

Title: 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

DOI: <https://doi.org/10.59953/paperasia.v40i4b.103>

<https://www.researchgate.net/publication/382434491>