

Assessing Employees Performance and Its Impact In Enhancing Loyalty At Jordanian Private Universities In The Northern Territory

Dr. Shehadeh Mofleh Al-Gharaibeh¹, Ibtihal Al-Zboun², Mohammad Alzoubi^{3*}

¹Amman Arab University, Amman, 11953, Jordan. Tel.: (+962) 799051276

²Jadara University, Irbid, 22110, Jordan. Tel.: (+962) 2-7201222

^{3*} DeVry/keller graduate school of management, Chicago, 60606, Illinois, USA. Tel.: +1 (708) 673-4883

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Abstract

The purpose of the study was to identify employee performance appraisal and its effect on organizational loyalty: An applied study on the private universities in the northern province of Jordan from the viewpoint of universities managers, assistant managers, heads of departments, and employees. A questionnaire of (45) items was constructed, items were distributed on two dimensions (Employees Performance Appraisal and Organizational Loyalty) to identify the level of implementing the process of employee's performance appraisal. The population of the study included all managers, assistant managers, heads of departments, and employees of Jordan private universities in the north province (N. 435). Questionnaire number (219) was circulated out of which (209) were retrieved, representing a response rate of (95.4%). Results of the study revealed statistically significant effects of employee performance appraisal on enhancing organizational loyalty in the private universities in the north region of Jordan. It also showed that the level of Jordan private universities in the northern province interest in the process of appropriate performance evaluation was average. According to the results the researcher recommends the need to work on activating the role of performance evaluation at the Jordanian private universities in the northern province through realizing (achieving) the highest degrees of justice and objectivity in the evaluation process, to relate the results of the evaluation with moral and material incentives and pay more attention to the process of performance evaluation due to its important role and effect on organizational loyalty among employees.

Keywords: Performance Appraisal, Organizational Loyalty, Jordanian Private Universities

1. Introduction

Considerable attention has been devoted to the employee performance appraisal process by many organizations, this process is important in providing information based on which many promotions, staff transfers, and allowances decisions are made, and also it works to strengthen the organizational loyalty of the individual towards the organization in which he/she works. The performance appraisal process provides an opportunity to review the behavior of employees and provide positive reinforcement and determining deficiencies of employee's performance in order to address this shortcoming. Thus influencing the work of an organization (Petasis, Christodoulou, & Louca, 2020; Alkadash, & Shahid, 2017).

The process of measuring and evaluating performance is considered one of the most important operations carried out by the Human Resources Department (Alkadash, 2017). Through the process of measuring and evaluating the performance of employees, the organization could know the degree of accuracy of the programs and policies adopted, whether it is training and development programs, follow-up programs for employees, or adopted policies regarding recruitment, selection, and hiring (Fuertes et al., 2020). The process of measurement and evaluation is important at the working level, which helps the individual to determine the strengths and weaknesses points by knowing the results of the evaluation by their supervisors (Alkadash, 2015). Accordingly, the individual develops the strength points, avoids his mistakes, and addresses the weaknesses points and hence the evaluation process is important for all levels of the organization, including top management and employees. (Alhati, 2010).

The performance appraisal process can be defined as the process that all employees in the organization are subject to and continues as long as the employee works in the organization. This process requires a person who monitors and evaluates performance in addition to the availability of performance criteria. After the evaluation process, functional decisions are made based on the evaluation results such as promotion, transfer, hiring, terminations, and rewards. This process must be substantive, fair, and impartial. (Dora, 2010).

Management in advanced organizations aims to develop relationships between the organization and employees through the development of organizational loyalty, and it is considered to be one of the most important humanitarian objectives

that organizations seek to achieve for many reasons, including job stability, continuity of employment, development of positive impulses for workers and increased their satisfaction, the integration of employees with the objectives of an organization, leading to generate innovative ideas and develop work (Mutebi, Muhwezi, Ntayi, & Munene, 2020; Alkadash, & Law, 2020).

Given the role and impact of employee's performance appraisal in employee's behaviors and the extent of their interaction in an organization, this study comes to try to identify if there is an impact of the performance appraisal process in improving organizational loyalty among employees working in these organizations (Alkadash, & Nadam, 2020; Alkadash, 2015). The relevance of this study derived from the importance of the subject of performance appraisal and its role in the development of performance, increasing efficiency and effectiveness, in addition to organizational loyalty. Also, this study is important as it deals with important institutions in the Hashemite Kingdom of Jordan, which are the educational institutions that play a vital and fundamental role in the life of the Jordanian people and support the national economy. It likewise supported Human resources directors in the private universities to reconsider the performance appraisal process, which had an impact on decisions working on increasing the organizational loyalty among employees. Therefore, this study aims to determine the extent of the impact of the performance appraisal process in organizational loyalty among employees working at Jordanian Private Universities in the North Province. Moreover, it aims to identify the level of organizational loyalty. Further, it aims to identify the strengths and weaknesses of performance appraisal systems applied by Jordanian Private Universities in the North Province.

2. Literature Review

2.1. Performance Appraisal

Performance appraisal is one of the key processes of development, change, and achievement of an organization's objectives, this depends on the fairness, objectivity, and integrity of the performance appraisal process. The performance appraisal process has even been given several nomenclatures such as performance evaluation and efficiency evaluation (Saratun, 2016). The performance appraisal process helps to determine the effectiveness of managers in developing the capabilities of subordinates and thus they are being promoted and transferred to jobs commensurate with their efficiency. And, the results of the performance appraisal determine the training needs necessary to develop the skills of employees, by which appropriate financial incentives can be provided to employees based on their performance. (Abbas, 2006). Human resources are one of the most important assets in organizations, therefore assessing employee's performance is a process implemented by the human resources department in the organization to estimate, evaluate, determine, and record the actual performance and behavior of employees. The performance appraisal process is formalized in order to identify the reasons for their current performance and address weaknesses to improve it in the future. (Dora & Alsabagh, 2008).

The performance appraisal system is one of the means that provides the organization with key information regarding the strengths and weaknesses of employees' performance, thereby improving and developing their performance, which reflects positively on the effectiveness of the organization in which they work. (Al-sayroufi, 2006). There are many objectives that the organization is attempting to achieve through this process, which can be summarized in the following main objectives:

- Establishing a fair wage system in the organization based on equal wages and has to be compatible with other organizations.
- The performance appraisal process helps in identifying the high competencies of employees in order to guide them to jobs that fit with their capabilities and potential. (Abdalkareem & shimam, 2012).
- Revealing the weaknesses of employees, where training needs are identified. (Barqawi, 2013).
- Improving the control process in the organization, as an objective performance appraisal system contributes to creating an effective oversight policy. (Suad, 2007).

The performance appraisal process can be conducted through multiple parties, including: (Barqawi, 2013). Line supervisor, co-worker's evaluation, committees, self-assessment, customers (clients), and HR professionals. Some conditions must be met for an effective performance assessment as follows: (Bin Aishi, 2012).

- Consistency: It is to reach relatively equal assessment results at different times and with different people.
- Distinctions: It is the ability to differentiate between different levels of performance for the fair distribution of wages, remuneration, promotions, and so on.
- Acceptance: The performance appraisal reflects the real reality of employees' performance.
- Objective: The performance appraisal system should be objective and fair away from prejudice and personal judgment.
- Inclusiveness: The performance appraisal shall include all aspects of performance to be evaluated.
- Economy: Make less time and effort while applying the performance appraisal process.

2.2. Organizational Loyalty

Organizational loyalty is defined as “an emotional state representing the extent of loyalty, harmony, and engagement that an employee feels towards his/her organization. This feeling is reflected in the employee’s behavior, the acceptability of the organization’s objectives and values as well as the desire to remain in the organization. (Alkadash, & Aljileedi, 2020; Doba & Ghola, 2012). There are dimensions for organizational loyalty, the most common as follows:

- 1) **Emotional organizational loyalty:** It is the extent to which the employee is compatible with the objectives and values of the organization. The employee is therefore desired to continue working in the organization and is concerned with the achievement of their objectives. (Girgon, 2009).
- 2) **Continuance organizational loyalty:** It is the economic value that an individual can achieve if he continues working in the organization, against leaving the organization. The most important elements that affect the individual evaluation with regard to staying in the organization are the length of employment, personal relationships with colleagues, and growing age, as the employee gets older, the less he wants to leave because of the lack of opportunities and his unwillingness to start again creating a position for him within the organization. (Owida, 2008).
- 3) **Normative organizational loyalty:** It is the individual’s sense of commitment to remain in the organization, in contrast, the organization should be concerned with allowing its employees to participate in setting objectives and developing their career path, determining work procedures, and policy formulation. This would make the employee reluctant to leave the organization due to his feelings that he is morally committed to working in the organization. (Doba & Ghola, 2012). Organizational loyalty is formed by the following factors:
- 4) **Personal characteristics:** Including age, gender, social status, learning, and experience. Studies found a positive correlation between organizational loyalty and aging, given that growing age leads to an increase in the organizational loyalty of employees (Al-Rawashdah, 2007).
- 5) **Job description and organizational loyalty:** Employee’s knowledge of his responsibilities towards his work and the degree of sense of importance regarding the work results affects his organizational loyalty. Loyalty increases with employee freedom, fewer pressures, and vice versa. And also, loyalty increases with employee feelings of the importance of his job and with the challenge in accomplishing his work. The level of organizational loyalty decreases with centralized and routine.
- 6) **Work experience:** Experience affects organizational loyalty, the greater the employee experience and his attribution to achieving the objectives of the organization, the more organizational loyalty. The process of measuring organizational loyalty in the organization is an important management process that leads to material and moral gains for employees in the organization, where it helps in the success of the organization, corrects errors and avoids negatives. (Bin Hafeth, 2013).

2.3. Previous Studies:

Stojanovic et al (2020), indicate that the greater the loyalty of employees, the greater the performance and competitiveness of the company. Wiemann, et al (2019), advocate employing performance evaluations that are participative, adaptive, learning-oriented, and transparent and thus enable fair cooperation between organizational members. Besides, Al- Awdah, (2013), revealed that the level of the objectivity of performance appraisal was moderate in public universities and low in private universities. And also, the level of organizational affiliation has reached a moderate degree in both public and private universities. In addition, Al- Obaidi, (2012) highlighted that organizational justice is one of the important variables that increase the level of organizational commitment among employees working in the ministry.

3. Research Model

The following model shows the independent variable with its various dimensions and dependent variable with its dimensions adopted in this study based on the study problem, as shown in Figure 1. In the light of the identified objectives and dimensions, this study attempts to answer a number of hypotheses as to the following.

- 1) **Main Hypothesis:** There is no significant impact of employees’ performance appraisal at level ($\alpha \leq 0.05$) on organizational loyalty in Jordanian Private Universities in the North Province.
 - a. **The first sub-hypothesis:** There is no significant impact of employees’ performance appraisal at level ($\alpha \leq 0.05$) on enhancing affective loyalty among employees working at Jordanian private universities in the northern province.
 - b. **The second sub-hypothesis:** There is no significant impact of employees’ performance appraisal at level ($\alpha \leq 0.05$) on enhancing Continuance loyalty among employees working at Jordanian private universities in the northern province.

- c. **The third sub-hypothesis:** There is no significant impact of employees' performance appraisal at level ($\alpha \leq 0.05$) on enhancing normative loyalty among employees working at Jordanian private universities in the northern province.

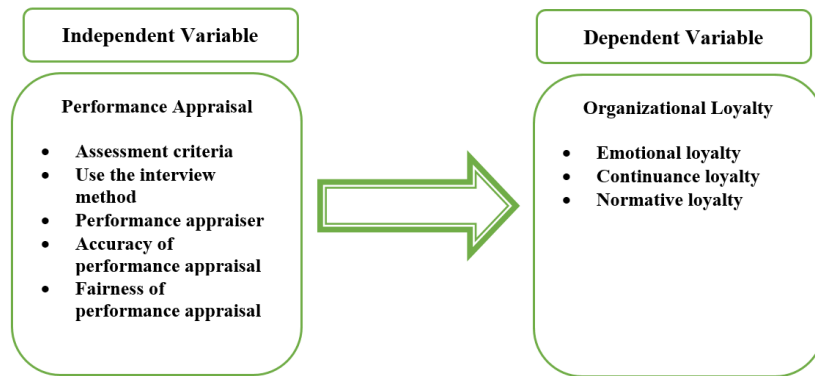


Fig. 1. Research Model

4. Methodology

Population and sample

The target population for this study included all managers, assistant managers, heads of departments, and employees of Jordan private universities in the north province (N. 435), 219 questionnaires were distributed. Of the (219) distributed questionnaires, (209) questionnaires returned, and (8) questionnaires were excluded from the analysis because of the missing or incorrect marling. Finally, only (201) valid questionnaires have been analyzed for this study.

Data Collection

Secondary data was collected based on the finding of published papers, articles, books, previous, studies, and the World Wide Web.

Primary data collection was carried out using a self-designed questionnaire, This adopted instrument comprises three sections, the first section covers demographic information, The second section of the questionnaire consisted of (27) paragraphs that reflect the sample members 'evaluation of the performance evaluation process in the researched universities.

The third section of the questionnaire included (18) paragraphs devoted to measuring the dependent variable, which was represented in the level of organizational loyalty, which included: (emotional loyalty, continuous loyalty, moral loyalty).

5. Statistical analysis and hypothesis testing

The population of the study covered all administrative workers at Jordanian Private Universities in the North Province, totaling (435) employees. 219 questionnaires were distributed, representing 50.3 percent. 201 valid surveys were obtained for analysis.

5.1. Descriptive Analysis

To answer this question, "What is the level of organizational loyalty among employees working at Jordanian Private Universities in the North Province?", averages and standard deviation were calculated for the extent to which sample members agree with the items regarding the dimensions that reflect the availability of organizational loyalty among employees in the private universities. Table (8) shows the averages and standard deviation.

Table 1. Averages and standard deviations of the study sample answers regarding the level of organizational loyalty among employees in descending order

Rank	No.	Dimension	Average	Standard Deviation	Evaluation Degree
1	1	Affective loyalty	3.31	0.89	Moderate
2	2	Continuance loyalty	3.22	0.97	Moderate
3	3	Normative loyalty	3.11	1.00	Moderate
		Organizational loyalty	3.22	0.86	Moderate

Table 1 shows that the averages of the extent to which sample members agree with items regarding the level of organizational loyalty among employees ranged from (3.11-3.31), where the highest average was for the dimension of “Affective loyalty” with an average of (3.31) and a moderate evaluation degree. Second, comes the dimension of “Continuance loyalty” with an average of (3.22) and a moderate evaluation degree. “Normative loyalty” comes last with a moderate evaluation degree. The average of the organizational loyalty at the private universities was (3.21) with a moderate evaluation degree, which means that the employees at these universities do not have high organizational loyalty so that it helps universities to maintain highly qualified employees. This will be explained when talking about each dimension of organizational loyalty in the next chapter.

The researcher has extracted the average and standard deviation for the extent to which sample members agree with items regarding each dimension of the level of organizational loyalty as required.

Table 2 shows that the averages of the extent to which sample members agree with items regarding “Affective loyalty” ranged between (2.91 – 3.67), the highest was for the item (6) which states “I always try to participate in continuous improvement and work development at the university” with a moderate evaluation degree, whereas the lowest was for the item (4) which states “The university builds and enhances spiritual working environment characterized by coherence” with a moderate evaluation degree. The average of the dimension as a whole was (3.31) with a moderate evaluation degree. This means that the individuals who work at those universities do not have a high effective loyalty towards their university, this may be due to the university’s failure to create an appropriate working environment that strengthens spirituality and cooperation.

Table 2. Averages and standard deviations of the study sample answers regarding the affective loyalty of employees towards their universities in descending order

Rank	No.	Item	Average	Standard Deviation	Evaluation Degree
1	6	I always try to participate in continuous improvement and work development at the university	3.67	1.04	Moderate
2	7	My supervisors treat me fairly and respectfully	3.60	1.22	Moderate
3	1	There is compatibility between my values and university’s values	3.45	1.18	Moderate
4	5	I feel proud when I talk about my university with others	3.45	1.24	Moderate
5	2	I would like to spend the rest of my professional life at university	3.09	1.41	Moderate
6	3	I find it hard to work at another university	2.99	1.32	Moderate
7	4	The university builds and enhances a spiritual working environment characterized by coherence	2.91	1.18	Moderate
		Affective loyalty as a whole	3.31	0.89	Moderate

Table 3 shows that the averages of the extent to which sample members agree with items regarding “Continuance loyalty” ranged between (2.83 – 3.63), the highest was for the item (1) which states “I feel that my job fits my abilities and experiences” with a moderate evaluation degree, whereas the lowest was for the item (6) which states “I feel committed towards the university for the fairness of rewards and incentives system” with a moderate evaluation degree. The average of the dimension as a whole was (3.22) with a moderate evaluation degree. This means that the individuals who work at those universities have a moderate continuance loyalty towards their university, this may be because they are not granted the financial rewards and incentives to which they are entitled fairly and objectively.

Table 4 shows that the averages of the extent to which sample members agree with items regarding “Normative loyalty” ranged between (2.84 – 3.55), the highest was for item (3) which states “The moral obligation drives me to continue working at the university” with a moderate evaluation degree, whereas the lowest was for the item (2) which states “My supervisors involved me in the formulation of action plans” with a moderate evaluation degree. The average of the dimension as a whole was (3.12) with a moderate evaluation degree. This means that the individuals who work at those universities have a high normative loyalty towards their university. There are many reasons behind such as, they are not allowed to participate in the formulation of action plan and setting goals, it can therefore affect their continuity of the work and start looking for working opportunities in another university.

Table 3. Averages and standard deviations of the study sample answers regarding the continuance loyalty of employees towards their universities in descending order

Rank	No.	Item	Average	Standard Deviation	Evaluation Degree
1	1	I feel that my job fits my abilities and experiences	3.63	1.26	Moderate
2	4	I avoid leaving the university because it is difficult to get another job	3.51	1.38	Moderate
3	2	I feel that there is a career path planning for my job	3.39	1.25	Moderate
4	5	I feel that my job at the university is self-fulfilling and ambition	3.11	1.32	Moderate
5	3	The university offers me advantages that are not available at another university	2.86	1.39	Moderate
6	6	I feel committed towards the university for the fairness of the rewards and incentives system	2.83	1.34	Moderate
		Continuance loyalty as a whole	3.22	0.97	Moderate

Table 4. Averages and standard deviations of the study sample answers regarding the normative loyalty of employees towards their universities in descending order

Rank	No.	Item	Average	Standard Deviation	Evaluation Degree
1	3	The moral obligation drives me to continue working at the university	3.55	1.18	Moderate
2	5	My supervisors make me feel that I'm effective and important in developing work	3.21	1.24	Moderate
3	4	I feel the desire to remain in my work, despite having better opportunities elsewhere	3.14	1.34	Moderate
4	1	My supervisors in the university allow me to participate in setting goals	2.85	1.35	Moderate
5	2	My supervisors involved me in the formulation of action plans	2.84	1.28	Moderate
		Normative loyalty as a whole	3.12	1.04	Moderate

5.2. Study hypotheses testing

The first main hypothesis: There is no significant impact of employees' performance appraisal at level ($\alpha \leq 0.05$) on organizational loyalty in Jordanian Private Universities in the North Province. To test this hypothesis, the multiple regression equation was applied in order to study the impact of the dimensions of employees' performance appraisal on enhancing organizational loyalty as a whole.

Table 5. The results of applying the multiple regression equation to clarify the impact of the dimensions of employees' performance appraisal in enhancing organizational loyalty as a whole

Dimension	β	T	Statistical Significance	R	R-square	F	Statistical significance
Assessment criteria	0.25	3.63	0.00				
The level of utilization of the interview method in the performance appraisal process	0.17	2.63	0.01				
The type of performance appraisers	-0.03	-0.45	0.65	0.76	0.57	43.47	0.00
The availability of accuracy in the performance appraisal system	0.16	1.94	0.05				
The availability of fairness in the performance appraisal system	0.15	2.57	0.01				

To test this hypothesis, the multiple regression equation was applied whose findings were presented. As indicated in table 6, there is a high direct relationship between the performance appraisal process and organizational loyalty in Jordanian private universities ($r=0.57$). It shows through (R square) that the performance appraisal process accounted for (0.57) of variance in the organizational loyalty among employees working at these universities. As the value of (F) is (43.47) and the level of significance (0.00), there is a significant impact of employees' performance appraisal at level ($\alpha \leq 0.05$) on organizational loyalty in Jordanian Private Universities in the North Province. Accordingly, the null hypothesis is rejected and the alternative hypothesis is accepted.

- The first sub-hypothesis: There is no significant impact of employees' performance appraisal dimensions at level ($\alpha \leq 0.05$) on enhancing affective loyalty among employees working at Jordanian private universities in the northern province.

To test this hypothesis, the multiple regression equation was applied in order to study the impact of employees' performance appraisal dimensions on enhancing affective loyalty.

Table 6. The results of applying the multiple regression equation to clarify the impact of employees' performance appraisal dimensions in enhancing affective loyalty as a whole

Dimension	β	T	Statistical Significance	R	R-square	F	Statistical significance
Assessment criteria	0.26	3.51	0.00				
The level of utilization of the interview method in the performance appraisal process	0.20	2.89	0.00				
The type of performance appraisers	0.05	0.69	0.49	0.72	0.51	34.01	0.00
The availability of accuracy in the performance appraisal system	0.18	2.12	0.04				
The availability of fairness in the performance appraisal system	0.12	1.95	0.05				

To test this hypothesis, the multiple regression equation was applied whose findings were presented. As indicated in table 7, there is a high direct relationship between the performance appraisal process and affective loyalty in Jordanian private universities ($r=0.72$). It shows through (R square) that the performance appraisal process accounted for (0.51) of variance in the affective loyalty among employees working at these universities. As the value of (F) is (34.01) and the level of significance (0.00), there is a significant impact of employees' performance appraisal at level ($\alpha \leq 0.05$) on affective loyalty in Jordanian Private Universities in the North Province. Accordingly, the null hypothesis is rejected and the alternative hypothesis is accepted.

- The second sub-hypothesis: There is no significant impact of employees' performance appraisal at level ($\alpha \leq 0.05$) on enhancing continuance loyalty among employees working at Jordanian private universities in the northern province.

To verify the validity of the second sub-hypothesis, the multiple regression equation was applied in order to study the impact of employees' performance appraisal dimensions in enhancing continuance loyalty as a whole, which is shown in table 7.

Table 7. The results of applying the multiple regression equation to clarify the impact of employees' performance appraisal dimensions in enhancing the continuance loyalty as a whole

Dimension	B	T	Statistical Significance	R	R-square	F	Statistical significance
Assessment criteria	0.14	2.05	0.04				
The level of utilization of the interview method in the performance appraisal process	-0.07	-1.05	0.29				
The type of performance appraisers	0.17	1.99	0.05	0.72	0.51	34.47	0.00
The availability of accuracy in the performance appraisal system	0.23	2.46	0.02				
The availability of fairness in the performance appraisal system	0.14	2.05	0.04				

To test this hypothesis, the multiple regression equation was applied whose findings were presented. As indicated in table 8, there is a high direct relationship between the performance appraisal process and continuance loyalty in the Jordanian private universities ($r=0.72$). It shows through (R square) that the performance appraisal process accounted for (0.51) of variance in the continuance loyalty among employees working at these universities. As the value of (F) is (34.47) and the level of significance (0.00), there is a significant impact of employees' performance appraisal at level ($\alpha \leq 0.05$) on continuance loyalty in Jordanian Private Universities in the North Province. Accordingly, the null hypothesis is rejected and the alternative hypothesis is accepted.

- The third sub-hypothesis: There is no significant impact of employees' performance appraisal at level ($\alpha \leq 0.05$) on enhancing normative loyalty among employees working at Jordanian private universities in the northern province.

To verify the validity of the third sub-hypothesis, the multiple regression equation was applied in order to study the impact of employees' performance appraisal dimensions in enhancing normative loyalty as a whole, which is shown in table 9.

To test this hypothesis, the multiple regression equation was applied whose findings were presented. As indicated in table 9, there is a high direct relationship between the performance appraisal process and normative loyalty in Jordanian private universities ($r=0.62$). It shows through (R square) that the performance appraisal process accounted for (0.38) of variance in the normative loyalty among employees working at these universities. As the value of (F) is (20.61) and the level of significance (0.00), there is a significant impact of employees' performance appraisal at level ($\alpha \leq 0.05$) on

normative loyalty in Jordanian Private Universities in the North Province. Accordingly, the null hypothesis is rejected and the alternative hypothesis is accepted.

Table 9. The results of applying the multiple regression equation to clarify the impact of employees' performance appraisal dimensions in enhancing the normative loyalty as a whole

Dimension	B	T	Statistical Significance	R	R-square	F	Statistical significance
Assessment criteria	0.20	2.40	0.02				
The level of utilization of the interview method in the performance appraisal process	0.11	1.43	0.15				
The type of performance appraisers	-0.07	-0.84	0.40	0.62	0.38	20.61	0.00
The availability of accuracy in the performance appraisal system	0.06	0.59	0.56				
The availability of fairness in the performance appraisal system	0.09	1.29	0.20				

6. Discussions and Recommendations

There is a statistically significant impact of the performance appraisal process on organizational loyalty in Jordanian Private Universities in the North Province. The level of attention in the performance appraisal process as required by Jordanian Private Universities in the North Province was moderate. There is moderate care in Jordanian Private Universities in the North Province about the performance assessment standards for its employees. There is not sufficient interest in using the interview method of performance appraisal process by Jordanian Private Universities in the North Province. There is not sufficient interest in the type of performance appraisers by Jordanian Private Universities in the North Province. Employees who are working at Jordanian Private Universities in the North Province do not possess organizational loyalty as required, where the level of organizational loyalty in all its dimensions was moderate. Individuals who are working at Jordanian Private Universities in the North Province do not possess a high affective loyalty towards their universities. Individuals who are working at Jordanian Private Universities in the North Province do not possess a high continuance loyalty towards their universities. Individuals who are working at Jordanian Private Universities in the North Province do not possess a high normative loyalty towards their universities. There is a statistically significant impact of the performance appraisal process on emotional loyalty at Jordanian Private Universities in the North Province. There is a statistically significant impact of the performance appraisal process on continuance loyalty at Jordanian Private Universities in the North Province. There is a statistically significant impact of the performance appraisal process on normative loyalty at Jordanian Private Universities in the North Province.

Based on the previous results, this study recommends the management of the private universities a set of recommendations:

- the need to revitalize the role of the performance appraisal process at Jordanian Private Universities in the North Province by achieving the greatest degree of justice and objectivity regarding the evaluation process and linking the results of this process with moral and material incentives.
- Increased attention to the performance appraisal process because of its important role and impact on organizational loyalty among employees.
- Concern for the fairness and objectivity of the performance appraisal process.
- Providing moral and material incentives based on the results of the performance evaluation process.
- Determining a clear criterion for evaluating employees' performance fit with the nature of performance.
- Reviewing the performance assessment process once in a while and develop it.
- The Labor system should include a right to object to the work.
- Formulate plans and programs that enhance organizational loyalty through seminars, visits, meetings, increased coherence between employees, and social communication.

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