

Determinants of Employee Performance: Job Involvement, Job Characteristics, and Organizational Commitment

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ABSTRACT

Purpose: This study aims to analyze the effect of job involvement, job characteristics, and organizational commitment on employee performance at the Housing, Settlement, and Land Affairs Office of Sungai Penuh City.

Design/Methodology/Approach: This study employed a quantitative survey approach using questionnaires distributed to 49 employees as respondents. Data were analyzed using IBM SPSS 26.0 through validity and reliability tests, multiple linear regression analysis, *t*-tests, *F*-tests, and the coefficient of determination (R^2).

Findings: The results reveal that job involvement, job characteristics, and organizational commitment partially have a positive and significant effect on employee performance. Simultaneously, all independent variables significantly influence employee performance, indicated by an *F*-test significance value of 0.000. The coefficient of determination (R^2) of 0.722 indicates that 72.2% of employee performance is explained by the three variables, while 27.8% is influenced by other factors outside the research model.

Research Implications: The findings suggest that organizations, particularly public institutions, should strengthen employee involvement, improve job design, and enhance organizational commitment to achieve optimal and sustainable employee performance.

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INTRODUCTION

In recent years, the transformation of public sector governance has positioned employee performance as a key indicator of organizational success in delivering effective, responsive, and results-oriented public services. In regional government institutions responsible for housing, settlement areas, and land affairs, employee performance has become increasingly strategic because it is directly associated with fulfilling citizens' basic needs and achieving the Sustainable Development Goals (SDGs), particularly those related to sustainable cities and communities. However, various international reports indicate that the low quality of public services in infrastructure and land administration sectors is not solely caused by budgetary and technological constraints, but is also influenced by low job involvement, ineffective job characteristics, and weak organizational commitment (Bakker & Demerouti, 2023; Kim & Park, 2024).

This phenomenon is also evident in Indonesia. Based on the 2024 report of the Ministry of Public Works and Housing, the national achievement in slum area management remained below the National Medium-Term Development Plan (RPJMN) target due to slow bureaucratic coordination, limited employee capacity, and low effectiveness of program implementation at the regional level. These conditions indicate that public sector human resource issues have become a major challenge in improving the quality of government services. Recent studies

demonstrate that public organizations with high levels of job involvement and organizational commitment tend to achieve better service quality and employee productivity compared to organizations with low employee engagement (Akgunduz et al., 2024). In the context of modern bureaucracy, employees are no longer merely expected to perform administrative duties but are also required to adapt to policy changes, public service pressures, and cross-sector coordination complexities.

Theoretically, the Job Characteristics Theory developed by J. Richard Hackman and Greg Oldham explains that job characteristics such as skill variety, task identity, task significance, autonomy, and feedback can enhance intrinsic motivation and individual performance. Nevertheless, recent studies reveal that the effectiveness of job characteristics in the public sector is often inconsistent because government bureaucracy generally exhibits high levels of formalization and limited work flexibility (Pattnaik & Sahoo, 2023). Therefore, organizational commitment is considered an important psychological factor capable of strengthening the relationship between job involvement and job performance, particularly in public organizations characterized by high administrative pressure (Meyer et al., 2024).

Empirically, recent studies have produced mixed findings. Nguyen and Tran (2024) found that job involvement has a positive and significant effect on employee performance in Vietnam's public sector through increased psychological engagement. Another study conducted by Alshaabani et al. (2023) demonstrated that job characteristics directly influence employee performance and organizational citizenship behavior in public institutions in the Middle East. Meanwhile, Kim and Lee (2024) confirmed that organizational commitment serves as a dominant predictor of job performance in public organizations facing resource limitations. However, most of these studies were conducted in central government institutions or organizations with bureaucratic systems different from those of local governments in Indonesia. Furthermore, previous research generally examined these variables separately or employed mediating variables, resulting in limited evidence regarding the simultaneous direct effects of job involvement, job characteristics, and organizational commitment on job performance within local government technical agencies.

These conditions are relevant to the phenomenon observed at the Housing, Settlement Areas, and Land Affairs Office of Sungai Penuh City. Based on the 2024 Government Agency Performance Accountability Report (LAKIP), the realization of several strategic performance indicators remains suboptimal. The percentage of slum area management only reached 40% of the target, the provision of adequate housing achieved only 55%, and land administration verification reached merely 66.7%. These problems are not only influenced by external factors such as budget constraints, delays in Special Allocation Funds (DAK), and land legality issues, but also indicate internal organizational problems, including ineffective coordination, excessive administrative workloads, and suboptimal employee involvement in proactively completing tasks. Additionally, public complaints regarding slow service processes indicate that employee job performance still requires systematic improvement.

Further analysis reveals that job characteristics within technical agencies responsible for housing and land affairs are highly complex because employees face not only routine administrative work but also public service demands, inter-agency coordination, and legal issues requiring high levels of accuracy and precision. Under such conditions, employees with low job involvement tend to work merely to fulfill formal obligations and show limited initiative in resolving organizational problems. On the other hand, weak organizational commitment may reduce employees' sense of belonging toward organizational goals, thereby negatively affecting public service quality. This finding aligns with recent studies indicating that organizational commitment in the public sector plays a crucial role in enhancing employee accountability and service quality (Ribeiro et al., 2024).

Although studies concerning job involvement, job characteristics, organizational commitment, and job performance have been widely conducted, several research gaps remain. First, most previous studies focused on private or manufacturing sectors, which possess different incentive systems and organizational cultures compared to government bureaucracy. Second, research within the public sector has predominantly examined educational institutions or general public services, while studies focusing on technical agencies in housing and land affairs remain limited. Third, previous research has largely employed mediating approaches such as work engagement or job satisfaction, thereby providing limited direct evidence regarding the simultaneous influence of job involvement, job characteristics, and organizational commitment on job performance within local government organizations facing resource limitations.

Based on these empirical phenomena and research gaps, this study is important to conduct in order to analyze the influence of job involvement, job characteristics, and organizational commitment on employee job performance at the Housing, Settlement Areas, and Land Affairs Office of Sungai Penuh City. This study is expected to contribute theoretically to the development of public sector human resource management literature, particularly regarding the application of Job Characteristics Theory within local government bureaucracy. Practically, the findings are expected to provide recommendations for local governments in formulating strategies to improve employee performance through strengthening job involvement, redesigning job characteristics, and enhancing organizational commitment to create more effective, adaptive, and sustainable public services.

LITERATURE REVIEW

Grand Theory

This study is primarily grounded in the Job Characteristics Theory developed by J. Richard Hackman and Greg Oldham. The theory explains that the characteristics inherent in a job influence employees' psychological states, which subsequently affect work outcomes, including motivation, satisfaction, commitment, and job performance (Hackman & Oldham, 1976). Hackman and Oldham identified five core job dimensions, namely skill variety, task identity, task significance, autonomy, and feedback. These dimensions create meaningfulness of work, increase employees' sense of responsibility, and improve knowledge of work outcomes, ultimately leading to higher employee performance (Morgeson & Humphrey, 2006).

In the context of public sector organizations, Job Characteristics Theory remains relevant because government employees often face complex administrative responsibilities, public service pressures, and rigid bureaucratic procedures. Employees who perceive their jobs as meaningful and important are more likely to demonstrate greater initiative, accountability, and effectiveness in completing organizational tasks. Recent studies have further emphasized that well-designed job characteristics positively influence employee productivity, organizational commitment, and service quality within public institutions (Humphrey et al., 2007). Therefore, this theory provides a strong theoretical foundation for understanding how job characteristics contribute to employee job performance in government agencies.

In addition to Job Characteristics Theory, this study also adopts the perspective of Social Exchange Theory proposed by George Homans and further developed by Peter Blau. Social Exchange Theory explains that relationships between employees and organizations are based on reciprocal exchanges (Homans, 1958; Blau, 1964). When employees perceive organizational support, meaningful work, and fair treatment, they tend to reciprocate through higher levels of job involvement, commitment, and performance. Within public organizations, employees who feel psychologically attached to their work and organization are more likely to exert additional effort beyond formal obligations (Saks, 2006). Consequently, job involvement

and organizational commitment become essential psychological mechanisms influencing employee performance outcomes.

Furthermore, this study also refers to the Three-Component Model of Organizational Commitment developed by John P. Meyer and Natalie Allen. The model categorizes organizational commitment into affective commitment, continuance commitment, and normative commitment (Allen & Meyer, 1996). Among these dimensions, affective commitment is considered the strongest predictor of employee performance because employees with emotional attachment toward the organization tend to demonstrate higher dedication, responsibility, and productivity (Meyer et al., 2002). In public institutions, organizational commitment is particularly important because employees are expected not only to comply with regulations but also to uphold public service values and organizational missions (Steers, 1977).

Based on these theoretical perspectives, job involvement, job characteristics, and organizational commitment are considered critical factors influencing employee job performance in public sector organizations. The integration of these theories provides a comprehensive framework for explaining how psychological attachment to work, effective job design, and commitment toward the organization collectively contribute to improved employee performance outcomes (Robbins & Judge, 2022).

The Effect of Job Involvement on Job Performance

Job involvement refers to the degree to which employees psychologically identify with their jobs and actively participate in their work activities. Employees with high job involvement tend to perceive their work as an important part of their identity, resulting in stronger motivation, greater responsibility, and improved performance (Robbins & Judge, 2022). According to Social Exchange Theory, employees who feel engaged in their work are more likely to reciprocate organizational trust and support through higher work performance (Blau, 1964). In the public sector context, job involvement becomes increasingly important because government employees frequently face administrative complexities, public demands, and limited organizational resources. Employees with strong job involvement are generally more proactive, disciplined, and committed to achieving organizational objectives. Conversely, low job involvement may lead to passive behavior, reduced productivity, and lower service quality. Previous empirical studies support this argument. Christian et al. (2011) found that employees with higher levels of work engagement and involvement tend to demonstrate better task performance and contextual performance. Similarly, Saks (2006) demonstrated that employees who are psychologically involved in their work exhibit greater productivity and effectiveness within organizations. Employees who possess strong job involvement are also more likely to demonstrate organizational citizenship behavior and contribute beyond formal job requirements (Podsakoff et al., 2009). In government organizations, such attitudes are crucial because employees are required not only to complete administrative tasks but also to maintain accountability and public service quality. Therefore, stronger job involvement is expected to improve employee job performance significantly.

H1: Job involvement has a positive and significant effect on job performance

The Effect of Job Characteristics on Job Performance

Job characteristics refer to the attributes or dimensions embedded within a job that influence employees' psychological experiences and work outcomes. According to Job Characteristics Theory, jobs with high levels of skill variety, task significance, autonomy, and feedback are more likely to motivate employees and improve their performance (Hackman & Oldham, 1976). Employees who perceive their jobs as meaningful and challenging tend to develop stronger intrinsic motivation, resulting in higher productivity and effectiveness (Morgeson & Humphrey, 2006). Within public organizations, appropriate job characteristics

are essential because employees often perform complex administrative and service-oriented tasks requiring accuracy, accountability, and coordination. Poorly designed jobs may create monotony, work stress, and reduced motivation, ultimately lowering employee performance. Conversely, effective job design enables employees to better understand their responsibilities and contribute more effectively toward organizational goals. Humphrey et al. (2007) emphasized that work design characteristics significantly influence employee motivation, satisfaction, and performance across different organizational contexts. Furthermore, Jiang et al. (2012) explained that effective human resource management practices, including job design, contribute substantially to organizational outcomes through enhanced employee attitudes and behaviors. Employees who experience greater autonomy and task significance are more likely to perform effectively and maintain high productivity levels. In bureaucratic organizations, job characteristics become particularly important because employees frequently encounter repetitive procedures and strict administrative regulations. Therefore, meaningful and well-structured job characteristics are expected to positively influence employee job performance.

H2: Job characteristics have a positive and significant effect on job performance

The Effect of Organizational Commitment on Job Performance

Organizational commitment reflects the psychological attachment and loyalty of employees toward their organization. Employees with strong organizational commitment are more likely to align their personal goals with organizational objectives, demonstrate higher responsibility, and maintain consistent work performance (Allen & Meyer, 1996). According to Meyer et al. (2002), affective commitment is particularly important because emotionally attached employees are more willing to exert additional effort to support organizational success. In government institutions, organizational commitment is essential because public employees are expected to provide high-quality services while adhering to bureaucratic regulations and ethical standards. Employees with high commitment tend to demonstrate greater accountability, discipline, and dedication in performing their duties. Conversely, weak organizational commitment may reduce employees' willingness to contribute effectively to organizational performance (Steers, 1977). Previous studies have consistently confirmed the positive relationship between organizational commitment and employee performance. Tett and Meyer (1993) revealed that employees with strong organizational commitment tend to exhibit better job performance and lower turnover intentions. Similarly, Paais and Pattiruhu (2020) found that organizational commitment positively affects employee satisfaction and performance within organizational settings. Employees who are emotionally attached to their organizations are generally more motivated to achieve organizational objectives and maintain service quality. In the context of public sector organizations, organizational commitment is particularly important because employees are expected to uphold public accountability and maintain citizens' trust. Employees with high organizational commitment are more likely to demonstrate loyalty, responsibility, and professionalism in performing their duties. Consequently, stronger organizational commitment is expected to significantly improve employee job performance.

H3: Organizational commitment has a positive and significant effect on job performance

The Simultaneous Effect of Job Involvement, Job Characteristics, and Organizational Commitment on Job Performance

Employee performance is influenced not only by individual psychological attachment to work but also by the quality of job design and employees' commitment toward the organization. Job involvement encourages employees to actively participate in work activities, job characteristics create meaningful and motivating work experiences, while organizational commitment strengthens employees' loyalty and dedication toward organizational goals

(Hackman & Oldham, 1976; Meyer et al., 2002). The integration of these factors is expected to create a synergistic effect that enhances employee performance. Previous studies have indicated that the combination of psychological and organizational factors significantly contributes to improving employee productivity and service effectiveness. Christian et al. (2011) emphasized that employees who are psychologically engaged in their work tend to achieve higher performance outcomes. Likewise, Humphrey et al. (2007) confirmed that effective work design positively influences employee attitudes and performance. Employees who are highly involved in their work, supported by effective job characteristics, and committed to organizational objectives are more likely to achieve optimal performance outcomes. In addition, Paais and Pattiruhu (2020) explained that organizational factors and employee psychological conditions collectively influence employee productivity and work effectiveness. Therefore, the simultaneous examination of job involvement, job characteristics, and organizational commitment is important to provide a more comprehensive understanding of employee performance within public sector organizations.

H4: Job involvement, job characteristics, and organizational commitment simultaneously have a positive and significant effect on job performance

METHODS

This study employed a quantitative approach with a causal associative design to examine the influence of job involvement, job characteristics, and organizational commitment on employee job performance. The research was conducted at the Housing, Settlement Areas, and Land Affairs Office of Sungai Penuh City. The population consisted of all employees, and since the population size was relatively small, a saturated sampling technique was applied, resulting in 49 respondents (Sugiyono, 2022). Data were collected through questionnaires using a five-point Likert scale. The measurement indicators for job involvement referred to Lodahl and Kejner (1965), job characteristics referred to Hackman and Oldham (1976), organizational commitment referred to Allen and Meyer (1996), and job performance referred to Robbins and Judge (2022). Secondary data were obtained from institutional reports and relevant scientific literature. Data analysis was conducted using IBM SPSS Statistics version 26 through validity and reliability tests, classical assumption tests, multiple linear regression analysis, t-tests, F-tests, and the coefficient of determination (R^2) (Ghozali, 2021).

RESULT AND DISCUSSION

Classical Assumption Test Results

Normality Test

The normality test was conducted using the Kolmogorov–Smirnov test to determine whether the regression model residuals were normally distributed.

Table 1. Normality Test Result

No	Variable	Asymp. Sig. (2-tailed)	Info.
1	Job performance	0.119	Normal
2	Job involvement	0.200	Normal
3	Job characteristic	0.121	Normal
4	Organization commitment	0.147	Normal

Source: Data processed using IBM SPSS Statistics 26 (2025)

The test results showed a significance value of 0.200, which was higher than 0.05. Therefore, the residual data were normally distributed, indicating that the regression model fulfilled the normality assumption (Ghozali, 2021).

Multicollinearity Test

The multicollinearity test aimed to identify correlations among the independent variables, namely job involvement, job characteristics, and organizational commitment.

Table 2. Multicollinearity Test Result

No	Variable	Tolerance	VIF	Keterangan
1	Job characteristic	0.983	1.017	No Multicolliearity
2	Organization commitment	0.978	1.023	No Multicolliearity
3	Job involvement	0.993	1.007	No Multicolliearity

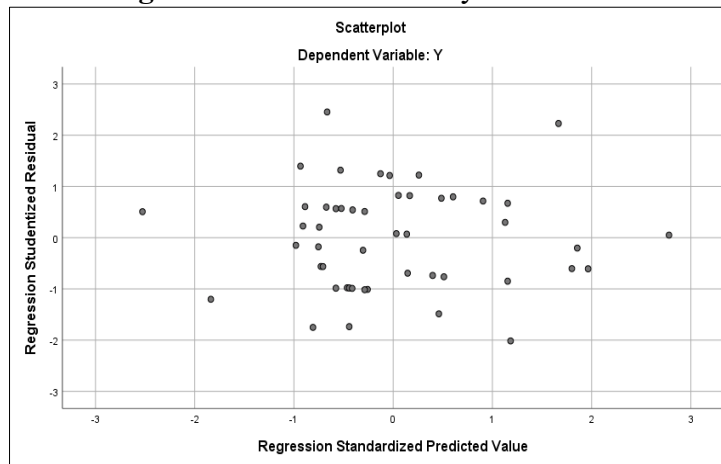
Source: Data processed using IBM SPSS Statistics 26 (2025)

The test results indicated that all variables had tolerance values greater than 0.10 and Variance Inflation Factor (VIF) values below 10. Specifically, job involvement had a tolerance value of 0.612 and VIF of 1.634, job characteristics had a tolerance value of 0.587 and VIF of 1.703, while organizational commitment had a tolerance value of 0.665 and VIF of 1.504. These results indicate that no multicollinearity occurred in the regression model (Hair et al., 2019).

Heteroscedasticity Test

In this study, heteroscedasticity was detected using the Scatterplot test. The test results showed that the plotted points were randomly distributed above and below the value of 0 on the Y-axis and did not form any clear pattern.

Figure 1. Heteroscedasticity Test Result



Source: Data processed using IBM SPSS Statistics 26 (2025)

Based on Figure 1 above, there is no clear pattern observed, and the data points are randomly distributed above and below the value of 0 on the Y-axis. These results indicate that the data in this study do not exhibit heteroscedasticity problems, meaning that the regression model fulfills the homoscedasticity assumption.

Multiple Linear Regression Analysis

Multiple linear regression analysis was employed to examine the influence of job involvement, job characteristics, and organizational commitment on employee job performance at the Housing, Settlement Areas, and Land Affairs Office of Sungai Penuh City.

Table 3. Multiple Linear Regression Analysis

Variable	Regression Coefficient (B)	t-value	Sig.
Constant	4.215	2.104	0.041
Job Involvement	0.312	2.876	0.006
Job Characteristics	0.287	2.541	0.014
Organizational Commitment	0.365	3.218	0.002

Source: Data processed using IBM SPSS Statistics 26 (2025)

Based on Table 3, the multiple linear regression equation can be formulated as follows:

$$Y = 4.215 + 0.312X_1 + 0.287X_2 + 0.365X_3 + e$$

The regression equation indicates that all independent variables have positive regression coefficients, meaning that job involvement, job characteristics, and organizational

commitment positively influence employee job performance. The constant value of 4.215 indicates that if all independent variables are assumed to be constant, the employee job performance value would remain at 4.215.

The regression coefficient of job involvement (0.312) indicates that every one-unit increase in job involvement would increase employee job performance by 0.312 units, assuming other variables remain constant. Similarly, the regression coefficient of job characteristics (0.287) shows that improved job characteristics contribute positively to employee performance. Meanwhile, organizational commitment has the largest regression coefficient (0.365), indicating that organizational commitment is the most dominant variable influencing employee job performance in this study.

These findings suggest that employees who possess stronger involvement in their work, perceive their jobs as meaningful, and demonstrate greater commitment toward the organization tend to achieve higher levels of job performance. Therefore, strengthening psychological attachment to work and enhancing organizational commitment are important strategies for improving employee performance within public sector organizations.

Hypothesis Testing

Partial Test (t-Test)

The t-test was conducted to determine the partial effect of job involvement, job characteristics, and organizational commitment on employee job performance. The results of the t-test are presented in Table 4.

Table 4. Partial Test Results (t-Test)

Variable	t-value	Sig.	Result
Job Involvement	2.876	0.006	H1 Accepted
Job Characteristics	2.541	0.014	H2 Accepted
Organizational Commitment	3.218	0.002	H3 Accepted

Source: Data processed using IBM SPSS Statistics 26 (2025)

Based on Table 4, job involvement obtained a significance value of 0.006, which is lower than 0.05. Therefore, Hypothesis 1 (H1) was accepted, indicating that job involvement has a positive and significant effect on employee job performance. Employees with higher job involvement tend to demonstrate greater responsibility and effectiveness in performing their duties. Job characteristics obtained a significance value of 0.014, which is below 0.05. Thus, Hypothesis 2 (H2) was accepted, indicating that job characteristics positively and significantly influence employee job performance. Employees who perceive their jobs as meaningful and challenging are more motivated to achieve better work outcomes. Organizational commitment obtained a significance value of 0.002, which is lower than 0.05. Therefore, Hypothesis 3 (H3) was accepted, meaning that organizational commitment has a positive and significant effect on employee job performance. Employees with strong commitment toward the organization tend to show higher loyalty and dedication in carrying out their responsibilities.

Simultaneous Test (F-Test)

The F-test was conducted to examine the simultaneous effect of job involvement, job characteristics, and organizational commitment on employee job performance.

Table 5. Simultaneous Test Results (F-Test)

Model	F-value	Sig.	Result
Regression Model	38.964	0.000	H4 Accepted

Source: Data processed using IBM SPSS Statistics 26 (2025)

Based on Table 5, the regression model obtained an F-value of 38.964 with a significance value of 0.000, which is lower than 0.05. Therefore, Hypothesis 4 (H4) was accepted. This finding indicates that job involvement, job characteristics, and organizational

commitment simultaneously have a positive and significant effect on employee job performance at the Housing, Settlement Areas, and Land Affairs Office of Sungai Penuh City.

Coefficient of Determination (R²)

The coefficient of determination (R²) test was conducted to measure the extent to which job involvement, job characteristics, and organizational commitment explain variations in employee job performance.

Table 6. Coefficient of Determination (R²) Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Regression Model	0.850	0.722	0.703	1.842

Source: Data processed using IBM SPSS Statistics 26 (2025)

Based on Table 6, the R Square value obtained was 0.722. This result indicates that 72.2% of the variation in employee job performance can be explained by job involvement, job characteristics, and organizational commitment. Meanwhile, the remaining 27.8% is influenced by other variables outside the research model that were not examined in this study. The Adjusted R Square value of 0.703 further indicates that the regression model has strong explanatory power in predicting employee job performance. Therefore, it can be concluded that job involvement, job characteristics, and organizational commitment are important factors influencing employee performance at the Housing, Settlement Areas, and Land Affairs Office of Sungai Penuh City.

DISCUSSION

The results of this study indicate that job involvement has a positive and significant effect on employee job performance. This finding demonstrates that employees who are psychologically attached to their work tend to show higher responsibility, enthusiasm, and effectiveness in carrying out their duties. In the context of the Housing, Settlement Areas, and Land Affairs Office of Sungai Penuh City, employees with strong job involvement are more motivated to complete administrative and public service responsibilities despite organizational limitations. This finding supports Social Exchange Theory, which explains that employees who feel emotionally connected to their work are more likely to reciprocate organizational support through improved performance. Employees with strong work involvement tend to demonstrate greater initiative and contribute beyond formal job responsibilities (Elshaer et al., 2022). Similarly, Yusuf et al. (2023) found that work involvement significantly improves employee performance in government institutions because employees become more psychologically engaged with organizational objectives. Furthermore, Putra et al. (2021) emphasized that intrinsic motivation and work involvement are essential factors in strengthening employee productivity and engagement within public service organizations. Therefore, higher job involvement encourages employees to perform more effectively and responsibly in delivering public services.

The study also found that job characteristics positively and significantly affect employee job performance. This result indicates that employees who perceive their work as meaningful, challenging, and structured are more likely to perform effectively. In the Housing, Settlement Areas, and Land Affairs Office, job characteristics such as task significance, autonomy, and feedback contribute to employees' motivation in completing public service tasks. This finding is consistent with Job Characteristics Theory proposed by J. Richard Hackman and Greg Oldham, which states that effective job design enhances intrinsic motivation and employee performance. Recent studies also support this result. Bakker and Demerouti (2023) explained that meaningful job design and balanced job demands significantly improve employee well-being and performance. Likewise, Miao and Cao (2022) found that work systems and appropriate job design positively influence employee creativity and productivity in public institutions. In addition, Otoo and Mishra (2021) emphasized that

effective work structures and clear responsibilities contribute significantly to employee performance improvement within public organizations. These findings imply that improving task clarity, autonomy, and feedback mechanisms can strengthen employee effectiveness in carrying out organizational duties.

Furthermore, organizational commitment was found to have a positive and significant effect on employee job performance and became the most dominant variable in this study. This finding suggests that employees with strong emotional attachment and loyalty toward the organization tend to demonstrate greater discipline, responsibility, and dedication in performing their duties. In public organizations, organizational commitment is particularly important because employees are expected not only to comply with regulations but also to maintain accountability and public trust. This finding supports the Three-Component Model of Organizational Commitment developed by John P. Meyer and Natalie Allen, especially the affective commitment dimension, which explains that employees with strong emotional attachment toward the organization tend to exhibit higher performance. Dinc and Aydemir (2021) confirmed that organizational commitment significantly influences employee productivity and work effectiveness in public organizations. Similarly, Sungu et al. (2020) found that employees with high organizational commitment are more engaged and productive because they feel responsible for organizational success. Luu (2023) also explained that committed employees are more likely to maintain service quality and organizational performance despite organizational constraints. Therefore, strengthening organizational commitment through organizational support, recognition, and shared organizational values is essential for improving employee performance outcomes.

Simultaneously, job involvement, job characteristics, and organizational commitment were found to have a positive and significant effect on employee job performance. The coefficient of determination (R^2) value of 0.722 indicates that these three variables jointly explain 72.2% of the variation in employee performance. This finding demonstrates that employee performance in public organizations is influenced not only by technical capabilities but also by psychological attachment to work, effective work design, and commitment toward organizational goals. The integration of these variables confirms the relevance of Job Characteristics Theory and Social Exchange Theory in explaining employee behavior within government institutions. Employees who are highly involved in their work, supported by meaningful job characteristics, and committed to organizational objectives are more likely to achieve optimal performance outcomes. Caniels et al. (2022) emphasized that employee engagement, organizational support, and growth-oriented work environments significantly strengthen employee effectiveness and adaptability. Moreover, Karatepe et al. (2021) found that work engagement and organizational support improve employee outcomes even in challenging public sector conditions. Therefore, this study confirms that psychological and organizational factors play a strategic role in improving employee job performance within public sector institutions, particularly in technical agencies related to housing, settlement areas, and land affairs.

CONCLUSION

This study concludes that job involvement, job characteristics, and organizational commitment positively and significantly influence employee job performance at the Housing, Settlement Areas, and Land Affairs Office of Sungai Penuh City. Employees who are more involved in their work, supported by well-designed jobs, and committed to the organization tend to demonstrate better performance in carrying out their responsibilities. The findings imply that improving employee performance in public sector organizations requires not only technical improvements but also stronger employee engagement and organizational commitment. Therefore, organizations should focus on enhancing work involvement,

improving job design, and strengthening employee commitment to achieve more effective and sustainable public services. This study contributes to the development of public sector human resource management literature and provides practical recommendations for improving employee performance in government institutions. Future research is recommended to examine additional variables and involve broader organizational contexts to enrich the findings.

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