaluation, since the nature of man resists all that he is forced to do. The view that part of the

The solution is to link the incentives to the annual performance of the employee to give him motivation and encourage him to take care of the evaluation process, and then improve. Longenecker demonstrated the need for performance and not for material incentives, and in a study by Longenker (1999), The process of evaluating employees in institutions and companies periodically, and the impact of this in creating a competitive atmosphere among employees towards a positive direction He believes that staff weaknesses are present in Segal, improving the performance of the company Indeed, they can only be learned and eliminated by evaluating performance, thus addressing weaknesses and maximizing points Hobbs (2004) believes that the assessment should (Hobbs) force staff and motivate them to exploit their stored capacities Not only for employees, but also for senior management in companies because of their clear and direct impact on performance The same content has been mentioned in other studies, including (Al - Salem, 2006)

In a study conducted by Zayed (2003), the quality concept and the principle of continuous development of the institution are closely linked Especially in the performance of the faculty member and the extent to which this relates to the University's stated objectives. Zayed suggested in his study A non-traditional method of measuring the performance evaluation of teaching staff using the objectives matrix, which includes a set of criteria Namely: teaching, scientific production, supervision of letters, scientific activity, service of society and business And the opinion of the request. It was suggested that each of these elements should be evaluated for each

numerical value During which the measurement of the performance of the faculty members to differentiate between them in an objective scientific way.

**The technological developments in the businesses:** have forced the companies to take on the new technologies in order to survive in the competition. In this way finished the most recent information systems become essential for any organization, (Desanctis, 1986). Because the world has been globalized day by day issues have been more complex for organizations, which in turn urged companies to adopt new technologies and innovations to solve these problems.

Because of the information technology availability, the human resource capacities have been changed surprisingly, to design and enhance the productivity of organization and administrations. Information systems are regularly considered as a driver of progress inside the HR branch of the organizations, as it empowers to determine the human resource related issues by the utilization of Information systems.

On the other hand information technology is very important for managers as a tool that can be used to manage the organization and particularly in human resource functions in order to increase the capabilities of the organization (Tansley & Watson, 2000). With the goal that human resource management capacities have not disregarded such potential, and human resource information utilization has happened (CedarCrestone, 2009-2010). Human resource information systems are likewise a standout amongst the most imperative advances which have been created with data advances as an element of Human resource management (HRM).

An HRIS is an integrated software, hardware, support functions, system policies, and procedures into a computerized system process that supports the strategic and operational procedures of HR departments and their managers (Chauhan, Sharma, & Tyagi, 2011).

HRIS are systems that used to gather, to record and store, to examine and retrieve, the information identified with an organization's human resources. The collecting of information may provide salary and payroll, compensation, leave, performance



appraisals, accidents, retirement, employee benefits, etc. the functions of HR departments are common to all organizations. the role of human resource manager's was to support the tasks of human resource departments which were led manually before the utilization of HRIS.

Experts said the utilizing of information systems can reduce the expense of administrative works, increase effectiveness, truncated the season of response, upgrade basic leadership, and improve the idea of the customer. (Hussain, Wallace, and Cornelius, 2007).

Furthermore, (Yeung and Brockbank, 1995) states that the reduction of cost, higher quality administrations, and social change are the three principal purposes behind the need of IS-driven HR answers for the organizations (Yeung and Brockbank, 1995). To diminish the manual outstanding task at hand of managerial exercises, associations started began to electronically automate an extensive parcel of the methodology by displaying specific human resource management systems(HRMS) in which, the HR authorities rely upon internal or external IT specialists to make and keep up an organized human asset for the board frameworks. As necessities are, the advances are used to ask about and develop a hypothetical indispensable structure by upgrading key human resource management and by perceiving the related issues of HRISs (Buzkan, H. 2016).

**Online Performance appraisal** protects the evaluation procedure, reduces paperwork, advances objectivity and reduce the correspondence hole between the head and employee (Anwar, F., et al. 2012). With the presentation of new IT methods for overseeing data, enable the associations to the improvement of online authoritative frameworks that can assume a significant job in the headway of an association (Alexouda, 2005).

An online performance appraisal system is the program that smooths the development of the completing of execution assessment on the web. It can be a regulatory self-administration apparatus to such a degree, that just chairmen approach this framework

may be a blend of authoritative self-organization or specialist self-organization, representative self-administration, in which workers additionally approach and can invest with data into the framework. An online performance appraisal system can be more than the ordinary paper and pencil structure sited on the web in that it may be combined with a representative position portrayal segment, empowering directors to pull data on the worker's position depiction and put in this data into the assessment.

The prime favorable position of the online performance appraisal system is the simple entry of the information whenever from any PC with web access also the straightforwardness and speed with which they can produce right HR-related reports (Payne, S. C., et al., 2009).

#### **1.4. The Concept Of Performance Appraisal :**

It is the most significant resource of any organization, paying little respect to whether private or open Governmental, basic or little, profitable or administrative, where the efficiency and effectiveness of the organization depend upon the effectiveness of This asset, and in this way the administration of any organization to invest and advantage from this asset Optimization.

To make utilization of this resource, it was important to continually evaluate its performance capacity are distinguished, created, and after that addressed. In arrange for the performance evaluation to accomplish its goals, consideration is centered around viewpoints Accuracy, objectivity and equity in the process as one of the foundations of an effective procedure Performance assessment. (Yousef, D. A. (2000)

#### **1.5. Definition Of Performance Appraisal:**

the operation of evaluating the efficiency of employees and the extent of their assistance to the completion of their work, as well as to judge their behavior during work. (Rabaya 2003). may definitions for the performance appraisal process as follows :

- is the procedure aimed at assessing the achievements of individuals through an objective that means to judge the contribution of each individual to the work entrusted to him. (Zewelif 2003).

- It can be defined as "the method or process used by employees to know which of the individuals have completed work according to what they should do. This assessment results in the individual being described With a certain level of efficiency, merit or entitlement. "(Hanafi, 2002: p. 361)
- It can be defined as " Evaluate performance, competency and The performance of the workers, all synonyms whose purpose is to analyze the performance of the individual with all its attributes Psychological, physical or artistic, behavioral or intellectual skills, with a view to identifying strengths and Weaknesses, and work to strengthen the first and second treatment as a key guarantee to achieve an effective Enterprise" . (Salem and Saleh, 2002)
- And can be defined as "considering and investigating the performance of employees to their work and watching their conduct In request to pass judgment on their growth and dimension of skill in doing their current work, As well as to pass judgment on the potential for future development and advancement of the individual and to accept more prominent obligations, or Promoted to another position" .(AbdelBaqi Salah, 2000).

### **1.6. The Importance of Performance Appraisal Process :**

The idea of performance assessment has been created in the field of resource management In the twentieth century, its utilization was no longer constrained to the simple judgment of Employee performance, distinguish the lack of their performance. Yet, has turned into a central anchor in resource management And a key method for staff development, and its outcomes have been utilized in numerous regards In managerial regions. Along these lines, assessment is no longer an end in itself, but instead a method with a definitive objective of rousing people, helping them to adjust their conduct emphatically,

Pushing them to build up their presentation, and therefore raising the profitable effectiveness of the association by and large ( Rosemary Thomson, 2004).

Performance evaluation in organizations accomplishes numerous advantages for both the organization and people whose performance is surveyed, as follows:

### **1.6.1. Importance of Performance Appraisal For Organization:**

1. Assessment of the organization's performance recognizes contrasts between people, the quality of their performance and their assistance to the accomplishment of the organization's targets.
2. The performance evaluation furnishes the organization with a reasonable cause for the circulation of motivating forces and decision wards and choices, Promotion, training, and others.
3. An evaluation of performance can be utilized as a method for encouraging collaboration, in the event that it contains Standards for estimating the performance of each group, in addition to individual performance measurement criteria.

### **1.6.2. The Importance of Performance Appraisal For Individuals:**

- The individual usually needs criticism on the feedback and the quality of his past performance, so that he would know the Areas of strengths and Weaknesses in the performance.
- Improving the future performance of the individual must be accomplished by estimating the present performance Or the previous ones.
- Evaluating an individual's performance, perceiving its quality, and lauding it in its advantaged state expands individual inspiration, just as others to achieve more elevated amounts of performance.

### 1.6.3. The Importance Of Performance Appraisal For The Manager:

- Objective evidence of employee evaluation.
- Gain a better understanding of staff needs.
- Improve the relationship with staff.

We can say the issue of evaluating the performance of employees is important in the administrative procedure. It is the technique that leads the administration to work mandatory when the presidents constantly follow the duties and responsibilities of their employers and push the employees to work effectively. The results of this importance can be explained through the use of performance evaluation results as follows:

- **Determine the validity of the new employee:** since different testing methods do not ensure detection on the degree of efficiency of the individual working accurately, the performance evaluation results highlight their importance in determining the Features of the new employee, as it shows the degree of performance of the employee working through the validity his actual tasks.
- **Judgment on the validity of date and arrangement:** The consequences of the evaluation in improving the technique for picked And enrollment so as to accomplish the standard of putting the correct person in the perfect position. So as to have results Evaluation A more noteworthy incentive around there must be done a month to month evaluation for employees under the test.
- **Moving and upgrading:** After determining the grade of performance of the working individual, the process of matching them to the requirements of the job may be transferred to another job at the same level or lower level, as well as promoted to a higher job if the evaluation resulted in the existence of skills not exploited in His current job.
- **Define the standard of performance required and define the training needs:** The result of the evaluation is defined The situation of the individual working, including the strengths and weaknesses of the management and the

employee can work together to plan the best approach to beat weaknesses in training, just as learning of the working individual. With its qualities to increment to keep up its strengths or to achieve a better level. Furthermore, distinguishing proof The laborer's shortcomings are the correct begin in arranging training programs.

- **To be guided by the granting of reward bonuses:** the worker is granted in addition to his normal salary. For an interest earned more than those imposed by his regular job duties, and this leads. The approach to the excellent province is on their level and the payment of the lowest level is to do everything. In their push to achieve the best level wherein they get this reward thus. There is competition among employee. What's more, for the respectability of the linkage between the results of the performance evaluation and the honor of rewards. Encouragement. These outcomes must be objective and profoundly precise so as not to happen. Only the employee who really deserves it and is motivation for employees.
- **Effectiveness of supervision and improvement of the level of supervisors:** if the result of the evaluation shows any dimension of employee performance likewise mirrors the president's capacity to administer, direct, and oversee if the consequences of the President's survey is liable to a more elevated amount of review that will lead him to work and build up his initiative aptitudes and this will without a doubt mirror the exactness of the consequences of the assessment. The certainty of their representatives is guaranteed to depend on them when deciding.
- **Modification of the level of performance of the job:** This is accomplished because of the knowledge of the individual working the system that evaluates Performance, including knowledge of the elements of the evaluation basis and the results requested by management. Achieved. This is even more important for newly recruited staff who go out to do works that they believe are required of them while in fact, they are not.

- **Assessing the connection among bosses and subordinates:** The performance appraisal procedure requires the president that it's identity to be in immediate and consistent contact with the employee who will perform until he comes His judgment is objective and just not criticized. On the subordinate side, it will be keen about To know the assessment of the President and acknowledge his analysis for him since he knows that this will help him to identify his weaknesses And to allow them to progress and achieve a better level. And for the evaluation results Performance to be more effective in this area, it requires the direct president to do By restricting and recording the performance and behavior of the working individual and discussing it at shorter intervals than those. It is considered as the last evaluation with the goal that it can improve its level during that period and accomplish a high level of Year-end performance.

### **1.7. Limitation of Performance Appraisal Process :**

A few issues may appear during performance appraisals. Some issues appear from the manager, some from the employee, and some from different elements (Wells and Spinks).

Most employees dislike performance appraisal interviews because of a fear of criticism or doubt in handling questions; and fear that their salaries, promotions, and their fate with the organization depend on the results of these interviews. employees additionally may view interviews as a defense for choices that are as of now made concerning pay rates, advancements, and employment residencies. Ineffectively directed performance appraisals may do more harm than good.

Most managers also do not prefer performance appraisal interviews, as they locate that telling employees negative news is troublesome, cumbersome, and horrendous. A few managers fear that glorification may breed carelessness and lower the levels of performance. Hence, they won't give any positive, reinforcing information.

Another explanation behind the dislike by managers of performance appraisal is the consistently booked times every year for evaluation interviews. This causes the evaluations to be viewed by managers as only work to be finished or formality to agree to rather than as supportive trades among managers and employees.

The accuracy or error of measurement with which performance appraisals are made is another issue. The manager regularly has deficient chances to watch and observe performances of employees and every so often the work performed by certain employees can't be recognized from that of a gathering.

In different occurrences, criteria utilized for deciding, factors picked for measurement, also, the accuracy of estimating instruments utilized might be an issue in the presentation evaluation process. Since the beginning of validity appraisals, these issues have been examined finally with no totally tasteful answers.

Whenever payments and different prizes are associated with the results of the performance appraisal process., numerous issues arise. The meeting performance appraisal may turn into an avocation trap by an employee for higher pay, while at the same time it might be a defense trick by the manager's recommended pay.

Many authorities have proposed that payment should not be argued in a performance appraisal interview. While on the surface this may seem like a good idea, employees are not so naive that they will not recognize the connection between the two. Since this is the case, any effort to avoid discussing payments may be viewed with doubt and could breed mistrust.

Another problem is introduced when performance appraisals result in the classification of employees into categories with fixed percentages assigned to each category, that is, a quota system. Actual performance rarely breaks down into percentages, so the result is the divide of equal performers into higher and lower categories while placing quite different performers into the same category. Still, another problem appears when managers simply tell employees that they are performing well, but those employees do not receive similar rewards.



## **1.8. Different Methods Of Performance Appraisal :**

All planning for performance appraisal might be appropriate for one organization and not appropriate for another. All things considered, there is no single performance appraisal technique utilized by all organizations to measure their employees' performance.

All the methods of performance appraisal process used in the former are categorized differently by different authors. While DeCenzo and Robbins have classified appraisal methods into three class: absolute methods, relative methods, and objective methods; As with the app has classified these into two classes; past-direction and future-direction.

Michael R Carrell et. al. have grouped all performance appraisal methods into six classes: rating scales, comparative methods, critical incidents, essay, MBO and combination methods:(Şimşek, B., et al. 2013).

Rock and Levis" have classified the methods into two common classes: limit and wide translation. Beatty and Schneier have classified different techniques for performance appraisal into four sets: comparative methods, absolute methods, goal setting, and direct indicators (Gunny, K. A. 2010).

All the more in generally utilized arranging of evaluation methods into two classes, traditional methods and modem methods, given by Strauss and Sayles, While traditional techniques of performance appraisal concerns on the ranking of the person's identity characteristics, such as initiative, dependability, drive creativity, integrity, intelligence, leadership potential, etc.; the modem techniques, then again, concern more on work comes about, i.e., work accomplishments than the individual characteristics! Modem strategies have a tendency to be more goal and useful (Vruwink, D. R. and J. R. Otto1987). The various methods included in each of the two categories are listed in the below Table :

<b>Traditional Methods</b>	<b>Modern Method</b>
Ranking Method	Management by Objectives (MBO)
Paired Method	Behaviorally anchored rating scales
Grading Method	Assessment centers
Forced distribution Method	360-Degree Appraisal
Checklist Method	Cost accounting Method
Critical incidents Method	
Graphic scale Method	
Assay Method	
Field review Method	
Confidential Method	

**Table ( 4.1 ) Traditional and Modern Methods Of Performance Appraisal**

### **1.8.1. Traditional Methods Of The Performance Appraisal Process :**

#### **1.8.1.1. Ranking Method:**

It is the oldest and easiest method for performance appraisal in which an employee is compared and all others to place request of value. The employees are ranked from top to bottom or from the best to worst. In this method, the employee who is the highest on the feature being measured and also the one who is lowest, are specified. Then, the next top and the next down between next top and down until all the employees to be rated have been ranked. Thus, if there are ten employees to be evaluated, there will be ten ranks from 1 to 10.

#### **Limitation Of Ranking Method:**

- It does not tell how much preferable or worse one is over another.
- The errand of positioning people is troublesome when countless representatives are evaluated.

- It is hard to contrast one individual and others having diverse social qualities. To fix this inconvenience, the Paired correlation technique for performance evaluation has been developed.

#### **1.8.1.2. Paired Comparison Method:**

In this method, every employee is contrasted and different employees on one-on-one premises, generally dependent on one quality as it were. contrasting elements two by two with the judge which is best or has a specific dimension of some property. Thur's tone, L. L. (1927) initial built up of the logical way to deal with utilizing this methodology for measurement.

#### **Limitation of Paired Comparison Method:**

- This technique ends up unreasonable on account of enormous quantities of staff.

#### **1.8.1.3. Grading Method:**

In the grading method, certain classifications of worth are built up ahead of time. These are accurately characterized, and staff is put in a specific gathering relying on their value. For instance, the evaluations might be characterized as remarkable, attractive, and inadmissible. Now and then, the reviewing framework is adjusted into a constrained appropriation framework in which certain rates circular segment fixed for each evaluation. The essential thought behind this is as far as possible for speculation with respect to it. Be that as it may, in a little gathering, constrained circulation framework isn't helpful.

#### **Limitation of Grading Method:**

- One of the serious issues of this strategy is that the results of the evaluation are not precise and may the greater part of the employees jump on the higher side of their performance.

#### **1.8.1.4. Forced Distribution Method:**

The forced distribution method was presented by General Electric in the 1980s, is a champion among the most part used and besides the most censured strategy for performance evaluation. This is a rating system that is used all over the world by organizations to survey their representatives. It requires the manager to assess each employee independent on certain pre-decided parameters and starting to rank them into in any event 3 orders. Most agents fall into superb, great or poor classifications, which can be reached out by the organization to a 5-point scale.

#### **Limitation of Distribution Method:**

- The consequences of its evaluation are general and not detailed. The level of performance isn't precisely, in light of the fact that it depends on compare one employee with another.

#### **1.8.1.5. Forced-Choice Method:**

created by J. P. Guilford is a technique for performance evaluation wherein the rater needs to settle on a constrained decision between the accessible attributes, about the employees. It is as voting. In this strategy, various classifications of exhibitions are set; the proportion in every class need not be symmetrical. Every one of the workers is put under any of these classifications.

The raters are given a course of action of various choice inquiries, from which they are to pick one decision and rate workers.

This rundown contains just a positive or just negative arrangement of selections of practices to browse. This leads the business to be in a circumstance where he/she is compelled to pick

simply the negative or the positive qualities to ascribe to the presentation of a worker... In like manner, the manager, himself doesn't realize which is the best answer among the choices available. Numerous organizations use this procedure for evaluation as it is viewed as a progressively reasonable method for evaluating an employee.

**Limitation Forced-Choice Method:**

- This method does not identify deficiencies in performance. Thus, neither the administrator nor the employee knows the desirable behavior required of him in the performance of his work.

**1.8.1.6. Check-List Method:**

The fundamental motivation behind using the check-list method is to facilitate the evaluation trouble upon the rater. In this technique, a progression of explanations, i.e., inquiries with their answers in 'yes' or 'no' are set up by the HR division. The check-list is, at that point, offered to the rater to tick suitable answers pertinent to the appraisee. Each inquiry conveys a weight-age in relationship to their importance.

**Limitations of Check-List Method:**

- this strategy might be inactive especially if there are various occupation classifications in the organization, in light of the fact that a check-list of questions must be set up for every classification of employment. It will include a great deal of cash, time and effort.

**1.8.1.7. Critical Incidents Method:**

In this technique, the rater focuses his attention around those key or critical behaviors that have the effect of performing a job in a noticeable manner (successfully or ineffectively). There are three phases engaged with evaluating employees utilizing this strategy.

First, a list of noticeable (successfully or ineffectively) at work conduct of particular incidents is readied. Second, a gathering of specialists at that point *distributes weight* age or score to these cases, conditional on their level of engagement to play out an occupation. Third, check-list showing occurrences that portray employees as (effectively or ineffectively) is created. At that check-list is given to the rater for assessing the workers.

The fundamental thought behind this rating is to advise the employees who can play out their employments viably in basic circumstances. This is because the vast majority work alike in a typical situation. The quality of the basic case strategy is that it centers around practices and, hence, the judge's employee as opposed to the characters. Its disadvantages (Critical Incidents Method) normally record the basic case which becomes time-consuming and tired for evaluators, to private decisions.

#### **Limitation of Critical Incidents Method:**

- The outcome might be negative on the grounds that the manager dislikes the employee. The terrible occurrences might be more remarkable than great cases.

#### **1.8.1.8. Graphic Rating Scale Method:**

The graphics rating scale is a standout amongst the most complex systems for appraising performance. It is otherwise called a linear rating scale. In this strategy, the printed appraisal form is utilized to evaluate every employee.

The form lists traits, (for example, quality and reliability) and scopes of job performance characteristics from unacceptable to excellent for every characteristic. The rating is done on the premise of focusing on the continuum. The regular practice is to take after five focuses scale. The rater rates each appraisee by checking the score that best depicts his or her performance for every characteristic every assigned values esteem for the qualities and then totaled.

This method is useful for measuring the different job behaviors of an employee. In any case, it is likewise subjected to the rater's bias while rating employee's behavior at a job. the appearance of ambiguity in the design of the graphics scale results in a biased evaluation

### **Limitation of Graphic Rating Scale Method:**

- Graphic Rating Scale Method not directly related to the conduct of the individuals evaluated, since the working individual evaluates in accordance with the provisions Supervisors in relation to the quantity and type of work, leading to bias in the evaluation process.

### **1.8.1.9. Essay Method:**

Essay method is the easiest one between different appraisal methods accessible. In this technique, the rater writes a story on an employee's strengths, weaknesses, past performance, potential and recommendations for development. Its positive point is that it is simply being used. It doesn't require complex arrangements and broad/particular preparing to do.

Also, because the essays method is descriptive, the technique gives just qualitative data about the employee. Without quantitative information, the evaluation leaks from the personality problem. In any case, the assay method is a good beginning and is helpful additionally if utilized as a part of an integration with other evaluation methods.

### **Limitation of Essay Method:**

- That the evaluator's personality, way of thinking and needs may have non-objective consequences.
- Difficult to apply in the case of large numbers of individuals

### **1.8.1.10. Field Review Method:**

The user of this method, Right when there is an inspiration to guess rater's bias or his or her rating emits an impression of being higher than others, these are level with the help of a review methodology. The overview strategy is for the most part driven by the personnel officer in the HR division. The survey procedure includes the accompanying activities:

- (an) Identify zones of between rater distinction.
- Help the social event land at an understanding.
- Ensure that each rater ponders the standard comparability.

#### **Limitation of Field Review Method:**

- This technique is time-consuming and the manager can be disturbed by the peers of their companions. In the evaluation

#### **1.8.1.11. Confidential Report Method:**

It is the regular technique for evaluating employees essentially in the Government Departments. evaluating is made by the brief manager or director for offering an effect on progression and trade. Regularly a sorted out game plan is imagined to assemble information on employee quality shortcoming, learning, demeanor, character, cooperation, educate, report etc.

#### **Limitation of Confidential Report Method:**

- This method is quite an internal method and therefore open to the risks of bias against the employee.

### **1.8.2. Modern Methods Of Performance Appraisal:**

#### **1.8.2.1. Management by Objectives (MBO):**

A large portion of the traditional methods for performance appraisal is liable to the threatening decisions of the raters. Peter F. Drucker suggested judgments of the raters. to overcome this issue; Peter F. Drucker proposed (1954) another concept, called Management By Objectives (MBO).

The concept of MBO as was brought by Drucker, can be described as a "procedure through the predominant and subordinate managers of an organization exchange



recognize its share of goals, characterize every employees' real regions of task regarding what is expected of him and utilize these measures as helpers for working the unit and evaluating the promise of every it employee".

The MBO requires the manager to discuss with each employee and then periodically discuss his progress toward job goals.

The MBO isn't just a method for performance evaluation. It is seen by the managers and instructor as a philosophy of managerial practice because its a strategy by which administrators and subordinates design, compose, organize, control and communicate encounter.

**Limitation of MBO:**

- Difficulty applying them in exercise, because they require high management skills to set goals to participate.

**1.8.2.2. Behaviorally Anchored Rating Scales (BARS):**

Behaviorally Anchored performance appraisal system Rating Scale (BARS) is a scale used to rate the performance of employees. It is a performance appraisal system that hopes to consolidate the advantages of story, basic occurrences and measured appraisals by tying down a measuring scale with explicit stories of execution going from great, tasteful and bad performance.

Behaviorally Anchored Rating Scales is intended to bring the advantages of both quantitative and subjective information to the employee appraisal process.

It analyzes a person's presentation against explicit instances of conduct that are attached to numerical evaluations of 5 to 9.(BARS) is typically spoken to as a vertical

rating diagram. These conduct grapple focuses are gathered utilizing Critical Incident Techniques (CIT), which are strategies utilized for reporting human conduct that is of an essence in a specific field.

#### **Limitation of Behaviorally Anchored Rating Scales:**

- Researches have shown that this method of evaluation is not freed from the disadvantages of the common appraisal types.

#### **1.8.2.3. Assessment Centers:**

The concept of assessment centers as a method of performance method is since the 1930s in Germany used to evaluate its army officers. The concept after that extended to the US in the 1940s and to Britain in the 1960s. The concept, then, crosses from the army to the business field during the 1960s.

An assessment center is a central location where managers come together to participate in well-designed simulated exercises. They are assessed by senior managers supplemented by the psychologists and the HR specialists for 2-3 days.

Assesses are made a request to take part in in-basket exercises, work groups, simulations, and role-playing which are essential for the successful performance of the actual job. Having recorded the assessee's behavior the raters meet to discuss their collected data and observations and, based on it, they give their assessment about the assessee. At the end of the process, feedback in terms of good and bad is also provided to the assessees.

The distinct advantages the assessment centers provide include more true evaluation, minimum unfair right selection, and promotion of manager, and so on. Furthermore, the technique of assessment centers is also disturbed by certain limitations and problems. The technique is relatively costly and time-consuming, causes discomfort to the performers, discourages to the bad performers (rejected), becomes an unhealthy competition between the assesses, and bears inverse effects on those not selected for assessment.

**Limitation of Assessment Centers:**

- The high cost of this method, and the inability to use the method at all administrative levels.

**1.8.2.4. 360 – Degree Appraisal:**

This method was first developed and formally used by General Electric Company of the USA in 1992. Under 360. 360-degree feedback is taken from different sources. Under this system, an employee is evaluated by his peers, bosses, subordinates and even the clients. Consequently, this system is called 360 degrees evaluation since one individual is appraised from every one of the sides. The employees get a more inclusive view and review of their execution which makes him ready to list our strengths & weaknesses. This technique can be utilized for creating and preparing programs as the purposes of the employees are brought up and the employees tend to work hard for enhancing their execution. Evaluation under this technique is finished with the assistance of questionnaires containing the rundown of abilities against which the people are placed, hence it guarantees the anonymity of the individual filling the survey.

**Limitation of 360 – Degree Appraisal:**

- The method is still a new evaluation and open to the risks of bias based on personal relations or competition between the peers.

**1.8.2.5. Cost Accounting Method:**

Cost accounting method of performance appraisal is the process of performance evaluating money related advantages pay to the association from the job performance of an employee. At the end of the day, this method is utilized to break down the expense of keeping the employee and the advantages the organization originated from

the nearness and nonappearance. There are some real focuses which are considered while assessing workers under this strategy. They are:

- Average estimation of the unit cost of the formation of items and administrations.
- Quality of the items and administrations conveyed.
- Overhead cost realized (lighting, power, gear, etc.).
- Extra-costs (mishap, bumble, harm, mileage of gadgets and apparatus).
- Relationship with customers and clients.
- Cost of the time spent by the executive in evaluating the employee.

#### **Limitation Of Cost Accounting Method:**

- It may not be lead to creating a good work environment, where employees are always under the pressure to deliver results or lose their job.

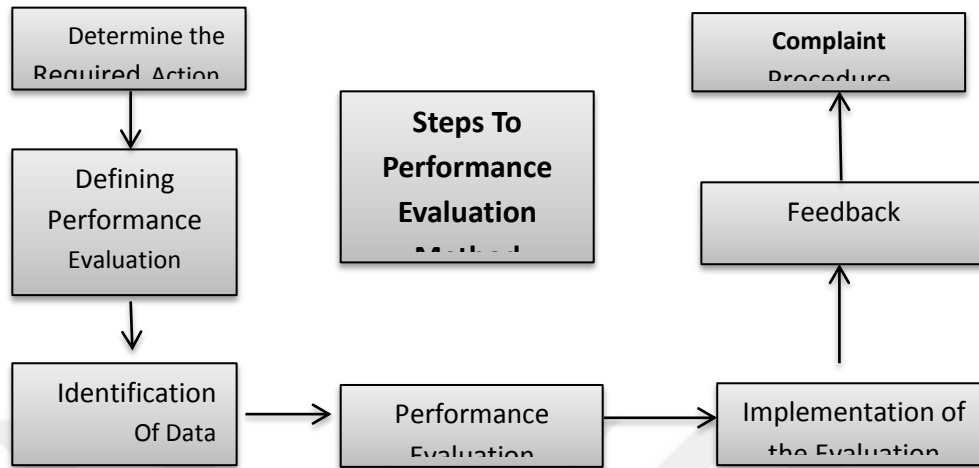
#### **1.9. Steps of Performance Appraisal Process:**

- **Determine the required action :** This is done by identifying the actions to be carried out and identifying actions and policies to determine how Work performance, work study and working conditions, intended to study work is the analysis of business It is important to quantify productivity in its presentation, and to distinguish various parts of work as far as obligations Involved in the work and duties.
- **Defining performance evaluation criteria :**Performance evaluation criteria are essential for the success of the performance appraisal process, as it constitutes a Basis From which the stakeholders in the evaluation, headed by staff and their supervisors, and performance standards Some are related to the behavior of the employees, some of them related to the personality, and some are related to the results And the achievements achieved.(dar&sabah,2008)
- **Identification of Data Collection Sources for Evaluation:**This progression recognizes the proper methods of gathering proper data For the assessment

procedure, as there are a few wellsprings of information accumulation and data expected to gauge execution Employees and every one of these sources have points of interest or weaknesses gathering fitting data For the assessment procedure, as there are a few wellsprings of information accumulation and data expected to gauge execution Employees and every one of these sources have focal points or detriments. (Shawish, Mostafa Najib ,2005).

- **Define performance evaluation methods :**The identification of performance evaluation methods is one of the key aspects of an evaluation policy Performance, there are methods of comparing the performance of other employees with methods of comparing with standards Tools and methods of comparing the performance of employees with objectives, and methods of assessment have been divided into methods Traditional and modern styles.
- **Implementation of the Evaluation :** Evaluation is carried out in some institutions, usually once a year and may be carried out by some institutions Assess the performance of employees more than once a year on a semi-annual or quarterly basis According to the philosophy of the institution and the goals of the evaluation and the usefulness of repeating the evaluation process in addition to The cost of evaluation (magrbi,2007).
- **Feedback:** Feeding back is the most important fruit of the assessment process, as the feedback Provide a chance for the employee to know whether his or her performance is correct or wrong, and may be feeding a negative reaction shows the areas in which the employee is short or positive to show objectively the aspects of his proficiency in his performance.
- **Complainant Procedure:** It is essential to develop a system of performance evaluation by opening complainant before employees to complain against The results of the evaluation of their competence before senior administrative bodies specialized in reviewing these results. But there is no doubt that the right of grievance to all workers is illogical because this will be created

problems before management, so it is more appropriate to give this right to employees who have had results. Estimates and evaluation are weak.



**Figure (2.1) The Steps to Performance Appraisal Process**

### **1.10. Insufficiency With Paper-Based Performance Appraisal Process :**

There are different issues related to a paper-based atmosphere. Paper archives can be viably lost and overwhelming to follow, which can describe affiliations turn as especially weak, should the firm lose significant or precise data. furthermore, securing printed reports requires a wide physical space, which means a great deal of time wasted scanning for effectively recorded records.

The mishandled hours looking for old archives change into a pointless expense for the association. Other than that, paper-driven assignments which include making recordings, recovering, circulating, and annihilating reports can add to an association's overhead expenses.

gathering fitting data For the assessment procedure, as there are a few wellsprings of information accumulation and data expected to quantify execution Employees and every one of these sources has preferences or disservices.

Business managers that can distinguish and perceive issues associated with a paper-driven system swing to the idea of a paperless domain to enable their organizations to end up clearly more successful.

Some of the advantages that are offered by going paperless are decreases in paper-related costs, for example, physical extra room and expanded representative efficiency through simple access to data gathering fitting data For the assessment procedure, as there are a few wellsprings of information accumulation and data expected to quantify execution Employees and every one of these sources have preferences or weaknesses, C. A. and C. K. Davis 2012).

Furthermore, paperless environments enable organizations to forward data information by means of stands and comparing quick response Organizations, for example, banks and airports that give these self-benefit booths to their clients not just lessen overhead costs by eliminating paper, they also increment satisfaction by reducing waste of time. Another advantage of a paperless system is increased data security. The digitized data can be secured by controlling access or distribution, and by guaranteeing that any movement or change is followed to steps of authority. This form and level of security aren't conceivable with using manual documentation digitized reports are significantly more secure than the paper that can be lost, harmed or misfiled or fall into the damage of information . computer systems are more grant and secure.

### **1.11. Issues Appear with Manual Performance Appraisals**

various issues may show up during performance appraisals. A few issues show up from the administrator, some from the representative, and some from different elements (Wells and Spinks,1999).

Most employees despise performance appraisals gatherings in view of panic of input; alarm of dealings questions, and alarm that their remunerations, progressions, and their destinies with the organization depends on the consequences of these gatherings. employees furthermore may consider meets to be legitimization for decisions that are

currently made concerning pay rates, advancements and employment position. Incomplete driven execution evaluations may achieve more harm than incredible.

Most managers moreover loathe performance appraisal gatherings, as they locate that telling workers negative news is troublesome, irritating. A couple of administrators dread that praise because it may breed a lack of regard and lower the dimensions of execution. Thus, they won't give any positive, reinforcing information to representatives.

Another explanation for the aversion by chiefs of performance appraisal is that much of the time booked occasions each year for assessment interviews.

These given occasions cause examinations to be seen by chiefs as just an occupation to be done or convention to agree to as opposed to as supportive trades among director and representatives.

The precision of estimation with which performance appraisal is made is another issue factor. The director much of the time has had lacking opportunities to watch see of representatives and on occasion the work performed by a couple of workers can't be perceived from that of a gathering.

Most managers also disfavor performance appraisal gatherings, as they locate that telling employees negative news is troublesome, exasperating. A couple of directors dread that praise may breed inconsiderateness and lower the dimensions of execution. Subsequently, they won't give any positive, reinforcing information to workers.

Another explanation for the abhorrence by s supervisors of performance appraisal is the oftentimes reserved occasions each year for assessment interviews.

These given occasions cause evaluations to be seen by directors as just an occupation to be done or custom to agree to as opposed to as supportive trades among chief and workers.

The exactness of estimation with which evaluation performance made is another issue factor. The director every now and again has had lacking opportunities to watch see of representatives and sometimes the work performed by a couple of workers can't be perceived from that of a gathering.



In various cases, criteria used for choosing, factors chose for estimation, also, the precision of estimating instruments used may be an issue in the exhibition evaluation process. Since the start of authenticity assessments, these issues have been inspected at long last with no thoroughly fulfilling answers.

At whatever point pay and various prizes are related to the after effects of performance appraisal, various issues show up. The gathering session may transform into a defense trap by a worker for higher pay, while at the same time it may be a help trap by the overseer for the director's prescribed pay.

Various experts have recommended that compensation ought not to be discussed in a performance appraisal meeting. While at first look this may seem like smart thought employees are not all that credulous that they won't perceive the relationship between the two. Since this is the circumstance, and attempting to maintain a strategic distance from examining pay may be seen with uncertainty and could breed question.

Another issue is displayed when performance appraisals result in the situating of employees into classes with fixed rates relegated to every classification, that is, an offering framework. Genuine performance every once in a while isolates into rates, so the result is the piece of equivalent entertainers into higher and cut down classes while setting many interesting performers into a comparative arrangement. Still another issue emerges when overseers fundamentally tell representatives that they are performing extraordinary, anyway those workers don't get equivalent prizes

We can outline the most critical points with manual performance appraisals process. furthermore, we can conclude the most issues with Traditional Performance Appraisals Process:

- **Wast of time:** organization takes a lot of time to prepare Performance Appraisal documents and through filling documents manually and to get results.

- **Courtesy And boring::** most leaders and employees dislike customary Performance Appraisal because they suppose it is Courtesy And boring procedure.
- **Analysis and Statistics:** The manual conventional Performance Appraisal difficult process for analysis and Statistics operation compared with using computer technology.
- **Less accurate:** because a number of employees or staff huge then the misstep of result and less precise appear.



## CHAPTER TWO

### 2. MANAGEMENT INFORMATION SYSTEM(MIS)

#### 2.1. Definition Of The System :

The word system we hear and acknowledge in multiple areas, for example, the communication system or the legal system or system Judgment On this basis, the word system seems to have multiple meanings and uses, and when examining these uses And the meanings we find converge in one core so that each system consists of these basic components interact with and operate within specific environmental conditions to achieve the objective of its existence.

- **The first definition:** The system is a workgroup consisting of the human element and the component machinery and machines combined and must have specific relationships and comprehensive laws and must be for each part of the system the role of the decree and the specific formula to achieve a specific goal.
- **The second definition:** is a set of inputs that represent the different data and are processed to obtain outputs are essential to satisfy the responses required by the system.
- **The third definition:** We can define a simple definition of the concept of the system is a set of elements that are linked to each other. Some to reach a goal is not left(Alaa Salmey,2005).

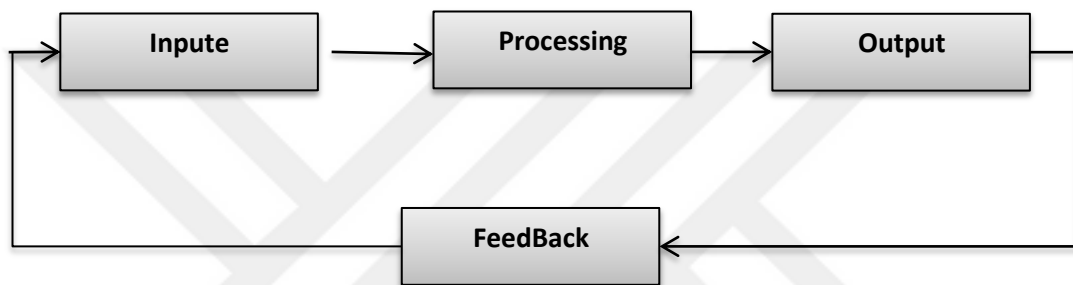
#### 2.2. System Components:

**Inputs:** Since the system is based on the interaction between its components or components, there must be material resources or which include the raw material of this reaction, so these resources can be called inputs to the Includes the starting point of the system interaction so that the system can work to achieve the desired goal from him.

**Processing:** It is the interaction with the input to convert it into output.

**Outputs:** The things that result from the process of processing that comes out of the system, and can be (salwa amin ,1999)

**Feedback:** The continuous development of the system corrects the special paths and therefore must be directed and followed evaluate the processes of implementation of outputs, so testing the efficiency of the system through the results and special outputs This process is called reverse feeding.



**Fuger (1.2) Information system Processing Steps**

### **2.3. Information Definition :**

- **first definition:** The reason for naming our present age is the information age, or our society As the information society, to the fact that humanity has gone through several distinct milestones. Its evolution, where it is called the stage at which the human relied on the raw materials of the primary society before industrialization, and then came the stage of the industrial society that resulted from the replacement of mechanical tools Hand tools shop, and the consequent growth of industrial production, and the third stage which We live now, it is the post-industrial society, which revolves around the information galaxies. Hence, we call a society the information society Unlimited spread. It is that society that deals with information in a continuous, sophisticated manner. (Yaser frhat ,2004)

- **The second definition:** the information age from the point of view of Sociology is a new revolution compared to the two industrial and industrial revolutions, and each stage is called Wave, first and second, and the third is more rich and complex. so the information as the most important raw material ever, a substance that can never be exhausted. Because of the importance of information in modern times, it is our civilization must be restored Think about education systems and organize scientific research, as well as reorganize means of communication. ( Abobake Al-housh ,1997)
  
- **The third Definition:** The information society that all activities, resources, measures, and practices related to information production, dissemination, organization and investment, and the production of information and research activities on the different curricula and diversity of areas.(Nadia Jabr & Osman Husen,2009)

#### **2.4. Definition Of Management Information System (MIS) :**

The concept of the Management Information System MIS refers to "the system that works to receive, storage, retrieval, processing, analysis and dissemination of useful information related mainly to the conduct of administrative work and resources Humanity "( Nadége Gunia)

Also known as: It is an integrated system that allows access, processing and storage of all information Related to human resources, which includes the predictive management of workers, the conduct of staff, the conduct of the operation training, competency management, professional employee relations, and wage management.

Management Information System (MIS )is a "software package that interconnects allows them to do Different administrative activities or functions and management processes applied to resource management Human beings in a coordinated manner(J.M.Peretti, Tous DRH, 2005)

Management Information Systems (MIS) is a subsystem of information management systems To process and provide information on personnel working within the organization, thereby helping to ensure Effective planning and quality of decisions taken with regard to human resources.

This system, therefore, came in response to the Department's need for information that would allow it to solve the problems affecting it labor life, the first and last goal of this system is to help human resources management to achieve Long and short regulatory objectives.

### **2.5. The Role Of Management Information Systems (MIS):**

The management information system assisted in various resource management activities of human resources in whole or in part. perhaps the most important of these complementary activities are:

- Public administration of the sector administrative data.
- Wage and remuneration systems.
- Evaluation and performance management.
- Internal selection and recruitment processes.
- Selection processes and external recruitment.
- Job descriptions and competencies.
- Predictive management of workers, professional competencies and remittances.
- Configuration, training plans, coding, registrations, distance learning, and e-learning.
- Health and security.
- Retirees and grants.
- Ability to browse and view profiles through the intranet. (J. Brilman, 2003)

These functions, and others, will help the effectiveness of the administrative process, especially as the studies Indicate that about 60% of HR time is dedicated or operational 2/3 of the time / administrative as wage treatment, and others, that means about Energy or effort is allocated in activities or tasks of low value added.( S.Schermerhorn,2002)

## **2.6. The Stages Of The Management Information System(MIS) :**

No management information system without three basic stages when it is done, is reception Information (input), processing and storage of information, finally output and results, The MIS is one of the subsystems to which the same principle applies, and in the following lines, we come To explain these stages.

**Receiving Information (input):** The process by which different input is made

Data on human resources, obtained from multiple sources whether they are

(Accounting, production, composition, evaluation, etc.) or external sources (labor market in general, universities, institutes and training centers, government agencies, legislation, and laws ... etc, the latter Usually related to the external working environment.

This information may be easily accessible and is readily available and can be accessed simply as information Related to government legislation, for example, or are difficult to obtain, and are often relevant Great importance at the strategic level as the level of competencies available within the organization is obtained This information is provided by a subsystem which is a technical system of administrative systems.

**Processing and Storage:** After obtaining and storing data, the system processes this The latter analyzes, arranges, and formats them according to needs

Using the information available, then storing and maintaining it to be called upon the need.

Today, information technology has made it possible to save a large amount of information in a timely manner Very short and very limited space, using databases, where possible The organization to save, retrieve data, and use them to carry out its administrative work. ( Abd Al-Razzaq Al-Salami,2003)

**Information System Outputs:** where users receive The outputs they requested in the form of periodic reports as responses to their use of the database either On traditional holders (or cards, records) or electronic mounts (screen, disk) the best because it is less expensive, faster and safest.

Due to the importance and the outputs of this system, its users are different and different from Lower levels to upper levels.

## **2.7. Important Of Management Information Systems(MIS):**

The important of management information system(MIS) because It has been to utilize information technology and its applications in information systems inside the organization had a positive effect on different parts of the work, particularly with respect to the HR work, it had helped human resources function in excusing and controlling the progression of information, which thus will influence The upper hand of guideline makes esteem, and the positive angles can be summed up In the accompanying points(Hamid Hidja,2005).

**Reduction of Time:** this naturally returns to the speed at which it is addressed

Computer-based information where millions of operations can be done in short moments Very much, instead of traditional manual processing that took a long time and hard work, where possible today To view and carry out many treatments for employee files and to edit reports and correspondence In a very short time. No: downsizing for time: this naturally returns to the speed at which it is processed

Computer-based information where millions of operations can be done in short moments Very much, instead of traditional manual processing that took a long time and hard work, where possible today To view and carry out many treatments for employee files and to edit reports and correspondence In a very short time.

**The Costs Control :** IT has helped to introduce the electronic style into theAdministrative work, meaning that all or most of today's administrative activities related to human resources And others are made over the network without the need for papers and costs of printing and preservation, and this from Which would contribute directly to controlling costs and reducing the consumption of paper, ink, and others Of materials (costs of publishing information)

**Quality of decisions:** Human information systems today helped speed and quality of circulation Information between individuals, and this leads to the adoption of appropriate and effective decisions, especially those Relating to employees within the



enterprise. The most useful information is that which is available in time the right place and when the right person, this is an indication of the quality of the system and its effectiveness within Special regulation is a sensitive function as a human resource function.

**Groupware:** A new term that has recently emerged especially with the IT invasion of the business world and the control of information systems on the content of activities within Programs that enable a group of users to work in the same group organization, it refers to Project without being together or physically present, ie, the combination of methods and procedures And IT programs that allow people to organize the same work or functional content To work as efficiently as possible

**Human resources development and investment:** Information systems have provided unprecedented possibilities For individuals in the development and investment of human capacities and competencies, for example, provide distance learning services, through information networks, and this helps disseminate knowledge and information to working individuals.

These applications also led to the emergence of the term labor relations management, which refers to the workman as an internal customer whose desires and needs must be followed in the most efficient and quick way so that this worker can Responding to the wishes of more outgoing customers with great passion. As possible through internal networks Assigning some administrative tasks to the worker himself, as a follow-up to his file and his professional skills, modify the address, telephone, etc. (self-service), and this leads to more staff empowerment, they feel more responsible as well and help reduce costs.

**Workflow:** Software for managing, measuring, recording, coordinating, and monitoring work stages. This means that the right people receive the right information at the right time. It helps employees with different jobs,( Ashraf Qatana,1999)

## **2.8. The Benefits Of Online Performance Appraisal Process :**

Public organizations face continuous weights to be straight forward, effective and responsible. Representative performance evaluation is a basic device for guaranteeing staff to comprehend what is anticipated from them, and are responsible for their

outcomes and performance. However numerous open part organizations battle to do employee audits.

There are numerous explanations behind this, however, they regularly contract to the time and inconvenience it takes to finish employee performance evaluation and the recognition that they give little an incentive to the representative, he/she administrator, and association. In the meantime, however, we ceaselessly hear that to be locked in and productive, employees need customary input and open doors for expert and profession advancement things your employee performance evaluation procedure should provide.

One certain approach to expand the members and complete standard for the worker performance evaluation and give more prominent advantages to all members is to computerize your procedure and structures. Here are a portion of the advantages computerize employee.

**Quicker and Easier Administration:** computerize employee performance appraisals system streamline techniques of organization Typically, they permit to arrange your procedures and structures to coordinate your needs. They deal with your work process, guaranteeing anyone comprehends what errands they knowledge to finish, by when, and acknowledge total they charge to finish their undertakings.

The arranging handles the hand off of information starting with one individual then onto the next in your work process, so nothing is ever lost or overlooked. The software also more often than not gives incorporated task records as email warnings. These assistance to make the move straight forward to members and access support, responsibility and on-time idealizing. In any case, the best part is that computer system enable you to follow each step at each progression all the while, so youperceive totally who has and hasn't acclimated their analysis at any time.

**Quicker and Easier Accomplishment:**computerize your employee audit procedure and structures evacuates everybody's vulnerability about what they need to do, by when and what structures they should utilize. The product consequently tells

everybody who has an errand to finish, gives them a connection to the structure they have to utilize and even gives them a due information. At the point when the assignment is finished, the product naturally sends it along to the following individual all the while. There's nothing to lose, due dates are clear, members are reminded about their undertakings all with no exertion with respect to your HR authorities.

What's more, computerized system make it quicker and simpler for managers and administrators to finish their performance reviews. They give them fingertip access to all the information they have to finish the survey, figure scores, give direction on evaluations, recommend remarks/criticism and improvement exercises, check for spelling botches and legitimately flawed language, and guarantee nothing has been overlooked.

The majority of this outcomes in colossal time reserve funds. At the point when contrasted and a manual, paper-based procedure, administrators commonly report time reserve funds in the request of 50-75%. Likewise, most workers additionally report that they show signs of improvement quality criticism, more clear objectives and more focused on advancement arranging.

**Simpler Data Gathering and Analysis :** One reason associations regularly fail to get an incentive from their employee performance survey procedure is that they have no commonsense method to total and break down the information gathered. Computerizing your procedure and structures should give you access to an entire assortment of information about your representatives' presentation and advancement needs. Programming devices commonly given you a chance to write about things like:

- high performing/high potential workers
- under performers
- development needs by association/office/gathering/person
- participation rates
- on-time finish rates
- organizational qualities and shortcomings

- progress on objectives
- alignment of objectives
- ratings and midpoints by association/division/gathering, just as by competency

You can examine the information for patterns and use it to improve things like: procuring, worker execution, rating adjustment, work assignments, advancement arranging, profession improvement, remuneration, progression arranging, and so on – any administration or basic leadership process where you need solid, exact data about representative execution and advancement.

computerize performance survey system ordinarily pay for themselves inside a year or two, essentially because of the expense and time reserve funds they give. and so on sparing chiefs 50-70% of the time they spend composing worker reviews and overseeing representative execution and advancement, they spare HR noteworthy time regulating the survey procedure. What's more, the organization additionally gets a good deal on paper, printing, documenting and some of the time and so on mailing.

**Improved Employee Alignment, Productivity and Performance:** One last arrangement of advantages conveyed via computer performance survey frameworks, which is at times neglected, is expanded representative arrangement, efficiency and execution. With performance review systems, the organization commonly observes a more prominent in general spotlight on representative execution and improvement which independent from any one else serves to expand execution. It's simpler to adjust representatives' objectives to the associations and keep tabs on everybody's development. Workers are given the training, criticism and advancement they have to improve and succeed. They realize what they should do, get desires, and expertise their work and execution will be assessed. Employee commitment and maintenance levels will in general ascent as their fundamental needs are being met. Employees and the organization will in general become increasingly effective .

## 2.9. From Manual To Online Performance Appraisal Procedure:

Moving from traditional paper-based execution review to performance appraisal utilizing programming can feel like a pressure understanding, essentially in light of the fact that you are moving far from something that you think going to something that is unfamiliar to you.

Blunder in obscurity with a product you don't think about and having others goof with you isn't engaging. It is much more dreadful when workers come to you with issues and you don't have the foggiest idea how to manage them since you are not prepared to do as such.

On the off chance that you experience the majority of this, at that point you are just going to connect new programming with awful encounters and before you know it, you'll be changing back to customary paper-based execution surveys.

Hang on however, all isn't lost. Here is the manner by which you can make the progress simple for you and your organization.

**Research Is The Key:** Much like how you Google items before you get them, in the exceptionally same way you have to do comprehensive research before you focus in on execution examination programming. The market for HR based programming is large. Try not to extract at the main item that appears. Actually, take as much time as is needed and altogether test every one of these items out. Most items offer free preliminaries. Utilize those free preliminaries and move between these items however much you might want before you choose something.

**Get senior oversight economy with respect to Board:** It's no great assuming that you would be the just representative utilizing product Furthermore extolling its ethics. How will different ever think it's setting off should assistance them? main things In you have with get your bosses on table. If your bosses are really similar to the programming Also could view that it's setting off on a chance to be useful, it will be a chance to be a significant part less demanding should get whatever remains of those association should receive it. Getting your bosses with respect to table is winning half the fight.

**Get Every One Administrators for Board:** When you've persuaded senior management, the following individuals you necessity on get on your side would all chiefs. At last Assuming that chiefs such as those software, then they will make full utilization of it. Following all, they need aid the ones who requirement it those A large portion.

**Don't Make on Radical Shift :** radical progressions are nobody's companion. They need aid unsettling Furthermore terrifying. Straightforwardness your association under new product person venture toward An time, What's more assuming that conceivable mirror a portion of the transform you needed sooner on, preceding you aggravate those progress last. That way, no one is taken aback whatsoever those new progressions.

**Keep it Straight Forward :**When you start utilizing new software, don't convolute the execution examination procedure Toward staying will your of age approaches. Ahead paper, it may be simple with include being referred to after question, Yet At you do the same thing looking into new software, the entirety methodology turns into convoluted Also once again, you would once again In the starting point.

**A chance to be Adventurous, Not Fearful :**There are a lot about execution examination product crazy there. You necessity on attempt them out for yourself will check whether they fill in for you. Verify you have An little example of workers who will test out those programming alongside you. The trademark of handy programming is when you discover it is not difficult to utilize. Furthermore don't compelling reason a great deal direction. Sometimes, you must cycle through 4 or 5 separate programming preceding you discover those right particular case for you. Thereabouts don't stress In you don't discover those good programming to your organization immediately..

## 2.10. Comparison Between Online And Manual Performance Appraisal Process :

Many of the possibilities are provided by the use of information technology in the field of human resources management and performance appraisal compared with manual process , which makes work done in less time, more precise and more organized. We can summarize the difference between manual and administrative work and use of MIS in the following table:

ONLINE PERFORMANCE APPRAISAL	MANUAL PERFORMANCE APPRAISAL
Save a huge amount of information	Limited because the physical space available
Very fast to find a specific information	Slow to find a specific information
Easily search for a specific information e.g. "address"	Difficult to search for a specific information..
Easily to analyze the data e.g. 'most older employees	Difficult to analyze the data.
Data can be sorted into ascending or descending order on multiple criteria	Difficult to sort data on more than one criteria.
Easily update or modify a record	Difficult to modify because it done manually.
Records are stored safely, they are Easy for access	Records may lost and hard to for access.
High security for information by use of passwords	only security by locking up the records.
Easy to make copy for all information as backup.	Difficult to make a backup

**Table (1.2 ) diffence between Online and Manual Performance Appraisal**

## **2.11. Advantages Of Performance Appraisal OnLine System Model:**

The most used method approach to build cooperation best time of performance appraisal process is to move to the utilization of computer and online internet model. Here are some evident advantages of moving from manual using of performance appraisal to the utilization of computer and online internet model:

**Timely Completion Of Reviews:** With an OnLine Performance Appraisal Model you can set off events and undertakings. Everybody knows what is normal from them and by when. At the point when a procedure step is finished the software system inform the following person with due dates and what is normal from them. No more notification will be required from HR. Custom updates can be made in the system to enable timely notification and lessen time spend .

**Time savings:** The timely completion of reviews will drive critical time reserve funds. People Goal led a case think about a year ago to measure time spared from moving to computerized employee performance reviews. Here are the outcomes:  
employees invest half less energy in finishing their self-assessments  
Managers invest 80% less energy in finishing worker surveys  
HR invest 90% less energy dealing with the execution survey process. (Nik Lygkonis , 2015)

**Statistics and Reporting Analytics:** Moving to Computer OnLine Performance Appraisal Model while give an organization access to a wide assortment of Information investigation. Association will have the capacity to analyze employee performance immediately and produce reports.

**Cost.Saving:** Further to time savings moving to computerized employee performance appraisal system will give huge cost investment, cost savings as leader will have more opportunity to Care about managing and developing people rather than spend time on performance appraisal process reviews.

**Increased employee productivity and performance:** Dealing with the review procedure with a performance review system an employee can coordinate less effort to adjust objectives to organization goals and they add to the organization



achievement; which is independent from anyone else serves to increase employee achievement and execution.

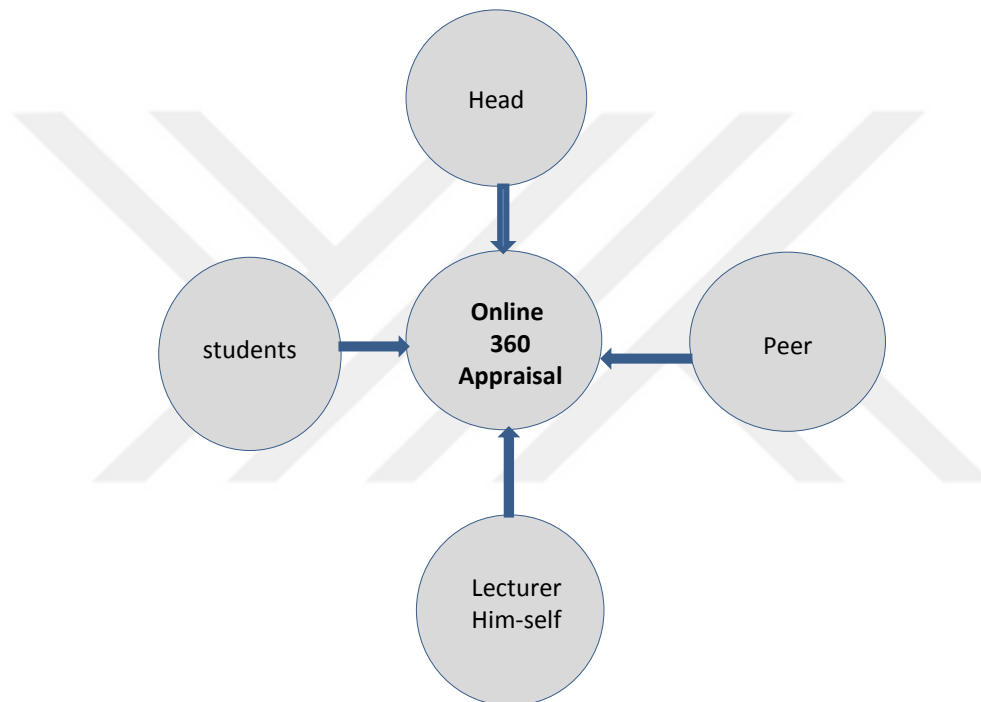
Manager can take their decision based on feedback and development points gathered through the procedure and can set clear desires from their reports; which will enable employees to see how their work is evaluated inside their organization, a key help in reducing employee turnover.

The using of online performance appraisal system will upgrade unwavering quality of the survey procedure and increment responsibility and commitment regarding both the managers and employees.



## 2.12. Why 360 Degree Method For Online Model System :

The traditional approach to evaluating the performance of the Employees is based on Only one opinion is the president's direct opinion, which do not achieve The desired results are to rely on one source of evaluation feedback. This is why Attida's attempts to addressThis limitation is based on more comprehensive methods of assessing the performance of the Employees based on multiple sources For feedback, 360 degree feedback was used.Hence the idea of using the method 360 degree in Online System Model to evaluate the faculty members of the faculty.



**Figure (2.2) The 360 degree Performance Appraisal**

There are other reasons why the researcher select the 360 degree method to developing performance appraisal model system:

- **Organizations shift From Hierarchical To Horizontal Organization :**

Which has changed the communication system and path, so that the communications are going in two directions instead of one direction is the vertical direction and horizontal direction.

Thus, it was possible to study the views of subordinates and peers. The problem of permanent organizations may be that the senior management lacks a fine sight of the requirements of transformation, and this sight is provided by the change to horizontal planning.

- **Extended The Circle of Management** :For those of old organizations, the manager of the department frequently supervises between 3-8 employee. The organization might have been overcrowded for managers, every for whom might bring a director for five. Now, supervision need extended thereabouts that particular case director could regulate more than 50 staff, which is what happens On huge organizations. This may be completely steady for those organizations' shift should level system This vast number about disappointments and outrage on his/her staff under the chairmanship of the administration faculty might not provide for him the chance with think those levels for subordinates sufficient with assess Also provide for as much opinion, which prompted the require should enter other gatherings should assess this Worker with as much supervisor will reach justice and injustice from the employee.
- **Technical development** :The manager often have not the technical and technical knowledge necessary to evaluate employees, particularly in jobs that need a great deal of technical knowledge that may not be available to the manager and therefore the employee should be evaluated for his Colleague to be fair in evaluation because they are actually educated.
- **Customer Feedback** :Organizations want with direct a overview to measure client light of their most recent discharges or with behavior showcase surveys in the recent past issuing another item / administration.
- **Justice and Participation in Management** :When selecting people employees to reward alternately promotions, it will be best with taking the hypothesis about peers also customers instead of hardly assess the manager. In this route

those Worker is provided for the correct to take an interest in the prize about successful execution.

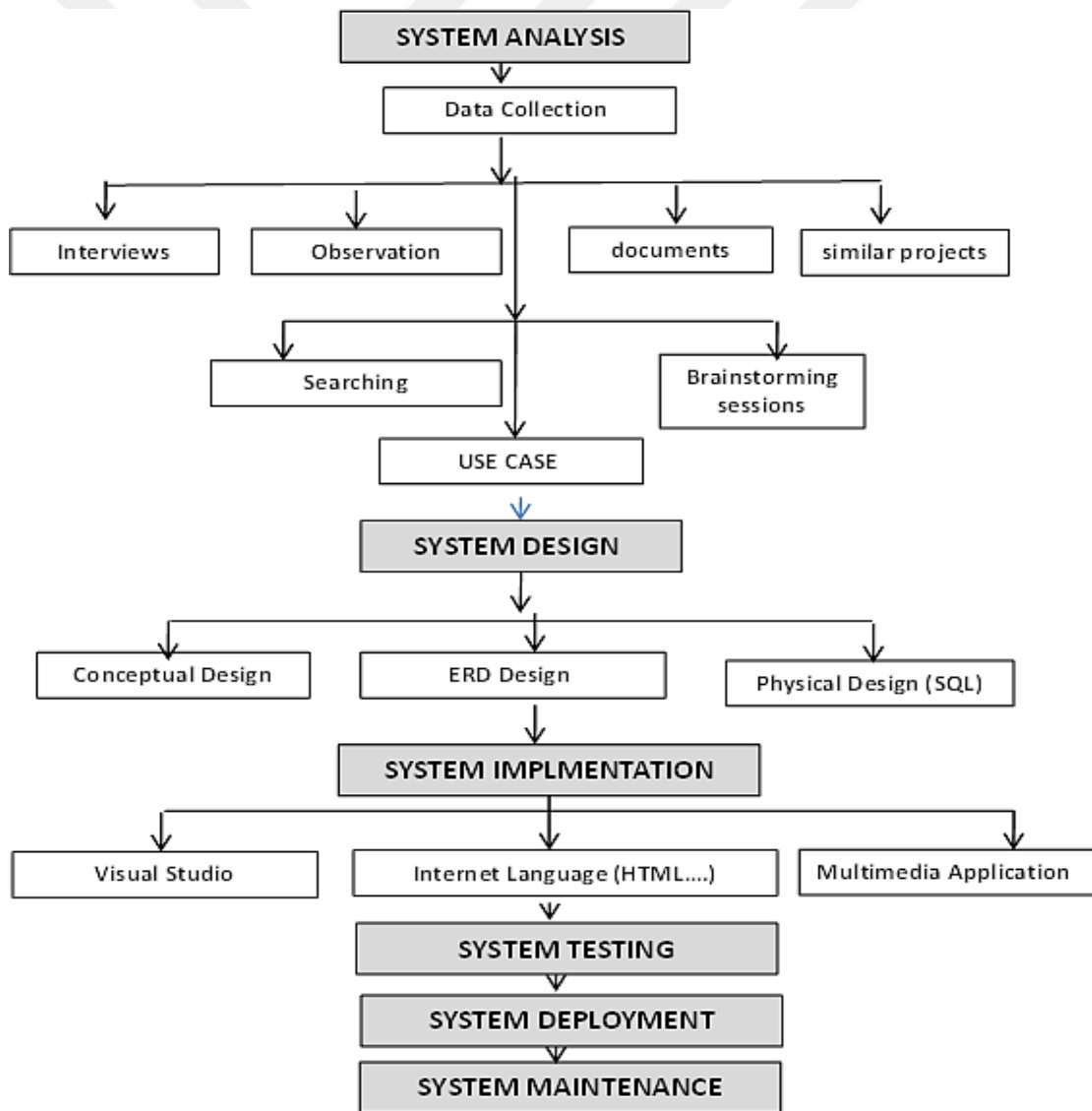
On the different hand, the major issue On applying the 360 degree strategy may be those exertion What's more period to dissect the outcomes of the calendar, the place will a chance to be break down more than you quit offering on that one outcome of the assessment in any event starting with the five sources alluded should no less than previously, it is precise inclined that more than person client survey those execution of the single person Furthermore more than one subordinate assesses those execution of the distinctive and more than one partner assess those execution of the individual, in any case on the other hand, with the vicinity about innovation organization What's more present day computers, the foray Furthermore Investigation of the effects of the evaluation, regardless how perplexing it will a chance to be fast say we are will Figure no challenges On it.

# CHAPTER THREE

## 3. DEVELOPING OF ONLINE PERFORMANCE APPRAISAL MODEL

### 3.1. Introduction:

This chapter will concern and illustrate the practical phase of OnLine Performance Appraisal Model. the model will be implemented in developing feedback analytic system. The model is built, tested and then reworked as necessary until finally achieved. Our model focuses on development and have high level of user interaction which best suits the model. Developing the model of Feedback analytic system requires iterative process. the steps and planning required to developing model are :



**Figure (1.3) the steps and planning for Developing system model**

### **3.2. The Analysis Phase Of System Model:**

The essential objective of the system analysis is to make a effective system. Thus, it may be exceptionally imperative will consider the prerequisites and the determinations to those suggested system.

The objective should concentrate on the Investigation stage of the system, by giving work to An point by point. description of the system activities, which incorporates the practical Furthermore nonfunctional requirement. It will likewise incorporate setting Diagram, A utilization case portrayal Furthermore diagram, and additionally a information stream graph. Over short, this Section keeps tabs on the Investigation stage of the system improvement life cycle.

#### **3.2.1. Methods of Data Collection:**

We typically use more than one method of data collection to analyze the system and identify the desired objectives. For Problems found in the current system, The methods below were chosen for use in the current data collection system:

**Interviews:** This method was used to collect data, where interviews were conducted with people who were connected to the current system .The purpose of these interviews was to obtain the information and to analyze it for the purpose of investigation.

**Observation :**Through the interview, some things were observed on the ground.

**documents:** The models were collected inside the quality department , Such as application form used to evaluate lecturers inside the faculty .These models helped us understand the procedures and build the new system.

**similar projects:** Reading a similar system to the idea of the project was reviewed in order to be able to prepare the stages of the work of the project and what information should be known to establish the system to identify and view some of the techniques and ideas used in the actual application of this project.

**Searching:** Using the pure method of data collection, some information was obtained from the Internet and through the use of software forums and various sites that deal with the computer and to solve the problems we encountered during the stages of system.

**Brainstorming sessions:** In these sessions, ideas were exchanged with the supervisor, about the information used at each stage of the project.

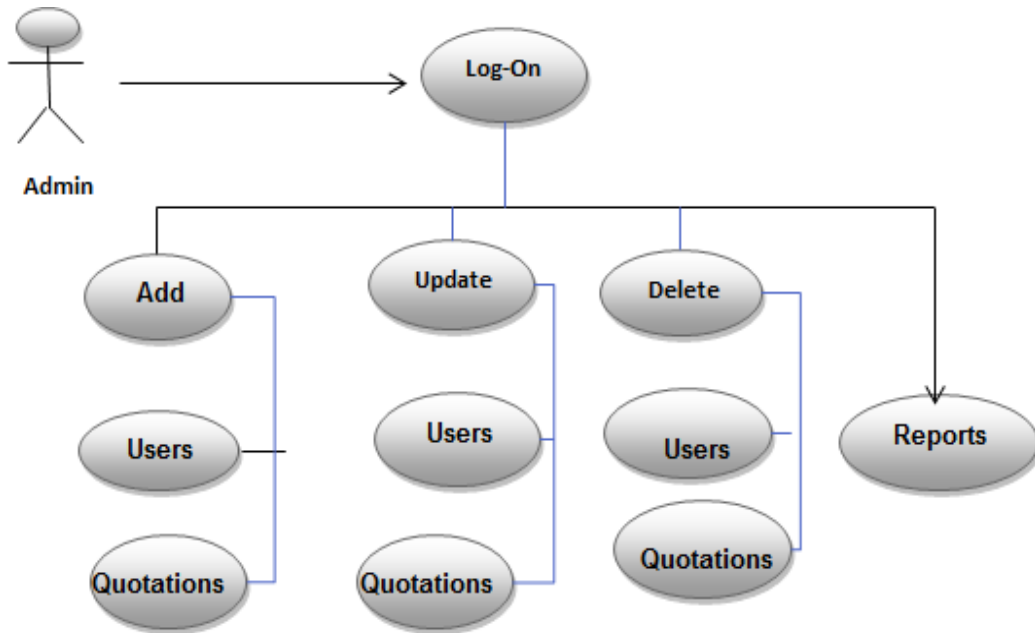
### **3.2.2. Uniform Modeling Language (UML):**

UML (Uniform Modeling Language) has become the standard language for encoding software operations to provide a simple, symbolic way to express the various types of software work by making it easier for relevant people - analysts, designers, programmers and even users - to communicate among themselves and pass information in a standardized .

### **3.2.3. Use Case Diagram:**

This chart is used in the compilation of requirements and clarifies what the user wants. It displays all usage cases, and each usage situation reflects a specific function that is separate from the other functions of the system. This scheme also helps us to identify the proposed system to ensure that the system achieves all The requirements that the beneficiary needs and also to express the normal state of the ideal system.

**3.2.3.1. Admin Use case Diagram:**The figure below illustrates the admin use case diagram.



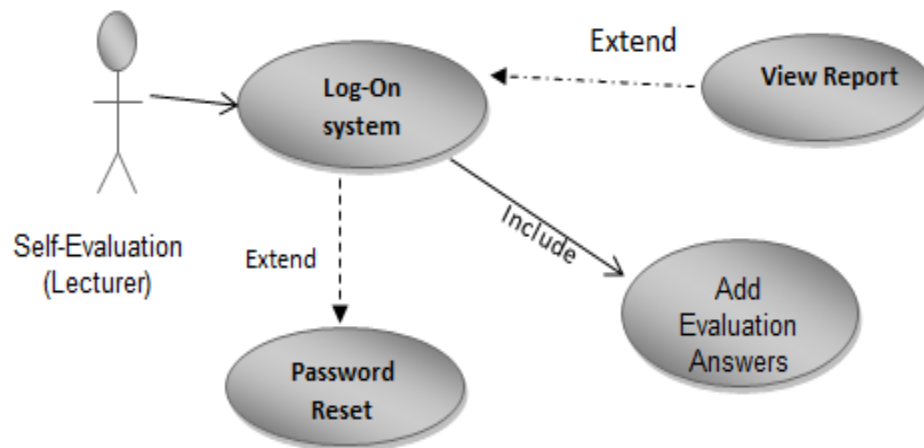
**Figure (2.3) illustrates the Admin Use case Diagram**

User Status Name	Admin Used case
Actor	Admin
Description of use case	Admin used case
Relationship of use	Check the validity of the password
Prerequisites	The entered data must be valid (username and password)
Next conditions	Display the system main screen
procedures	<ol style="list-style-type: none"> <li>1. Access the main screen</li> <li>2. Enter your username and password</li> <li>3. Press the access button</li> <li>4. Add data</li> <li>5. Update data</li> <li>6. Delete data</li> </ol>

**Table (1.3) The Admin Use case Diagram**



**3.2.3.2. Lecturer-Self-Evaluation Use Case:** The figure below illustrate Lecturer-Self-Evaluation use case diagram.

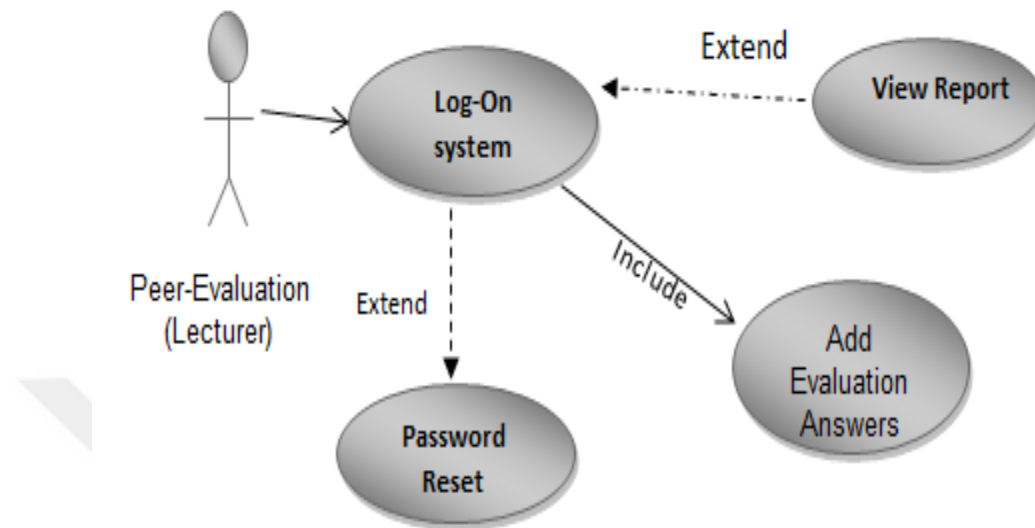


**Figure (3.3) illustrates the Self-Evaluation Use Case**

User Status Name	Self-Evaluation Used Case
Actor	Lecturer
Description of use case	Self-Evaluation
Relationship of use	Check the validity of the password
Prerequisites	The entered data must be valid (username and password)
Next conditions	Display the system main screen
procedures	<ol style="list-style-type: none"> <li>1. Access the main screen</li> <li>2. Enter your username and password</li> <li>3. Enter Self Evaluation</li> <li>4. add Evaluation Answers</li> <li>5. View Report</li> </ol>

**Table (2.3) The Self-Evaluation Use Case**

**3.2.3.3. Peer Evaluation Use Case :**The figure below illustrates Peer Evaluation Use Case diagram.

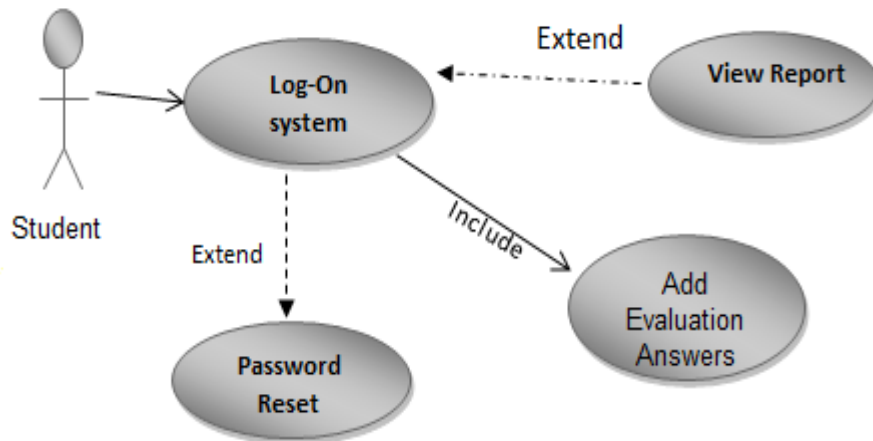


**Figure (4.3) illustrates the Peer Evaluation Use Case**

User Status Name	PeerUsed case
Actor	Peer
Description of use case	Peer Evaluation
Relationship of use	Check the validity of the password
Prerequisites	The entered data must be valid (username and password)
Next conditions	Display the system main screen
procedures	1. Access the main screen 2. Enter your username and password 3. Enter Peer Evaluation screen 4. add Evaluation Answers 5. View Report

**Table (3.3) The Peer Evaluation Use Case**

**3.2.3.4. Student Evaluation Use Case :**The figure below illustrates Student Evaluation Use Case diagram

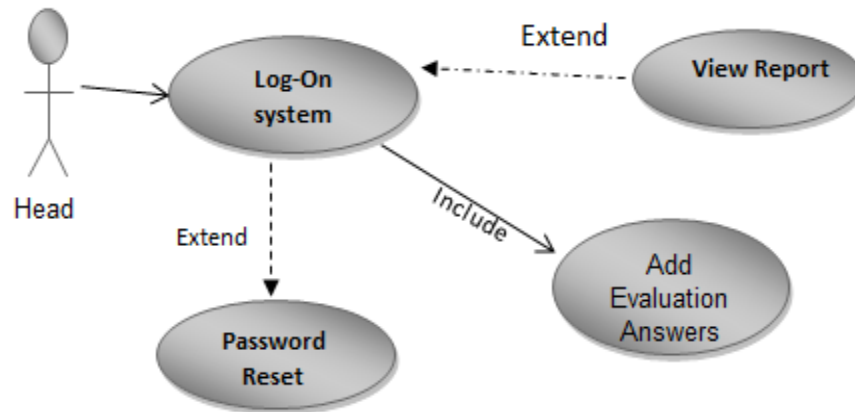


**Figure (5.3) illustrates the Student Evaluation Use Case**

User Status Name	Student Used Case
Actor	Students
Description of use case	Students Evaluation
Relationship of use	Check the validity of the password
Prerequisites	The entered data must be valid (username and password)
Next conditions	Display the system main screen
procedures	1. Access the main screen 2. Enter your username and password 3. Enter Students Evaluation screen 4. add Evaluation Answers 5. View Report

**Table (4.3) The Student Evaluation Use Case**

**3.2.3.5. Head Of Department Evaluation Use Case :**The figure below illustrates Head Of Department Evaluation Use Case diagram

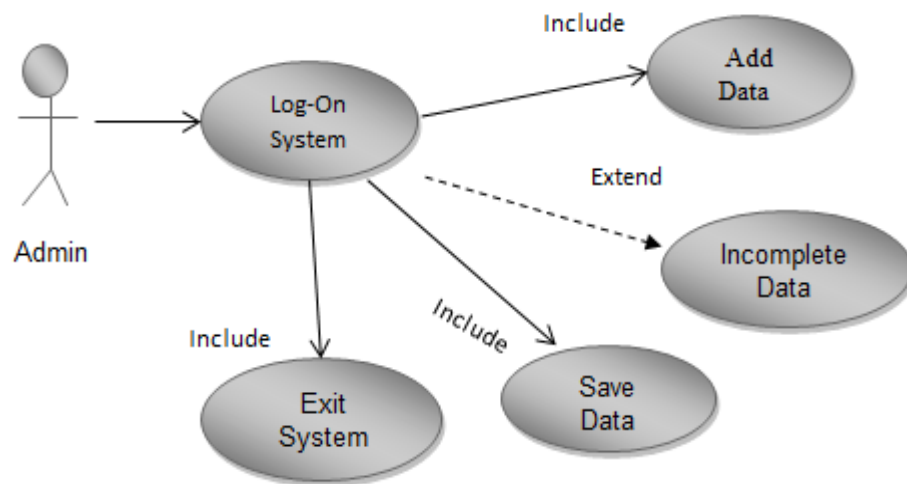


**Figure (6.3) illustrates the Head Of Department Evaluation Use Case**

User Status Name	Head Used Case
Actor	Head Of department
Description of use case	Head Of department Evaluation
Relationship of use	Check the validity of the password
Prerequisites	The entered data must be valid (username and password)
Next conditions	Display the system main screen
procedures	<ol style="list-style-type: none"> <li>1. Access the main screen</li> <li>2. Enter your username and password</li> <li>3. Enter Head Of department Evaluation screen</li> <li>4. add Evaluation Answers</li> <li>5. View Report</li> </ol>

**Table (5.3) The Head Of Department Evaluation Use Case**

**3.2.3.6. Add Data Use Case :**The figure below illustrate add data Use Case diagram.

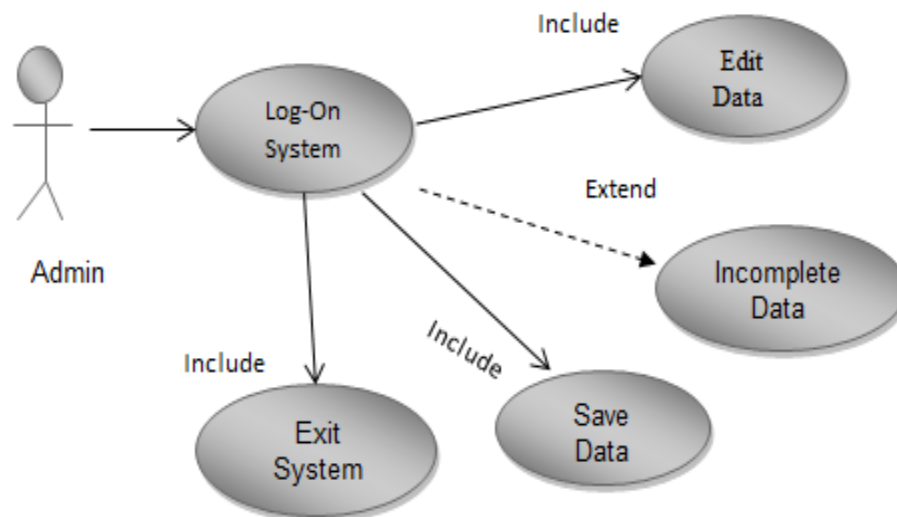


**Figure (7.3) illustrates the Add Data Use Case**

User Status Name	Add Used Case
Actor	Admin
Description of use case	Add Data
Relationship of use	Check the validity of the password
Prerequisites	The entered data must be valid (username and password)
Next conditions	Display the system main screen
procedures	<ol style="list-style-type: none"> <li>1. Access the main screen</li> <li>2. Enter your username and password</li> <li>3. Enter Add Data screen</li> <li>4. add Data</li> </ol>

**Table (6.3) The Add Data Use Case**

**3.2.3.7. Edit Data Use Case :**The figure below illustrate edit data Use Case diagram.

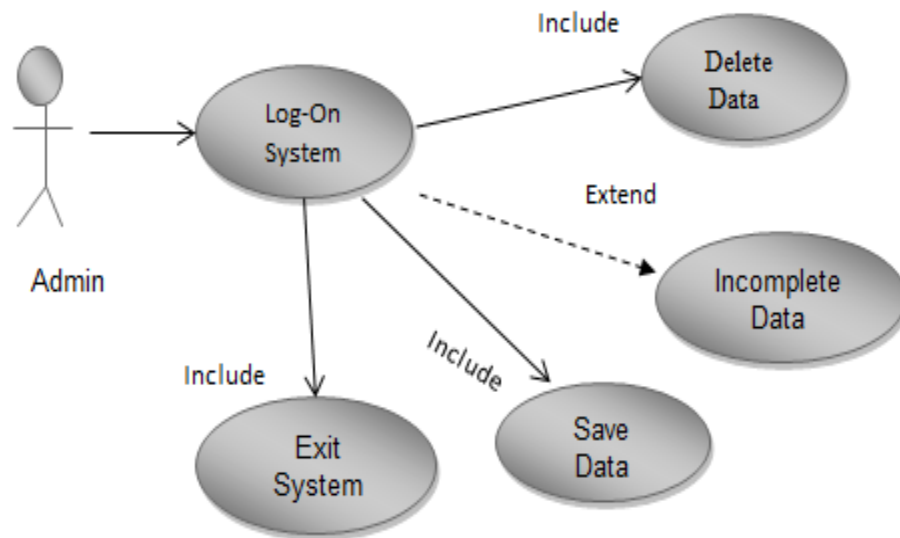


**Figure (8.3) illustrates the Edit Data Use Case**

User Status Name	Edit Used case
Actor	Admin
Description of use case	Edit Data Use Case
Relationship of use	Check the validity of the password
Prerequisites	The entered data must be valid (username and password)
Next conditions	Display the system main screen
procedures	1. Access the main screen 2. Enter your username and password 3. Enter Edit Data screen 4. Edit Data

**Table (7.3) The Edit Data Use Case**

**3.2.3.8. Delete Data Use Case :**The figure below illustrates delete data Use Case diagram



**Figure (9.3) illustrates the Delete Data Use Case**

User Status Name	Delete Used Case
Actor	Admin
Description of use case	Delete Data Use Case
Relationship of use	Check the validity of the password
Prerequisites	The entered data must be valid (username and password)
Next conditions	Display the system main screen
procedures	1. Access the main screen 2. Enter your username and password 3. Enter Delete Data screen 4. Delete Data

**Table (8.3) The Delete Data Use Case**

### **3.3. Design Phase Of System Model:**

The design phase is the stage that follows the analysis stage. It is concerned with converting the new system requirements into data structures, procedures for implementing programs and user interfaces. Which describes the final form of the desired goals so that this stage would solve the problem required to be solved using the computer, and this stage is the most important stages of system development, where the conversion of the requirements of the system to technical formulas, the preparation and design of the system and requirements.

This stage includes the design of input and output, the design of the system files, identification of the relationships that bind them to each other, design of the system procedures and the final design of the system screens.

#### **3.3.1. Logical Database Model :**

Logical database modeling is required for accumulating benefits of the business requirements and speaking to those necessities as a model. It is mostly connected with the gathering of benefits for business needs instead of those database outline. Those information that needs assembly may be over organizational units, benefits of the business entities, and benefits of the business procedures. will use SQL as a tool of Physical design to change them form logical design (on paper) . The SQL is a relational database system, it is relatively easy to translate from a logical data model.



### 3.3.1.1. Admin Entity Attributes:

Admin No ,Admin name, Admin password, admin Permission

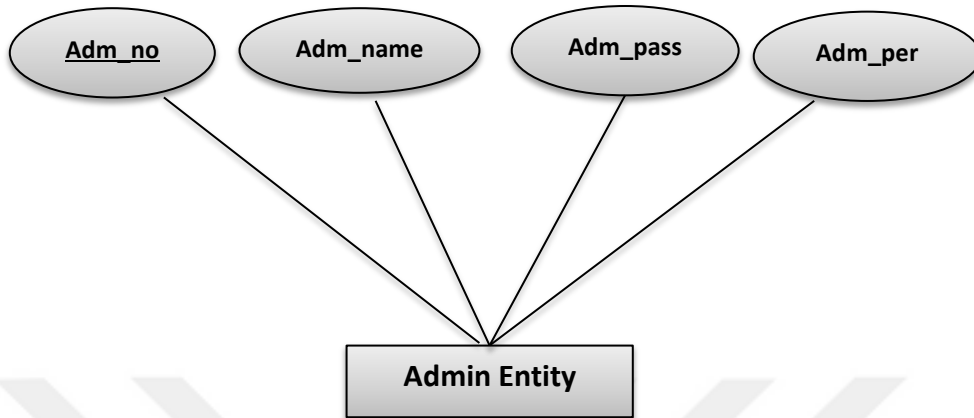


Figure (10.3) illustrates the Admin Entity Attributes

### 3.3.1.2. Certificate Entity Attributes:

Certificate NO , Certificate Name , Certificate Date

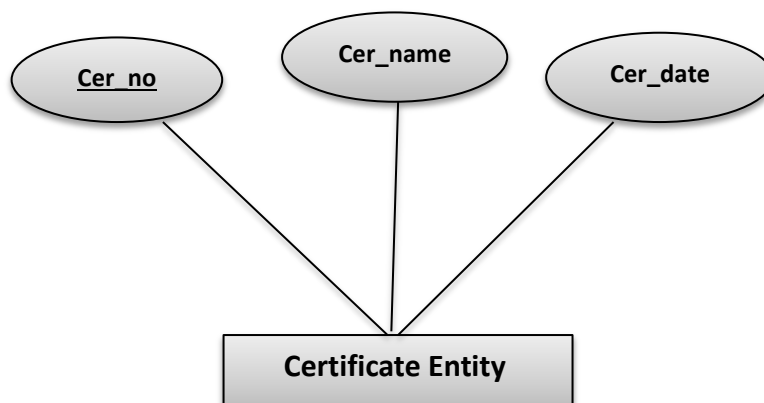


Figure (11.3) illustrates the Certificate Entity Attributes

### 3.3.1.3. Department entity attributes:

Department No , Department Name

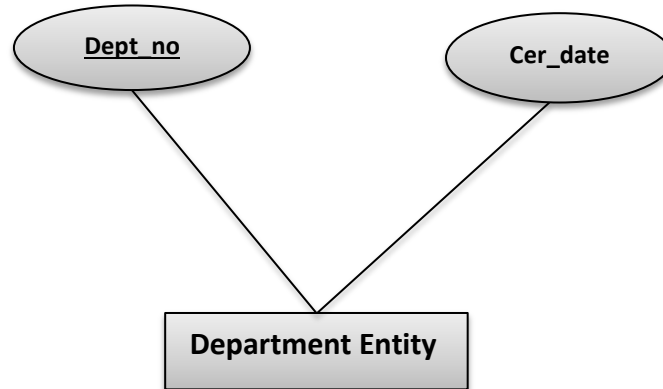


Figure (12.3) illustrates the Department entity attributes

### 3.3.1.4. Head Of Department Entity Attributes:

Head No , Head Name, Head Certificate , Head Dept , Head Year ,Head Result

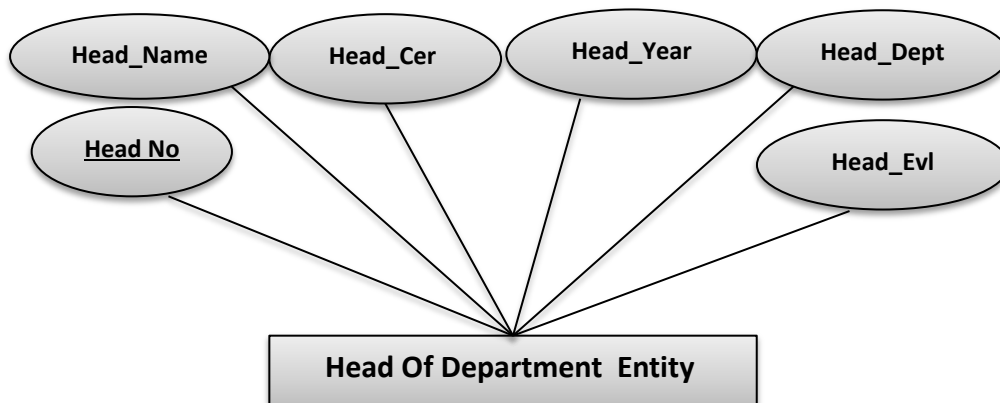


Figure (13.3) illustrates the Head Of Department Entity Attributes

### 3.3.1.5. Lecturer Entity attributes :

Lecturer No, Lecturer Name , Lecturer Dept, Lecturer Year , Lecturer Result

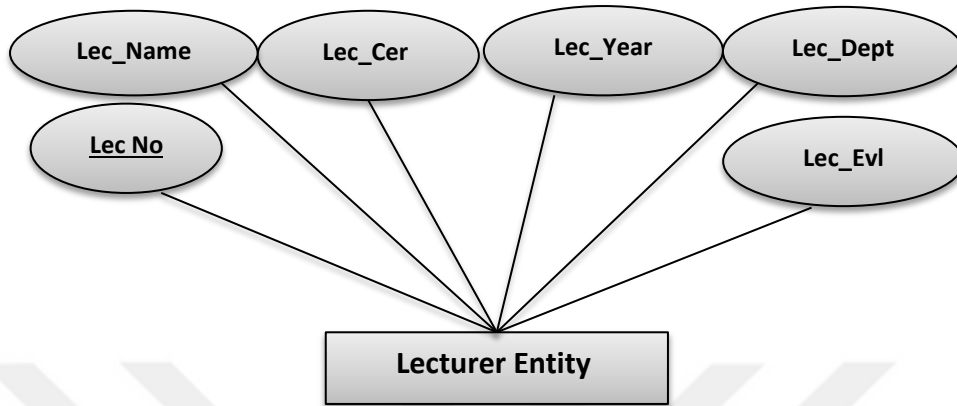


Figure (14.3) illustrates the Lecturer Entity attributes

### 3.3.1.6. Peer Entity Attributes:

Peer No, Peer Name , Peer Dept, Peer Year, Peer Result

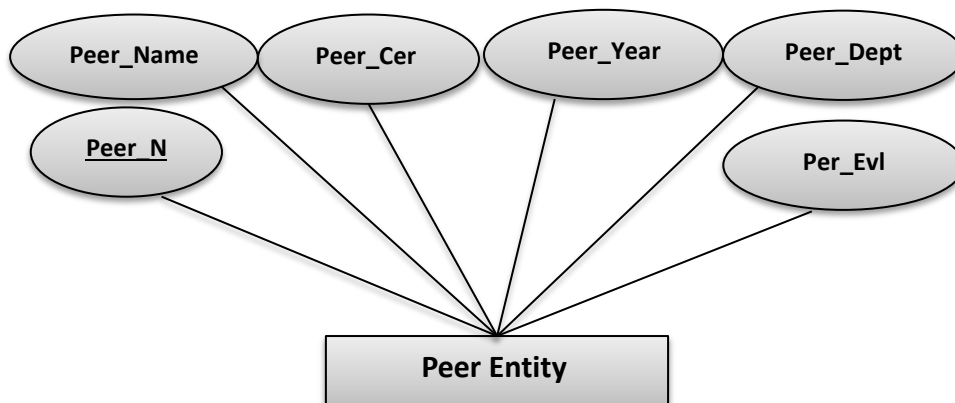
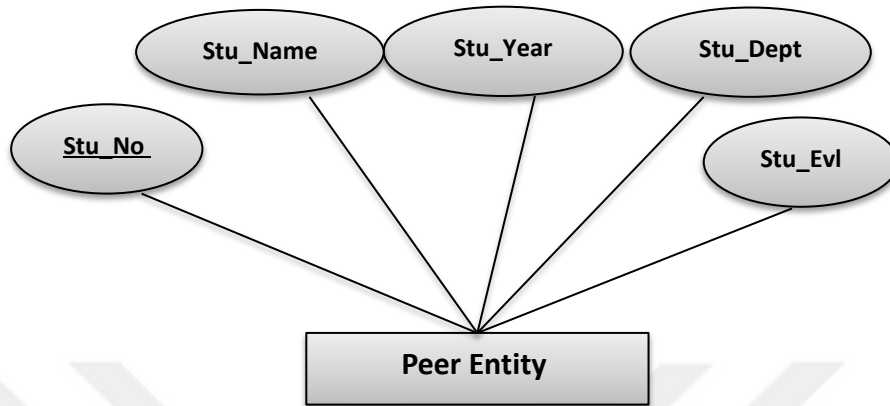


Figure (15.3) illustrates the Peer Entity Attributes

### 3.3.1.7. Student Entity Attributes:

Student No, Student Name , Student Department, Student Year, Student average



**Figure (16.3) illustrates the Student Entity Attributes**

### 3.3.2. Entity Modeling Using ERD :

Entity modeling is the selection of certain data structures in such a way that the process of storage and processing by computer is done in the most accessible way.

It is an Entity Relationship Diagram. It consists of a set of key elements called Entities and Relationships that show these elements and are used to know the logical structure of the data.

#### 3.3.2.1. The Student and Department Entities Relation (ERD):

In this ERD the one **Department** has more than one **Student** or many students , this type of relation is called one-to- many relation.

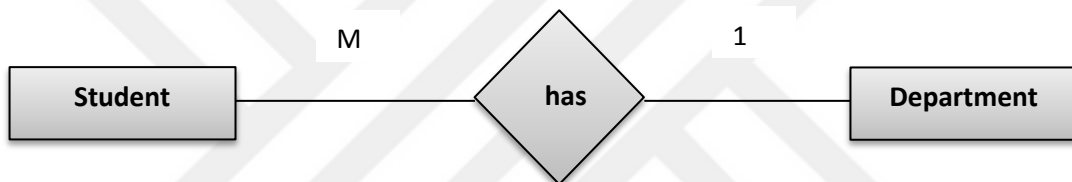


Figure (17.3) illustrates the Student and Department ERD

#### 3.3.2.2. The Head and Department Entities Relation (ERD):

In this ERD **Head Of Department** has only one **Department** , this type of relation is called one-to- one relation.

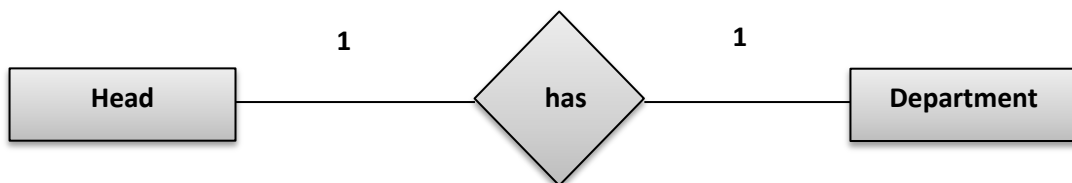


Figure (18.3) illustrates the Head and Department ERD

### 3.3.2.3. The Head Of Department and Certificate Entities Relation (ERD):

In this ERD **Head Of Department** has only one **Certificate**, this type of relation called one-to-one relation.

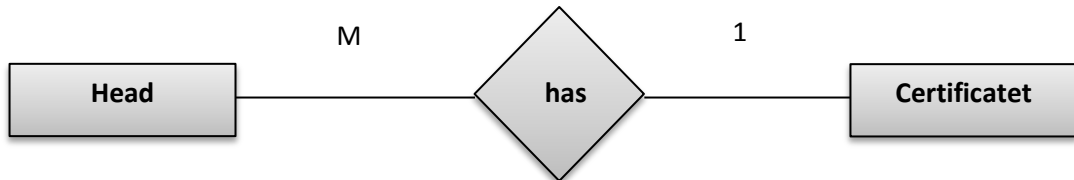


Figure (19.3) illustrates the Head and Certificate ERD

### 3.3.2.4. The Peer and Department Entities Relation (ERD):

In this ERD **Peer** has only one **Department**, this type of relation is called one-to-many relations.

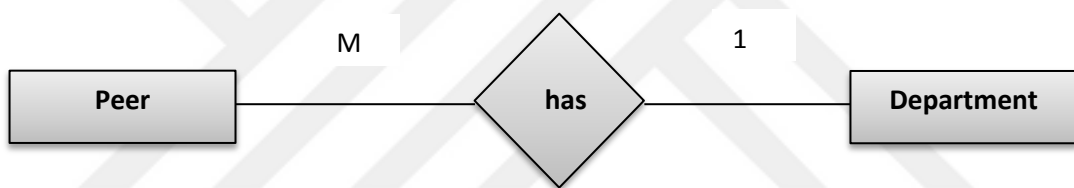


Figure (20.3) illustrates the Peer and Department ERD

### 3.3.2.5. The Peer and Certificate Entities Relation (ERD):

In this ERD **Peer** has only one **Certificate**, this type of relation is called one-to-one relation.

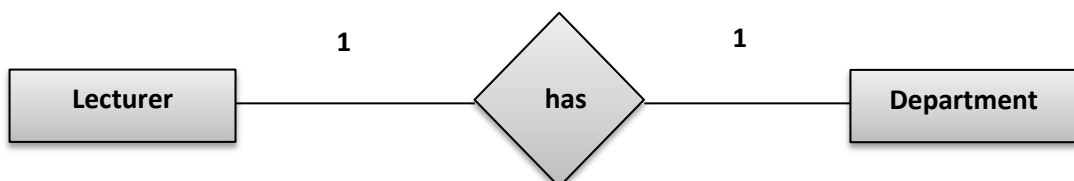
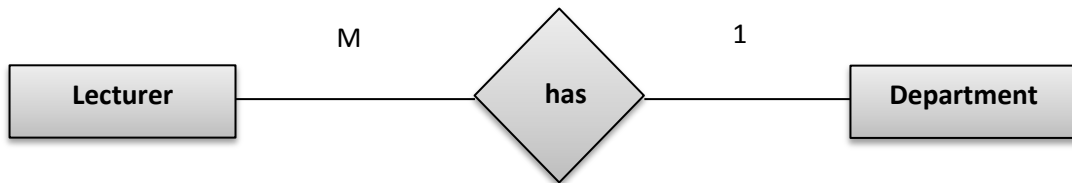


Figure (21.3) illustrates the Peer and Certificate Entities ERD

### 3.3.2.6. The Lecturer and Department Entities Relation (ERD):

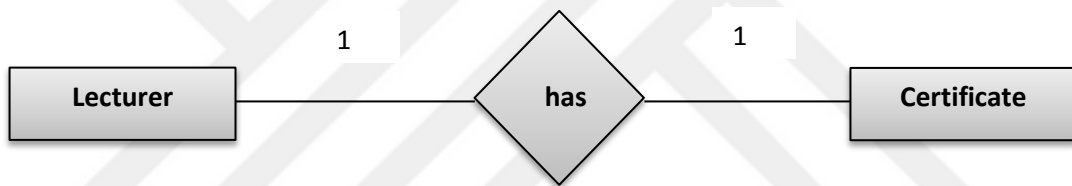
In this ERD **Lecturer** has only one **Department**, this type of relation is called one-to-many relation.



**Figure (22.3) illustrates the Lecturer and Department Entities ERD**

### 3.3.2.7. The Lecturer and Certificate Entities Relation (ERD):

In this ERD **Lecturer** has only one **Certificate**, this type of relation called the one-to-one relation.



**Figure (23.3) illustrates the Lecturer and Certificate Entities ERD**

### 3.3.3. Determining The Primary Key:

An essential fact is that a relational database table section (or blending for columns) designated with particular recognizing at table records. An essential key's primary Characteristics are:.

- it must be a unique value to every raw of information.
- it can't hold null values. Here the primary key for each entity used to develop our model:

<b>Entity</b>	<b>Key</b>
Certificate	Cer_No
Department	Dept_No
Head	Head_No
HeadQuestion	HQ_No
Lecturer	Lect_No
Lecturer Question	LQ_No
Peer	Peer+No
Peer Question	PQ_No
Student	Stu_No
Student Question	SQ_No

**Table (9.3) illustrates The primary Keys Of Entity**

### **3.4. Physical Database Model:**

Throughout logical database demonstrating. Every last one of the data assembled is changed over under social models Furthermore business models.

Throughout physical modeling, objects are defined at A level known as a schema level.A schema is an aggregation for objects which identity with one another for a database.

Tables and columns would be made by the majority of the data given Throughout logical modeling. Primary keys, unique keys, and foreign keys are defined to provide constraints. Physical database modeling relies upon the software officially and constantly utilized in the organization. It will be software particular. Physical modeling includes:.



**Admin Entity Table:**

<b>NO</b>	<b>DESCRIPTION</b>	<b>CODE</b>	<b>TYPE</b>	<b>LENGHT</b>
1	Admin Name	Adm_name	char	20
2	Admin password	Adm_pass	int	20
3	Permetion	Adm_per	int	20

**Table (10.3) The Admin Entity**

**Certificate Entity Table :**

<b>NO</b>	<b>DESCRIPTION</b>	<b>CODE</b>	<b>TYPE</b>	<b>LENGHT</b>
1	Certificate no	Cer_no	char	20
2	Certificate name	Cer_name	varchar	50
3	Certificate date	Cer_date	char	10

**Table (11.3) The Certificate Entity**

**Department Entity Table :**

<b>NO</b>	<b>DESCRIPTION</b>	<b>CODE</b>	<b>TYPE</b>	<b>LENGHT</b>
1	Department no	dept_no	int	10
2	Department name	dept_name	varchar	50

**Table (12.3) The Department Entity**

**Head of Department Entity Table :**

<b>NO</b>	<b>DESCRIPTION</b>	<b>CODE</b>	<b>TYPE</b>	<b>LENGHT</b>
1	Head no	Head_no	int	10
2	Head name	Head_name	varchar	50
3	Head certificate	Head_cert	int	20
4	Head department	Head_dept	int	10
5	Head year	Head_year	char	20
6	Head evolution	Head+evl	int	10

**Table (13.3) The Head of Department Entity**

**Lecturer Entity Table :**

<b>NO</b>	<b>DESCRIPTION</b>	<b>CODE</b>	<b>TYPE</b>	<b>LENGHT</b>
1	lecturer no	lec_no	int	10
2	lecturer name	lec_name	mvarchar	50
3	lecturer certificate	lec_cert	int	20
4	lecturer department	lec_dept	int	10
5	lecturer year	lec_year	char	20
6	lecturer evolution	Lec_evl	int	10

**Table (14.3) The Lecturer Entity**

**Peer Entity Table :**

<b>NO</b>	<b>DESCRIPTION</b>	<b>CODE</b>	<b>TYPE</b>	<b>LENGHT</b>
1	peer no	P_no	int	10
2	peer name	lec_name	varchar	50
3	peer certificate	P_cert	int	20
4	peer department	P_dept	int	10
5	peer year	P_year	char	20
6	peer evolution	P_evl	int	10

**Table No (15.3) The Peer Entity**

**Student Entity Table :**

<b>NO</b>	<b>DESCRIPTION</b>	<b>CODE</b>	<b>TYPE</b>	<b>LENGHT</b>
1	Student no	stu_no	int	10
2	Student name	stu_name	mvarchar	50
3	Student certificate	stu_cert	int	20
4	Student department	stu_dept	int	10
5	Student year	stu_year	char	20
6	Student evolution	stu_evl	int	10

**Table (16.3) The Student Entity**

### 3.5. Relationship Design of the System Entities :

After designing a physical database and create a table using the SQL Server database management system. The next step to complete the design phase is the connection between the tables as the relational database we used. This process by using SQL Server database management. The figure below illustrates the relationship diagram between all entities of the system:

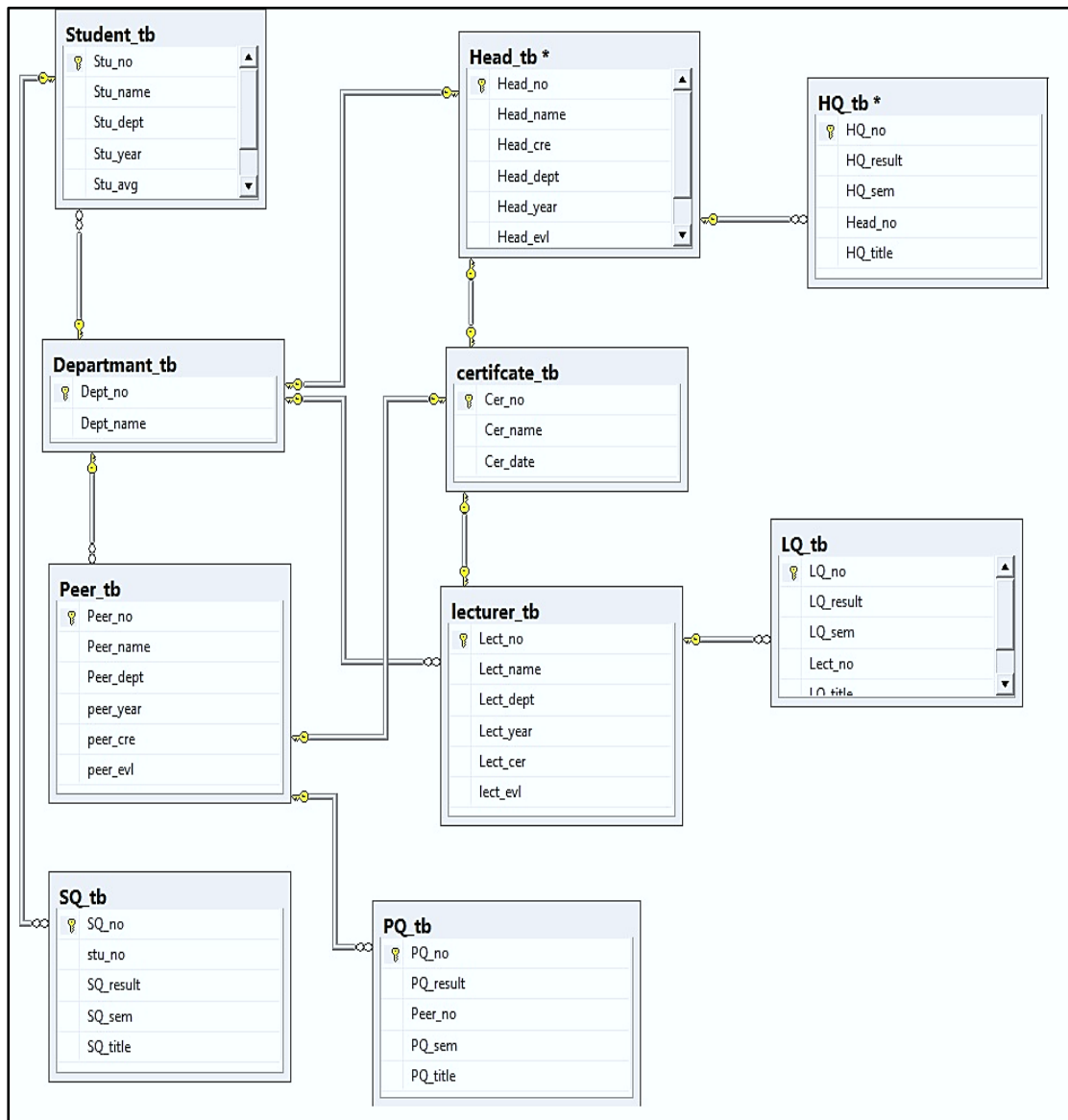


Figure ( 24.3 ) Illustrate The Relationship Bettwen Entities

### **3.6. Implementation Phase Of The System Model :**

In which the programming language used by which all the commands and functions that are created in the design phase is converted into an executive image as well as the selection of the appropriate databases and the following:

1. Language (VB.STDIO) for the operating environment to write the source program.
2. Using the SQL Server database management system.

The Attachment No(2) illustrates all the different screens designed using VB.STUDIO for Online Performance Appraisal System Model.

### **3.7. Test Phase Of The System Model :**

It is a stage passed by the system to ensure that the required results are given to the system. This stage ensures that the system gives the correct outputs to the functions in which it works and also responds well to the requirements of the user with a minimum of errors, especially logical errors and this is only by one of the conventional methods of testing.

The researcher tested the parts of the system to make sure that they are free of errors and the extent of achieving the functions required in terms of programming (code), and then test the system by the data is not genuine and found some errors such as the introduction of different data for the fields in size or type or the possibility of storage of data without the data entered Complete and the error has been overcome and corrected to obtain the desired results.

## CHAPTER FOUR

### 4. TEST RELIABILITY AND STABILITY INSTRUMENT OF STUDY

#### 4.1. Reliability Of Study Tool :

The Referees' confidence: The presentation of the preliminary data collection tool to a group of Referees specialized in the subject matter of the study in particular and the methods of research in general, in order to express their opinion on performance in many aspects including: form, formulation, arrangement, safety of items or questions, Measure(Madeht Abonaser,2004).

The researcher used in the questionnaire of Reliability and Stability studies the deliberately intended test rather than a random test. So that the selection of research tests must be under the condition. the official and part-time staff for questioner in the faculty must have a background or experience in the process of evaluating performance, which means that the staff of the teaching has been assigned to him a department or a unit and he/she used a performance appraisal procedure in previous, to get more accurate results for questionnaire reliability and stability study.

The researcher prepared the initial questions for the study questionnaire after reviewing many scientific references and the previous studies in the field of the subject of the present study. After the discussion of the supervisor, some modifications were made to him and the initial picture of the questionnaire was completed. Of the arbitrators whose names are shown in Appendix (1) to ascertain the appropriateness of the questionnaire questions for the study society. The questions measure what has been measured and answer the questions of the study axes. The arbitrators were invited to a number of observations and suggestions which were taken into account and the final picture of the questionnaire described in Attachment No(1) was reached.

Stability of the study instrument: The data collection tool is consistent in the meaning that the data collection instrument gives the same results if it is used or returned again under the same situation. In order to measure the stability of the questionnaire., the researcher used the equation (Alpha Kronbach), and this test measures the degree of consistency of the answers of the questioner to all the questions in the scale, and to the extent to which each question measures the same concept, and the value of (Cronbach Alpha) coefficient between (0, 1) shows the correlation between\_the answers of the vocabulary of the test of the study when the value of the coefficient Kronbach alpha zero, appear that there is no complete correlation between the answers of the vocabulary of the test of the study, but if the value of (Kronbach alpha) one true, this indicates that there is a correlation between answers The vocabulary of the study test, is known to be the smallest value When the value of the coefficient of stability (alpha coefficient) for the questions of the questionnaire (0.741) was obtained, this ratio is acceptable and is sufficient indicator.

The method is used by the researcher is to divide the questions into two sections, single and individual. The relationship or correlation between the scores of these two sections is calculated and the result (0.518) is shown. This value is suitable for checking the stability of the scale.

We conclude from this that the instrument of measurement is honest in measuring what has been measured and is highly stable, which qualifies it to be a highly reliable measuring instrument that can be applied and used for the purpose for which it is designed.

#### **4.2. Encoding The Study Data:**

After gathering the questionnaire forms, the analyst utilized that numeric method in coding those data, since it corresponds to the terms under the principle variable of the questionnaire. The list has the following options according to the five-digit scale: (Strongly Agree - I Agree - I Do not Know - Disagree - Strongly Disagree) (4) Four grades, I do not know (3) Three grades, I disagree (2) Two grades, I strongly disagree (1) One degree.

The arithmetic mean is equal to (3) as  $(1 + 2 + 3 + 4 + 5) / 5 = (3)$ . Therefore, the arithmetic averages of value less than (2) reflect a low degree of approval, (3) represent a sub-average approval score, and the arithmetic averages of less than or equal to (4) and greater than (3) express above-average approval, and arithmetic averages greater than 4 and less or equal to (5) High approval level.

#### **4.3. Statistical Methods Used in the Study :**

Should accomplish those destinations Also hypotheses of the investigation Also examination of the grade information gathered from the test vocabulary chosen from the study society, huge numbers suitable statistical methods were utilized dependent upon the utilization from statistical packages for social sciences "Statistical Package for Social Sciences, which is abbreviated as SPSS version 20. The following is a set of statistical methods used by the researcher:

##### **Alpha Kronbach Test :**

The Kronbach test is one of the most important statistical tests to analyze the questionnaire data. This test shows the stability of the responses of the test items to the questionnaire. It is found using the following equation (Mahmod Almhdi Albiati,2005):

$$\alpha = \left( \frac{N}{N - 1} \right) \left( 1 - \frac{\sum \sigma_q^2}{\sigma_t^2} \right)$$

Stability coefficient =  $\alpha$

Number of questions in the questionnaire = N

Question variation =  $\sigma_q^2$

Variance of all questions =  $\sigma_t^2$

##### **The Arithmetic Average :**

The "arithmetic average" is the sum of the number of values, a measure of central tendency, used to estimate the parameters of a society, or to test statistical hypotheses.



The arithmetic mean is created by the following equation:

$$\bar{x} = \frac{\sum_i^n xi}{n}$$

### **Standard Deviation**

The standard deviation of a set of observations is the "positive square root of the sum of squares of deviations of values from the arithmetic mean divided by (n - 1)", one of the dispersion parameters. It is used to determine the approximation or spacing of a test vocabulary around a given option, next: ( )

$$S = \sqrt{\frac{\sum_{i=1}^n f(Xi - \bar{x})^2}{n - 1}}$$

Arithmetic mean= $\bar{x}$

Values given = $xi$ .

The frequency for each given value= $f$

Number of values= $n$

:

### **Test t:**

The value (t) is found by the following equation

$$t = \frac{\bar{x} - \mu_0}{s / \sqrt{n}}$$

The t-test is used to test the null hypothesis that the average of the two groups is equal in comparison with the alternative hypothesis that the two mean averages are not equal. The value of the t-test calculated with the tabular value t is compared with a certain degree of freedom and moral level. The t value of t-table rejects the null hypothesis, but if the value of the t-test calculated less than the t-value of t-table, the null hypothesis is accepted.

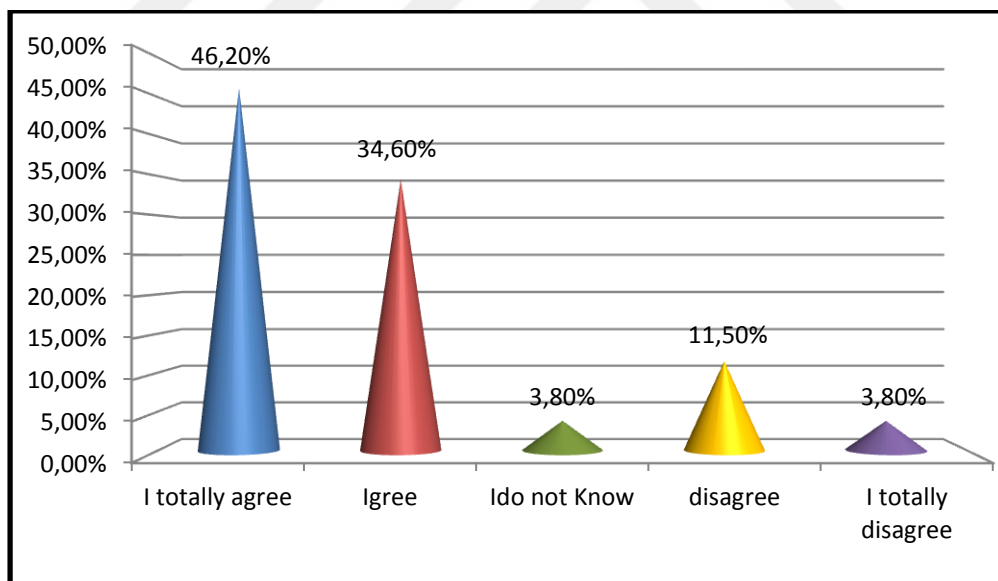
#### 4.4. Data Analysis Of Study :

**Question1:** Do you think that the process of using the computer to evaluate the performance of faculty members in the faculty has an impact on the work of human resources faculty?

I totally agree		agree		I do not know		disagree		I totally disagree		Average	Standard Deviation	95 CI		t-Test	Moral level
sum	%	sum	%	sum	%	sum	%	sum	%			Min	Max		
12	46.2	09	34.6	01	3.8	03	11.5	1	3.8	4.077	1.164	3.61	4.55	17.866	000

**Table (1.4) Shows The Test Result Of Question 1 Of Questioner**

CI= %95 confidence interval for the average society



**Figure (1.4) Illustrate Analysis Chart Of Question 1 Of Questioner**

The table above shows the answers of the test of the study, test on the effect of using the computer to evaluate the performance of faculty members in the faculty in the work of human resources in the faculty. The table shows that the answer rate is high in the category (strongly agree), 46.2% (34.6%). The average responses of the test items

were (4.077) with a standard deviation (1.164) and (95%) confidence intervals to answer this question in the study population ranged between (3.61 - 4.55).

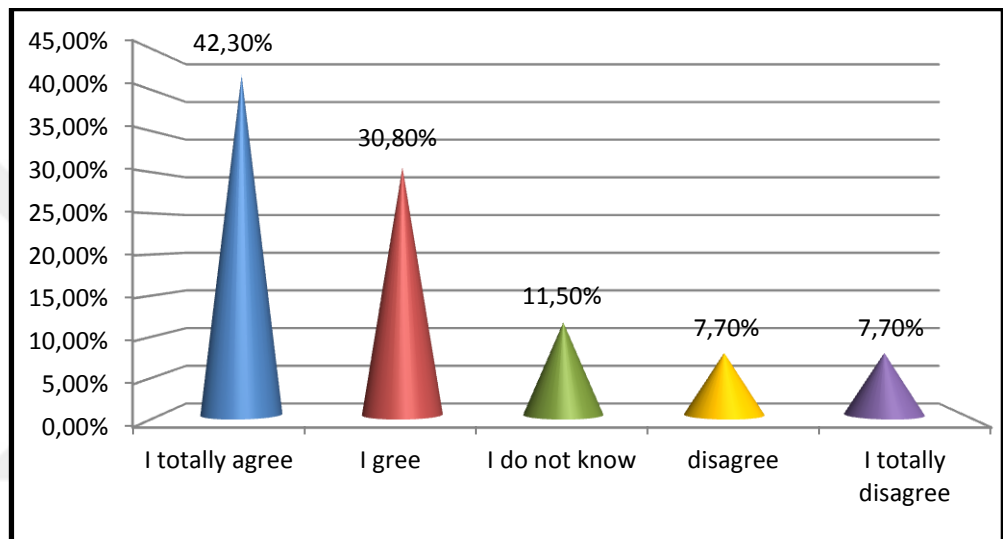
Since the calculated value of  $t$  is 17,866, which is higher than the  $t$  value of the table at a significant level (5%) and the equivalent of (1.706). The level of the observed significance is 0.000, which is less than 5% Which point out that the average answer in the study society on this question is higher than 3 (the mean average) (above average), point out that the majority of the study society suppose that there is an effect of the use of computer to evaluate the performance of faculty members staff in the job of resources Humanity in faculty..



**Question2:** Do You think it is best for the faculty to use the online evaluation model in the performance evaluation process within the faculty?

I totally agree		agree		I do not know		disagree		I totally disagree		Average	Standard Deviation	95 CI		t-Test	Moral level
sum	%	sum	%	sum	%	sum	%	sum	%			Min	Max		
11	42.3	08	30.8	03	11.5	02	7.7	02	7.7	3.923	1.262	3.41	4.43	15.845	000

**Table (2.4) Shows The Test Result Of Question 2 Of Questioner**



**Figure (2.4) Illustrate Analysis Chart Of Question 2 Of Questioner**

The table above shows the answers to the test of the study test on the feasibility of using the online evaluation model in the performance evaluation procedure within the faculty. The table shows that the answer rate is high in the (strongly agree) and equal (42.3%), 30.8%). The average answers of the test items were (3.923) with a standard deviation (1.262) and (95%) confidence interval for answering this question in the study population ranged between (3.41 - 4.43).

Since the rate of (t) calculated is equal to (15.845), which is higher than the value of (t) the table at a significant level (5%) and equal (1.706), and the level of the moral viewer is equal to (0.000), less than (5%) Which point out that the average response in the study society on this question is higher than 3 (the virtual average) (above

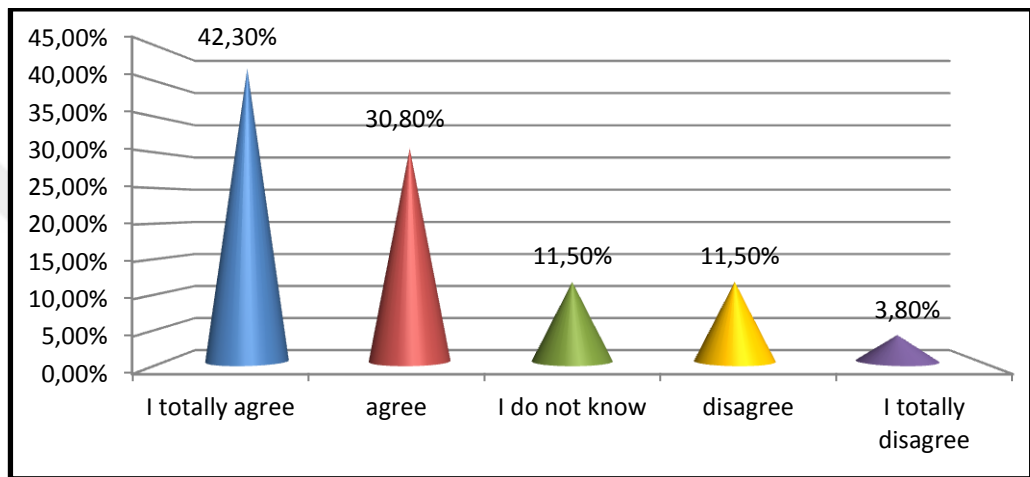
average), point out that the majority of the study society suppose that the faculty best use of the online evaluation model in the evaluation of performance within the faculty.



**Question3:** Do you think it would be more useful to use the online evaluation model to evaluate the performance of faculty members?

I totally agree		agree		I do not know		disagree		I totally disagree		Average	Standard Deviation	95 CI		t Test	Moral level
sum	%	sum	%	sum	%	sum	%	sum	%			Min	Max		
11	42.3	08	30.8	03	11.5	03	11.5	01	3.8	3.962	1.183	3.48	4.44	17.081	000

**Table (3.4) Shows the Test Result Of Question 3 Of Questioner**



**Figure (3.4) Illustrate Analysis Chart Of Question 3 Of Questioner**

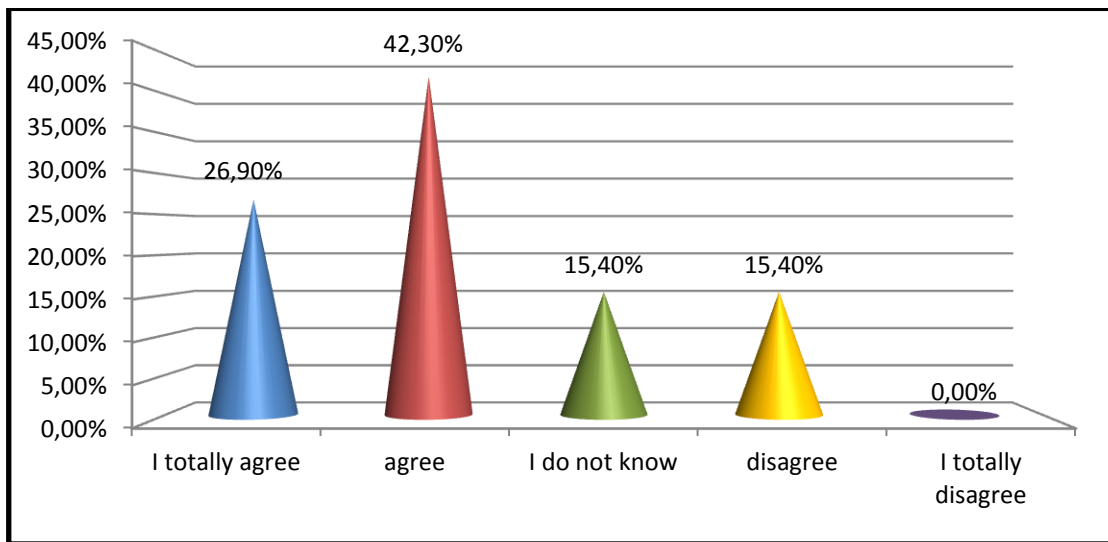
The table above shows the answers to the test of the study, test on the feasibility of using the online evaluation model to evaluate the performance of faculty members. The table shows that the answer rate is high in the (strongly agree), 42.3%, and (I agree) 30.8%), and that the average answers of the test items were (3.962) with a standard deviation (1.183) and that 95% confidence interval for answering this question in the study population ranged between (3.48 - 4.44).

Since the value of (t) is calculated to be 17.081, which is greater than the value of t (tabular) at a significant level (5%) and equal to (1.706), and the level of morale is 0.000, less than 5% Which point out that the average answer in the study society on this question is higher than 3 (the mean average) (above average), point out that most of the study society suppose that it is more useful to use the online evaluation model to evaluate the performance of faculty members staff.

**Question 4:** Do you think it would be more useful to use the online evaluation model as a human resources specialist?

I totally agree		agree		I do not know		disagree		I totally disagree		Average	Standard Deviation	95 CI		t-Test	Moral level
sum	%	sum	%	sum	%	sum	%	sum	%			Min	Max		
07	26.9	11	42.3	04	15.4	04	15.4	00	00	3.808	1.021	3.40	4.22	19.024	000

**Table (4.4) Shows the Test Result Of Question 4 Of Questioner**



**Figure (4.4) Illustrate Analysis Chart Of Question 4 Of Questioner**

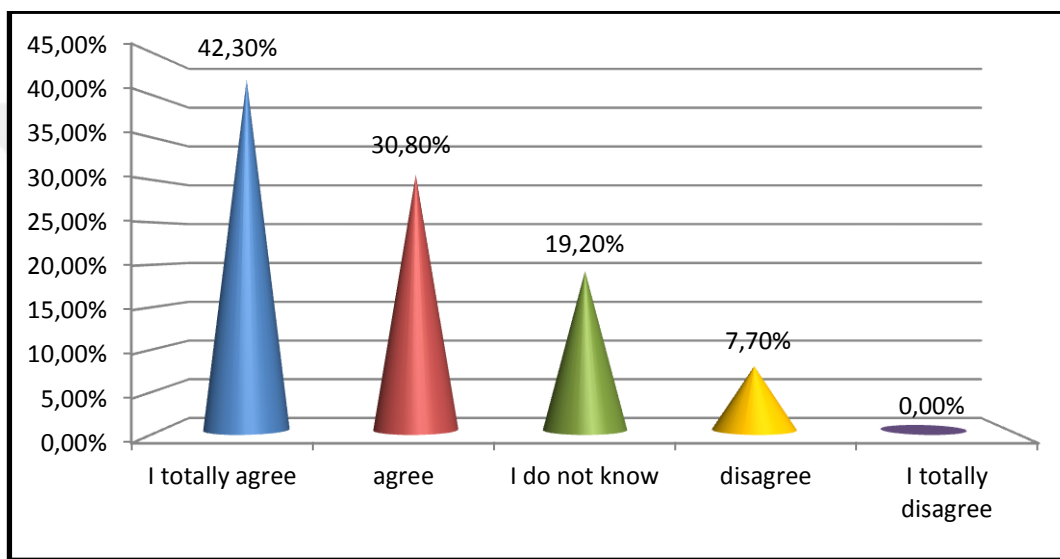
The table shows that the answer rate is high in the category (I agree) and equal (42.3%), and (strongly agree) with 26.9% , And that the mean answers of the test items were (3.808) with a standard deviation (1.021) and that 95% confidence intervals for answering this question in the study society ranged between (3.40 - 4.22).

The calculated value of t is 19.024, which is higher than the t rate of the t-table at a significant level of 5% and the equivalent of 1.706. The observed level of morale is 0.000, which is less than 5% Which indicates that the average answer in the study society on this question is higher than the average (above average) 3, indicating that most of the study society believes that it is more useful to use the online evaluation model as a human resources specialist.

**Question5:** Do you think that using the online evaluation form facilitates access to information for human resources within the faculty?

I totally agree		agree		I do not know		disagree		I totally disagree		Average	Standard Deviation	95 CI		t-Test	Moral level
sum	%	sum	%	sum	%	sum	%	sum	%			Min	Max		
11	42.3	08	30.8	05	19.2	02	7.7	00	00.0	4.077	0.977	3.68	4.47	21.285	000

**Table (5.4) Shows the Result Test Of Question 5 Of Questioner**



**Figure (5.4) Illustrate Analysis Chart Of Question 5 Of Questioner**

The table above shows the answers to the test of the study test on (Facilitating the access of information to the human resources within the faculty using the online evaluation model). The table shows that the answer rate is high in (strongly agree) and equal (42.3%), 30.8%). The average of the test items were (4.077) with a standard deviation (0.977) and 95% confidence interval for this question in the study population ranged from 3.68 to 4.47.

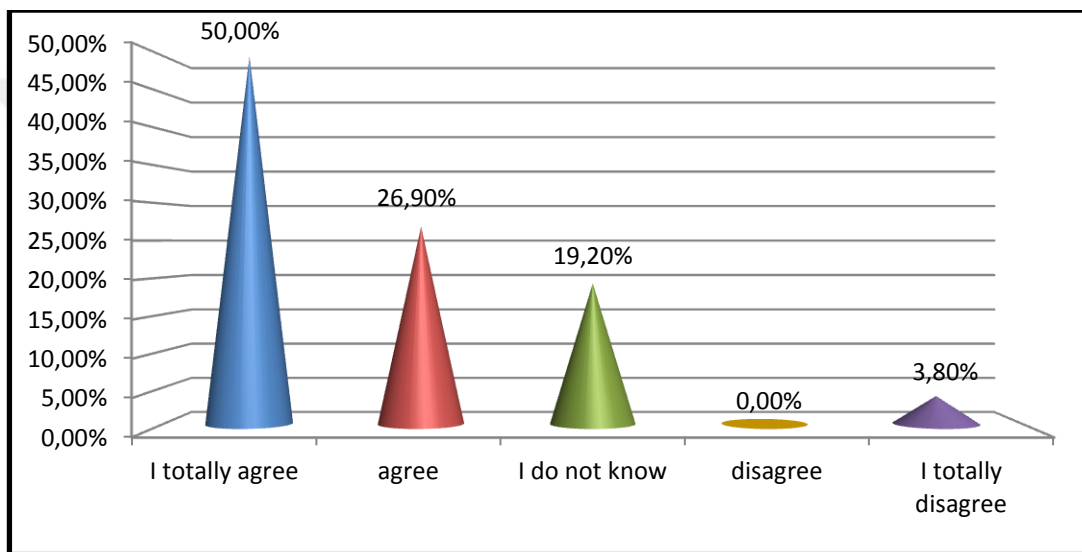
Since the calculated value of t is 21,285, it is higher than the t value of the table at a significant level (5%) and the equivalent of (1.706). The level of the observed significance is 0.000, which is less than 5% Indicating that the average answer in the study society on this question is higher than 3 (above average), point out that most of the study society suppose that the use of the online evaluation model facilitates access to information for human resources within the faculty.



**Question6:** Do you think that the use of the online HR assessment form enables easy handling and processing of information?

I totally agree		agree		I do not know		disagree		I totally disagree		Average	Standard Deviation	%95 conf inter avg comm		t-Test	Moral level
sum	%	sum	%	sum	%	sum	%	sum	%			Min	Max		
13	50.0	07	26.9	05	19.2	00	00.0	01	03.8	3.8	4.192	3.78	4.60	20.946	000

**Table (6.4) Shows the Result Test Of Question 6 Of Questioner**



**Figure (6.4) Illustrate Analysis Chart Of Question 6 Of Questioner**

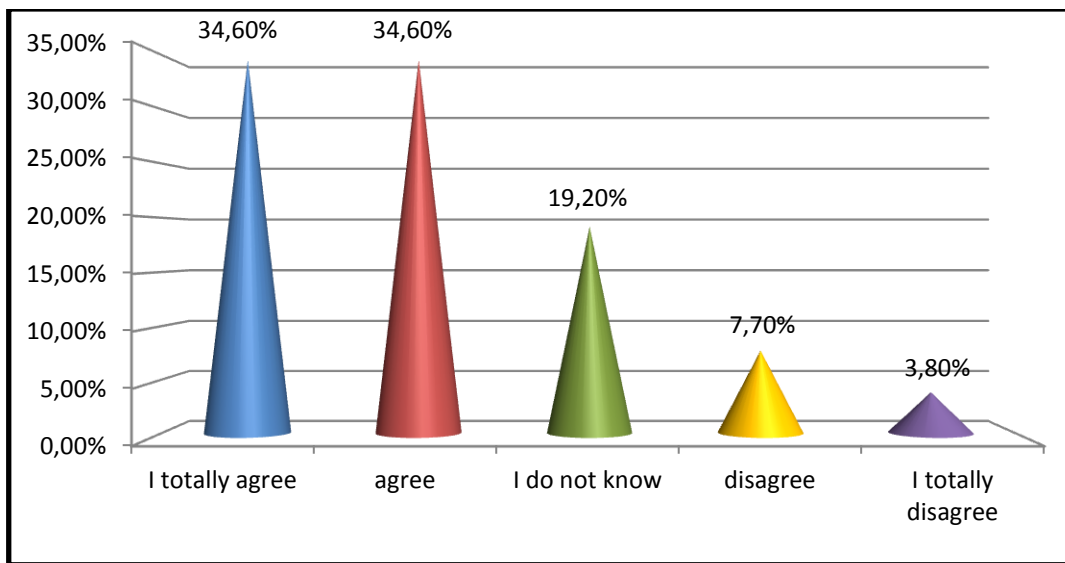
The table shows that the answer rate is high in the category (strongly agree), 50.0%, and (I agree) (26.9%). The average answers of the test items were (4.192) with a standard deviation (1.021) and (95%) confidence interval for answering this question in the study population ranged between (3.78 - 4.60).

The calculated value of t is equal to 20.946, which is greater than the value of t (tabular) at a significant level (5%) and equal to (1.706). Also, the observed level of morale is 0.000, less than 5% Which point out that the average answer in the study society on this question is higher than 3 (the mean average) (above average), point out that the most of the study society suppose that the use of the online evaluation model in human resources enables easy handling and processing of information .

**Question7:** Do you think that using the online HR assessment model contributes more to the HR role in the faculty?

I totally agree		agree		I do not know		disagree		I totally disagree		Average	Standard Deviation	%95 conf inter avg comm		t-Test	Moral level
sum	%	sum	%	sum	%	sum	%	sum	%			Min	Max		
09	34.6	09	34.6	05	19.2	7.7	02.0	01	3.8	3.885	1.107	3.44	4.33	17.888	000

**Table (7.4) Shows the Result Test Of Question 7 Of Questioner**



**Figure (7.4) Illustrate Analysis Chart Of Question 7 Of Questioner**

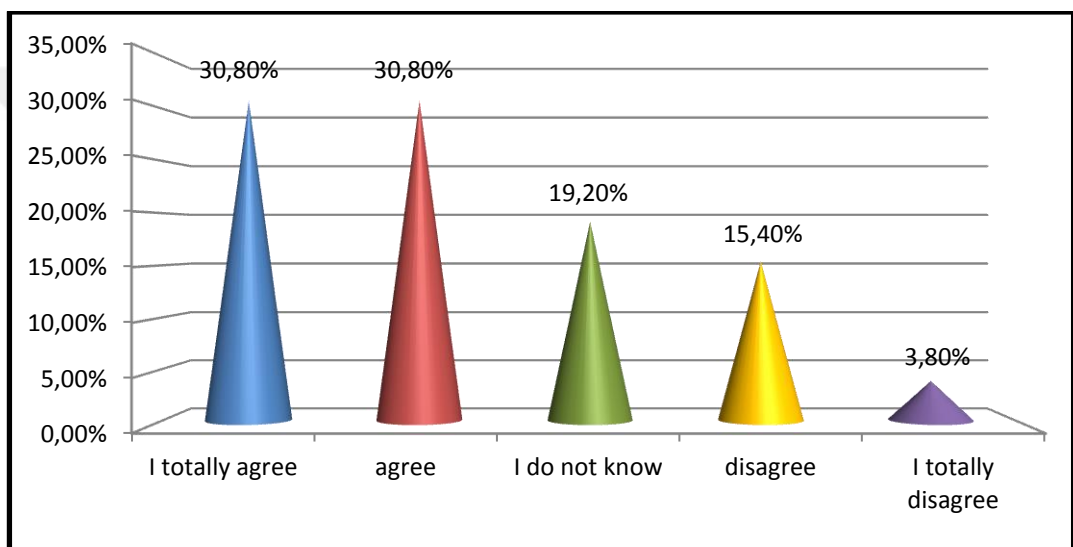
The table shows that the answer rate is high in the category (strongly agree) and equal (34.6%), and the category (I agree) by (34.6%). , And that the answers of the test items were (3.885) with a standard deviation (1.107), and that 95% confidence interval for answering this question in the study population ranged between (3.44 - 4.33).

Since the calculated value of t is 17,888, it is higher than the value of t (tabular) at a significant level (5%) and is equal to (1.706). The level of the observed significance is 0.000, which is less than 5% point out that the average answer in the study society on this question is higher than the average (above average) 3, point out that the majority of the study society believes that the use of the online evaluation model in human resources contributes more to the role of human resources In the faculty.

**Question8:** Do you think that using the online evaluation model allowed for more strategic human resources management and took place in the decision-making process within the faculty?

I totally agree		agree		I do not know		disagree		I totally disagree		Average	Standard Deviation	%95 conf inter avg comm		t-Test	Moral level
sum	%	sum	%	sum	%	sum	%	sum	%			Min	Max		
08	30.8	08	30.8	05	19.2	04	15.4	01	3.8	3.692	1.192	3.21	4.17	15.791	0.000

**Table (8.4) Shows the Result Test Of Question 8 Of Questioner**



**Figure (8.4) Illustrate Analysis Chart Of Question 8` Of Questioner**

The table above shows the answers to the test of the study test on (allowing the use of the evaluation model over the Internet to manage human resources more strategically and took place in the decision-making process within the faculty). The table shows that the answers rate is high in the category (strongly agree) and equal (30.8 %, And (30.8%). The average answers of the test items are (3.692) with a standard deviation (1.192) and 95% confidence interval for answering this question in the study population is between (3.21 - 4.17).

Since the calculated value of t is 15,791, which is higher than the t value of the table at a significant level (5%) and equal to (1.706). The observed level of morale is 0.000, which is less than 5% point out that the average answers in the study society on this

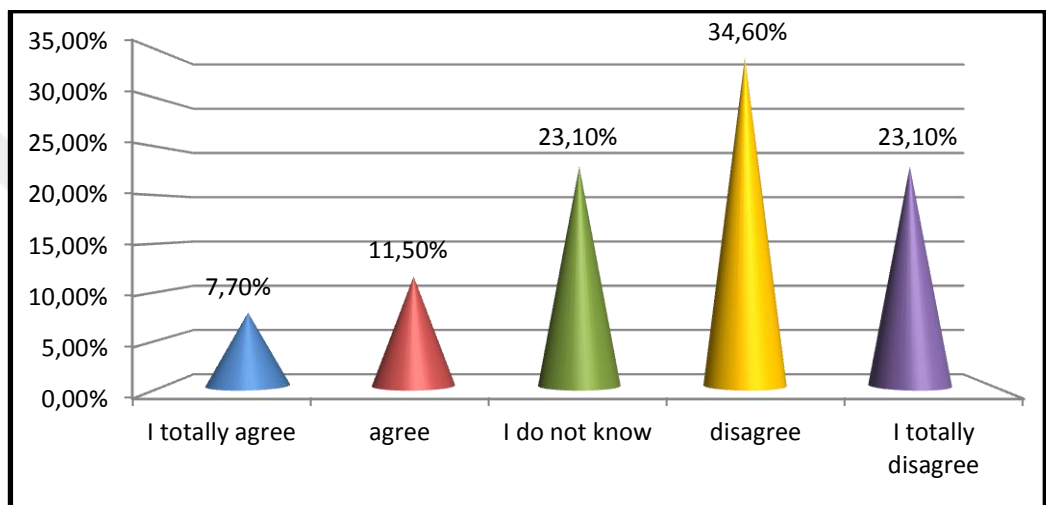
question is higher than 3 (above average), point out that most of the study society suppose that the use of the online evaluation model allowed for more strategic human resources management and take place in the decision-making process within the faculty.



**Question9:** Do you think that using the online evaluation model could corrupt human resources management?

I totally agree		agree		I do not know		disagree		I totally disagree		Average	Standard Deviation	%95 conf inter avg comm		t Test	Moral level
sum	%	sum	%	sum	%	sum	%	sum	%			Min	Max		
02	7.7	03	11.5	06	23.1	09	34.6	06	23.1	2.462	1.208	1.97	2.95	10.393	0.000

**Table (9.4) Shows the Result Test Of Question 9 Of Questioner**



**Figure (9.4) Illustrate Analysis Chart Of Question 9 Of Questioner**

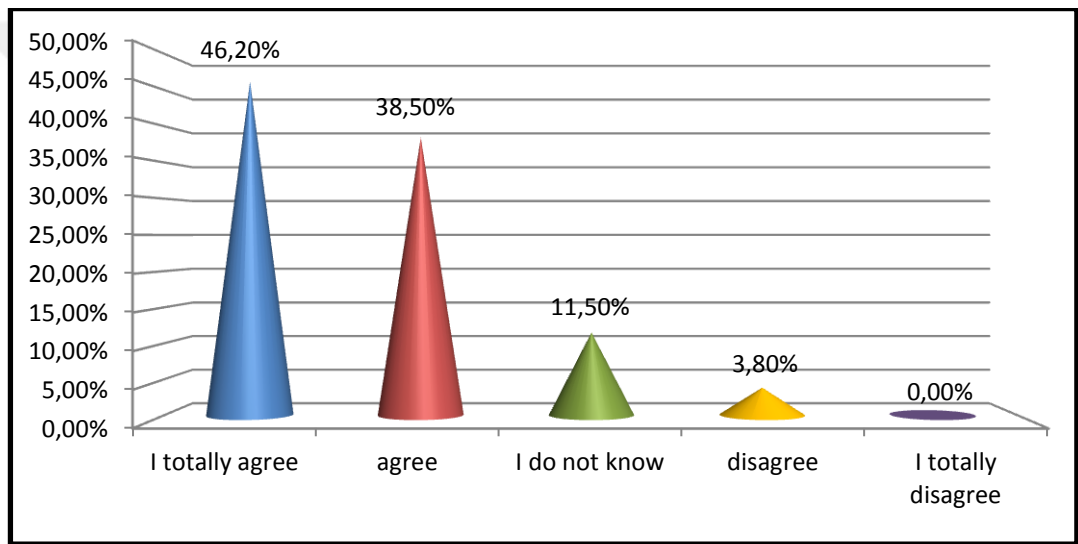
The above table shows the answer to the test of the study on the corrupt use of the online evaluation model for human resources management". The table shows that the answer rate is high in the "disagree" category and 34.6% ) And that the average number of answers to the test is 2.462 with a standard deviation (1.208) and 95% confidence interval for this question in the study population between 1.97 and 2.95.

Since the value of (t) calculated is equal to (10.393), which is greater than the value of t (tabular) at the level of significance (5%) and equal (1.706), and the level of the moral viewer is equal to (0.000), less than (5%) Indicating that the average answers in the study society on this question is less than 3 (below the average), point out that most of the study society ensure that the use of the online evaluation model does not corrupt human resources management.

**Question10:** Do you think that using the online evaluation model is able to get HR operations in a short time?

I totally agree		agree		I do not know		disagree		I totally disagree		Average	Standard Deviation	%95 conf inter avg comm		t.Test	Moral level
sum	%	sum	%	sum	%	sum	%	sum	%			Min	Max		
12	46.2	10	38.5	03	11.5	01	3.8	00	00.0	4.269	0.827	3.94	4.60	26.310	000

**Table (10.4) Shows the Result Test Of Question 10 Of Questioner**



**Figure (10.4) Illustrate Analysis Chart Of Question 10 Of Questioner**

The above table shows the answers to the test of the study test on (the ability to use the online evaluation model to obtain human resource operations in a short time). The table shows that the response rate is high in (strongly agree), (46.2%), (38.5%). The average responses of the test items were (4.269) with a standard deviation (0.827) and (95%) confidence intervals for answering this question in the study population ranged between (3.94 - 4.60).

Since the calculated value of t is 26,310, which is higher than the t value of the table at a significant level (5%) and the equivalent of (1.706). The level of the observed significance is 0.000, which is less than 5% Which point out that the average answer in the study society on this question is greater than 3 (the mean average) (above

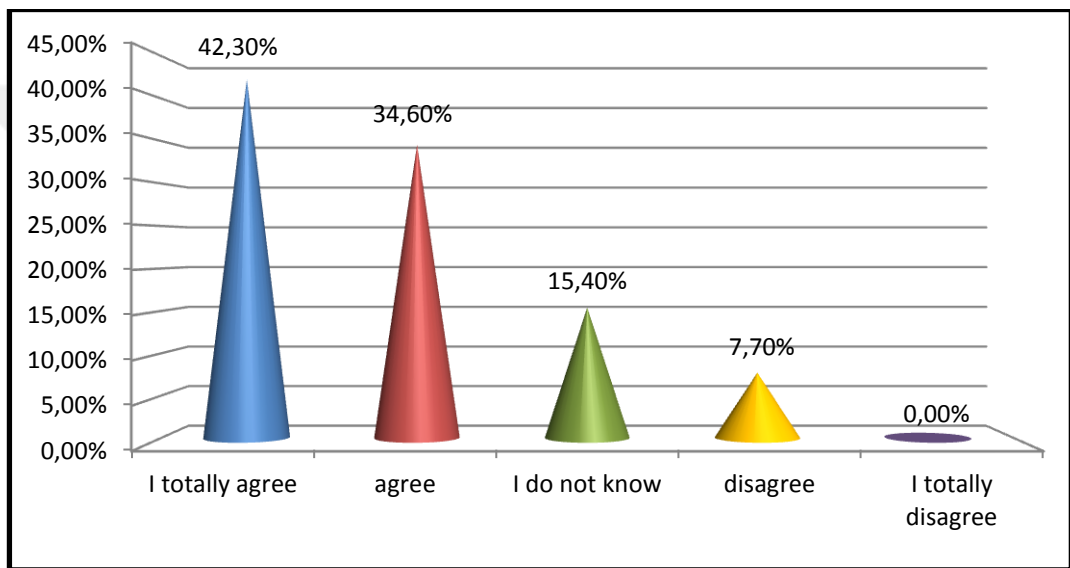
average), indicating that most of the study society suppose that the use of the online evaluation model is able to obtain human resource operations at the time Short.



**Question11:** Do you think that using the online evaluation model within the faculty has a long-term investment?

I totally agree		agree		I do not know		disagree		I totally disagree		Average	Standard Deviation	%95 conf inter avg comm		t-Test	Moral level
sum	%	sum	%	sum	%	sum	%	sum	%			Min	Max		
11	42.3	09	34.6	04	15.4	02	7.7	00	00.0	4.115	0.952	3.73	4.50	22.044	0.000

**Table (11.4) Shows the Result Test Of Question 11Of Questioner**



**Figure (11.4) Illustrate Analysis Chart Of Question 11 Of Questioner**

The table shows that the response rate is high in the category (strongly agree) and equal (42.3%), and the category (I agree) by 34.6% , And that the average answers of the test items were (4.115) with a standard deviation (0.952) and that 95% confidence interval for answering this question in the study population ranged from 3.73 to 4.50.

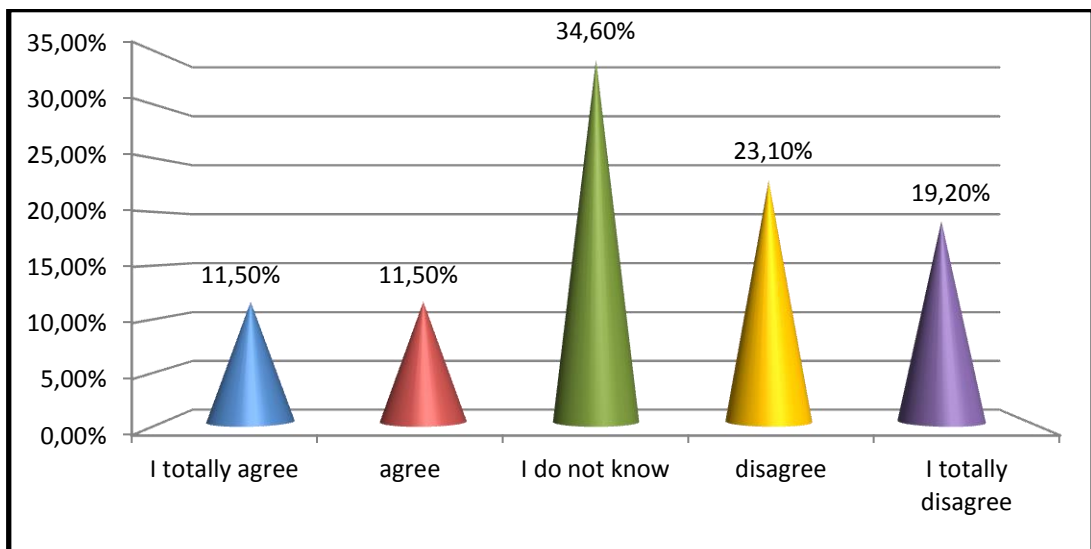
The calculated value of t is 22.044, which is greater than the value of t (tabular) at a significant level (5%) and the equivalent of (1.706). The level of the observed significance is 0.000, which is less than 5% Which point out that the average answer in the study society on this question is greater than 3 (above average), point out that the most of the study society suppose that using the online evaluation model within the faculty has long-term investment.



**Question12:** Do you think that using the online evaluation form within the faculty is ineffective and ineffective?

I totally agree		agree		I do not know		disagree		I totally disagree		Average	Standard Deviation	%95 conf inter avg comm		t-Test	Moral level
sum	%	sum	%	sum	%	sum	%	sum	%			Min	Max		
03	11.5	03	11.5	09	34.9	06	23.1	05	19.2	2.731	1.251	2.23	3.24	11.132	0.000

**Table (12.4) Shows the Result Test Of Question 12 Of Questioner**



**Figure (12.4) Illustrate Analysis Chart Of Question 11 Of Questioner**

The table shows that the answer rate is high in the category (I do not know), 34.6%, and 23.1% ), And that the average responses of the test items were (2.731) with a standard deviation (1.251), and that 95% confidence interval for answering this question in the study population ranged from 2.23 to 3.24.

Since the value of t is calculated at (11.132), which is higher than the value of (t) in the table at a significant level (5%) and equal to (1.706) Which point out that the average answer in the study society on this question is less than 3 (the mean), point out that most of the study society believes that the use of the online evaluation model within the faculty is effective and effective.

The overall average (using the online evaluation model to overcome the problem of evaluating the traditional performance of faculty members)

Table (13-4) shows the test of the study on the use of the online evaluation model to overcome the problem of evaluating the traditional performance of faculty members

Average	Standard Deviation	%95 CI		t Test	Moral level
		Min	Max		
3.76603	0.56274	3.5387	3.9933	34.124	0.000

**Table (13.4) Shows The End Results Of Questioner Study**

The table shows the average mean of the terms of the axis (using the online evaluation model to overcome the problem of evaluating the traditional performance of faculty members). The table shows that the average responses of the test of the study test (3.76603) with standard deviation (0.56274) Confidence interval for mean responses in the study population ranged between (3.5387 - 3.9933).

Since the value of (t) calculated is 34.124, which is greater than the value of t (tabular) at a significant level (5%) and equal to (1.706), and the level of moral significance is equal to (0.000) Which indicates that the average response in the study society on this axis is greater than 3 (the mean average) (above average), point out that the majority of the study society confirm that the use of the online evaluation model has the ability to overcome the problem of traditional performance evaluation For faculty members.

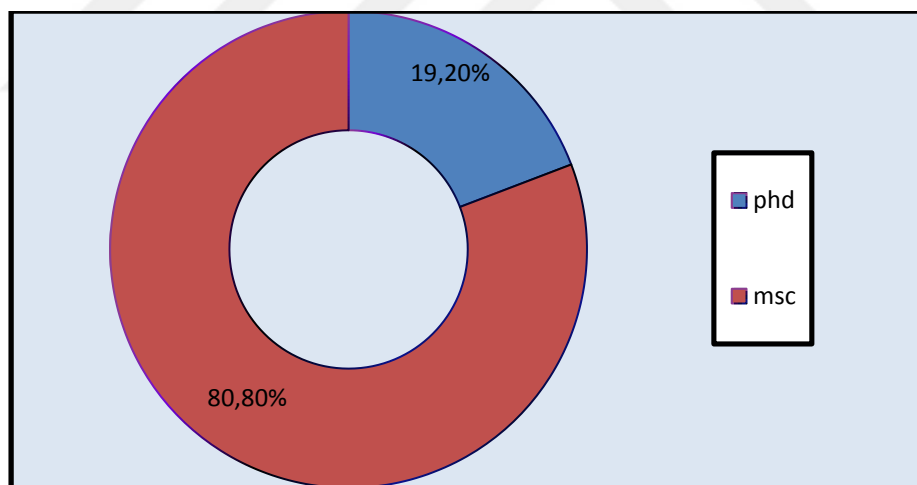
#### 4.5. Functional Data Analysis :

##### 4.5.1. Scientific Certificate Degree Test:

The table below consist of frequency and relative distribution of the test of the study according to the scientific certificate.

Qualification	Frequency	%
PhD	5	19.2%
MSc	21	80.8%
Total	26	100%

**Table (14.4) Frequency and Percentage According To The Scientific Certificate Degree**



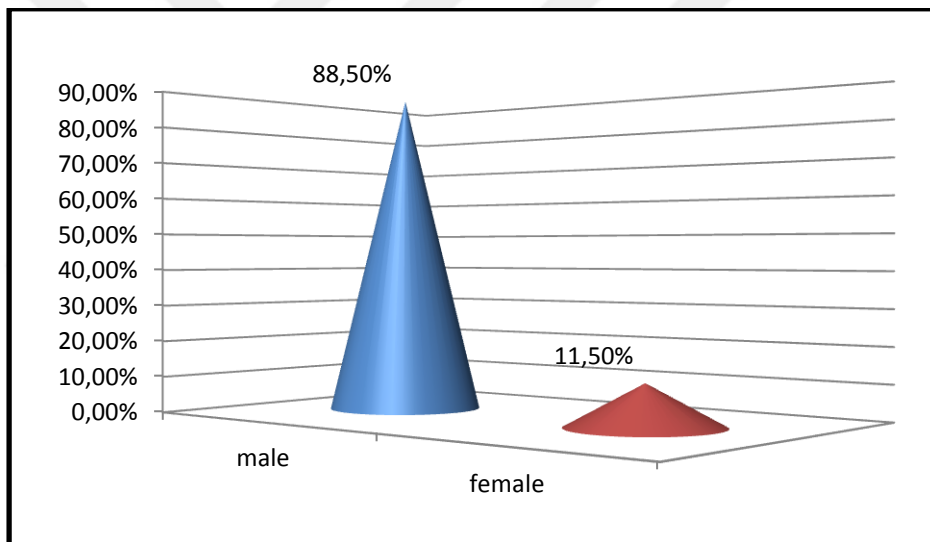
**Figure (13.4) Percentage Chart Of Frequency According To The Scientific Certificate Degree**

#### 4.5.2. Gender Test:

The table below consists of Frequency and relative distribution of the test of the study test by sex.

Gender	Frequency	%
male	23	%88.5
female	3	%11.5
<b>Total</b>	26	%100.0

**Table (15.4) Frequency and Percentage According To The Gender Test**



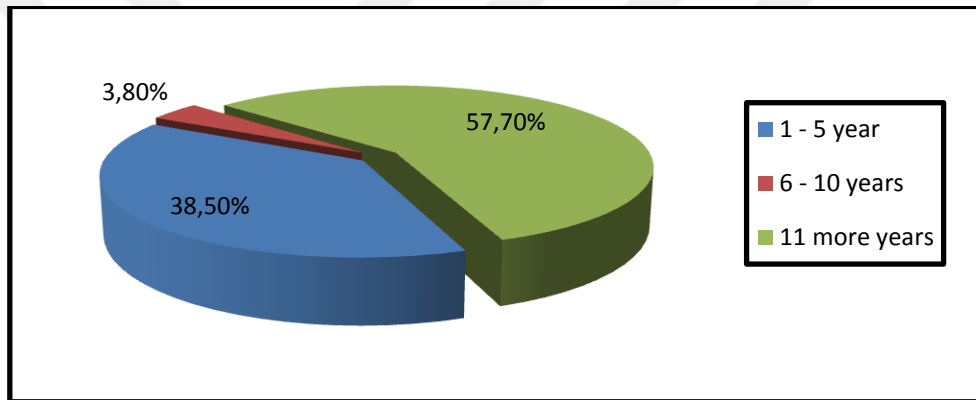
**Figure No (14.4) Percentage distribution of test items by gender**

### 4.5.3. Experience Test :

The table below shows the Frequency and relative distribution of the test of the study according to experience.

Experience	Frequency	%
1 - 5 years	10	%38.5
6 - 10 years	1	%3.8
11 more years	15	%57.7
<b>Total</b>	<b>26</b>	<b>%100.0</b>

**Table (16.4) Frequency and Percentage According To The Experience Test**



**Figure (15.4) Percentage distribution of test items by experience**

## RESULT OF THE RESEARCH

The aim of the research is to solve the problem of evaluating the performance of faculty staff, which used in the past the traditional ways of evaluating performance.

The researcher proposed using information technology and designing a computer system, which was not previously used within the faculty or in any of the technical faculties affiliated with the National Authority for Technical Education.

I hope that this study and contribution will provide the necessary solution for the evaluation process of teaching members.

Also, the goal of this study was to criticize and clarify the shortcomings of paper-based work in the field of human resources management (HRM) particularly for performance appraisal for faculty staff.

The results of the questionnaire distributed to the teaching staff. The study showed the following results:

- There is a statistically significant impact of the information system on the using the online system model for performance appraisal in the faculty in a total of Implementing tasks and duties, saving the time, accuracy and feedback of performance appraisal procedures.
- There is no statistically significant variation in the impact of applying human resources information systems on performance appraisal Due to the basic variables in the course (gender, qualification, experience).
- Finally after results, a number of recommendations were made, notably the need to support the implementation of an information system in Human resources management(HRM) field . in order to improve the performance of staff in faculty and high education.

## **RECOMMENDATION OF THE RESEARCH**

The researcher concluded the research with some recommendations:

- The integration of information technology within the organization has become necessary to keep up with developments and changes Technological developments in the current era.
- Work on the utilization of information technology in all its components and human resources with competencies In all the practices of the institution because of its importance in raising and improving the level of performance within the organization.
- The need to create a training rate with the objective of increasing human resources and resources so as to enable them to cope with information technology and keep pace with its rapid development.
- The researcher hopes that this model for evaluation of the teaching staff will be credited not only within the Faculty Of Applied Administrative& Financial Sciences -Tripoli-Libya but also at the level of all faculties and higher institutes of the National Authority for Technical Education

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## **LIST OF ATTACHMENTS**

### **Attachment No (1)**



### **Survey Questionnaire**

### **The Quality of Online System Model**

**Dear Lecturers**

The researcher is conducting a study on "Overcoming The Problems Of Traditional Performance Appraisal Process By Using OnLine System Model" Case study "Faculty Of Applied Administrative& Financial Sciences Staff Tripoli-Libya" . in order to obtained Ph.D. in business adminstration under the field of Management Information System.

so the researcher developed a questionnaire to measure The quality of OnLine System Model for faculty staff. I would be grateful if you would answer the attached survey, and I hope that your answer is clear on this subject.

With my regards

**Researcher**

**Q1.** Do you think the process of using *the Online Evaluation Model* into the Faculty Affect the way of human resources work?

I do not agree at all	I disagree to some extent	I have no specific opinion.	I agree to some extent.	I completely agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q2.** Do you think it is better for the Faculty to use the *Online Evaluation Model* in the performance assessment process?

I do not agree at all	I disagree to some extent	I have no specific opinion.	I agree to some extent.	I completely agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q3.** Do you think it is better to use the *Online Evaluation Model* to evaluate the staff of the faculty?

I do not agree at all	I disagree to some extent	I have no specific opinion.	I agree to some extent.	I completely agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q4.** Do you think it is better for you, use the *Online Evaluation Model* in your work as a human resource specialist?

I do not agree at all	I disagree to some extent	I have no specific opinion.	I agree to some extent.	I completely agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q5.** Did the use of *the Online Evaluation Model* enable Faculty to get human resource information accessibility?

I do not agree at all	I disagree to some extent	I have no specific opinion.	I agree to some extent.	I completely agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q6.** Did the use of *OnlineEvaluation Model* in human resources process into the faculty enable A better form of information that is easy to handle?

I do not agree at all	I disagree to some extent	I have no specific opinion.	I agree to some extent.	I completely agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q7.** Did the use of the *Online Evaluation Model* managing the human resources inside to activate the role of this HR better?

I do not agree at all	I disagree to some extent	I have no specific opinion.	I agree to some extent.	I completely agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q8.** Do you think the use of the *Online Evaluation Model* has been allowed Human resources more strategic and represent an important place for the decision-making process within the Faculty?

I do not agree at all	I disagree to some extent	I have no specific opinion.	I agree to some extent.	I completely agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q9.** Does the *Online Evaluation Model* corruption interfere with the role of Human resource management?

I do not agree at all	I disagree to some extent	I have no specific opinion.	I agree to some extent.	I completely agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q10.** *Online Evaluation Model* system is able to obtain resource information Human in a short time?

I do not agree at all	I disagree to some extent	I have no specific opinion.	I agree to some extent.	I completely agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q11.**The using of the *Online Evaluation Model* is a long-term investment for faculty?

I do not agree at all	I disagree to some extent	I have no specific opinion.	I agree to some extent.	I completely agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q12.** The existence of an *Online Evaluation Model* is considered inefficient and ineffective in faculty

I do not agree at all	I disagree to some extent	I have no specific opinion.	I agree to some extent.	I completely agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

-----  
 ----  
**Functional data:**

**Qualification:**                      PhD                          MSc   

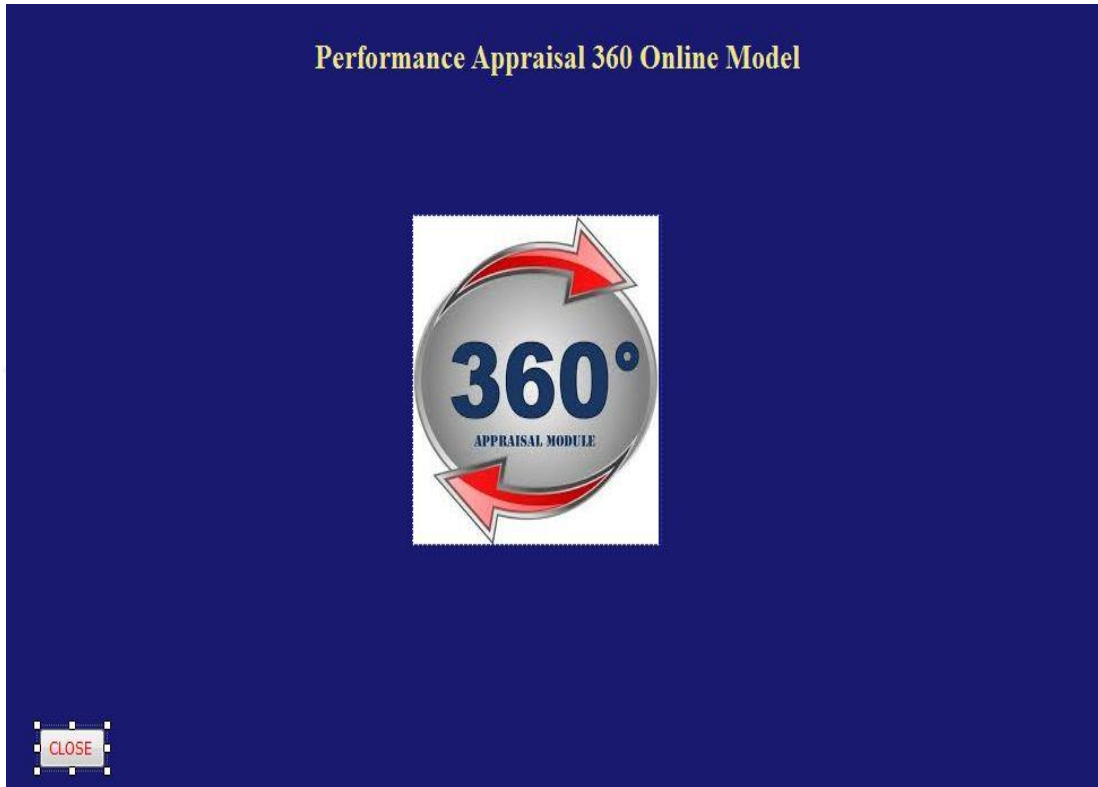
**Gender:**                              Male                          Female   

**Experience:**    1-5 year        6-10 years        11-more years   

**Remarks:** .....

.....

Attachment No(2)



Admin Password

Pleas insert Password

موافق

إلغاء الأمر

000


The image shows a standard Windows-style dialog box titled "Admin Password". The title bar is red and contains a close button (X). The main area is light grey and contains the text "Pleas insert Password". Below this text is a password input field with a white background and a grey border, containing the text "000". To the right of the input field are two buttons: "موافق" (OK) and "إلغاء الأمر" (Cancel), both with a light grey background and a dark border.



User name

password


[Exit](#) [Login](#)



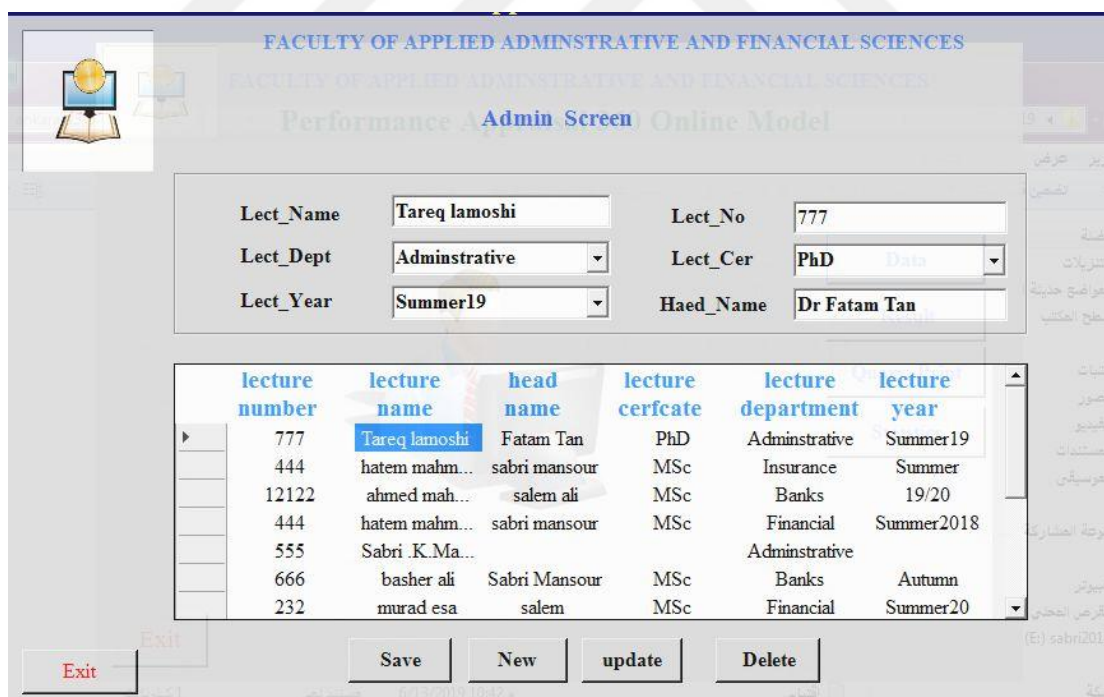
FACULTY OF APPLIED ADMINISTRATIVE AND FINANCIAL SCIENCES

### Performance Appraisal 360 Online Model

[Head](#) [Lecturer](#) [Peer](#) [Student](#)



[Exit](#) [Admin](#)





### Haed Evaluation

Lect_Name	ahmed mahmoud	Lect_No	12122
Lect_Dept	Banks	Lect_Cer	MSc
Lect_Year	19/20	Haed_Name	salem ali

1. The professor is committed to the directives and decisions of the department
2. The professor participates in scientific committees of the department
3. The professor has an effort and is involved in research and scientific conference
4. The professor is committed to the timing of his lectures.
5. The professor develops himself permanently by attending courses and seminars.
6. The professor exchanges experiences with his colleagues.
7. Always Communicates with the department
8. Commits to office hours assigned to him
9. The professor is committed to teaching the entire curriculum according to the department's plan
10. Commitment to quality standards in the development of examinations

Exit

Save

New

Haed Evaluation 40



### Lecture Evaluation

Lect_Name	Tareq Iamoshi	Lect_No	777
Lect_Dept	Administrative	Lect_Cer	PhD
Lect_Year	Summer19	Haed_Name	Dr Fatam Tan

1. I explained the objectives of the course before starting to teaching the course.
2. I Explain the components of course before giving lectures.
3. I was able to complete the curriculum.
4. Examinations were under quality standards.
5. I was delighted to teach the curriculum.

Clear

Lecture Evaluation 20

Exit

Save

New



Performance Appraisal 360 Online Model

FACULTY OF APPLIED ADMINISTRATIVE AND FINANCIAL SCIENCES

**Peer Evaluation**

Lect\_Name: Tareq Iamoshi      Lect\_No: 777  
 Lect\_Dept: Administrative      Lect\_Cer: PhD  
 Lect\_Year: Summer19      Haed\_Name: Dr Fatam Tan

1. The professor exchanges experiences with his colleagues

2. The relationship of the human professor with his colleagues

3. He helps his colleagues in the emergency to any absent colleague.

4. His colleagues participate in scientific research and curriculum development

5. His fault accepted his personality by his colleagues

Peer Evaluation: 40  
 Peer count: 2

Exit      Save      New

Performance Appraisal 360 Online Model

FACULTY OF APPLIED ADMINISTRATIVE AND FINANCIAL SCIENCES

**Student Evaluation**

Lect\_Name: Tareq Iamoshi      Lect\_No: 777  
 Lect\_Dept: Administrative      Lect\_Cer: PhD  
 Lect\_Year: Summer19      Haed\_Name: Dr Fatam Tan

1. Explanation of the lecturer is clear and the concept of the scientific material

2. The lecturer is keen to ensure that the students understand the lecture.

3. The lecturer answers questions outside the lecture hall (office hours).

4. The lecturer uses modern technology in the lecture, such as PowerPoint..etc.

5. The lecturer makes the lecture not boring.

Student Evaluation: 20  
 Student count: 1

Exit      Save      New

Quary and Print Screen

Department  Name

ALL Staff

lecture number	lecture name	head name	lecture cerfcate	lecture department	lecture year	lecture avereg
777	Tareq lam...	Fatam Tan	PhD	Adminstr...	Summer19	Excel
444	hatem ma...	sabri man...	MSc	Insurance	Summer	
12122	ahmed m...	salem ali	MSc	Banks	19/20	v.goc
444	hatem ma...	sabri man...	MSc	Financial	Summer2...	fall
555	Sabri .K....			Adminstr...		
666	basher ali	Sabri Ma...	MSc	Banks	Autumn	excele
232	murad esa	salem	MSc	Financial	Summer20	
1414	Ali Ali	Salem Ah...	MSc	Financial	Summer19	v.goc
901	esha ab-al...	Dr.Ozan	PhD	Adminstr...	Summer2...	excele

Print

Exit

## CURRICULUM VITAE

**Sabri Khaliyf Mohamed Mansour** place of birth Tripoli – Libya, Date 1963.

**Graduated** from primary, preparatory and secondary education Schools in Tripoli.

**Undergraduate** From Tripoli University – Science Faculty –Department Of Computer Science. and he received his bachelor's degree in 1987.

**Postgraduate** and master degree MSc from University of Malaysia- Kuala Lumpur- Malaysia in 2003. In field Of Multimedia Technology.

**Postgraduate** Philosophy Doctoral Ph.D. science education at KarabukUniversity Department of Business Administration.

### **Occupation:**

1988 Until 1995: Programmer and System Analyst in Petroleum Reseach Center – Tripoli-Libya.

1995 Until 2014, Lecture and Head Of Information Technology Department in Faculty Of Applied Administrative& Financial Sciences Tripoli-Libya.

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