Relationship between Personal and Work Factors and Affective Commitment among University Administrators

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Abstract
To address workplace challenges and improve organizational performance, it is important to have strong positive human resources on personal and work factors. Resilience, self-efficacy, and organizational support are some of the personal and work factors that contribute to an effective human resource, which is closely related to positive attitudes and behaviors in the workplace. Affective commitment is considered a significant predictor of organizational commitment. It pertains to the emotional bond and identification of employees and centers on the sense of affiliation and pride that employees feel towards their organization. The present study employed reciprocity norms and social exchange theory to investigate the correlation between resilience, self-efficacy, organizational support, and affective commitment among administrative officers in a Malaysian higher education institution. A questionnaire was utilized to gather data from a sample of 97 respondents. The analytical software IBM SPSS version 25 statistical package and Structural Equation Modeling (SEM) with Structural Analysis of Moments (AMOS) were used to analyze the data. The results obtained from the regression analysis revealed that only organizational support demonstrated a statistically significant association with affective commitment. The current study provides an analysis of the possible consequences of future investigations and inquiries into the personal and work factors linked to affective commitment in the context of Malaysian Higher Education Institutions.
Keywords: Resilience, Self-Efficacy, Organizational Support, Affective Commitment, Malaysian Institution of Higher Education.

Introduction
The era of Industrial Revolution 4.0 necessitates adaptable, creative, and innovative administrators to allow organizations to stay abreast with technological advancements. The commitment of administrators is expressed through their honesty, integrity, efficiency, friendliness, and strong ethical values. They are committed to improving the quality of their work in order to produce the best quality results and surpass the set expectations. Meyer and Allen (1991) define commitment as an individual's acceptance of the organization's goals and their strong ability to persist and remain a member of the organization. They add that

affective commitment is the strong belief in a value and desire to stay or feel attached to the organization, which motivates their individual behavior to improve the organization's achievements (Meyer and Allen, 1991). Affective commitment, driven by a voluntary spirit to increase achievement in organizations, results in committed employees feeling safe and belong and having satisfaction in their work.

Administrators contribute their expertise, skills, and power to achieve the university's vision, mission, and objectives, particularly in driving excellence in the three main cores of research, education, and service. Administrators who show a high commitment to the tasks and responsibilities have been entrusted with have a positive attitude and are able to produce quality work. By that, the performance of committed administrators is superior to that of non-committed administrators. Based on the importance of commitment to administrators, this study aimed to identify personal and work factors that have a significant relationship with affective commitment among administrators in public universities in Malaysia.

Literature Review

Personal factors that contribute to an administrator's strong desire to increase a university's productivity through their duties and responsibilities are resilience and self-efficacy. First, resilience at work is the positive reaction shown by individuals when they are exposed to challenges and problems at work (Fletcher & Sarkar, 2013). Paul et al (2016) state that an individual's capacity for resilience affects their level of affective commitment. Individuals with a high ability to be resilient are able to deal with challenges at work, thereby increasing their affective commitment in line with their organizational responsibilities (Paul et al., 2016). The study by Shin et al (2012) on 234 employees and 45 upper management personnel discovered the relationship between resilience and affective commitment in responding to organizational changes. Their findings conclude that employees with higher resilience respond better to organizational changes as they use resilience as a measure to overcome problems at work (Shin et al., 2012). Likewise, Paul et al (2019) state that resilience affects organizational commitment as resilient employees maintain positive emotions and strong confidence to do their best to maintain the psychological contract with their organization. Moreover, the studies conducted by Aftab et al (2018); Cho et al (2017); Shin et al (2012) identify the positive correlation between resilience, performance, and affective commitment where resilience has a positive and significant effect on the affective commitment of employees in an organization. The studies conclude that employees with a high ability to be resilient can deal with challenges at work, therefore increasing their affective commitment to their roles in the organization (Shin et al., 2012; Aftab et al., Cho et al., 2017).

The second personal factor is self-efficacy. Self-efficacy refers to an individual's high self-confidence and self-belief in their ability to exercise control over their motivations and attitudes, which influence their behavior and commitment to an organization (Bandura, 2001; Chen et al., 2001; Gupta et al., 2016). Jin and Hahm [8] confirm that self-efficacy has a direct and significant effect on the commitment of the employees in an organization. Their findings prove that self-efficacy has a positive correlation with affective commitment (Jin & Hahm 2017). Also, the studies by Agarwal and Mishra (2016) report similar findings as they found a significant relationship between self-efficacy and affective commitment (Agarwal & Mishra, 2016). They also suggest that the level of confidence among employees contributes to their capacity to perform tasks and responsibilities more effectively, as the ability to exercise control over their behavior strengthens their commitment to and relationship with their organization(Agarwal & Mishra, 2016; Albrecht & Marty, 2017). In addition, studies by Kao

(2017); Harun et al (2015) prove the importance of self-efficacy in increasing personal initiative to be more committed to the task. Likewise, Onn et al (2017) in their study concluded that employees with high self-efficacy can achieve excellence when performing tasks at work. This finding is supported by Syamsuddin et al (2017) in their study on factors that have a direct effect on the effectiveness of organizational citizenship behavior among 103 employees at IAIN Kendari, Indonesia. Their findings confirm the positive and significant effect of self-efficacy on employee commitment at IAIN Kendari. In the study, employee self-efficacy was an indicator of (i) increased self-motivation, (ii) increased confidence to complete tasks, (iii) increased self-confidence, (iv) good job completion, and (v) increased desire to achieve success at work (Syamsuddin et al., 2017). Not only that, other researchers such as Jeon (2018); Onn et al (2017); Ajat et al (2019) suggest that organizations hire individuals with high self-efficacy because they are more motivated to provide an emotional commitment to their organization.

The influence of resilience, self-efficacy, and organizational support on affective commitment emphasizes the importance of social exchange relationships between employees and employers (Shin et al., 2012; Aftab et al., 2018; Agarwal & Mishra, 2016; Kao 2017; Nayir, 2012). Based on the social exchange theory, the norm of reciprocity and the concept of organizational support describe the psychological processes that underlie employee attitudes and behaviors, indicating that the provided organizational support will increase the affective commitment and trust among employees towards the organization. For example, employees tend to respond with positive attitudes, such as with increased resilience, increased self-efficacy, and increased level of affective commitment, to appreciate organizational support, which in turn strengthens the commitment between employees and employers (Paramaartha et al., 2019). According to Nayir (2012), organizational support instils a sense of responsibility and commitment to the organization where the employee's belief that the employer appreciates their contribution and cares about their well-being increases their sense of work commitment and work satisfaction.

University administrators' belief that the university values their contributions and cares about their well-being increases their sense of affective commitment. Nonetheless, there has been a lack of studies conducted to determine the relationship between resilience, self-efficacy, and organizational support and affective commitment among administrators in the university context. The current study assumed that these personal and work factors positively and significantly influence affective commitment. Therefore, the following hypotheses were suggested

H_1 - There is a positive and significant relationship between resilience and affective commitment,

H_2 - There is a positive and significant relationship between self-efficacy and affective commitment, and

H_3 - There is a positive and significant relationship between organizational support and affective commitment.

Methodology

The current study used a correlational design and a quantitative research method to analyze the relationship between the variables under investigation. The data was obtained through a questionnaire which was administered to 97 administrators (n = 97) of one university in Malaysia. The questionnaire was constructed according to a number of scales and measured using a seven-point scoring scale. The concept of resilience was measured

using the simplified version of the Personal Resilience Scale developed by (Smith et al., 2008). The concept of self-efficacy was measured using the Self-Efficacy Scale developed by (Chen et al., 2001). The concept of organizational support was measured using the simplified version of Perceptions of Organizational Support by(Eisenberger et al., 1997). The concept of affective commitment was measured using a scale developed by (Allen and Meyer, 1996). During the data analysis, the collected data was filtered using SPSS version 25 software before a detailed analysis using Structural Equation Modeling (SEM) via Structural Analysis of Moments (AMOS) version 25 was utilized to examine the relationship between the variables under investigation.

Findings

Out of a total of 97 respondents, 59 (60.8 %) respondents were female and 38 (39.2 %) respondents were male. The age distributions of the respondents were as follows: 24 (24.7 %) of respondents aged below 30 years old, 54 (55.7 %) of respondents aged between 31 and 40 years old, 14.4 % of respondents aged between 41 and 46 years old, and 5.2 % aged 50 years old and above. The work experience of the respondents ranged from 2 to 30 years. Nearly half, 46 (47.4 %) respondents, worked for a duration of 11 to 20 years, 38 (39.2 %) respondents worked for a duration of 2 to 10 years, and 13 (13.4 %) respondents worked for a duration of more than 20 years. The study respondents consisted of a total of 67 (69.1 %) respondents of administrators of grades 41 to 44 and 30 (30.9 %) respondents were administrators of grades 48 to 52. In terms of academic qualifications, 62.8 % (61 respondents) had a bachelor's degree and 37.2 % (36 respondents) possessed a master's degree.

A normality test was conducted. The results of the normality test found that the skewness statistics ranged from -0.1177 to -1.050, whereas the kurtosis values ranged from -.715 to 1.209. The values were within the acceptable range of +2 for skewness and +7 for kurtosis, as suggested by (Hair et al., 2013). The relationship between the study variables was linear, as evidenced by the oval-shaped scatterplot. Moreover, the points in the P-P plot indicated a linear and positive correlation between variables, based on the straight line in the scatter plot. In addition, the spread of the points compared to the predicted values indicated an equal spread. The uniform distribution of points in a straight line met the assumption of homoscedasticity because the variance values of the endogenous variables were relatively equal for each value of the exogenous variable. The findings of the current study also showed that the value of the variance inflation factor (Variance Inflation Factor) ranged from 1.254 to 1.396, which was less than 10. Therefore, it could be concluded that there was no multicollinearity problem.

The current study also employed the standard deviation analysis to identify univariate deviations. The results showed that the standard score (z) of the variables fell within the range of -2.315 to 2.0527. According to Hair et al (2013), no case of univariate deviations was identified in the current study as the value did not surpass ± 4.0. Convergent validity was also tested using factor loadings where the factor for resilience was .724 to .842, self-efficacy was .729 to .832, organizational support was .727 to .940, and affective commitment was .801 to .937. The results of convergent validity indicated good reliability of the study instrument and the study's high internal consistency. The reliability analysis is important to determine the consistency and stability of the instrument with the concept being measured (Hair et al.. 2013).

Table 1
Construct Reliability, Mean-Variance Extracted, and Coefficient of Determination

Construct	KK	AVE and r^2			
		Resilience	Self-Efficacy	Organizational Support	Affective Commitment
Resilience	.904	**.611**			
Self-Efficacy	.917	.128	**.611**		
Organizational Support	.945	.204	.186	**.712**	
Affective Commitment	.933	.114	.137	.412	**.737**

Note: KK= Construct Reliability, AVE = Mean-Variance Extracted, r^2 = Coefficient of Determination

The evaluation of the measurement model was based on the factor loading values for the study's 25 items obtained from the Factor Confirmation Analysis (CFA). The results from the goodness-of-fit model (.724 – .940) determined through the observed data, indicated that all items had positive values. The value for the fit index showed an appropriate value as recommended by Hair et al. [25], who suggest that a model can be accepted as a good model if it meets the requirement of three or four indices of the goodness-of-fit model.

Table 2
Summary of Goodness-of-fit for Measurement Model

Goodness Index	Relative Square (>5.0)	Chi RMSEA (< =.08)	CFI (> =.90)	IFI (> =.90)	NFI (> =.90)	TLI (> =.90)
Measurement model	1.482	.071	.933	.934	.821	.924

The discriminant validity of the current study was examined by comparing the Average Variance Extracted (AVE) of the two constructs to test the relationship between the coefficients in the quadratic equation. The AVE values of the variables were observed to range from .611 to .737, indicating that the R^2 value was lower than the AVE. The relationship between the variables was from .337 to .642, which was less than .9. This result demonstrated no multicollinearity issue in the current study and that all constructs were different from each other.

Table 3
Validity of Discrimination

Construct			Correlation Factor	Coefficient of Determination	AVE_1 (AVEs need >r^2)	AVE	Validity of Discrimination
R	----->	SE	.358	.128	.611	.611	Valid
R	----->	OS	.452	.204	.611	.712	Valid
R	----->	AC	.337	.114	.611	.737	Valid
SE	----->	OS	.431	.186	.611	.712	Valid
SE	----->	AC	.370	.137	.611	.737	Valid
OS	----->	AC	.642	.412	.712	.737	Valid

The results of the Structural Model Test indicated that the index values were appropriate and satisfied the goodness-of-fit model recommended by Hair et al. (2013). Therefore, the structural model employed in the current study was deemed a good model and could be utilized to evaluate the three research hypotheses. Table 5 presents the outcomes of the hypothesis test.

Table 4
Summary of Goodness for Structural Models

Goodness Index	Relative ChiSquare (>5.0)	RMSEA (< =.08)	CFI (> =.90)	IFI (> =.90)	NFI (> =.90)	TLI (> =.90)
Structure Model	1.482	.071	.933	.934	.821	.924

Table 5
Results of Hypothesis Testing

Hypothesis	Mediated	Cross		b	SE	Beta	C.R	p
H_1	R	----->	AC	.044	.121	.037	.365	.715
H_2	SE	----->	AC	.124	.113	.107	1.092	.275
H_3	OS	----->	AC	.578	.117	.579	4.946	.000
AC R =		.651						
AC R^2 =		.424						

Discussion

The objective of the current study was to examine the relationship between resilience, self-efficacy, and organizational support and the affective commitment of administrators at a public university in Malaysia. This study was conducted to test three hypotheses.

The findings suggest that there is no significant contribution of resilience towards affective commitment, as the correlation coefficient between resilience and affective commitment was $\beta = .037$, $p > .05$. Therefore, the first hypothesis (H_1) is rejected. This result contradicts the outcomes of prior research conducted by (Cho et al., 2017; Jin and Hahm, 2017; Paul et al., 2919). In a recent empirical investigation by Paul et al. (2019), it was discovered that employees who possessed resilience demonstrated a greater ability to adapt to challenging circumstances. This adaptability was often accompanied by a heightened sense of self-confidence and efficacy, which in turn contributed to increased levels of subjective well-being and commitment in the workplace. Aftab et al (2018); Shin et al (2012) conducted research on the relationship between resilience and affective commitment. Their findings indicated that resilience had a direct and positive impact on affective commitment. Pradhan et al (2019); Subhan et al (2020) conducted research on the impact of personal resilience and adaptability on affective commitment within organizational settings. The research conducted revealed that individuals possessing a significant level of resilience are capable of effectively managing work-related challenges, thereby enhancing their affective commitment to the organization in accordance with their designated role (Subhan et al., 2016; Adewale et al., 2018). In short, the findings of similar studies established a correlation between resilience and affective commitment. It is believed that employees who exhibited a positive response when faced with challenges and difficulties were more likely to experience higher levels of satisfaction and commitment in their workplace (Subhan et al., 2016; Adewale et al., 2018).

The findings of the current study also indicate that self-efficacy does not have a significant impact on affective commitment, as evidenced by the non-significant relationship

between self-efficacy and affective commitment (β = .107, p >.05). This result indicates that there exists no direct correlation between resilience and affective commitment, thereby rejecting the second hypothesis (H$_2$). This result contradicts the results of prior research conducted by (Adewale et al., 2018; Ajat et al., 2019; Gupta et al., 2016; Onn et al., 2017; Soto and Rojas, 2019). Ajat et al (2019) conducted a study in 2016 which revealed that self-efficacy can effectively predict favorable individual behavior. This is because individuals decide how to act based on their level of confidence in their capabilities, which is also closely linked to their level of commitment to the organization. Moreover, the emotional attachment and engagement of employees with an organization, driven by their willingness to uphold the organization's values, are referred to as affective commitment (Gupta et al., 2016; Onn et al., 2017; Ajat et al., 2019; Soto & Rojas, 2019). The study conducted by Ajat et al (2019) revealed a significant correlation between self-efficacy and affective commitment. The study concluded that trust enhanced the capacity of employees to handle their career trajectory, and also has favorable consequences for their dedication to the company (Ajat et al., 2019). The research conducted by Agarwal and Mishra (2016); Albrecht and Marty (2017) yielded similar results, indicating a notable and affirmative correlation between self-efficacy and affective commitment. According to previous research, an increase in employees' self-efficacy or confidence in their ability to regulate their behavior had a positive impact on their dedication to enhancing their job performance within the company (Agarwal & Mishra, 2016, Albrecht & Marty, 2017). Albrecht and Marty (2016) noted that self-efficacy pertains to the increased self-confidence of employees in their ability to exercise self-control over their motivation and behavior within the organizational context. Furthermore, Jin and Hahm's (2019) empirical findings supported the notion that self-efficacy has a noteworthy association with affective commitment. Specifically, their study revealed that individuals with high self-efficacy were more likely to exhibit increased affective commitment, whereas those with low self-efficacy exhibited lower levels of commitment to both their work and the organization. It was believed that individuals possessing higher levels of self-efficacy exhibited better responsiveness to organizational change due to their heightened emotional attachment and commitment to the organization (Jin & Hahm, 2017).

Nonetheless, the results of the current study indicate that organizational support has a significant and positive impact on affective commitment. The regression coefficient for the relationship between organizational support and affective commitment was β = .579, p > .05. Hence, the third hypothesis (H$_3$) fails to be rejected. The results of the current study corroborate prior research. For example, the study by Nayir (2021) states that employees' belief in their employer's appreciation for their contributions and care for their welfare enhances employees' sense of responsibility and commitment to the organization. Stinglhamber et al (2011); Vanderberghe et al (2012) also concur that organizational support has a significant impact on affective commitment because employees who perceive that their organization provides greater support are more likely to exhibit positive attitudes, such as having higher levels of affective commitment towards the organization. The research conducted by Nayir (2012), Stinglhamber et al. [30], and Vanderberghe et al (2019) support the conclusions drawn by Rhodes and Eisenberger (2002) in a meta-analysis of 73 empirical studies that were published between 1986 and 2000. According to the meta-analysis, there exists a strong positive correlation between organizational support and affective commitment (Rhodes and Eisenberger, 2002). According to the study, it asserts that organizations that provide support and care towards their employees can foster positive behavior and enhance the commitment of their employees towards the organization (Rhodes and Eisenberger,

2002). This perception of organizational support instills a sense of responsibility and employer commitment which will then be reciprocated by employees with stronger affective commitment (Rhodes and Eisenberger, 2002).

In Malaysia, numerous research has been undertaken to investigate the concept of organizational support. For instance, Yew (2011) delved into the topic of private higher education institutions, while Tan (2008) explored the correlation between human resource practices and the careers of knowledge workers. In a study conducted by Tan (2019), the correlation between organizational support and commitment was examined among 319 employees of medium-sized enterprises in Malaysia. The findings of the study also indicate that there is a significant and positive association between organizational support and affective commitment, as opposed to normative commitment or continuance commitment (Tan 2008). The scenario shows the employee's perception that a high level of organizational support will lead to an increase in affective commitment, whereas a decrease in the perceived level of organizational support would diminish the emotional attachment and involvement of the employees towards the organization (Tan, 2008).

Yew (2011) conducted a study to examine the correlation between organizational support, responsibility, and affective commitment among a sample of 134 academic staff working in private educational institutions in Malaysia. The research reveals a significant correlation between organizational support and affective commitment among academic staff because, with higher levels of organizational support, academic staff can exhibit more favorable attitudes and stronger affective commitment towards their respective universities. It has been posited that the provision of organizational support by universities fosters emotional attachment, identification, and a sense of dedication among individuals to be involved in all activities, goals, and values associated with the institution (Yew, 2011). Furthermore, studies on the relationship between affective commitment and organizational support underscore the significance of employee perceptions in the social exchange dynamic between employees and employers (Nayir, 2012; Paramaartha et al., 2019; Rhodes and Eisenberger, 2002). The psychological mechanisms that drive employee attitudes and behaviors can be explained based on the social exchange theory, which incorporates the norm of reciprocity and the notion of organizational support. According to the theory, organizational support creates a sense of obligation among employees to reciprocate (Nayir, 2012; Paramaartha et al., 2019; Tan 2008).

Overall, the combination of the three variables accounts for 53.5 percent of the variance in affective commitment, signifying a moderate association between the variables and affective commitment. The findings indicate that one hypothesis exhibits a positive and significant association with affective commitment, specifically the correlation between organizational support and affective commitment. The study also concludes that there is no significant positive relationship between resilience and self-efficacy and affective commitment. This circumstance is attributed to the staff's resilience and self-efficacy, which allows them to effectively cope with their challenging situations by sustaining positive emotions and exhibiting composure in the face of adversity within their professional environment.

Conclusion and Suggestion
The current study confirms the findings of previous studies that have established the benefits of affective commitment for organizations, including in the context of Malaysian Higher Education Institutions (HEIs). The significance of affective commitment among administrators

at Malaysian HEIs can be emphasized to prompt top management at Malaysian HEIs to develop suitable intervention programs that target the promotion of relationships, involvement, and a heightened level of affective commitment to the university. The level of support extended by the university is likely to influence emotional attachment, identification, and a sense of dedication, such as among stakeholders and administrators, towards the university's activities, objectives, and principles. This scenario induces administrators to exhibit greater motivation towards providing an emotional commitment to the university. It can be argued that administrators who possess a favorable disposition, coupled with a strong sense of emotional attachment towards their organization, and are able to effectively integrate personal and work-related factors, can facilitate Malaysian HEIs to attain favorable outcomes and implications in response to the challenges posed by the global economy in this time.

Despite possessing several merits, the current study is not devoid of limitations. This study employed a cross-sectional research design, utilizing data gathered from administrative officers at a singular point in time. It is recommended that future research employ longitudinal studies, as they offer a more comprehensive understanding of the causal relationships and effects that contribute to changes in the variables under investigation. The assessment of research variables involves the utilization of self-report items within a singular survey, which may result in limitations pertaining to the provision of standard responses and the inability to delve deeply into the intricacies of human behavior or explore inconsistencies. Additionally, respondents may provide socially desirable responses to sensitive questions, thereby precluding the provision of candid responses. Henceforth, it is recommended that future research gathers information from both quantitative and qualitative methodologies to enhance the reliability and significance of the results.

Third, the current study was conducted in a public higher education institution. Hence, it is advisable to replicate the research in a private higher education institution to enable the outcomes to be extrapolated to other universities in Malaysia. The results of the current study that the constructs of resilience and self-efficacy do not make a substantial contribution to the development of affective commitment. As such, it may be worthwhile for future research to consider utilizing affective commitment as a mediator variable. It is advisable for future research to examine the impact of personal and work factors through alternative theoretical frameworks, such as social cognitive theory. This theory emphasizes social cognitive elements and the assessment and comprehension of a three-way interactive association between self or cognitive factors, environment, and behavior, as opposed to social exchange theory.

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