

Performance Appraisal Practices and Organizational Citizenship Behavior: Evidence from Jordan

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ABSTRACT

Performance appraisal practices and organizational citizenship behavior are critical to leading employee recognition. This study examines the impact of performance appraisals on organizational citizenship behavior among employees at Jordanian private universities. A total of 170 administrative employees from Jordan's private universities participated in the study by distributing questionnaires using random sampling. The results of a regression analysis confirm the significance and positive impact of evaluating performance appraisal practices on organizational citizenship behavior. Finally, performance appraisal practices motivate the practice of organizational citizenship behaviors such as generosity, altruism, civilized behavior, general commitment, and sports spirit. Based on that, these results contribute to a better understanding of the impact of performance appraisal on organizational citizenship behavior. Also, this study reveals that private university employees exhibit this practice to a high degree, and they attribute this to a variety of factors, including performance appraisal, passion, human relationships, friendship, and human tendencies toward assisting.

KEYWORDS: Human resources, Performance appraisal, Organizational citizenship behavior, Employment

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1. INTRODUCTION

The human element of management practices presents an important resource and an element of success for organizations (Mitsakis, 2020; Ren et al., 2019; Rafiq et al., 2022). Success is closely related to the performance of employees, so performance appraisal practices are important for organizations to achieve their goals (Khan et al., 2020). Performance appraisal has been widely studied by experts in Human Resources (HR) management (Bayo-Moriones et al., 2020). Performance appraisal is an organizational fact for employees whose performance must be measured (Pham et al., 2019). Organizations consider the appraisal process a strategy that promotes survival in competition. With the fair application of HR management performance appraisal practices, employees in organizations feel satisfaction and job loyalty, which motivates them to practice any behavior (Aydın & Tiryaki, 2018).

The performance appraisal process indicates a formal interaction between the president and subordinates and is usually an interview to discuss subordinate performance (Naeem et al., 2017). Performance appraisal, according to Bayo-Moriones et al. (2020),

relates to effective practices carried out by organizations to assess the performance of employees to raise their efficiency and identify strengths and weaknesses. The performance appraisal approach raises awareness and attention in organizations because it includes all functions, so its assessment is a long-term strategy to achieve goals (Hendri, 2019; Rafiq et al., 2023).

Organizational Citizenship Behavior (OCB) is closely related to the performance of organizations (Grego-Planer, 2019). The possible advantage of OCB discretion by departments is the ability to direct organizational behavior according to the organizations' requirements; OCB can be focused on those practices that increase efficiency, productivity, and maximizing resources by the voluntary self-will of individuals (Tinti et al., 2017). OCB is an important and appreciated behavior that enhances effectiveness in organizations and has emerged in recent decades (Wang, 2015).

In the 1960s, a distinction was made between two types of desirable behavior at work: official role behavior, in which employees regularly perform the tasks required per official standards established in the organization, and role behavior (OCB), in which it is demonstrated

by the employees that they are voluntarily acting in a way that goes beyond what is decided or formally required of them (Organ, 1997). Examples include the assistance of superiors and colleagues when needed, accepting additional work without complaining, sensing the importance of working time, and maximizing its use in achieving the organization's goals (Ali, 2013).

Furthermore, according to some researchers (Ilies et al., 2009; Bove et al., 2009), discretionary behaviors are choice acts rather than ones that are expected of a person in their profession. Moreover, discretionary activities are driven by personality traits, free will, and sympathetic responses rather than official role requirements (Smith et al., 1983). Accordingly, the main indicators of citizenship performance ought to be personal characteristics and inclinations (Borman, 2004; Van Doorn et al., 2010).

Rosenberg (1965) suggested that OCBs are influenced by self-esteem, in line with this idea. The self-consistency theory (Heider, 1958), which contends that people maintain consistency between their task performance and OCB (Korman, 1970), is the foundation for his assertion. Self-consistency theory (Korman, 1970) holds that people make an effort to sustain their OCB level. People with high self-esteem act in ways that support their favorable opinions of themselves. Low-OCB people, on the other hand, behave in a way that upholds their unfavorable opinions. In the workplace, high-OCB people cultivate positive job attitudes to support their self-perceptions, while low-OCB people do the opposite (Pierce et al., 1989). A person with a low OCB-evaluation could prioritize conforming to this viewpoint over accomplishing organizational objectives (Jones & Schneider, 1968; Marececk & Metee, 1972).

Implementing performance appraisal best practices makes employees loyal to any behavior outside the formal incentive structure (Mone et al., 2018). The challenges in this matter lie in the fact that some organizations lack some basic things at work, such as employee engagement in decision-making, compensation, and fair performance appraisal practices among employees, and thus these workers have a negative drive to practice OCB. Jordanian private universities are in greater need than other organizations to pay attention to these practices and work to develop them, especially with regard to their human resources, and to make them a tangible reality for employees.

This can be achieved by motivating employees, unleashing their potential, filling the shortage of financial and material resources on the one hand, and maintaining the quality of educational services on the other (Na-Nan et al., 2020b). It can be concluded that the study problem is summarized by our lack

of knowledge of the extent to which employees practice performance appraisal and OCB in these universities because there is no study applied to private universities in this field in Jordan. The purpose of this study is to ascertain how widely performance appraisal procedures are used in Jordanian private universities and how this affects OCB.

Also, this study was applied in private Jordanian universities due to its importance in supporting the economy, providing students with skills, developing their personalities, preparing students for future work, attracting attention through practical research, and providing community service (Mazur, 2023). It is also considered a tributary to the labor market for qualified graduates in Jordan. This study is also important for keeping pace with developments through the availability of important technical disciplines that constitute a large proportion of jobs at present and for helping Jordanian universities achieve international quality awards. OCB helps to improve the organization's effectiveness (Widarko & Anwarodin, 2022). Performance appraisal practices are important in their impact on OCB because they have no relationship with the structure of official incentives or the duties of the employees (Alhashedi et al., 2021). The emergence of OCB by individuals to improve the level of effectiveness and efficiency in performance is due to some factors affecting the display or concealment of OCB in organizations, and one of these factors are satisfaction, job loyalty, and justice (Kao et al., 2023).

The purpose of this study is to determine the relationship between the use of performance evaluation procedures in Jordan's private universities and the effects that these practices have on OCB. The study is significant because, in an environment where resources are limited, OCB gives management a way for people to engage inside the business, which helps the organization achieve its objectives. Assuming extra responsibilities that arise from OCB increases the likelihood that an organization will achieve its objectives, and OCB helps managers and colleagues do their tasks more effectively by providing them with enough time for efficient scheduling, planning, and problem-solving.

The study seeks to introduce performance appraisal practices and OCB and to comprehend how performance reviews affect OCB in private colleges and how that affects them and the extent to which university workers accept OCB, which achieves success in these universities. Additionally, this study also lies because it is considered one of the first studies to touch on this topic in Jordan, especially in private universities. Also, this study in private universities is important because it is considered an important tributary to the excellence of education in Jordan, applying the best practices and modern methods in education, and keeping pace with

the important specializations of our current era.

Due to a lack of context studies in Jordan and the fact that the majority of theoretical and empirical work on OCB and performance appraisal practices is centered on outside contexts, the application of OCB to performance appraisal practices in Jordan has not been thoroughly studied. Prior studies have mostly focused on examining how OCB impacts performance appraisal practices in various research situations outside of Jordan. The researcher is aware of no study that looked at how OCB affected performance appraisal practices in Jordan. This, in part, shows a lack of interest in other company categories, particularly the education sector. The majority of the impact of OCB on performance appraisal, including empirical studies, focuses on the sectors of real estate, health, and banking, according to a systematic evaluation of published research on OCB to effect performance appraisal (Bret Becton et al., 2008; Johnson et al., 2009; Babaei et al., 2012; Mukhtar et al., 2012; Zheng et al., 2012; Ali, 2013; Shekari, 2014; Mamari & Mansour, 2014; Poursafar et al., 2014; Purgaz et al., 2015; Oh et al., 2015; Lu et al., 2018; Na-Nan et al., 2020a).

As a result, information regarding how performance evaluation procedures affect OCB in private universities was revealed, and because of the challenges in business organizations at the present time, great attention must be paid to the human element and providing all capabilities to it in the organization by applying performance appraisal practices effectively, which motivates the employee to the organization pays attention to voluntary behavioral outcomes that go beyond the role required of it, and these behaviors are generosity, altruism, sportsmanship, civilized behavior, as well as general commitment. This study focuses on paying attention to HR because it is considered the rarest and most valuable asset in the work environment, and it is through it that the highest profit return for organizations is achieved. The purpose of this study is to evaluate the effects of these methods at Jordan's private universities.

2. LITERATURE REVIEW

2.1 Performance Appraisal on OCB

The use of OCB and performance appraisal procedures in Jordan's private universities fosters the establishment of just and transparent remuneration standards (Eyupoglu & Tashtoush, 2020). The organization provides tools that assess the strengths and weaknesses of employees, identify training needs, identify the current performance of employees, identify the current state of the organization, identify development needs, and provide effective recommendations for important decisions for organizations and the professional development of employees (Lyster & Arthur, 2007; Mathis & Jackson, 2010). Performance appraisal also ensures

the effectiveness of employee recruitment procedures, motivates employees to work, improves productivity, improves the ability of employees and managers, strengthens commitment and problem-solving abilities, improves effectiveness and efficiency, reduces leave of absence, raises employee morale, and provides a competitive advantage for employees (Goel, 2012; Ali, 2013). Also, performance appraisal is inexpensive and provides management with effective means to manage employees in organizations; it creates enthusiasm for performance, which wastes routine work; it relieves the financial burden on organizations; and it develops procedures such as job training, opportunities, staff orientation, and administrative procedures such as dismissal, disciplinary measures, transfer of employees, adjusting employee compensation, and employee promotion (Maamari & Mansour, 2013).

Performance appraisal practices are carried out by the company in order to develop the performance of employees based on applying performance appraisal standards without bias and providing the required improvements (Davis, 2015). In this study, the performance appraisal process is considered one of the most important functions of HR management because of its importance in measuring the performance of employees in companies and determining whether the set goals have been achieved. The appraisal process also helps in identifying strengths and weaknesses, which helps in developing programs and strategies to eliminate the weaknesses of employees and improve their points. Their strength helps in setting motivational programs at the private university in Jordan.

Ultimately, this study suggests a link between performance appraisal and OCB since OCB gives management the tools to facilitate communication among staff members inside the company. Additionally, taking on new duties that result from OCB enhances the likelihood that the organization will achieve its goals because of the lack of resources in organizations. When coworkers and managers have adequate time for efficient planning, scheduling, and problem-solving, their performance on the job is enhanced (Bavik et al., 2017). This study contributes in many ways. First, it simultaneously defines performance appraisal practices and OCB. Therefore, it helps to answer the question of the impact between performance appraisal and OCB, as it is considered one of the first studies to deal with this topic in Jordan, especially in private universities. OCB is a set of behaviors that aim to provide assistance and display behavioral signs that are not required at the official level but are beneficial to the companies (Chang et al., 2015). In this study, informal behavior is not linked to the job description of employees, nor is it linked to the formal incentive structure in companies because these behaviors stem from loyalty and absolute belonging to the private university in Jordan.

The organizations that carry out the appraisal process at the end of the year risk a lack of time to conduct a proper appraisal. Those responsible for the appraisal process must conduct the appraisal at intervals that may be weekly, monthly, quarterly, semi-annually, or annually. It is preferable that it be done monthly and that appraisal officials keep records of the performance progress of the employees so that they can be evaluated fairly. Also, the appropriate time is the time when the evaluator can gather sufficient information about his employees (Akinbowale et al., 2013). Those in charge of the appraisal process, such as the direct supervisor, an appraisal committee from the HR department, colleagues, and self-assessment (this assessment is in the form of a set of questions that help him evaluate his performance during the appraisal period to be a reference to determine the strengths and weaknesses in his performance). Ideally, self-assessment is discussed with his direct manager at work.

The primary goals of the performance review process are to provide employees with feedback on how well they are doing their jobs and to offer guidance on how to improve going forward (Ameen & Baharom, 2019). Therefore, it becomes evident how important it is to evaluate employees' performance in order to identify areas in need of training, motivate staff to go above and beyond to meet the criteria necessary for good performance and establish their eligibility for awards and promotions (Arthur Jr. et al., 2003). Therefore, organizations use systems to evaluate employees' performance. In order to provide useful information for it (Micheli & Pavlov, 2020), they can be used for several purposes in the evaluation process (effective communication, motivation, effectiveness of recruitment procedures, professional development of employees, etc.).

The performance appraisal process must have clear standards and procedures so that there is no confusion in the appraisal process, which serves to assure the employees that the appraisal procedures are fair and just (Tziner & Rabenu, 2018). As a result, it could result in a decision that views average performance as bad performance or that views poor performance as exceptional performance. For this reason, the performance appraisal criteria need to be precise, with the appraisal method providing enough guidance and the degrees of measurement accurately identifying employees (Al-Jedaia & Mehrez, 2020). Performance appraisal procedures are said to be crucial in assisting the HR division in carrying out an impartial assessment of each employee inside the company (Getnet et al., 2014). There is great importance to the performance appraisal process in organizations in order to diagnose the situation, know the dilemmas, gaps, and challenges, and measure the results in order to determine the extent of improvement and decline and to ensure the

effectiveness of programs and procedures (Murphy & Cleveland, 1995). Also, the financial costs of the evaluation process must be considered in order to ensure the effectiveness of performance evaluation in the organization.

One of the fundamental elements of an organization's social and psychological systems is justice. There are many references to justice in the Holy Qur'an, such as the Almighty's saying, "God commands with justice and charity" (An-Nahl-90). One of the most beautiful names of God is justice, as distinguished in the biography of the Prophet Muhammad and his rightly guided caliphs.

Unfairness in the organization results in employees adopting harmful behaviors. In 2001, Byrne and Cropanzano defined justice as integrity at work. Also, justice is how the individual judges the justice of the method used by his boss in dealing with employees at the functional and human levels (Karriker & Williams, 2009). The performance appraisal process among employees must be objective and without bias (Ali, 2013).

There should be no favoritism in the appraisal process among employees at private universities in Jordan, which makes employees feel loyal when the appraisal is fair (Fuller, 2022). By recognizing shortcomings and offering solutions by offering training programs that improve performance, the process of elevating exceptional personnel and bestowing awards is done fairly (Mustafa et al., 2021). The fair performance appraisal process leads to the dismissal of employees with poor performance. Transparency in the appraisal process is value creation, in which information and decisions related to the appraisal process are understood and made available to employees through timely dissemination (Schaerer et al., 2018). Openness to all parties involved in the appraisal process is important to enhance transparency, and there should be support for the development of a legal system within the organization that issues laws against corruption in the organization, which contributes to control procedures in the performance appraisal process or any other practice within the organization. Transparency is defined as the ability of laws to be easily understood, stable, consistent with one another, objective, and to be developed in accordance with administrative, social, and economic factors. It also refers to the simplification of assessment process methods (Keegan & Den Hartog, 2019).

What distinguishes organizations is that they have a strong HR department. A strong HR department is a foundation for its success, particularly when the HR department informs employees of the results of their performance appraisal (Moustaghfir et al., 2020). The credibility of the annual result for appraisal is high,

and the statement of all concerns concerning the evaluation process strengthens the employees' loyalty to the organization. Organizations conduct performance appraisal interviews to discuss the strengths and weaknesses of their employees with their superiors at work (Anstey et al., 2017).

The social exchange theory explains the linkage between the performance appraisal process and OCB through the interactional activities between the employees (Giles & Mossholder, 1990; Fletcher, 2001). The social exchange theory states that employees are believed to perform OCB due to their perception of performance appraisal practices, which leads to their willingness to reciprocate favors from their companies (Organ, 1988; Rioux & Penner, 2001). By reviewing all previous studies on performance appraisal and OCB, the model below was conceptualized. Through evaluating the previous studies, some researchers found a positive relationship between performance appraisal and OCB, while others found a negative relationship. Accordingly, the model was conceived to be applied to private universities in Jordan for the first time. There is already evidence of the effect of performance appraisal practices such as appropriate time for appraisal, clarity of the appraisal process, fairness among employees, transparency in the appraisal, and knowledge of the results of the appraisal on OCB (Bret Becton et al., 2008; Johnson et al., 2009; Babaei et al., 2012; Mukhtar et al., 2012; Zheng et al., 2012; Ali, 2013; Shekari, 2014; Mansour & Mamari, 2014; Poursafar et al., 2014; Oh et al., 2015; Pourgaz et al., 2015; Lu et al., 2018; Na-Nan et al., 2020a). Based on this assumption, the following hypotheses are stated:

H1 Appropriate time for appraisal positively relates to OCB.

H2 Clarity of the appraisal process positively relates to OCB.

H3 Fairness among employees positively relates to OCB.

H4 Transparency in the appraisal positively relates to OCB.

H5 Knowledge of the results of the appraisal positively relates to OCB.

H6 Performance appraisal practices positively relate to OCB.

3. METHODS

3.1 Sample and Procedure

The study was conducted through quantitative research by distributing questionnaires to administrative staff working at private Jordanian universities using random sampling. Using this selection method, a total sample of 170 participants was obtained: The number of returned questionnaires was 154, and 14 questionnaires were not valid for conducting the statistical analysis, so the statistical analysis was performed on a sample of 140.

The participants were from five private universities in Jordan. Of the 140 participants, 51.4% were male and 48.6% were female; 7.9% were less than 25 years old; 45.7% were between 25 and 35 years old; and finally, 23.6% were between 35 and 45 years old. 60.7% of the participants held a university degree, 20.7% had finished a diploma or secondary school, and 18.6% had received postgraduate education. In total, 9.3% had 25 years or more experience, 21.4% had between 15 and 25 years' experience, and 42.9% had between 5 and 15 years' experience. Finally, 26.4% had less than 5 years' experience.

3.2 Measures

Appropriate Time for Appraisal, Clarity of the Appraisal Process, Fairness among Employees, Transparency in the Appraisal, and Knowledge of the Results of the Appraisal to OCB: This questionnaire includes 28 items that assess the appropriate time for the appraisal, the clarity of the appraisal process, fairness among employees, transparency in the appraisal, and knowledge of the results of the appraisal to OCB. One sample item is: 'The direct official at the university conducts interviews, informs employees of the results of their performance appraisal, and discusses them.' Answers are provided on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Cronbach's alpha is 0.94. The instrument items for performance appraisal are adopted, and OCB is adapted (Mukhtar et al., 2012; Ali, 2013; Shekari, 2014; Mamari & Mansour, 2014; Pourgaz et al., 2015).

4. ANALYSIS

Descriptive analysis, a normal distribution test, a collinearity test, and multiple regression analysis were used to test the hypotheses on the performance appraisal practices effects on OCB in Jordanian private universities

5. RESULTS

5.1 Descriptive Statistics

The means and standard deviations for all variables are shown in **Table 1**. As can be seen, the appropriate time for appraisal was significantly affected at private universities. Fairness among employees, transparency in the appraisal process, and clarity of the appraisal process were moderately important. Knowledge of the results of the appraisal had a low effect on students at private universities in Jordan. The paragraphs of the OCB variable are significant, which means that employees in the private universities of the study sample practice these behaviors to a high degree. The results of the normal distribution are shown in **Table 1**. As can be seen, the data follows a normal distribution for all values in this test that were greater than 0.05. Accordingly, the results of this study can be generalized.

Table 1: Means, standard deviations, normal distribution between all study variables.

No.	Dimension	Mean	SD	K-S
1	Appropriate time for appraisal	3.23	1.732.877	
2	Clarity of the appraisal process	3.40	1.222.148	
3	Fairness among employees	3.06	1.362.052	
4	Transparency in the appraisal	2.70	1.212.165	
5	Knowledge of the results of the appraisal	2.35	1.312.527	
6	OCB	4.17	0.893.128	

Note: N = 140; Mean; SD: standard deviation; KOLMOGOROV-SIMRNOV(K-S). The data were analyzed using SPSS Version 21.

5.2 Multiple Regression Analysis

To test our hypotheses displayed in **Figure 1**, a multiple regression analysis was conducted where appropriate time for the appraisal, fairness among employees, transparency in the appraisal, clarity of the appraisal process, and knowledge of the results of the appraisal were independent variables and OCB was a dependent variable. **Table 3** presents the results of the regression analysis. The first step was the collinearity test between independent variables (Lim et al., 2022). The result is shown in **Table 2**. As can be seen, there is a high correlation between the independent variables. The second step was to test hypotheses for performance appraisal variables on OCB in private universities in Jordan.

Table 2: Collinearity test between independent variables

No.	Dimension	VIF	TOLERANCE
1	Appropriate time for appraisal	1.93	0.51
2	Clarity of the appraisal process	2.89	0.34
3	Fairness among employees	3.9	0.25
4	Transparency in the appraisal	2.73	0.36
5	Knowledge of the results of the appraisal	2.87	0.34

Note: N=140; Collinearity; The data were analyzed using SPSS Version 21.

5.2.1 The Appropriate Time for Appraisal to OCB.

Table 3 summarizes all regression results and shows that for the appropriate time for appraisal to OCB, the value of the correlation coefficient was ($R = 0.288$), which indicates that there is a relationship between the appropriate time for appraisal and OCB in private universities at a rate of 28.8%. Also, the coefficient of determination reached ($R^2 = 0.098$) and the adjusted coefficient of determination reached 0.057, which indicates that the independent variable (appropriate time for appraisal) was able to explain 5.7% of the changes in the dependent variable (OCB). Also, the percentage of variance shows the explanatory power of the model for transparency in the appraisal on OCB, which is evident through the value of F and its statistical significance (Yean et al., 2019) shown in **Table 3**, which indicates that there is a significant effect of the appropriate time for an appraisal on OCB by the value of T, which was less than 0.05. Accordingly, the appropriate time for appraisal significantly affects OCB at private universities in Jordan.

5.2.2 Fairness Among Employees to OCB.

Table 3 summarizes all regression results and shows that for fairness among employees to OCB, the value of the correlation coefficient was ($R = 0.281$), which indicates that there is a relationship between fairness among employees and OCB in private universities at a rate of 28.1%. The coefficient of determination reached ($R^2 = 0.095$) and the adjusted coefficient of determination reached 0.061, which indicates that the independent variable (fairness among employees) was able to explain 6.1% of the changes in the dependent variable (OCB). The percentage of variance that shows the

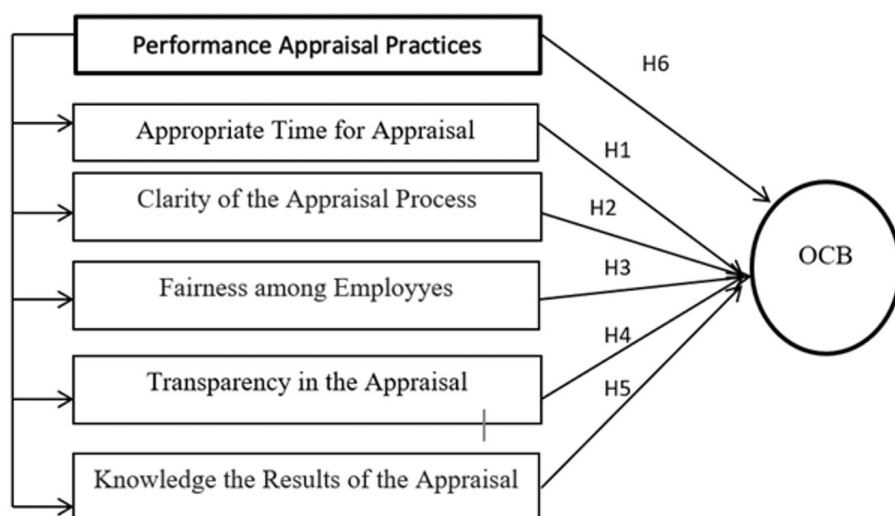


Figure 1: Conceptual framework

explanatory power of the model for fairness among employees on OCB is evident through the value of F and its statistical significance shown in **Table 3**, which indicates that there is a moderate effect of fairness among employees on OCB by the value of T, which was less than 0.05. Accordingly, fairness among employees moderates the effect on OCB at private universities in Jordan.

5.2.3 Transparency in the Appraisal to OCB.

Table 3 summarizes all regression results and shows that for transparency in the appraisal to OCB, the value of the correlation coefficient amounted to ($R = 0.238$), which indicates that there is a relationship between transparency in the appraisal and OCB in private universities at a rate of 23.8%. The coefficient of the determination reached ($R^2 = 0.057$) and the adjusted coefficient of the determination reached 0.036, which indicates that the independent variable (transparency in the appraisal) was able to explain 3.6% of the changes in the dependent variable (OCB). The percentage of variance shows the explanatory power of the model for transparency in the appraisal on OCB, which is evident through the value of F and its statistical significance shown in **Table 3**, which indicates that there is a moderate effect of transparency in the appraisal on OCB by the value of T, which was less than 0.05. Accordingly, the transparency in the appraisal has a moderate effect on OCB at private universities in Jordan.

5.2.4 Clarity of the Appraisal Process to OCB.

Table 3 summarizes all regression results and shows that for clarity of the appraisal process and OCB, the value of the correlation coefficient was ($R = 0.286$), which indicates that there is a relationship between clarity of the appraisal process and OCB in private universities at a rate of 28.6%. The coefficient of the determination reached ($R^2 = 0.085$) and the adjusted coefficient of the determination reached 0.065, which indicates that the independent variable (clarity of the appraisal process) was able to explain 6.5% of the changes in the dependent variable (OCB). The percentage of variance shows the explanatory power of the model for clarity of the appraisal process on OCB, which is evident through the value of F and its statistical significance shown in **Table 3**, which indicates that there is a significant effect of clarity of the appraisal process on OCB by the value of T, which was less than 0.05. Accordingly, the clarity of

the appraisal process significantly affects OCB at private universities in Jordan.

5.2.5 Knowledge of the Results of the Appraisal to OCB

Table 3 summarizes all regression results and shows that for knowing the results of the appraisal to OCB, the value of the correlation coefficient was ($R = 0.155$), which indicates that there is a relationship between knowledge of the results of the appraisal and OCB in private universities at a rate of 15.5%. The coefficient of the determination reached ($R^2 = 7.3$) and the adjusted coefficient of the determination reached 0.025, which indicates that the independent variable (knowledge of the results of the appraisal) was able to explain 7.3% of the changes in the dependent variable (OCB). The percentage of variance shows the explanatory power of the model for knowledge. The results of the appraisal on OCB are evident through the value of F and its statistical significance shown in **Table 3**, which indicates that there is a low effect of knowledge on the results of the appraisal on OCB by the value of T, which was less than 0.05. Accordingly, knowledge of the results of the appraisal has little effect on OCB at private universities in Jordan.

5.2.6 Performance Appraisal to OCB.

Table 3 summarizes all regression results and shows that for knowing performance appraisal to OCB, the value of the correlation coefficient was ($R = 0.422$), which indicates that there is a relationship between performance appraisal and OCB in private universities at a rate of 42.2%. The coefficient of determination reached ($R^2 = 0.187$) and the adjusted coefficient of determination reached 0.196, which indicates that the independent variable (performance appraisal) was able to explain 18% of the changes in the dependent variable (OCB). The percentage of variance shows the explanatory power of the model for knowledge. The results of the appraisal on OCB are evident through the value of F and its statistical significance shown in **Table 3**, which indicates that there is a low effect of performance appraisal on OCB by the value of T, which was less than 0.05. Accordingly, performance appraisal has a significant effect on OCB at private universities in Jordan.

6. DISCUSSION

The goal of the study was to investigate the impact of performance appraisal practices on OCB at

Table 3: Results of multiple regression analyses for the conceptual framework (test hypotheses).

H	B	P-V	R ²	T	SIG	F	R	A-R ²
H1	3.438	0.000	0.098	12.931	0.03	3.502	0.288	0.057
H2	3.340	0.000	0.085	12.595	0.02	4.072	0.286	0.065
H3	3.843	0.000	0.095	19.202	0.02	4.076	0.281	0.061
H4	4.005	0.000	0.057	18.621	0.05	2.777	0.238	0.036
H5	3.982	0.000	0.025	22.306	0.36	1.281	0.155	7.3
H6	3.412	0.000	0.196	10.608	0.03	2.180	0.422	0.187

Note: * P-V < 0.05; ** P-V < 0.001; β –COEFFICIENTS; T-Value; F-Value; Significance level for a value F of SIG; The coefficient of determination ADJUSTED- R²; Regression R; The coefficient of determination R².

private universities in Jordan. In this regard, the results of this study showed that private universities apply performance appraisal practices (appropriate time for the appraisal, clarity of the appraisal process, fairness among employees, transparency in the appraisal, and knowledge of the results of the appraisal) to a moderate degree. Accordingly, we should pay more attention to these practices because of their importance in the development of the work of the university, and attention should be paid to a high degree in this context because it shows the strengths and weaknesses of the employees, which enhances the development of their work, which reflects positively on the work of private universities. This study was significant since it was the first to look at performance appraisal on OCB in Jordanian private universities from the perspective of administrative employees. The applicability of Western procedures in Jordan has not yet been confirmed due to the disparities across the universities. Given that the majority of theoretical concepts and models have been developed outside of Jordan, a country with limited resources, this presents an opportunity to make an original contribution. The extent to which the universities support performance appraisal practices, effectiveness, and OCB is also determined by this discussion.

This study therefore aims to offer insightful information about the design of performance appraisal practices and the effect of OCB. The literature review also reveals that the perspective of administrative employees on performance appraisal and OCB was disregarded. Because the impact of performance appraisal on OCB was measured for the first time in private universities in Jordan from the perspective of administrative employees, this study will make theoretical contributions for the first time. Based on the foregoing, the results showed that the level of employees' practice of OCB, such as generosity, altruism, sportsmanship, civilized behavior, and general commitment, was high. This interest is due to several reasons, such as the relations between the workers, the friendship, the human feeling of assisting, and empathy. The performance appraisal practices that are the focus of this study are practiced to a moderate degree. The result of this study was consistent with previous studies related to performance appraisal practices impacting organizational citizenship behaviors (Bret Becton et al., 2008; Johnson et al., 2009; Babaei et al., 2012; Mukhtar et al., 2012; Zheng et al., 2012; Ali, 2013; Shekari, 2014; Mamari & Mansour, 2014; Poursafar et al., 2014; Oh et al., 2015; Pourgaz et al., 2015; Lu et al., 2018; Na-Nan et al., 2020a; Sabri & Aw, 2020).

7. CONCLUSIONS

The results of this study provide further empirical evidence for the importance of performance appraisal practices on OCB. Developing the work of the human resources department, giving it full attention, and

providing it with all the capabilities it needs to play its role effectively are of significant importance. It is also important to motivate employees to perform their work better to enhance the performance of the distinguished worker and motivate the weak performer to develop his performance.

However, it is also important that the employees with poor performance be enrolled in training programs to develop their performance and activate the principle of punishment after the employees participate in the performance development programs. Universities should work to enhance the concept of transparency at work and for employees to feel the impact of performance appraisal practices on work, which motivates employees to practice OCB in a way that depends on performance appraisal.

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