Influence of Job Involvement and Job Commitment on The Job Performance of Employees of Adamawa State University Mubi, Nigeria

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https://doi.org/10.56201/ijebm.vol.12.no10.2026.pg291.307

Abstract
The study examined the Influence of Job Involvement and Job Commitment on Job Performance in Adamawa State University, Mubi, Nigeria. Over the years, both public and private institutions have increased their workforce to improve service delivery and improve societal well-being. To do this, it is important to strengthen the attitudes of employees toward work, create favorable working conditions, improve personnel management and foster a supportive organizational culture. The study was guided by two objectives and two null hypotheses. A survey design was adopted and 444 sampling size was determining based stratified sampling technique using Krejcie and Morgan (1970) formula for sample Size Determination. Data were collected through structured questionnaires and 427 were successfully returned. Descriptive statistics were used to analyze demographic variables, while multiple regression analysis was used to test the hypotheses at 0.05 level of significance. The findings show that Job involvement has a moderate positive effect on job performance whereas job commitment has a strong positive effect which was consistent. The study recommends the use what comes out of them to make improvements, like making working conditions better, giving fair compensation, and also actually acknowledging achievements, plus handing out chances for career growth. Management should also create meaningful and challenging jobs with autonomy and employee development in decision-making processes to increase engagement. The University is also encouraged to create a positive organizational culture, good leadership and encourage fairness and transparency. The powerful way to reinforce commitment is initiatives that make employees feel valued and aligned with the University's mission. For instance, the University can communicate its goals clearly.

Keywords*: Job involvement, Job commitment, Job performance, Adamawa, State University, Mubi*

Introduction

The management of Human Resources (HRs) has taken up a more strategic position in organisations since proper human resource management is vital for organisational success. Besides employee recruitment, training and development, pay and rewards, HRM in modern times has been interested in setting the right environment whereby employees develop attitudes and

behaviours towards their work. Literature review shows that HRM activities can affect employees through factors such as attitudes, commitment, motivation and engagement, which eventually result in employee performance (Meijerink, Beijer, & Bos-Nehles, 2021). Therefore, effectiveness of HRM should not just be based on the activities carried out within an organisation but rather on the degree of creation of favourable employee attitudes and behaviours leading to efficient job performance. The job performance of employees is usually regarded as a key factor for the success of any organization. In education, the results of an institution depend on the quality of its human capital. In the last decades, scholars and practitioners have highlighted the significance of organizational commitment and job involvement in shaping the way employees perceive their roles and responsibilities (Judge & Kammeyer-Mueller, 2012). They are based on both affective and cognitive evaluations of the job and work environment, and they are strongly related to performance-related behaviors. The study of organizational commitment and job involvement and their relation to job performance remains central to organizational development. These attitudes influence how employees perceive their environment, how they commit to tasks and ultimately how they act in pursuit of organizational goals. Empirical studies have shown that employee performance is importantly determined by commitment and involvement (Vroom, 1964; Lawler & Porter, 1967; Velnampy, 2006, cited in Wendell & Dennis, 2022). Nieves and Quintana (2018) claim that regardless of the resources of an organization, whether it is machinery, policy, or financial strength, it is the human capital that eventually integrates and runs these elements to achieve the desired outcomes. Therefore, organizations must focus on developing motivated and committed staff to ensure efficiency and effectiveness. Kodikal (2017), define organizational commitment is defined as the employee ‘s feelings of obligation to stay with the organization: feelings resulting from the internalization of normative pressures exerted on an individual prior to entry or following entry. According to Meyer and Allen (1997), organizational commitment can take three distinct forms. Affective commitment refers to identification with, involvement in, and emotional attachment to the organization, in the sense that employees with strong affective commitment remain with the organization because they want to do so. Also achieve employee and organizational objectives through their performance are most valuable for work-related attitude in service industries. Conveying knowledge, building the skills and competences of future leaders are the primary goals of tertiary institutions (Boice, Torrisi-Steele & Boice, 2018; Datta, 2018). With the global demand for competent and skilled labour, tertiary institutions and organisations are devoting more resources to acquiring, training and maintaining skilled and competent employees as a strategy to creating a robust workforce (Madrigano, Chandra, Costigan & Acosta, 2020). Furthermore, there are enough evidence (Hee & Jing, 2018; Mohan & Sudarsan, 2018; Ciobanu, Androniceanu & Lazaroiu, 2019) to support the notion that managing employee attitude positively influence their job performance and by extension institutional performance. Similarly, Mohan and Sudarsan (2018) posit that if job performance is defined in terms of quantity and quality expected from an employee, then important determinants of employee attitude such as, job commitment, job involvement, task performance and contextual performance must be taken into account if management wants to achieve its goals and improve on job performance. Mohan and Sudarsan (2020) further explained that the need for such causality is as a result of the fact that attitudes are evaluative Statements which may either be favorable concerning objects, people or events. Because they reflect how one feels about something. In the workplace, they reflect how an employee feels about his work, the work environment, resources, policies and procedures (Mohan & Sudarsan, 2020).

With a huge number of students to manage, train and graduate, Adamawa State University Mubi require an equally large number of staff of different categories with varied skills set to be able to fulfill their key objectives of imparting knowledge to students (Dixit & Dean, 2018; Iwu, Chapano & Twum-Darko, 2018). This makes job performance of the employees in tertiary institutions really important since that determines failure and success (Saputra, Sudiro & Irawanto, 2018). Similarly, Shen and Zhang (2019) observed that managing employee attitude is the most important factor in improving job performance. By the same token, Masa'deh, Almajali, Alrowwad and Obeidat (2019) argued that even the most skilled and talented employee might be prone to severe underperformance if his attitude in the workplace is lacking.

These institutions offer diverse courses and programmes in strategic ways that suit the requirements of different category of students (Ohemeng, Amoako-Asiedu, & Obuobisa-Darko 2018). Thus, with such competition at hand, it is important for management of Universities to fill their ranks with employees whose positive attitude of dedication and commitment lead them to high levels of effort and can excel even when they are not the most talented and skilled (Mensah, 2019). Research findings of Madrigano et al., (2020) revealed that organizations have grown increasingly aware of the significance of managing employee attitude and are investing more time and effort than ever before to creating the best attitude possible among their employees.

Researchers have examined job performance in public institutions (Irefin & Mechanic, 2014; Oluseyi & Ayo, 2009), limited empirical data are available on the impact of attitudes at work on performance in the North-eastern region of Nigeria in general and universities in particular. Given that ADSU is a public University in the context of a post-conflict region, its particular institutional context may condition the attitudes of employees in the sense of the direction of their attitudes. Thus, the purpose of this study is to fill the gap by examining the influence of job commitment and job involvement on job performance of staff in ADSU, Mubi, Nigeria.

Statement of the Problem

It is becoming evident that human resource management (HRM) considers employee attitudes and behaviors as critical factors in achieving effectiveness in an organisation and employee performance. In addition to HRM practices, positive employee attitudes like job commitment and job involvement could affect how hard employees work, how long they persevere, how responsible they are and how effectively they carry out their tasks. Some studies have shown a relationship between HRM practices and employee outcomes, which include organisational commitment and performance of employees (Meijerink et al., 2021). Organisational commitment refers to the dedication of employees towards their organisation whereas job involvement refers to the psychological identification and active participation in job tasks by employees.

Nevertheless, there is still insufficient evidence with regard to the impact of job commitment and job involvement on employee performance. For instance, a study conducted by Nwibere (2014) found that there exist significant relationships between job involvement, organisational commitment and employee performance in Nigerian universities. Furthermore, a study conducted by Kadiri and Osasere (2022) revealed significant relationships between organisational commitment dimensions and job performance of university academics in Delta State. Nevertheless, findings obtained through the abovementioned studies might not be enough to account for the present state of affairs in other university environments due to changes in institutional environment and HRM practices.

Several recent empirical studies have further yielded evidence highlighting the relevance of job involvement and commitment, but there are also several significant deficiencies in existing

literature. According to Ogunyemi, Fasanmi and Adesoye (2020), the organisational environment proved to be significant for job involvement of Nigerian police officers; however, the authors did not consider the effect of job involvement on performance along with job commitment. Fasanmi, Mazadu and Ogundele (2021) found that job involvement significantly affected several dimensions of job performance of Nigerian bank marketers; however, job commitment was not considered in the study. According to Suparna and Noor (2021), organisational commitment mediated the effect of job involvement on employee performance, while Matagi, Baguma and Baluku (2022) identified a positive association between job involvement and job performance of Ugandan local government workers. However, all the above-mentioned studies were conducted in different organisations, which failed to establish the impact of job commitment and job involvement individually and in combination on employee performance properly. In addition, Igbomor and Ogbuma (2024) found that affective and continuance commitment had a significant effect on employee job performance, whereas normative commitment had no effect on it.

These results point out some gaps in terms of empiricism, context and methodology. Empirical works have been concentrating mostly on job involvement or organisational commitment, and in case of considering the latter as an independent variable, commitment was taken into account as a mediating variable. As for the context, existing Nigerian studies have been concentrated mostly on police, banks, local governments and academics of certain universities, thus making generalisation of the findings difficult when it comes to other universities. In addition, contradictory findings of different dimensions of commitment imply the necessity to conduct further research on the topic in question on the level of certain institutions.

Actualisation of institutional goals at Adamawa State University (ADSU), Mubi is dependent on the performance of employees. However, there is little empirical evidence that particularly determines the extent to which job commitment and job involvement influence the job performance of ADSU employees. Without such institutional-based evidence, management's ability to formulate HRM interventions to effectively strengthen employee job commitment, involvement and performance may be limited. It is on this basis that this particular study examine the influence of job commitment and job involvement on employee job performance at Adamawa State University, Mubi, Nigeria, with the following specific objectives to: examine the influence of job commitment on the job performance of employees of Adamawa State University Mubi, Nigeria, and investigate the influence of job involvement on job performance of employees of Adamawa State University Mubi, Nigeria.

The following null hypotheses were formulated in line with the research objective to guide the study.

$H0_1$: Job commitment does not have significant influence on job performance of employees of Adamawa State University Mubi.

$H0_2$: Job involvement does not have significant influence on job performance of employees of Adamawa State University Mubi

Review of Related Literature

Organizational commitment

The concept of organisational commitment holds much importance within the discipline of organisational behaviour due to its relevance with respect to the attitudes, behavior and outcomes related to workers in an organisation. This term usually involves the psychological attachment of workers with the organisation and the level of identification of these workers with its aims and

objectives. According to O'Reilly and Chatman (1986), organisational commitment is a concept of psychological attachment of workers with the organisation and this concept includes three different sources of psychological attachment including compliance, identification and internalisation. In case of compliance, workers accept organisational influence in return for certain rewards or benefits; identification is the attachment of workers with the organisation on account of maintaining a satisfying relationship with the organisation, while internalisation involves the congruency of organisational values and values of workers. The findings revealed by O'Reilly and Chatman indicated a positive link between identification and internalisation on one hand and pro-social behavior on one hand and negative association with turnover.

However, a more important approach to organisational commitment was developed by Meyer and Allen (1991), according to whom organisational commitment is a psychological state having three distinct components including affective, continuance and normative commitment. In other words, workers can stay in an organization based on the desire to do so (affective commitment), the need to do so (continuance commitment), or because of obligation (normative commitment). As we see, the three elements of commitment are likely to have different implications in terms of behaviors. Meyer, Stanley, Herscovitch, and Topolnytsky (2002), in their meta-analysis involving 155 studies, discovered that affective, continuance, and normative commitment were different constructs with different associations with work outcomes. As a result, affective commitment had the strongest and positive associations with organizational outcomes such as attendance, job performance, and organizational citizenship behavior. Normative commitment was also positively related to the outcomes, but continuance commitment had either no relation or negative relation to various positive work outcomes. Based on the study, the type of commitment of workers is crucial when assessing the implications of commitment. Also, empirical data show that there is a connection between organizational commitment and performance. Thus, Fu and Deshpande (2014) found in their study of 476 workers in Chinese insurance company that organizational commitment positively affects job performance. Moreover, job satisfaction and caring organizational climate were shown as factors of commitment and performance. However, findings from private sector organizations cannot be directly applied to public universities, where employee performance can be determined by how effective they are at teaching, conducting research, administrative processes and serving their students and other stakeholder groups. In the context of the current study, Job Commitment can be viewed as the level of connection, attachment and sense of obligation that the employees of Adamawa State University, Mubi have for their jobs and organization which leads them to put in efforts to achieve organizational goals. The notion of job commitment becomes particularly relevant in this context as committed employees tend to show more persistence, responsibility and readiness to help reach organizational goals. However, it is worth noting that there is a difference between affective, continuance and normative commitment as staying in an organization out of true attachment may be different from staying there due to costs of leaving.

Job Involvement

Job involvement means how much an employee feels connected to their job and sees it as important. Kanungo (1982) described job involvement as a state where workers truly identify with their job and feel it is a part of who they're. Similarly, Lodahl and Kejner (1965) linked job involvement to how people feel their work is a part of their self-image. So, job involvement is about how someone feels tied to the job they do—not how they feel about the company. When employees are highly involved, they tend to care more about their job. They put effort into their work. They pay attention. They use personal energy. This level of involvement is often linked to

results at work such as job satisfaction, loyalty to the organization and better performance in job duties. It is important to know that job involvement is different from employee involvement. Employee involvement is about giving workers a chance to take part in making decisions for the organization. For example, Mambula, Francis and Zirra (2021) showed that letting employees help with decisions can improve how productive the organization becomes. This idea is related to job involvement. It's not the same. The key difference is that employee involvement is about participation in decisions while job involvement is, about how much a person feels their job is part of their identity. In the study Job Involvement means how much employees of Adamawa State University, Mubi feel a strong connection to their work see their work as important and stay mentally focused on the tasks they must do. This idea fits well because Job Involvement is not the same as job commitment. An employee can be very involved, in a job yet not feel a desire or duty to stay with the organisation. Therefore, Job Involvement is treated as an employee attitude that may help improve Job Performance.

Job Performance

Job performance means the actions and tasks that employees do to help the organisation reach its goals. Campbell and Wiernik (2015) say that individual work-role performance is a result in organisational psychology and point out that job performance includes visible work actions that can be measured in a clear way. Likewise, Chernyshenko and Stark (2005) define job performance as a collection of employee actions that can be good or bad, for the organisation. They divide these actions into three types: task performance, which covers activities that are directly part of an employee's assigned duties; contextual performance, which covers optional actions that help the social and mental climate of the organisation; and counterproductive work behaviour, which covers actions that hurt the interests of the organisation. Job performance is more than finishing the tasks that are given. It also includes actions that help or hurt how well an organisation works.
Several factors may affect job performance, both organisational. For example, López-Cabarcos, Vázquez-Rodríguez and Quiñoá-Piñeiro (2022) found that leadership behaviour and social support play a role in how well employees do their jobs. They also showed that when employees feel empowered and see their work as important, they perform better. In Nigeria, Okoye and Ezejiofor (2013) said that developing resources is key to making organisations more productive and cutting down on poor job performance. So good job performance can be understood as how employees carry out their duties act in ways that support the workplace and avoid actions that harm the goals of the organisation. In this study job performance means how well staff, at Adamawa State University, Mubi complete their work and help the university reach its aims.

Theoretical framework

The study is framed by Social Exchange Theory (SET) and supported by Job Demands–Resources (JD-R) Theory, Meyer and Allen's Three-Component Model of Organisational Commitment, and Kanungo's Job Involvement perspective. Social Exchange Theory (Blau, 1964) suggests that employees will respond to positive treatment from their organization with positive attitudes and behaviours. The theory is relevant to this study because employees who feel supported, recognised, treated fairly and have favourable working conditions may develop stronger job involvement and commitment, which can lead to greater effort and ultimately enhance job performance. Similarly, JD-R Theory (Demerouti et al., 2001; Bakker et al., 2023) explains how job demands and resources influence employee motivation and performance. In the university context, adequate resources,

autonomy, support and recognition can strengthen employees' psychological involvement and commitment and help them perform their duties effectively.

Meyer and Allen's (1991) Three-Component Model is a particular theoretical explanation of job/organisational commitment through affective, continuance and normative commitment. The model is relevant as the different forms of commitment may affect the employees' willingness to remain engaged with their work and organization and may have different implications for job performance. The Job Involvement perspective of Kanungo (1982) explains how far employees psychologically identify themselves with and regard their jobs as important. This is important because employees who are highly involved in their work are more likely to put forth the effort, attention, and psychological energy to their responsibilities. These theories give good theoretical base to investigate the influence of job involvement and job commitment on job performance of employees of Adamawa State University, Mubi. Set provides the overall explanation while the other theories give specific explanations to the study variables.

Empirical Review

Over the years scholars from different regions and sectors have investigated the relationship between employee attitudes to work and job performance, resulting in a large body of evidence with similarities and discrepancies. For example, Ogunyemi et al. (2020) explored the phenomenon of job involvement in personnel working in the Nigerian Police Force, with special attention being paid to the role of perceived organisational justice, perceived organisational support and group efficacy in this process. The study was grounded in the hypothesis that job involvement is one of the significant attitudes among employees that are connected with motivation, commitment and performance. In the research, the authors tried to find out if organisational factors can predict the degree of job involvement among the police personnel. The study offers empirical evidence in the context of the Nigerian public sector and highlights the significance of organisational factors for the psychological involvement of employees in their job. At the same time, the study is highly valuable because it explores job involvement in the Nigerian context, thus reducing reliance on empirical evidence from Western and Asian environments. The primary drawback of the study in relation to the current research is that it focused only on the antecedents of job involvement without examining the joint effect of job involvement and job commitment on employee performance. In summary, Ogunyemi et al. (2020) have therefore highlighted the importance of job involvement in Nigeria; however, they have ignored a very crucial empirical issue regarding how job involvement impacts job performance taking into consideration the employees' commitment.

Fasanmi et al. (2021) have assessed the effect of job involvement on job performance aspects among marketers in Nigerian banks. The sample comprised 176 bankers working in five banks within Ijebu-Ode Local Government Area. The measurement of job involvement was conducted through Kanungo's scale of 23 items while job performance was measured through financial targets, due process, learning and development, and customer relations. In their research, the authors used the survey design as well as the independent-samples t-tests to test their hypotheses. From the results, job involvement had an effect on job performance, including aspects like due process, learning and development and customer relations. This research has made a valuable contribution in that it demonstrates the relationship between job involvement and employee performance in Nigeria. The multi-dimensional measurement of performance is an added value of the study considering the nature of employee performance. Nevertheless, the study was conducted among only bank marketers in a particular local government area, reducing the generalizability of

the results across different industries. Furthermore, the research focused only on job involvement without taking job commitment into account in the explanatory framework. In other words, the study cannot reveal whether the positive impact of job involvement still holds when job commitment is taken into account simultaneously. This limitation offers a strong basis for the current study. Suparna and Noor (2021) looked at the mediating effect of organisational commitment dimensions in the relationship between job involvement and employee performance. This study was carried out in Asia Pacific Management and Business Application and tried to investigate whether organisational commitment dimensions could explain the link between job involvement and employee performance. Cross-sectional empirical research methodology was used. The results of this study are highly valuable because they prove that organisational commitment plays a mediating role in the relationship between job involvement and performance of employees. The main strength of this study is that it goes beyond the examination of the simple relationship between job involvement and performance. This is consistent with the theoretical argument that psychologically involved employees tend to perform well when they have an organizational attachment. However, the cross-sectional nature of the study limits causality. Moreover, the study's focus on examining commitment as a mediator is different from the current study which aims at studying job involvement and job commitment as explanatory factors of job performance. Thus, this study supports the significance of commitment while there is still room for research regarding the independent and combined effects of job involvement and job commitment on the performance of employees. Matagi et al. (2022) conducted a study that sought to analyse age, job involvement, job satisfaction and job performance among local government employees in Uganda. Multi-stage stratified random sampling technique was used to select 320 sub-county chiefs for the study. Questionnaire survey was used to collect data which was then analysed using SPSS/AMOS. Path analysis was used to test the hypothesized relationships. The results showed significant positive relationship between job involvement and job satisfaction as well as between job involvement and job performance. Methodologically, the study is stronger than many small-scale studies in that it used a relatively large sample and multi-stage sampling procedure, and path analysis enabled the researchers to examine relationships among several variables simultaneously. It adds to the evidence that employees who are more psychologically engaged in their work are more likely to perform better. However, that study was conducted among Ugandan local government officials and its institutional context is different from Nigeria. Most importantly, the model used job satisfaction rather than job commitment as the key complementary employee-attitude variable. Therefore, although the study reinforces the positive job involvement–performance relationship, it does not answer the question of whether commitment adds to an explanation of employee performance. This creates an obvious opportunity for the present study.
Igbomor and Ogbuma (2024) investigated the influence of organisational commitment on the job performance of employees in the secretariat of Ukwuani Local Government Area of Delta State, Nigeria. The researchers adopted survey design and distributed 149 questionnaires, out of which 141 questionnaires were successfully retrieved and analysed. The impact of affective, continuance and normative commitment on employee job performance was examined using multiple regression. The results showed that affective and continuance commitment positive and significant effect on employee job performance. The results showed that normative commitment negative and insignificant effect on employee job performance. The study adds to the Nigerian HRM literature by showing that organisational commitment is not necessarily a unidimensional construct and its individual dimensions may have different relationships with employee performance. This finding is of particular importance to the current study, as it implies that simply describing an employee

as "committed" may hide important differences in the type and strength of commitment. However, the study considered only the organisational commitment and job involvement was not included in the model. Its single local government setting and relatively small sample limit generalisability. Therefore, while Igbomor and Ogbuma (2024) provide evidence of the relationship between commitment and performance in the Nigerian context, they do not explain the mechanism through which commitment interacts with job involvement in predicting employee performance.

The empirical studies reviewed generally support the proposition that job involvement and employee commitment are important determinants of job performance. However, the evidence is not entirely conclusive. Ogunyemi et al. (2020) found that organisational conditions are instrumental in promoting job involvement among Nigerian police personnel. Fasanmi et al. (2021) empirically established that job involvement significantly affects the various dimensions of job performance among Nigerian bank marketers. Likewise, Matagi et al. (2022) found a positive relationship between job involvement and job performance using a larger sample of 320 local government employees. Evidence of commitment is also important. Suparna and Noor (2021) showed that the relationship between job involvement and employee performance can be explained by dimensions of organisational commitment, while Igbomor and Ogbuma (2024) found that different dimensions of organisational commitment do not necessarily produce the same performance outcomes. Four important gaps, however, emerge from the review: Most studies look at job involvement or organisational commitment separately. Very few have directly examined their combined influence on job performance. Studies in Nigeria have focused mainly on banks, police personnel and local government with a relatively limited evidence from the university environment. The literature suggests that commitment does not always function uniformly. Different types of commitment may have different effects on performance, thus further empirical investigation is needed.

Methodology

This study adopts descriptive survey research design. The population of the study comprises 811 (Eight Hundred and Eleven) Staff of Adamawa State University, Mubi, including Academic Staff, Senior Non-academic Staff and Junior Non-academic Staff as presented in Table 1.

Table 1: Population of the Study

S/N`	STAFF CADRE	POPULATION
1	Academic Staff	**273**
2	Senior Non-academic staff	**436**
3	Junior Non-academic staff	**102**
	Total	811

Source: Establishment Division, Adamawa State University Mubi as at July, 2025

Krejcie and Morgan (1970) formula for sample Size Determination was used to determine the 444 sampling size of the study. The formula is shown as follows:

$$S = \frac{X^2 NP(1-P)}{d^2(N-1) + X^2 P(1-P)}$$

Where:

$\boldsymbol{S}$ = required sample size,

$\boldsymbol{X^2}$ = the table value of Chi-square for 1 degree of freedom at desired confidence level (i.e. 1.96*1.96=3.8416),

N = the population size,
P = the *population proportion (expressed as decimal) (assumed to be 0.5 (50%)* since this would provide the maximum sample size, and
d = the *degree of accuracy (5%), expressed as a proportion (0.05).*
Applying the formula, based on the strata of population of Academic Staff (273), Senior Non-academic Staff (436) and Junior Non-academic Staff (102), the sample size is 444 comprises 160 Academic Staff, 203 Senior Non-academic Staff, and 81 Junior Non-academic Staff. The sample size was determining based stratified sampling technique. Primary data was collected using a structured questionnaire administration to respondents. In this study, job involvement was measured using the 10-item Job Involvement Scale developed by Kanungo (1982). Job commitment was measured using an 18-item organisational commitment scale based on Meyer and Allen's (1991) three-component model. Job performance was measured using the 18-item Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2013). All measurement items were rated on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), with 2 representing Disagree, 3 Neutral, and 4 Agree. Reverse-worded items, where applicable, were recoded before analysis. Content Validity was used to ensure through expert review to confirm that the instrument adequately measured the study variables. Cronbach Alpha was used to test the reliability of the instrument. The reliability coefficient is job involvement (0.778), job commitment (0.778), and Job performance (0.719). Multiple regression statistics was used to analyse the influence of work attitude variables on job performance.

Data Presentation Analysis and Result

A total of 444 copies of questionnaire were distributed to ensure a representative cross-section of the University's workforce. From this distribution, 427 copies were returned, indicating a high response rate of approximately 96.2%, which significantly enhances the reliability and potential generalizability of the findings. Following the data collection phase, the returned copies questionnaire underwent a rigorous screening process. This critical step involved checking for completeness, consistency, and legibility to eliminate responses that were substantially incomplete, contained patterned answers, or were otherwise unusable.

Hypothesis Testing

The following null hypotheses were tested in the study as presented in table 1 below:
$H0_1$: Job commitment does not have significant influence on job performance of employees of Adamawa State University Mubi.
$H0_2$: Job involvement does not have significant influence on job performance of employees of Adamawa State University Mubi.

Table 1: Coefficient table of the influence of Job involvement and Job commitment on job performance of employees in Adamawa State University, Mubi Nigeria.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Decision
		B	Std. Error	Beta			
1	(Constant)	9.850	0.776		12.695	0.000	
	JI	0.118	0.043	0.134	2.750	0.006	$H0_1$:- Rejected
	JC	0.223	0.042	0.259	5.295	0.000	$H0_1$:- Rejected
	R	*0.480*					

R^2	*0.230*
F-Stat	*41.326*
P-Value	*0.000*

a. Dependent Variable: JP
Source: Field Survey 2026.

Table 1 shows the results of the regression analysis of the effect of Job Involvement (JI) and Job Commitment (JC) on Job Performance (JP) of Adamawa State University, Mubi employees. As seen from the results, Job Involvement significantly positively affects Job Performance. The standardised β coefficient is 0.134. The *t-value* is 2.750, and the significance is 0.006. This means that the connection is statistically significant at 5%. Hence, the growth of Job Involvement of employees correlates with the improvement of their Job Performance. Therefore, H01 that Job Involvement does not have any significant effect on Job Performance is rejected. Furthermore, Job Commitment positively and significantly influences Job Performance. The standardized β coefficient is 0.259. The *t-value* is 5.295, while the significance is 0.000. Thus, Job Commitment of employees positively significantly affects their Job Performance. Therefore, H01 concerning Job Commitment is rejected. The general regression model itself is statistically significant, having an F-statistic of 41.326 with a *p-value* of 0.000. The reported value of R = 0.480 shows that there exists a moderate positive relationship between the predictors and job performance. With R^2 = 0.230, there is evidence to suggest that Job Involvement and Job Commitment together explain about 23.0% of the variability in the Job Performance of the employees, with the rest 77.0% being from other factors not captured by the model. From the results presented above, it can be concluded that both Job Involvement and Job Commitment are important predictors of employee Job Performance at Adamawa State University, Mubi. From the beta weights, it can be observed that Job Commitment (β = 0.259) has a much stronger influence on Job Performance than Job Involvement (β = 0.134).

Discussion of Findings

The result that Job Involvement (JI) positively and significantly affects Job Performance (JP) (β = 0.134, t = 2.750, p = 0.006) shows that workers that are psychologically involved in their job are likely to do well. This is in line with Fasanmi et al. (2021), who indicated that job involvement had a significant impact on several aspects of job performance of Nigerian bank marketers, and Matagi et al. (2022), who indicated that there was a positive correlation between job involvement and job performance of Ugandan local government workers. It is further an extension of the work done by Ogunyemi et al. (2020), who demonstrated the role of organisational factors in fostering job involvement among Nigerian police officers. The present study thus demonstrates that job involvement does have performance implications in Nigeria universities.

Likewise, Job Commitment (JC) positively and significantly affects Job Performance (β = 0.259, t = 5.295, p < 0.001). This is in line with the work done by Igbomor and Ogbuma (2024), who found that affective and continuance commitment significantly improved employee performance in Nigeria local government. The study's finding is a further addition to the research by Suparna and Noor (2021), which identified the role of organisational commitment in the association between job involvement and employee performance. Specifically, the higher beta coefficient (Job Commitment β = 0.259, Job Involvement β = 0.134) indicates that commitment plays a relatively more important role in contributing to employee performance at Adamawa State University, Mubi.

Also, the significant regression model as reflected by F value ($F = 41.326$, $p < 0.001$) and R^2 of 0.230 indicates that Job Involvement and Job Commitment together account for 23.0% of the variance in the dependent variable of employee Job Performance. The finding thus fills the gap left in the reviewed literature in terms of the joint effects of job involvement and commitment on employee performance, because most of the reviewed literature considered each attitude separately. In essence, the findings prove the role of both attitudes in predicting employee performance; however, since 77.0% of the variance remains unaccounted for, it can be assumed that other factors like leadership, motivation, organisational support, training, compensation, and work environment also play a part in employee performance.

Conclusion and Recommendations

The outcomes of this research show that Job Involvement and Job Commitment are crucial factors to affect Job Performance of the employees of Adamawa State University, Mubi. According to the results, those employees who are psychologically involved in their work and have high level of commitment to their duties will perform better in their jobs. Both Job Involvement and Job Commitment proved to have positive impact on Job Performance of the employees, thus validating the empirical evidence about the importance of the attitudes of the employees to improve organisational performance. Furthermore, it was found out that Job Commitment proved to be more significant to affect Job Performance than Job Involvement. This means that while the psychological involvement of the employees in their work plays an important role, their commitment to their jobs and the organisation might be even more important to achieve higher performance. Taking into account the findings and conclusions of this study, the following recommendations were provided:

i. The management of the Adamawa State University should focus on strengthening the employees' job commitment since it affected Job Performance much more significantly than Job Involvement.

ii. The institution should increase the level of Job Involvement among the workers by providing them the chance to make decisions, give inputs and take more responsibilities at their jobs. It will make them psychologically attached to their jobs and increase their performance.

Limitations and Suggestions for Future Studies

The study has some limitations. Firstly, it has been limited to the employees of Adamawa State University, Mubi only, which limits its generalizability. Secondly, the use of the cross-sectional design has made it impossible to establish any causality or changes over time for the variables. Thirdly, the use of the questionnaire has increased the chances of response and social desirability bias among others. Fourthly, the model explains only 23.0% of the variance in Job Performance. Some other factors may have influence on the performance of employees. These factors include leadership, motivation, job satisfaction, organizational support, compensation and working conditions. Considering the limitations and findings of the research, the future studies should consider examining other factors that may affect employee performance such as leadership, job satisfaction, motivation, organizational support, compensation, training and work environment. It is because Job involvement and job commitment together account for 23.0% of the variance in job performance. It is also recommended that the same study be replicated at other universities/institutions of learning in the Nigerian setting to ensure that the scope of the finding is adequate in this context. Future studies should explore the specific components of job commitment; affective, continuance and normative commitment and carry out comparison

between academic and non-academic staff so as to find out if job Involvement and job commitment have the same degree of effect on job performance across the categories of employees.

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