

**THE EFFECT OF COMPENSATION STRUCTURES ON THE WELL-
BEING OF FINANCIAL ADVISORS**

by

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DECLARATION

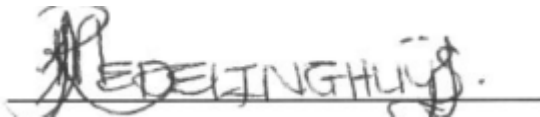
I, Maruschka Redelinghuys, declare that The Effect of Compensation Structures on the Well-being of Financial Advisors is my own unaided work both in content and execution. All the resources I used in this study are cited and referred to in the reference list by means of a comprehensive referencing system. Apart from the normal guidance from my study leaders, I have received no assistance, except as stated in the acknowledgements.

I declare that the content of this thesis has never been used before for any qualification at any tertiary institution.

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Date: February 2017



Signature

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ABSTRACT

Orientation: The financial sector comprises of the biggest part of South African economy. Organisations are growing fast and changes also happen rapidly which leave employees uncertain. Without the necessary perceived organisational support employees can suffer from several psychological illnesses such as burnout, over-/under committed or feeling unsatisfied with their lives.

Research purpose: The purpose of this study was to investigate whether different compensation structures, namely (i) fixed salary; (ii) fixed salary and commission; and (iii) commission only, will influence employees' perceived organisational support, organisational commitment, burnout and satisfaction with life of financial advisors within South Africa.

Research design, approach and method: The present study used a quantitative research approach, with a non-experimental, explanatory and cross-sectional survey design, with a population in the financial industry (n=105). The statistical analyses that were conducted include descriptive statistics, exploratory factor analyses (EFA), and multivariate analysis of co-variance (MANCOVA).

Main findings: This study brought new insights in how the different outcomes of wellness may be related to perceived organisational support, and how they differ for different types of compensation structures. Specifically, it was found persons receiving fixed salaries experienced higher levels of affective commitment, but they may also be more prone to burnout.

Practical/managerial implications: The present study sheds light on the effect of different compensation structures on employees' wellness in terms of Perceived organisational support, organisational commitment, burnout and satisfaction with life. The results can be used by organisations to introduce more suitable compensation structures for a healthier workforce, which could result in higher levels of commitment, and would reduce burnout. In this study it was found that financial advisors who receive a fixed salary are more prone to burnout. Perceived organisational support was significant with all the constructs except for continuous commitment.

Keywords: Perceived organisational support, organisational commitment, burnout, satisfaction with life, compensation structures, financial advisors.

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LIST OF ABBREVIATIONS

Abbreviation	Meaning
AC	Affective Commitment
BO	Burnout
CC	Continuance Commitment
df	Degrees of freedom
EFA	Exploratory factor analysis
f	Frequency
MANCOVA	Multivariate Analysis of Covariance
NC	Normative Commitment
PAF	Principal Axis Factoring
POS	Perceived organisational support
Sig.	Significance
SWL	Satisfaction with Life



CHAPTER 1: BACKGROUND TO THE STUDY

1.1. INTRODUCTION

According to the National Treasury Policy Document (2011), the financial sector can be seen as the heart of South Africa's economy, contributing towards the lives of citizens. The Financial Service sector encourages individuals to make daily transactions and save in order to meet their own as well as their families' future needs, for example, retirement (National Treasury Policy Document, 2011).

In South Africa, the financial, real estate and business sectors can be identified as the biggest sectors, contributing 21.1% towards the South African gross domestic product (GDP) (Young, 2013). Investopia (2014) defines financial sectors as companies that contain stocks and provide financial help to their customers. The financial sectors consist of banks, investment funds, insurance companies and real estate. Herring and Santomero (1996) point out that financial organisations only have a limited direct impact on the economy; however, financial markets' indirect impact on the economy's performance is of exceptional importance. According to the National Treasury Policy Document (2011), financial sectors empower certain aspects in the South African infrastructure, for example, job creation, economic growth and development opportunities.

In South Africa, working in a fast growing and changing organisation can leave employees uncertain and insecure (Tilakdharee, Ramidials & Parumasur, 2010). Employees lack identity, the ability to adapt in changing organisations, and the ability to create stability for themselves (Tilakdharee *et al.*, 2010). Individuals and organisations can be influenced when employees struggle to adapt or are uncertain of what is expected from them. This struggle may influence their physical and emotional health. According to Smit, Stanz and Bussin (2015), organisations that want to survive should cater for generation X and generation Y, since they are the future leaders of



organisations. Therefore, management should consider their needs, motivation and preferences in order to ensure an engaged workforce (Smit, Stanz & Bussin, 2015).

Additionally, it is important to note that employees can also be over- or under-committed to their organisations, where each of these levels of commitment comes with its own factors to consider. Organisations around the world are searching for talented employees who can handle a significant amount of pressure by constantly competing against other organisations, combined with the responsibility of dealing with colleagues and customers (Tilakdharee *et al.*, 2010). According to Allen (2001), organisational support for workers is encouraged to enable employees to coordinate and manage several roles in their lives, which could enhance their satisfaction with life. Additionally, the way in which organisations treat their employees and the motives underlying this treatment (perceived organisational support) could also influence their commitment towards the organisation (Eisenberger, Huntington, Hutchison & Sowa, 1986). Oosthuizen (2008) indicates that organisations should encourage financial advisors to utilise the necessary tools to succeed and still be motivated. Oosthuizen (2008) defines a financial advisor as a person who takes into account the financial situation of the client and creates a ‘bigger picture’ with recommendations that will suit the client’s needs and requirements.

Several organisations within the financial sector make use of different compensation structures, namely: fixed salary; commission-based salary; and fixed salary plus commission. Pay ranges are significant to an organisation’s compensation structure, since organisations want to attract the best talent they can possibly acquire. On the one hand, Kepes, Delery and Gupta (2009) indicate that employees can be more productive, effective and committed to the organisation through the allocation of different compensation methods. On the other hand, the literature indicates that compensation structures might encourage a competitive culture within the organisation, which may ultimately contribute to employees experiencing high levels of burnout (Yeh, Cheng & Chen., 2009). It is thus imperative to balance the compensation structure with the organisational culture. Furthermore, Judge and Watanabe (1993) explain a procedure used by Chacko, which found that



compensation structures are supportive of intrinsic satisfaction, but not supportive of extrinsic satisfaction.

Perceived organisational support includes rewarding employees for their efforts and enhances the expectation of material resources such as compensation and fringe benefits, as well as symbolic resources such as support and admiration (Lynch, Eisenberger & Armeli, 1999).

In a recent study, Yeh *et al.* (2009) found that blue-collar workers receiving performance-based pay suffered tremendously from depression and other health-related illnesses in comparison with those who received a fixed salary. However, only studies examining non-remuneration predictors of financial advisors who intend to quit were available in the literature (Van Tonder, 2011). Another relevant study was by Oosthuizen (2008), who compared managers' and financial advisors' perceptions of performance motivators in a South African context. In previous studies (Yeh *et al.*, 2009), the effect that compensation structures have on burnout was researched among Taiwan citizens. Yeh *et al.* (2009) found that male employees who received performance-based pay were experiencing higher levels of personal and work-related burnout than employees who received a fixed salary.

Previous studies (Van Dierendonck, Schaufeli & Sixma, 1994; Pienaar & Willemse, 2008) only focused on the interpersonal attachment towards their clients among medical and educational employees. This interpersonal attachment that occurs between the staff and their clients was ultimately reported as an element contributing to burnout (Hochschild, 2003). Furthermore, Pienaar and Willemse (2008) identified that burnout could occur within medical and educational environments due to difficult clients. In a recent study, attention was given to the high turnover rates among financial advisors due to stress, burnout and inability to function within this environment (Van Tonder, 2011). Additionally, a study done by Oosthuizen (2008) examines the perceptions that financial advisors have of motivation and the impact on performance.



From the above background it is clear that there is not sufficient understanding of the influence of compensation structures on perceived organisational support, organisational commitment, burnout and well-being, as expressed by general satisfaction with life among financial advisors. This study will contribute towards addressing this gap in the literature.

1.2. RESEARCH DELIMITATIONS

This study aims to test the relationship between perceived organisational support, organisational commitment, burnout and satisfaction with life among financial advisors in the South African context, where employees receive different compensation structures. The researcher in this study has access to an organisation with extensive footprints and Namibian presence. This organisation has three primary services including wealth, asset and insurance management. Wealth management is designed to meet family, individual and business needs by offering investments, shares, estate planning and fiduciary services. Asset management includes investments for long-term retail and established investors, based on a bottom-up approach with a strong emphasis on risk management. Lastly, insurance includes short-term insurance advice to protect customers from unexpected circumstances. The organisation is situated in multiple offices across South Africa. The study will consider using all of them for the purpose of obtaining a sufficient sample size to compare different compensation methods.

1.3. THE RESEARCH PROBLEM

From the background above it can be seen that it is still unknown whether compensation structures of financial advisors moderate the relationship between perceived organisational support and outcomes such as organisational commitment, burnout and satisfaction with life. Components such as organisational commitment, burnout and satisfaction with life have been researched for many years among medical and educational staff and yet research regarding the influence that perceived



organisational support and organisational commitment, burnout and satisfaction with life have on financial advisors is still an unfamiliar field in the literature.

This study proposes to research the relationships between organisational support and organisational commitment, burnout and satisfaction with life among financial advisors as a result of the specific compensation structures used, in order to bring new evidence to light regarding this topic and also provide a basic framework for future studies to follow.

1.4. PURPOSE OF THIS STUDY

Therefore, the purpose of this study was to examine whether three different compensation structures (namely fixed salary, commission only and salary plus commission) moderates the relationship between perceived organisational support and organisational commitment, burnout and satisfaction with life for a group of financial advisors in South Africa.

1.5. THE RESEARCH OBJECTIVES

This study was guided by the following specific research objectives:

- To explore the conceptualisation of perceived organisational support, organisational commitment, burnout and satisfaction with life from the literature, and its suitability for financial advisors in South Africa.
- To determine whether the relationships between perceived organisational support and organisational commitment, burnout and satisfaction with life differ for financial advisors being compensated with three different compensation structures.
- To compare the levels of organisational commitment, burnout and satisfaction with life of financial advisors receiving three different compensation structures.



1.6. IMPORTANCE OF THE STUDY

The specific theoretical and practical contributions are described below.

1.6.1. Individual contribution

The contribution of this study was to develop an understanding and awareness of how compensation structures of financial advisors have an effect on burnout and organisational commitment. When advisors know their limitations to work demands, they maintain a healthy psychological well-being and have the ability to stay committed to the organisation.

1.6.2. Organisational contribution

This study was expected to contribute to the awareness of organisations of their support for their employees and help them to identify the signs of burnout and to understand how compensation structures can affect employees. Furthermore, this study emphasises the importance of having healthy and committed employees within the financial sector. Currently, there are not enough studies supporting the impact of perceived organisational support, organisational commitment, burnout and satisfaction with life when different compensation structures are used. Individuals with good psychological health could promote organisational commitment, which could lead to benefits for the organisation.

1.6.3. Theoretical contribution

There is limited research regarding the impact that perceived organisational support has on organisational commitment, burnout and satisfaction with life, taking compensation structure into account. This study seeks to explore whether different



types of compensation structures have an effect on perceived organisational support, organisational commitment, burnout and satisfaction with life. Perceived organisational support raises the employee's anticipation of being rewarded by the organisation for reaching the organisational goals and contributing towards the employee's well-being (Eisenberger *et al.*, 1986). Burnout is just a small facet that can have a tremendous impact on organisational commitment. When employees are in good psychological health it may lead to more satisfaction, better job performance and, productivity and contribute to organisational commitment.

1.6.4. Practical contribution

The present study sheds light on the effect of different compensation structures on employees' wellness in terms of perceived organisational support, organisational commitment, burnout and satisfaction with life. The results can be used for organisations to introduce more suitable compensation structures for a healthier workforce, which could result in higher levels of commitment, and which would reduce burnout. In this study it was found that financial advisors who received a fixed salary are more prone to burnout. Perceived organisational support was significant with all the constructs except for continuous commitment.

1.7. DEFINITION OF KEY TERMS

In this study, a number of key concepts are involved, namely **perceived organisational support, organisational commitment, burnout, satisfaction with life and compensation structures**. The definitions of these concepts as used in this study are considered below.

Perceived organisational support: Perceived organisational support in this study is defined by Eisenberger *et al.* (1989) as "... the personified organization's readiness to reward increased work effort and to meet needs for praise and approval, employees



develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being”.

Organisational commitment: Organisational commitment is defined by Mowday, Steers and Porter (1979, p. 4) as “commitment that represents something beyond mere passive loyalty to an organization. It involves an active relationship with the organization such that individuals are willing to give something of themselves in order to contribute to the organization’s well-being”.

Burnout: This study uses the definition of Maslach and Jackson and Leiter (1997, p. 192) where burnout is defined as “...a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people in some capacity”.

Satisfaction with life: This study uses the definition of Suh, Diener, Oishi and Triandis (1998, p. 484) where satisfaction with life is defined as “...primarily a global cognitive appraisal of one’s life as a whole, affect balance is a summed emotional experience of one’s reactions to ongoing events in life.”

Compensation structures: There are different compensation structures that can be used when compensating employees (see section 1.1). For the purpose of this study, the definition of HR-Guide.com will be utilised. Compensation structures can be defined as: “... a systematic approach to providing monetary value to employees in exchange for work performed”. In this study, compensation will be measured as a univariate variable, with three main categories, namely, organisational commitment, burnout and satisfaction with life.



1.8. LAYOUT OF THE THESIS

This thesis comprises of five chapters. The first chapter explains the background of the study which includes the research delimitations, problem, purpose, research objectives and the importance of the study. Additionally, key terms are identified in Chapter 1.

Chapter 2 comprises of the literature review for perceived organisational support, organisational commitment, burnout, satisfaction with life and compensation structures. Chapter 3 includes the research design, instruments used and research ethics that were adhered to for this study. Chapter 4 comprises of the research results and statistical analysis and Chapter 5 explains the research findings and concludes this study.

CHAPTER 2: LITERATURE REVIEW

2.1. PERCEIVED ORGANISATIONAL SUPPORT

Perceived organisational support contributes to enhancing employee commitment to the organisation by indicating a sense of trust and the organisation's interest to fulfil their obligations towards their employees (O'Driscoll & Randall, 1999). According to Rhoades and Eisenberger (2002), organisations use perceived organisational support to ensure that employees feel valued and have assurance from their organisation to be able to carry out their jobs successfully and are able to deal with demanding situations.

Furthermore, perceived organisational support includes various aspects for the organisation to be able to influence employees' treatment, and therefore the employees' understanding of the organisation's intentions underlying these treatments will also be influenced (Eisenberger *et al.*, 1989). The above-mentioned will be in agreement of the support that employees expect of the organisation in a diversity of situations (Eisenberger *et al.*, 1989). According to Eisenberger *et al.* (1989), examples of support from the organisation include support for employees' future ailments, mistakes, performance, compensation equality and ensuring meaningful and interesting jobs.

Moreover, Stamper and Johlke (2003) indicate that perceived organisational support is believed to change over time through numerous interfaces between employees and employers, thus ensuring that employees perceive their organisation as committed to them. Pointless difficulties, conflicting situations and disruptions can be avoided for employees if they feel that their well-being is being cared for in the organisation (Stamper & Johlke, 2003).

2.2. ORGANISATIONAL COMMITMENT

Martin and Roodt (2008) indicate that organisational commitment has been researched for many years on a comprehensive variety of variables such as

engagement, commitment and involvement. Organisational commitment can be defined as a psychological attachment that individuals have towards their organisations (Allen & Meyer, 1996). Allen and Meyer (1990) also mean that commitment can be seen as a multidimensional construct. If individuals work towards their organisation's goals, they are more likely to be committed to the organisation.

Being committed in the financial sector may also contribute to the organisational success and wealth of the individual. Rashid, Sambasivan and Johari (2003) indicate that organisational commitment is important to ensure that organisational policies and plans are implemented successfully. According to Oosthuizen (2008), leaders need to get financial advisors to buy into ideas and targets in order to achieve the organisational goals. Furthermore, employees who feel worthy, valued and accepted in their organisations tend to be more loyal to their organisations (Gardner & Pierce, 1998). Oosthuizen (2008) adds to Gardner and Pierce's theory by claiming that organisational commitment will only occur when employees go beyond their own expectations and values in order to build the organisation.

In several studies the relationships between organisational commitment and turnover rates among sales people and financial advisors were studied (Van Tonder, 2011). Rashid, Sambasivan and Johari (2003) researched the influence that the culture of a company and organisational commitment have on financial performance. However, there remains a gap in the literature about the influence that different compensation structures have on the commitment of financial advisors.

Positive organisational commitment was found to have tremendous financial returns in the long run, when individuals are of significant importance to the organisation (Chamers, 1998, as cited by Geldenhuys, Taba & Venter, 2014). It is also essential to note that organisational commitment starts with the organisation valuing and appreciating their employees for being loyal (Fuller, Barnett, Hester & Relyea, 2003, as cited in Geldenhuys *et al.*, 2014).

Meyer and Allen (1991) developed the Three Component Theory on organisational commitment, distinguishing between affective, continuance and normative commitment. These three domains will now be described separately. According to

Meyer, Stanley, Herscovitch and Topolnytsky (2002), affective commitment refers to the individual's emotional attachment towards the organisation or identification with the organisation and with the goals and values of the organisation. Continuance commitment refers to the fear of losing one's job and observing the costs associated when individuals leave the organisation (Meyer *et al.*, 2002). The individual will stay with the organisation because he/she discovers that there are more disadvantages and expenses related to leaving the organisation than in staying. The last commitment is normative, when an individual feels a responsibility to remain with the organisation, whether he/she is happy or not (Meyer *et al.*, 2002). According to Meyer and Allen (1991), when individuals experience continuance and normative commitment, they tend to find themselves bored or unmotivated within their current situation.

Receiving certain compensation may thus lead to an employee being motivated and having a continuance commitment towards the organisation. Whereas employees experiencing both continuance and normative commitment might lead to boredom, being unproductive and not engaging in their work, but feel that leaving would be a bigger disadvantage.

2.3. BURNOUT

According to Maslach, Schaufeli and Leiter (2001), the burnout phenomenon was initially described in the United States from as early as the 1970s among people functioning in the human services department. Furthermore, Maslach *et al.*, (2001) noticed that burnout occurs when individuals have difficulties in maintaining a relationship with their work environment. Statistics calculated by Bakker, Schaufeli and Dierendonck (as cited in Rothmann, 2003) indicate that studies conducted in the Netherlands suggested that between 4% and 10% of employed individuals reported that they were suffering from burnout. More specifically towards the topic of this study, Rothmann (2003) points out that several researchers found the same negative effect in South Africa and stated that burnout can be seen as a severe illness in the South African working environment.

Maslach *et al.* (2001) not only stated that burnout can be seen as a condition in human services; they also explain that burnout in general is not about processing things or information, it is about processing people. Van der Colff and Rothmann (2009) define burnout as an on-going response to stress, since individuals' attempts to handle stress were unsuccessful or they failed to cope in several stressful situations. According to Maslach and Jackson (1981), burnout can also be a physical and emotional exhaustion that can be experienced by an employee suffering from prolonged job stress.

Maslach *et al.* (2001) categorise burnout in three main themes namely: exhaustion, depersonalisation, and professional efficacy, which can occur when one works in an environment with others (see also Demerouti, Bakker, Nachreiner & Schaufeli, 2001). Firstly, emotional exhaustion refers to being tired, drained, having psychosomatic complaints, anxiety and overexhaustion because of the emotional demands of the work environment, work overload and role ambiguity (Demerouti *et al.*, 2001). Exhaustion can be seen as the most widely reported aspect of the three burnout components, although it refers to a stress dimension and does not capture the relationship employees have at work (Maslach *et al.*, 2001). Secondly, depersonalisation can be viewed as a detachment, cynical response or withdrawal from work and the development of negative emotions and attitudes towards the work in general and towards the environment (Demerouti *et al.*, 2001). Depersonalisation also refers to being disengaged with one's work. Maslach *et al.* (2001) indicate that individuals use cognitive isolation and develop a cynical attitude towards their work when they feel depressed and exhausted. Moreover, Maslach *et al.* (2001) state that in conducting burnout research, they found depersonalisation consistently among employees in organisational settings. Thirdly, the final construct is professional efficacy, which efficacy relates to the personal accomplishments of the original Maslach Burnout Inventory (MBI). It shows a broader view of both social and non-social aspects of organisational accomplishments, how employees see themselves as no longer achieving or fulfilling their responsibilities (Demerouti *et al.*, 2001). It appears, however, that individuals who lack the necessary job demands and feel a sense of exhaustion are not fully committed to their organisations and are not working to their full potential (Demerouti *et al.*, 2001).

2.3.1. Oldenburg Burnout Inventory vs Maslach Burnout Inventory

According to Demerouti and Bakker (2007), the Oldenburg Burnout Inventory (OLBI) is used as an alternative measurement to assess burnout in individuals. The Maslach Burnout Inventory (MBI) is an instrument that has three dimensions of burnout that include exhaustion, depersonalisation and accomplishment, whereas the OLBI consists of only two dimensions, namely, exhaustion and disengagement from work (Demerouti & Bakker, 2007). Additionally, Demerouti and Bakker (2007) explain that the OLBI instrument covers aspects such as physical and cognitive burnout, and not only the affective aspects of exhaustion. Furthermore, Demerouti and Bakker (2007, p. 5) show that the original MBI's depersonalisation factor "refers to distancing oneself from service recipients (e.g., becoming impersonal, callous, hardening), [and] cynicism refers mainly to (lack of) interest in the job and job meaningfulness." (Demerouti & Bakker, 2007, p. 4) With regard to the OLBI, distancing refers to withdrawal/distancing oneself from anything work-related, since there are no challenging tasks or the work becomes uninteresting.

Grobler, Wörnich, Carrell, Elbert and Hatfield (2002) view burnout in general as the mutual relationship of working for a remuneration with an unfavourable balance between recognition, support or advancement. It is of major concern that if burnout is ignored, it can have several cost-related issues for organisation because of low productivity, low quality work, absenteeism, unengaged employees, higher levels of turnover and poor physical wellness (Van Tonder, 2011). Lewin and Sager (2008) point out that statistics in the United States indicate that organisations spend approximately \$300 billion annually on work-related stress and burnout. Sandiford and Seymour (2007) notice that when individuals have more face-to-face interactions with clients, they also experience a certain level of emotional demand such as emotional performance for profit.

In contrast with Sandiford and Seymour (2007) as well as Van Tonder (2011); Mullen (2010) states in his book *The Million Dollar Financial Advisor* that the top financial advisors stay committed to their organisation and do not show any signs of burnout. Herein, Mullen (2010) suggests that the passion for their work is the element that

drives financial advisors. However, Oosthuizen (2008) also indicates that financial advisors are prone to burnout, because expectations are high and not all employees can meet the demands. Van Tonder (2011) specifically mentions that financial advisors' intention to quit might be because of job stress, job dissatisfaction or lack of commitment. Moreover, Van Tonder (2011) indicates that individuals working in sales are also prone to burnout. According to Van Tonder (2011) the Job Demand Resource Model was utilised among personal financial advisors to explain the high emotional work demands and lack of support from supervisors that financial advisors are confronted with, which could ultimately lead to burnout.

It appears that the absence of job demands and exhausted employees lead to lower levels of commitment to their organisation (Demerouti *et al.*, 2001).

2.4. SATISFACTION WITH LIFE

According to Pavot and Diener (1993), satisfaction with life is one facet of the subjective well-being component that has received little attention, since satisfaction with life is a commonly separated factor and correlates uniquely with predictor variables. Satisfaction with life can be defined as a pejorative process where individuals are evaluated on their quality of life and the unique criteria thereof (Shin & Johnson, as cited in Pavot & Diener, 1993).

Pavot and Diener (1993) found evidence that satisfaction forms separately from well-being:

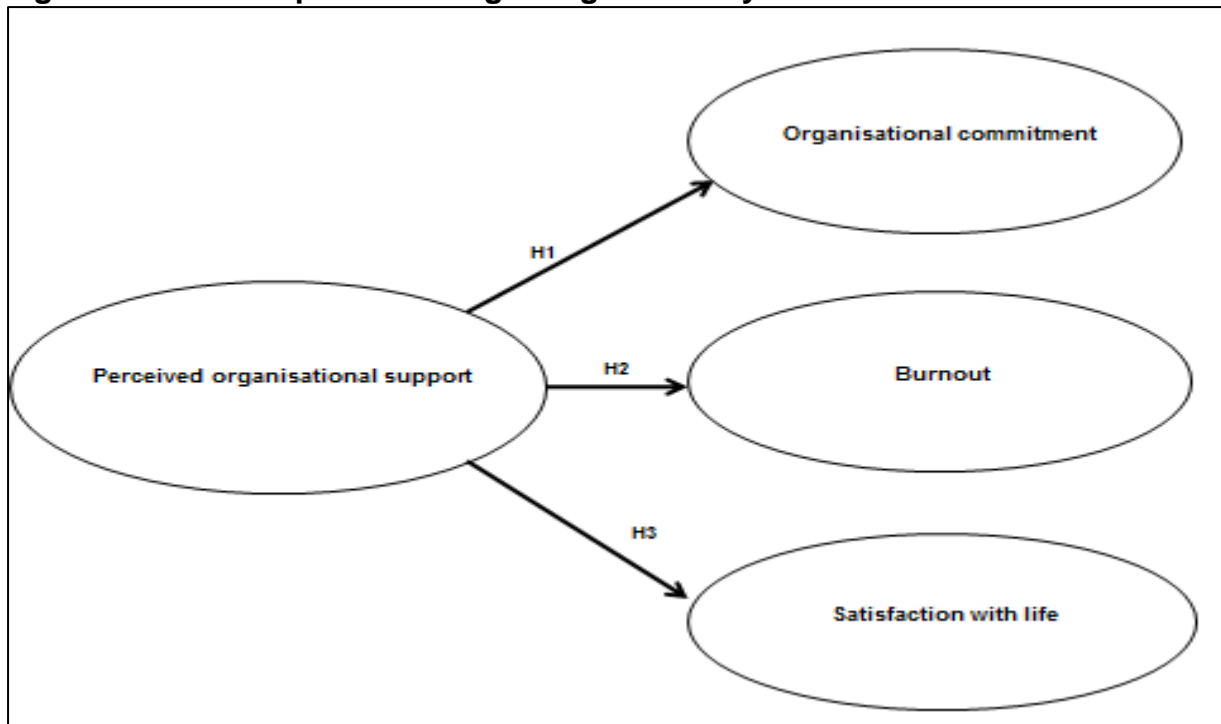
- Individuals are prone to ignore undesirable emotional responses; however they still recognise the factors in their lives that are unwanted or negative.
- Emotional reactions can be seen as direct factors of short duration whereas satisfaction with life is seen from a long-term perspective.
- An individual's conscious assessment of his/her life circumstances may reflect an individual's way of living.

The aim of this study will be to determine whether different compensation methods will relate to perceived organisational support, organisational commitment, burnout and satisfaction with life. Based on the preceding literature, Table 2-1 refers to the hypotheses that will guide this study, followed by Figure 2-1, which provides the conceptual model guiding this study.

Table 2-1: Key hypotheses guiding this study

Hypothesis	Statement
H1a	There is a positive relationship between perceived organisational support and organisational commitment.
H1a (i)	There is a positive relationship between perceived organisational support and affective commitment.
H1a (ii)	There is a positive relationship between perceived organisational support and continuance commitment.
H1a (iii)	There is a positive relationship between perceived organisational support and normative commitment.
H2a	There is a positive relationship between perceived organisational support and burnout.
H3a	There is a positive relationship between perceived organisational support and satisfaction with life.

Figure 2-1: Conceptual model guiding this study



2.5. COMPENSATION STRUCTURES

Compensation structure can be defined as an approach employers follow to provide value to employees in return for their work being performed and finished on time and accurately (HR-Guide, n.d.). Furthermore, it is clear that compensation can be utilised to serve different purposes, such as recruiting individuals, job satisfaction, enhancing job performance and decreasing turnover rates (HR-Guide, n.d.). Compensation can also be used as a reward system for individuals who reach their intended targets - examples hereof can be bonuses, profit sharing and stock (HR-Guide, n.d.). Ernst and Young LLP (2014) indicate that 35% of financial advisors had no basic salary in 2011. However, this percentage declined to 16% in 2013. Other kinds of compensation (except for a basic salary) therefore seem to be more popular in the industry and organisations need to constantly review their salary structures to keep them market related.

Compensation can be seen as one of the most sensitive issues in an employment relationship (Yeh *et al.*, 2009). According to Kokemuller (2016), straight salary ensures that individuals have a stable income, but it can also lead to employees having less motivation and not working hard enough to exceed their expectation. Additionally, a straight commission system can be much harder to achieve and maintain. Employees working for a straight commission tend to prefer a higher guaranteed income level (Kokemuller, 2016). Furthermore, Kokemuller (2016) indicates that salary plus commission systems are more difficult to administer than a basic type of pay structure, since payroll should manage both basic salary as well as the commission.

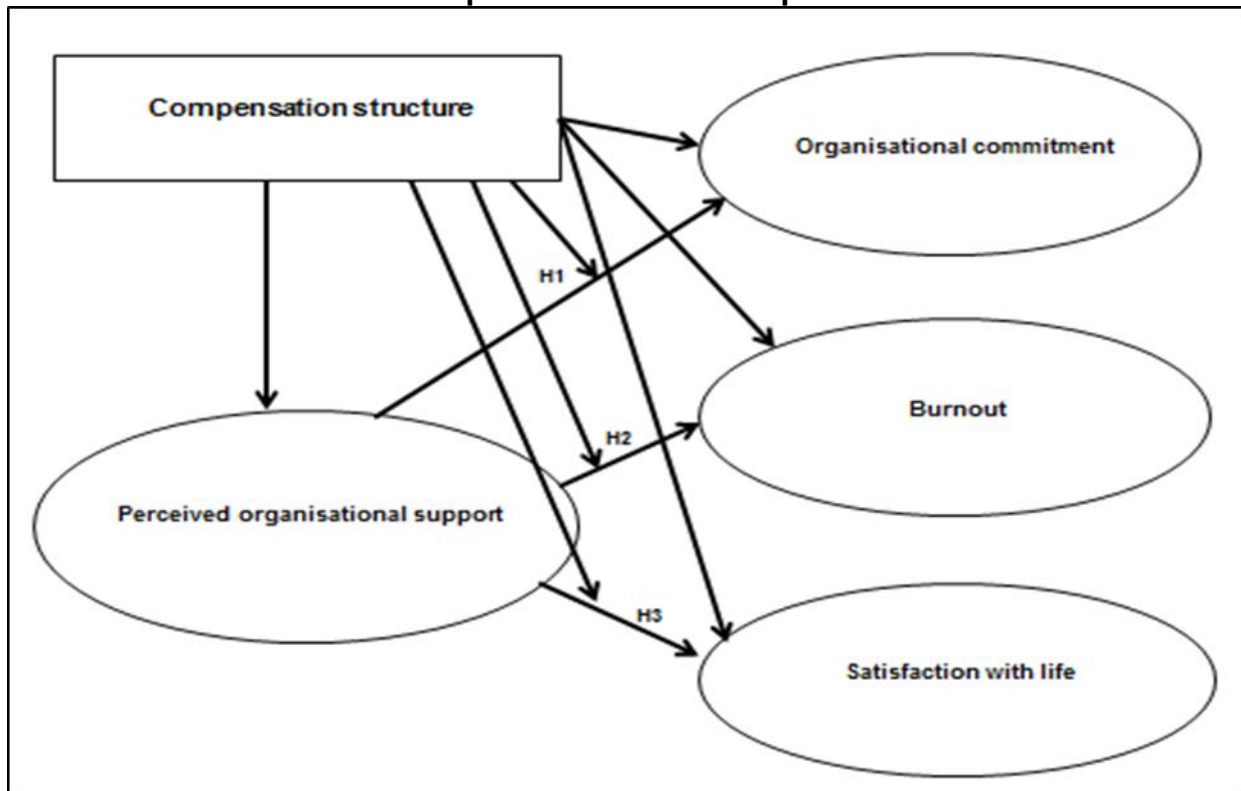
This pay structure has some strength, but also several weaknesses (Kokemuller, 2016). Employees who work for a performance-based pay are rewarded more for their input than employees working on a fixed compensation system (Yeh *et al.*, 2009). Yeh *et al.* (2009) specify that performance-based pay can motivate employees and enhance competitiveness among employees to perform better and receive the best pay. As Yeh *et al.* (2009) indicates, a competitive work climate can ultimately lead to employees' wellness being influenced but employees can be more prone to psychological burnout. As indicated previously in the background of the literature

review, researchers have found that blue-collar workers who receive performance-based pay suffer tremendously from depression and other health-related illnesses in comparison to those who received a fixed salary (Yeh *et al.*, 2009). It is concluded that organisations should offer the necessary support and resources to individuals to handle this pressure caused by compensation methods, since burnout will be unavoidable.

Oosthuizen (2008) suggests that financial advisors should receive awards that can contribute to them being proud and committed rather than to just getting the job done. However, there are only a few studies that investigate the effect of pay flexibility on employees' health and organisational commitment in South Africa.

The effect of the pay structure on the conceptual model will be further explored by examining whether the relationships in the model are the same between the constructs, as shown in Figure 2-2.

Figure 2-2: The effect of compensation structures on the main concepts and on the relationship between the concepts



The model in Figure 2-2 depicts the following additional hypotheses shown in Table 2-2 that are relevant in this study.

Table 2-2: Additional hypotheses relevant to this study

Hypotheses	Statement
H1b	Compensation structure has a main effect on organisational commitment.
H1b (i)	Compensation structure has a main effect on affective commitment.
H1b (ii)	Compensation structure has a main effect on continuance commitment.
H1b (iii)	Compensation structure has a main effect on normative commitment.
H2b:	Compensation structure has a main effect on burnout.
H3b:	Compensation structure has a main effect on satisfaction with life.
H1c	Compensation structure moderates the relationship between perceived organisational support and organisational commitment.
H1c (i)	Compensation structure moderates the relationship between perceived organisational support and affective commitment.
H1c (ii)	Compensation structure moderates the relationship between perceived organisational support and continuance commitment.
H1c (iii)	Compensation structure moderates the relationship between perceived organisational support and normative commitment.
H2c:	Compensation structure moderates the relationship between perceived organisational support and burnout.
H3c:	Compensation structure moderates the relationship between perceived organisational support and satisfaction with life.

Lastly, it is also of interest to examine whether compensation structure has an effect on the level of organisational support, burnout, organisational commitment and satisfaction with life.

The researcher will therefore contribute to the literature by means of the specific research design and the approach taken in this study.

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

3.1. RESEARCH PARADIGM/PHILOSOPHY

According to Weaver and Olson (2006), a paradigm refers to the philosophy that underlies the specific approach of the research. For the proposed study, a post-positivistic paradigm will be used. According to Wahyuni (2012), the post-positivistic approach includes challenging the belief of the absolute truth in relation to studying human behaviour. This approach also believes in generalising the results.

According to Thomas (2010), the post-positivist paradigm is based on the assumptions that complete objectivity is nearly impossible; however, it is still pursued as an ideal to standardise the search for knowledge. This view is also known as critical realist. Furthermore, Guba and Lincoln (1994) show that a post-positivistic paradigm consists of an ontology that indicates that “Reality is assumed to exist but to be only imperfectly apprehendable because of basically flawed human intellectual mechanism and the fundamentally intractable nature of phenomena” (p. 110). The epistemology of post-positivism indicates that “Dualism is largely abandoned as not possible to maintain, but objectivity remains ‘regulatory ideal’ (Guba & Lincoln, 1994, p. 110). “Special emphasis is placed on external guardians of objectivity such as critical traditions and critical community” (Guba & Lincoln, 1994, p. 110). According to Guba and Lincoln (1994, p. 110) in the methodology section, “emphasis is placed on “critical multiplism’ as a way to falsifying hypothesis.”

This paradigm is appropriate for the purpose of this study, since an understanding will be created as the investigation evolves, as variables cannot be controlled and a cause and effect relationship is not possible to establish in studying the relationships between concepts.

3.2. DESCRIPTION OF INQUIRY STRATEGY AND BROAD RESEARCH DESIGN

The effect of compensation structures on the relationship between perceived organisational support and organisational commitment, burnout and satisfaction with life has not been researched adequately, since most of the literature is based on assumptions and not empirical evidence. However, previous research of burnout and organisational commitment is mostly based and comprehensively researched in other work settings such as nursing. There is a significant gap in the understanding of what the effect of different compensation structures will have on the relationship between perceived organisational support and organisational commitment, burnout and satisfaction with life among financial advisors. The main aim of this study is to enhance our understanding of how and whether compensation structure will influence perceived organisational support, organisational commitment, burnout and satisfaction with life.

The following descriptors will be appropriate to describe the research design: quantitative approach, non-experimental, explanatory, cross-sectional design using primary data.

A quantitative approach was used in this research. It can be defined as a process that is organised and objective and makes use of numerical data from a selected group of participants and then generalises the findings (Maree & Pietersen, 2007). This study is an empirical study that includes research that involves the collection of new data (Babbie & Mouton, 2001).

Furthermore, the design is non-experimental since it involves quantitative research, and when the unit of analysis is selected, the measures will be taken simultaneously on all the relevant variables at that specific time (Maree & Pietersen, 2007). No manipulation takes place and a non-experimental design is mostly used with surveys, since it can describe or explore different research topics (Maree & Pietersen, 2007).

Explanatory research is seen as research that is conducted when the researcher encounters an issue that is already known, but where they are curious to know why these issues occur (De Vos Strydom, Fouché & Delpont, 2011). This type of research is appropriate for this study, since the components of this study are already known, but there is still little known about the specific effects of different compensation structures on perceived organisational support and organisational commitment, burnout and satisfaction with life, and the relationships between these constructs.

The strategy of inquiry that was used for this research was a randomised cross-sectional survey study. According to De Vos *et al.* (2011), this design is used with exploratory studies and examines different groups of people at a specific time. Furthermore, Olsen and George (2004) indicate that in a cross sectional design, an entire population or a subgroup of the population is selected. The data gathered will be used to address the research questions of interest. This strategy of inquiry was the most appropriate for the study, since the entire population of financial advisors within a single organisation was selected from the organisation that answered the research questions for this study.

3.3. RESEARCH DESIGN

3.3.1. Target population and unit of analysis

The target population for this study was financial advisors within a specific insurance and investment company with representation across South Africa. The researcher received formal permission from the organisation and obtained access to employees from the specific organisation and did not select a sample, but rather targeted all the financial advisors with at least one year working experience and receiving different compensation structures. The participants selected in this study were requested to complete questionnaires based on the sampling method discussed below. One of the conditions for conducting the study was that the identity of the organisation would not be revealed, and that individual information would be kept confidential.

3.3.2. Sampling method for the proposed study

The method that was utilised to distribute the questionnaires to the participants of the study in order to collect the necessary data was by issuing a self-administered web-based questionnaire.

In this study, participants received a web link via e-mail that enabled them to complete the questionnaire. According to Delport and Roestenburg (2011), electronic questionnaires can be a web-based survey, where respondents are required to complete the questionnaire online through a website. Furthermore, mailed questionnaires were sent via e-mail to the participants, hoping the participants would follow the instructions, and the responses are captured on a database for the researcher to download after the data collection is concluded (Delport & Roestenburg, 2011). Moreover, several advantages of e-mailed questionnaires can include that the method is cost-effective, it allows freedom for the participant to complete the questionnaire in a time that is convenient, and the sample can be collected from a wide geographical area (Delport & Roestenburg, 2011). E-mailed questionnaires have limitations such as lower response rates due to unclear, longer or open questions, some may be wrongly interpreted and another is the researcher's lack of control to ensure that the correct person completes the questionnaire (Delport & Roestenburg, 2011).

3.3.3. Population for the proposed study

A non-probability method was used for this study. According to Maree and Pietersen (2007), a non-probability sample is not based on randomisation but consists of a convenient sampling technique. Convenience sampling was used, since the selected population is easily and conveniently available (Maree & Pietersen, 2007) and because the participants selected (voluntarily) are conveniently available and accessible to the researcher, due to personal affiliation with senior persons in the

organisation. This sampling consists of homogeneous groups, namely those who receive a (1) straight salary, (2) straight commission or (3) salary plus commission. The general objective of this research was to investigate whether employees in this organisation perceive themselves to have organisational support, and whether these perceptions are related to their organisational commitment and experiences of burnout. A further purpose was to examine whether burnout and organisational commitment have an effect on the life satisfaction of employees and to compare these for different compensation structures.

3.3.4. Number of participants included in the study

The population of interest in this study was the financial advisors within the Wealth Department of the organisation. One of the questions in the questionnaire asked the financial advisors to indicate the specific compensation structure that applies to them, as well as for how long they had been receiving this specific compensation structure. A questionnaire with items of perceived organisational support, organisational commitment, burnout and satisfaction with life was administered. The entire population was requested to participate in the study. The population size in this research was determined by the number of participants willing and accessible to participate on a voluntary basis.

As Maree and Pietersen (2007) indicate, larger samples generally represent a population better and more accurately than smaller samples. Maree and Pietersen (2007) further indicate that when one use heterogeneous groups, a bigger population will be needed to represent a larger diversity of the intended population.

3.4. RESEARCH INSTRUMENT AND ADDITIONAL DATA SOURCES

For the purpose of this study, structured questionnaires using existing measures or instruments were utilised. Individuals completed the questionnaires in a structured manner. The questionnaires were e-mailed to the respondents via a web link for them to complete during their normal working hours or at another suitable time. The researcher explained the purpose and context of the questionnaire to the participants. Due to confidentiality and ethical protocols, participants were informed that the data would be handled in an ethical manner and their identity would remain anonymous. It was also mentioned that participants may withdraw from the study at any time without negative consequences.

- Perceived organisational support: Perceived organisational support will be measured using the Perceived Organisational Support (POS) scale. In a study done by O'Driscoll and Randall (1999) the internal consistency reliability Cronbach's alpha was found to be 0.94, where 17 items of the POS was administered. In another study by Lynch, Eisenberger and Armeli (1999), a shortened version of eight items was used and they found a Cronbach alpha of 0.90. For the purpose of this study the shortened version of the POS was used.
- Organisational commitment: organisational commitment will be measured using the Organisational Commitment Scale (OCS) of Meyer and Allen (1991). The OCS is a multifactorial assessment that consists of three components namely: affective commitment (eight items), continuance commitment (nine items) and normative commitment (six items) on a Likert-type scale from one to six. From a previous study of Meyer, Allen and Smith (1993), a Cronbach alpha coefficient was obtained from student nurses as follows: Affective commitment (0.85), continuance commitment (0.83) and normative commitment (0.77), and in registered nurses the Cronbach alpha values were as follows: affective commitment (0.82), continuance commitment (0.74) and normative commitment (0.83).

- **Burnout:** The Oldenburg Burnout Inventory (OLBI) will be used during this research to measure the burnout levels among participants receiving different compensations. According to Halbesleben and Demerouti (2005), the OLBI is similar to MBI, but it only uses two scales, namely, exhaustion and disengagement. The OLBI was designed to measure cognitive and physical components of exhaustion (Halbesleben & Demerouti, 2005). The OLBI consists of a Likert-type scale where participants can choose from (1) strongly disagree to (5) strongly agree. According to a study done by Halbesleben and Demerouti (2005) in which they compare the MBI and OLBI, the alpha coefficient of the OLBI was found to be 0.70 and internal consistency between 0.74 and 0.87, which is acceptable.
- **Satisfaction with life:** The Satisfaction with Life Scale (SWLS) is a five item scale where each item is scored from 1-7, where 1=strongly disagree and 7=strongly agree. Diener, Emmons, Larsen and Griffin (1985) found an alpha coefficient of 0.87 when using the SWLS.

Demographical section: A demographical section was included in the questionnaire to obtain information from participants regarding their demographical characteristics. Information that was gathered included gender, age, race, province and other contextual variables such as years employed in current position and reimbursement method.

The questionnaire used in this study can be seen in Addendum A (p. 97).

3.5. DATA COLLECTION

The online questionnaire was distributed using Qualtrics online platform of the University of Pretoria, and the responses collected were analysed in SPSS version 23.

According to Strasheim (2015), collecting data from web-based surveys is widely used in research and also means costs are reduced. Taking this into consideration, this survey includes several advantages but also some disadvantages. An advantage of web-based surveys includes the insertion of multimedia and illustrations (Strasheim, 2015). Another advantage is that when using a convenience sampling method to collect data, a web-based survey can be utilised especially when the respondents are geographically dispersed or hard to access physically (Fricker & Schonlau, 2002; Evans & Mathur, 2005). Web-based surveys enhance the speed and accuracy of collecting the data and results can easily be retrieved and inserted into a database, spreadsheet or other statistical analysis packages (Fleming & Bowden, 2009). More advantages can be seen in the flexibility of online surveys, since they can be conducted in different formats, such as a link, website visit or embedded survey (Evans & Mathur, 2005).

These surveys also have disadvantages, however, such as that respondents with limited access to the internet cannot be included in the study and respondents can mistrust the privacy of these surveys (Fleming & Bowden, 2009; Strasheim, 2015). Additionally, since web-based surveys are easy to use in large surveys it often sometimes happens that users confuse quantity and quality (Fricker & Schonlau, 2002). Fleming and Bowden (2009) cite other disadvantages, which include the usability of the sampling frame. A major challenge in online surveys is the problem of non-response bias, where participants are non-randomly excluded from the sample, maybe because they have a certain predisposition towards the topic under study.

3.6. DATA ANALYSIS

3.6.1. Data preparation and software used for the analyses

The Statistical Package for Social Science (SPSS version 23, 2016) computer program was used for the descriptive statistical analysis of the study. Reliability, validity and descriptive statistics and exploratory factor analyses were calculated using this program in order to give meaning to the gathered information, and to enable the

researcher to interpret the findings of the study. After the preliminary analysis and data screening, multivariate analyses of co-variance (MANCOVA) were conducted. MANCOVA allows one to explore different groups while still controlling the variables (Pallant, 2011). Additionally, Pallant (2011) indicates that MANCOVA can be used when participants are not randomly assigned to different group. In this study existing groups (financial advisors) were used.

3.6.2. Exploratory factor analysis

Statisticssolution (2016) refers to Exploratory Factor Analysis (EFA) as a technique that is often used to condense data and to reduce the dimensionality of data by suggesting the sets of variables that can be combined meaningfully. EFA is often used to explore underlying theoretical structures. Pallant (2011) indicates that EFA is mostly used in earlier stages to explore the relationships between the various variables. It is also used to explore the relationship between variables and respondents (Statisticssolution, 2016). Furthermore, Cudeck (2000) indicates that factor analysis refers to the method of explaining variables' correlations. The reasons for researchers doing a factor analysis can include determining whether a series of dimensions exists or can be interpreted and can include refining a scale for development purposes (Hooper, 2012).

When conducting an EFA, the researcher needs to consider the size and nature of the study (Hooper, 2012; Fabrigar, Wegener, MacCallum & Strahan, 1999; Pallant, 2011). Additionally, Hooper (2012) indicates that EFA can be conducted on a large sample, which will make it more reliable, where other researchers such as Tabachnick and Fidell (2007) indicates that a smaller size such as 100-150 will also be sufficient. Furthermore, the researcher should also take into consideration whether this method is the most appropriate and whether it would contribute to the purpose of the research (Fabrigar *et al.*, 1999). Lastly, the researcher should decide on the appropriate factors to be fitted into the final model and also the necessary method of rotating the initial factor so as to be readily understood (Fabrigar *et al.*, 1999; Pallant, 2011).

3.6.3. Reliability analysis

According to Pallant (2011), finding a reliable scale for your study is of utmost importance. Furthermore, Field (2009) specifies that reliability is used to ensure that instruments are consistently understood across various circumstances. According to Hooper (2012), reliability can also be seen as the freedom of the scale from random errors; the internal consistency reliability can be estimated by using the Cronbach alpha coefficient. Internal consistency can be seen as one of the main concerns and can be measured by the Cronbach alpha coefficient which should ideally be above 0.7 (DeVellis 2003; Field, 2009; Pallant, 2011). Field (2009) indicates that reliability can be dependent on the size of the sample used in the research.

When using the Cronbach alpha, it should be noted that there are two things that can be calculated, namely, “the variance of the item, and the covariance between a particular item and any other item on the scale” (Field, 2009, p. 674). Additionally, Field (2009) explains that reversed-phrase items should be noted and reverse-coded when the Cronbach’s alpha is estimated.

3.6.4. MANCOVA

Multivariate analysis of covariance (MANCOVA) is the extension used for analysis of covariance (ANCOVA) (Statisticsolutions, 2016; Davis, n.d.). Field (2009) shows that one can apply the principles used in Analysis of Covariance (ANCOVA) to conduct MANCOVA. The MANCOVA can be seen as an additional covariate with the multivariate analysis of variance (MANOVA) (Statisticsolutions, 2016). Davis (n.d., p. 1) indicates that MANCOVA refers to the “statistical reliable mean difference between groups, after adjusting the newly created dependent measure on one or more covariates.” Furthermore, “in MANCOVA, we assess for statistical differences on multiple continuous dependent variables by an independent grouping variable, while controlling for a third variable, called the covariate; multiple co-variates can be used, depending on the sample size” (Statisticsolutions, 2016). In this study the dependent

variables consist of organisational commitment, burnout and satisfaction with life. The independent variables consist of the compensation structures, age, gender and years of employment. The co-variate used in this study is perceived organisational support.

According to Statisticsolutions (2016), the following concepts are important when conducting a MANCOVA and were used in this study:

- Partial eta square: “this concept indicates the degree to which the independent variable explains the variance.
- Multivariate F statistics: “this concept can be defined as dividing the mean sum of the square for the source variable by the source variable mean error”.
- Covariate: This can be defined as the variable that is uncorrelated by the independent variable. For this study the co-variate is perceived organisational support.

3.7. RESEARCH ETHICS

Ethics pertain to obeying the codes of conduct to ensure that research is done in a safe manner. Researchers should internalise ethical principles in such a way that they can make ethical decisions and treat participants in a sensitive and responsible manner. According to De Vos *et al.* (2011), ethical principles serve as a guideline and form a basis upon which researchers should evaluate their own behaviour.

De Vos *et al.* (2011) list a number of ethical principles, but for this research the following principles were considered;

- Avoidance of harm
- Voluntary participation
- Informed consent
- Deception of subjects
- Violation of privacy/anonymity/confidentiality
- No compensation

Before conducting this study the research company gave the researcher written consent to conduct the study. This study caused no physical or emotional harm to any of the participants. Participants were aware that this study was strictly voluntarily and they were required to complete an informed consent form prior to completing the questionnaire. The participants received all the necessary information regarding the study, e.g. the aim of the study, what would be done with the results, and how long they would have to be involved in the study. The privacy, anonymity and confidentiality of the participants were respected at all times; the researcher kept in mind the different cultures, languages and individual differences of the participants in how the questions were phrased.

Please refer to Addendum B for the Informed Consent form for participation in the study.

CHAPTER 4: RESEARCH RESULTS

4.1. INTRODUCTION

In this chapter the research results are discussed in detail. The questionnaires were distributed to approximately 213 participants, but in the end the usable sample consisted of 105 (n) participants who responded to the online survey. Additionally, self-selection bias may have been introduced since voluntary participation was allowed. This may limit the generalisability of the study to the population of financial advisors within the study, and the transferability of the findings to other similar contexts. In this chapter the demographical profile of the respondents is followed by with a summary of the participants' demographical distribution. Thereafter, the results of the exploratory factor analyses and the calculations of the internal consistency reliability, Cronbach's alpha, follow. The results of the MANCOVA and the parameter estimates based on this analysis are then discussed. The chapter concludes with a summary of the findings.

4.2. DEMOGRAPHIC PROFILE OF RESPONDENTS

The demographic profile of the financial advisors who responded can be seen in Table 4-1. It is clear from this table that the respondents had different compensation structures, namely 44 (41.9%) receiving a fixed salary; 12 (11.4%) receiving fixed salary plus commission and 49 (46.7%) receiving commission only as compensation. The respondents of this study had different years of employment and it was found that 58 (55.2%) respondents had been employed in the organisation for one to six years; while the remaining 47 of the 105 respondents had been employed with this organisation for more than seven years. In Table 4-1 it is clear that the smallest group of respondents consisted of 13 (12.38%) between 20 and 29 years old and the largest group consisted of 64 respondents (60.95%) between the ages 30 and 49 years old.

Lastly, the distribution of male and female respondents' was 45 (42.86%) and 59 (56.19%) respectively.

Table 4-1: Demographic profile of the respondents

		Frequency	Percent
A1: Compensation structure	Fixed salary	44	41.9
	Fixed salary plus commission	12	11.4
	Commission	49	46.7
A3: Years of employment	1-3 years	31	29.5
	4-6 years	27	25.7
	7-9 years	18	17.1
	10+ years	29	27.6
AA3: Years of employment (recoded)	1-6 years	58	55.2
	7+ years	47	44.8
A4: Age	20-29 years	13	12.4
	30-49 years	64	61.0
	50-59 years	24	22.9
	60-69 years	4	3.8
AA4: Age (recoded)	20-29 years	13	12.4
	30-49 years	64	61.0
	50+ years	28	26.7
A5: Gender	Male	45	43.3
	Female	59	56.7

4.3. RESULTS OF EXPLORATORY FACTOR ANALYSES AND RELIABILITY ANALYSES

The initial analyses used Exploratory Factor Analysis (EFA) with SPSS to explore the factor structure and dimensionality of the measures for the key constructs in this study, namely, for perceived organisational support, organisational commitment, burnout and satisfaction with life instruments. For the purpose of this study, EFA was used to determine which items would be the best to retain when a single dimension is used for each construct. Costello and Osborne (2005) indicate that the EFA process can be seen as a complex method with only a few guidelines and numerous options. According to Floyd and Widaman (1995), an exploratory approach can be seen as

analysing measures that evaluate certain psychological constructs. Pallant (2011) mentions that communality estimates indicate information about variances that are explained in each item, and communality estimate values lower than 0.3 is an indication that the item does not fit well with the other items. According Costello and Osborne (2005), items with communalities of 0.4 or less may not be related to other items or can be seen as an additional factor that needs further exploration. In this case, the researcher should make a decision as to whether to remove the item or add similar items for further research (Costello & Osborne, 2005). Additionally, Costello and Osborne (2005) mention that items with a loading of 0.32 or higher on two or more factors can be seen as a cross-loading, which indicates that there should be a decision on whether this item should be dropped from the analysis. EFA is usually seen as research that consists of a larger sample that can be more generalisable (Costello & Osborne, 2005).

The results in Table 4-2 indicate that the Kaiser-Meyer-Olkin measure was higher than 0.6 (Field, 2009; Hooper, 2012) for all six constructs and the Bartlett's Test of Sphericity was significant (Field, 2009; Hooper, 2012), which implies that factor analysis would be appropriate for all the measures.

Table 4-2: Kaiser-Meyer-Olkin Measure and Bartlett's Test of Sphericity for the measured items in each construct

		POS	AC	CC	NC	BO	SWL
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.904	0.881	0.630	0.800	0.836	0.847
Bartlett's Test of Sphericity	Approx. Chi-Square	1307.5	377.6	199.1	240.9	827.6	239.9
	Df	136	28	28	28	120	10
	Sig.	0.000	0.000	0.000	0.000	0.000	0.000

POS = Perceived organisational support (items B1 to B17)

AC = Affective commitment (items AC1 to AC8)

CC = Continuance commitment (items CC1 to CC8)

NC = Normative commitment (items NC1 to NC8)

BO = Burnout (items D1 to D16)

SWL = Satisfaction with life (items E1 to E5)

The results of the EFA analyses using Principal Axis Factoring (PAF) are presented in Sections 4.3.1 to 4.3.12.

4.3.1. Factor analysis of perceived organisational support

The results in Table 4-3 show that the initial eigenvalues indicated that the first factor explained 54.72% of the variance. Factors two, three and four explained 7.94%, 6.32% and 5.35% of the variance, respectively. However, according to the mineigen criterion, up to three factors may be suitable for perceived organisational support, but, for the sake of simplicity, it was decided to use a single dimension for perceived organisational support, since it explained more than half of the total variance in the factor.

Table 4-3: Variance explained by a single factor for perceived organisational support items

Factor	Initial eigenvalues		Extraction sums of squared loadings	
	Total	% of variance	Total	% of variance
1	9.302	54.717	8.866	52.153
2	1.351	7.944		
3	1.075	6.321		
4	0.910	5.351		
5	0.765	4.499		
6	0.605	3.561		
7	0.522	3.068		
8	0.436	2.567		
9	0.369	2.169		
10	0.359	2.110		
11	0.290	1.703		
12	0.260	1.528		
13	0.196	1.151		
14	0.189	1.112		
15	0.164	0.965		
16	0.117	0.689		
17	0.092	0.543		

The initial first factor analysis consisted of all the items for perceived organisational support. In Table 4-4, the initial communality estimates and the extraction communality estimates are presented. The last column provides the estimated factor loadings for each item when a single factor is extracted. From these results it was clear that two items, namely B2 and B6, had communality estimates below 0.3 and factor loadings

smaller than 0.6. It therefore seems that when perceived organisational support is to be used as a single dimensional measure, it would be appropriate to exclude items B2 and B6.

Table 4-4: Community estimates and factor loadings of first factor of perceived organisational support items (factor analysis 1)

Item	Communality estimates using PAF		Estimated factor loading
	Initial	Extraction	Factor 1
B13: My organisation shows very little concern for me.	0.774	0.743	-0.862
B15: My organisation takes pride in my accomplishments at work.	0.850	0.728	0.853
B8: My organisation really cares about my well-being.	0.782	0.715	0.845
B14: My organisation cares about my opinions.	0.772	0.694	0.833
B11: My organisation cares about my general satisfaction at work.	0.790	0.689	0.830
B17: My organisation is willing to extend itself in order to help me perform my job to the best of my ability.	0.791	0.582	0.763
B1: My organisation values my contribution to its well-being.	0.636	0.552	0.743
B10: My organisation is willing to help me when I need a special favour.	0.687	0.522	0.723
B3: My organisation fails to appreciate any extra effort from me.	0.691	0.488	-0.699
B16: My organisation tries to make my job as interesting as possible.	0.685	0.487	0.698
B12: If given the opportunity, my organisation would take advantage of me.	0.615	0.481	-0.694
B7: Help is available from my organisation when I have a problem.	0.653	0.465	0.682
B5: My organisation would ignore any complaint from me.	0.640	0.430	-0.656
B4: My organisation strongly considers my goals and values.	0.562	0.425	0.652
B9: Even if I did the best job possible, my organisation would fail to notice.	0.603	0.388	-0.623
B2: If my organisation could hire someone to replace me at a lower salary, it would do so.	0.460	0.272	-0.521
B6: My organisation disregards my best interests when it makes decisions that affect me.	0.452	0.204	-0.452

Therefore, a second EFA analysis was conducted that excluded items B2 and B6. These results are presented in Table 4-5 and Table 4-6. The results in Table 4-5 show that a total of 55.90% of variance was explained when item B2 (“If my organisation could hire someone to replace me at a lower salary it would do so”) and item B6 (“My

organisation disregards my best interests when it makes decisions that affect me”) was removed, which is an improvement of the preceding first EFA analysis.

Table 4-5: Variance explained by a single factor for perceived organisational support Items with items B2 and B6 excluded

Factor	Initial eigenvalues		Extraction sums of squared loadings	
	Total	% of variance	Total	% of variance
1	8.800	58.663	8.384	55.895
2	1.185	7.897		
3	0.895	5.964		
4	0.798	5.322		
5	0.572	3.811		
6	0.525	3.501		
7	0.461	3.076		
8	0.380	2.534		
9	0.327	2.179		
10	0.266	1.772		
11	0.211	1.408		
12	0.193	1.284		
13	0.175	1.166		
14	0.120	0.799		
15	0.093	0.623		

Table 4-6 shows that after the second factor analysis was conducted, it was clear that two items namely B2 (“If my organisation could hire someone to replace me at a lower salary, it would do so”) and B6 (“My organisation disregards my best interests when it makes decisions that affect me”) were not above 0.6 and therefore did not load on the items. Therefore, the second factor analysis shows the results when the two above mentioned items were removed in order to show all the relevant loadings.

Table 4-6: Community estimates and factor loading of first factor of perceived organisational support items (factor analysis 2)

Item	Community estimates using PAF		Estimated factor loading item
	Initial	Extraction	
B15: My organisation takes pride in my accomplishments at work.	0.847	0.735	0.857
B13: My organisation shows very little concern for me.	0.771	0.735	-0.857
B8: My organisation really cares about my well-being.	0.781	0.716	0.846
B14: My organisation cares about my opinions.	0.764	0.709	0.842
B11: My organisation cares about my general satisfaction at work.	0.789	0.705	0.840
B17: My organisation is willing to extend itself in order to help me perform my job to the best of my ability.	0.786	0.584	0.764
B10: My organisation is willing to help me when I need a special favour.	0.667	0.545	0.738
B1: My organisation values my contribution to its well-being.	0.622	0.542	0.736
B16: My organisation tries to make my job as interesting as possible.	0.683	0.489	0.700
B7: Help is available from my organisation when I have a problem.	0.650	0.470	0.686
B3: My organisation fails to appreciate any extra effort from me.	0.657	0.464	-0.681
B12: If given the opportunity my organisation would take advantage of me.	0.591	0.455	-0.675
B5: My organisation would ignore any complaint from me.	0.593	0.431	-0.657
B4: My organisation strongly considers my goals and values.	0.539	0.422	0.650
B9: Even if I did the best job possible, my organisation would fail to notice.	0.599	0.380	-0.617

4.3.2. Reliability analysis of perceived organisational support

The Cronbach alpha coefficient of internal consistency reliability is an indicator of whether the instrument can be assumed to be internally consistent and reliable. The internal consistency is an indication of the degree to which the intended instrument assesses the underlying attributes and can be measured by using the Cronbach coefficient alpha (Pallant, 2011). Ideally, a reliable scale will have a value of 0.7 (Pallant, 2011).

The perceived organisational support instrument enables the researcher to measure the support that organisations provide to their employees. For the purpose of this

study, 17 scale items were utilised, which included statements such as “my organisation values my contribution to its well-being”.

The items in the perceived organisational support questionnaire were rated on a five point Likert-type scale ranging between 1=strongly disagree to 5=strongly agree. In this study the perceived organisational support scale was administered to 105 participants and consisted of 15 items that were analysed for the purpose of this study. Table 4-7 indicates that this instrument (excluding items B2 and B6) had a Cronbach alpha of 0.948, which indicates that this scale can be viewed as reliable.

Table 4-7: Reliability statistics for perceived organisational support

Cronbach's alpha	Number of Items	
0.948	15	
Item-total statistics	Corrected item-total correlation	Cronbach's alpha if item deleted
B1: My organisation values my contribution to its well-being.	0.713	0.945
B4: My organisation strongly considers my goals and values.	0.635	0.947
B7: Help is available from my organisation when I have a problem.	0.662	0.946
B8: My organisation really cares about my well-being.	0.823	0.942
B10: My organisation is willing to help me when I need a special favour.	0.711	0.945
B11: My organisation cares about my general satisfaction at work.	0.812	0.942
B14: My organisation cares about my opinions.	0.819	0.943
B15: My organisation takes pride in my accomplishments at work.	0.829	0.942
B16: My organisation tries to make my job as interesting as possible.	0.680	0.946
B17: My organisation is willing to extend itself in order to help me perform my job to the best of my ability.	0.738	0.944
RB13: My organisation shows very little concern for me.	0.840	0.942
RB3: My organisation fails to appreciate any extra effort from me.	0.669	0.946
RB12: If given the opportunity, my organisation would take advantage of me.	0.662	0.946
RB5: My organisation would ignore any complaint from me.	0.635	0.947
RB9: Even if I did the best job possible, my organisation would fail to notice.	0.607	0.947

4.3.3. Factor analysis of affective organisational commitment

The affective organisational commitment instrument enables the researcher to measure the individuals' emotional attachment towards the organisation and with the organisation's goals and values (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). For the purpose of this study, Meyer and Allen's organisational commitment instrument, which consisted of three dimensions, namely affective, continuance and normative organisational commitment, was utilised. For affective commitment an eight item scale was utilised, which include statements such as "I enjoy discussing my organisation with people outside it".

The items in this instrument were rated on a five point Likert type scale ranging from 1=strongly disagree to 5=strongly agree.

In Table 4-8, a factor analysis was completed, which indicated that 48.37% of the items were explained with all eight items.

Table 4-8: Variance explained by a single factor for the affective organisational commitment items (factor analysis 1)

Factor	Initial eigenvalues		Extraction sums of squared loadings	
	Total	% of variance	Total	% of variance
1	4.341	54.258	3.870	48.372
2	1.118	13.975		
3	0.611	7.632		
4	0.505	6.310		
5	0.463	5.793		
6	0.409	5.116		
7	0.293	3.668		
8	0.260	3.248		

In Table 4-9, a first analysis was completed where all the items were included for affective organisational commitment.

Table 4-9: Community estimates and factor loadings of first factor of affective organisational commitment items (factor analysis 1)

Item	Community estimates using PAF		Estimated factor loading
	Initial	Extraction	Factor 1
AC1: I would be very happy to spend the rest of my career with this organisation.	0.627	0.699	0.836
AC7: This organisation has a great deal of personal meaning for me.	0.544	0.585	0.765
AC2: I Enjoy discussing my organisation with people outside it.	0.620	0.580	0.761
AC5: I do not feel like 'part of the family' at my organisation.	0.524	0.540	-0.735
AC6: I do not feel emotionally attached to this organisation.	0.528	0.506	-0.711
AC8: I do not feel a 'strong' sense of belonging to my organisation.	0.486	0.476	-0.690
AC4: I think that I could easily become as attached to another organisation as I am to this one.	0.297	0.296	-0.544
AC3: I really feel as if this organisation's problems are my own.	0.339	0.188	0.433

Additionally, a second factor analysis was done in Table 4-10, where only seven of the items were analysed, which resulted in a 52.58% explained variance. Thus removing item AC3 ("I really feel as if this organisation's problems are my own"), showed an improvement of the percentage of variance explained, compared to when the item was included. Item AC3 was removed since it failed to meet the requirement of having an extracted communality estimate above 0.3.

Table 4-10: Variance explained by a single factor using PAF using seven items for affective organisational commitment (excluding item AC3)

	Initial eigenvalues		Extraction sums of squared loadings	
	Eigenvalue	% of variance	Total	% of variance
1	4.138	59.121	3.681	52.582
2	.785	11.213		
3	.593	8.465		
4	.485	6.928		
5	.421	6.014		
6	.306	4.374		
7	.272	3.885		

From Table 4-11, it is clear that one more item had a factor loading below 0.6, and this item (AC4) was also removed from the scale for the final analysis.

Table 4-11: Community estimates and factor loadings of first factor of affective organisational commitment items (factor analysis 2)

Item	Community estimates using PAF		Estimated factor loading
	Initial	Extraction	Factor 1
AC1: I would be very happy to spend the rest of my career with this organisation.	0.615	0.672	-0.820
AC7: This organisation has a great deal of personal meaning for me.	0.541	0.564	-0.751
AC5: I do not feel like 'part of the family' at my organisation.	0.521	0.562	0.749
AC6: I do not feel 'emotionally attached' to this organisation.	0.526	0.530	0.728
AC2: I enjoy discussing my organisation with people outside it.	0.569	0.525	-0.725
AC8: I do not feel a strong sense of belonging to my organisation.	0.467	0.513	0.716
AC4: I think that I could easily become as attached to another organisation as I am to this one.	0.293	0.315	0.561

4.3.4. Reliability analysis of the affective organisational commitment scale

In order to complement the analysis of the preceding EFA analysis in Section 4.3.2, a reliability analysis was conducted. From Table 4-12 it is clear that a Cronbach alpha of 0.872 was obtained for all eight items, which indicates that this scale can be viewed as reliable. However, on closer inspection, it shows that if item AC3 is excluded, the reliability would increase slightly to 0.880.

Table 4-12: Reliability statistics for affective organisational commitment (Analysis 1)

Cronbach's alpha	Number of items	
0.872	8	
Item-total statistics	Corrected item-total correlation	Cronbach's alpha if item deleted
RAC5: I do not feel like part of the family' at my organisation.	0.682	0.850
RAC6: I do not feel emotionally attached' to this organisation.	0.672	0.851
RAC8: I do not feel a strong sense of belonging to my organisation.	0.640	0.855
RAC4: I think that I could easily become as attached to another organisation as I am to this one.	0.511	0.869
AC1: I would be very happy to spend the rest of my career with this organisation.	0.771	0.842
AC2: I enjoy discussing my organisation with people outside it.	0.705	0.849
AC3: I really feel as if this organisation's problems are my own.	0.380	0.880
AC7: This organisation has a great deal of personal meaning for me.	0.709	0.848

However Table 4-13 indicates that after item AC3 was excluded a higher Cronbach alpha of 0.88 was achieved, and in addition, removing item AC4 would not lower the reliability.

Table 4-13: Reliability statistics for affective organisational commitment (analysis 2)

Cronbach's alpha	Number of items	
0.880	7	
Item-total statistics	Corrected item-total correlation	Cronbach's alpha if item deleted
RAC5: I do not feel like part of the family' at my organisation.	0.699	0.859
RAC6: I do not feel like part of the family' at my organisation.	0.690	0.860
RAC8: I do not feel a strong sense of belonging to my organisation.	0.674	0.862
RAC4: I think that I could easily become as attached to another organisation as I am to this one.	0.533	0.880
AC1: I would be very happy to spend the rest of my career with this organisation.	0.750	0.854
AC2: I enjoy discussing my organisation with people outside it.	0.657	0.865
AC7: This organisation has a great deal of personal meaning for me.	0.691	0.861

Based on the analyses in section 4.3.2 and 4.3.3, it was decided to exclude items AC3 and AC4 in the remainder of the analyses. It was therefore excluded in the calculation of the composite score.

4.3.5. Factor analysis of continuance organisational commitment

The continuous organisational commitment instrument enables the researcher to measure the individuals' fear of losing their jobs and observing the costs associated when they leave the organisation (Meyer *et al.*, 2002). For continuous commitment an eight items scale was utilised, which include statements such as "One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives".

The items in this instrument were rated on a five point Likert-type scale ranging from 1=strongly disagree to 5=strongly agree. For the eight items Table 4-14 indicates that, based on a factor analysis, only 25.82% of variance was explained when a single factor was extracted, which led to a second factor analysis.

Table 4-14: Variance explained by a single factor for continuance organisational commitment (factor analysis 1)

Factor	Initial eigenvalues		Extraction sums of squared loadings	
	Total	% of variance	Total	% of variance
1	2.636	32.954	2.066	25.824
2	1.432	17.895		
3	1.138	14.226		
4	0.814	10.171		
5	0.777	9.710		
6	0.590	7.370		
7	0.422	5.270		
8	0.192	2.404		

In Table 4-15 it is clear that when a single factor was extracted, three items had no factor loading larger than 0.3, and therefore did not seem to be related to the other items, therefore CC1 (“I am not afraid of what might happen if I quit my job without having another”), CC5 (“Right now, staying with my organisation is a matter of necessity as much as desire”) and CC4 (“It wouldn’t be too costly for me to leave my organisation now”) were removed from the analyses.



Table 4-15: Community estimates and factor loadings of first factor of continuance organisational commitment items (factor analysis 1)

Item	Community estimates using PAF		Estimated factor loading
	Initial	Extraction	Factor 1
CC3: Too much in my life would be disrupted if I decided to leave my organisation.	0.684	0.703	0.838
CC2: It would be very hard for me to leave my organisation right now, even if I wanted to.	0.611	0.510	0.714
CC8: One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice-another organisation may not match the overall benefits I have here.	0.351	0.351	0.593
CC6: I feel that I have very few options to consider leaving this organisation.	0.317	0.197	0.443
CC7: One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	0.373	0.159	0.398
CC1: I am not afraid of what might happen if I quit my job without having another.	0.134	0.082	
CC5: Right now, staying with my organisation is a matter of necessity as much as desire.	0.152	0.064	
CC4: It wouldn't be too costly for me to leave my organisation now.	0.068	0.001	

Table 4-16 and Table 4-17 give the results of the second factor analysis, which show that five items, cumulatively explain a total variance of 38.65%.

Table 4-16: Variance explained by a single factor for continuance organisational commitment (factor analysis 2)

Factor	Initial eigenvalues		Extraction sums of squared loading	
	Total	% of variance	Total	% of variance
1	2.440	48.801	1.933	38.653
2	1.258	25.165		
3	0.630	12.601		
4	0.472	9.436		
5	0.200	3.997		

In Table 4-17 the community estimates and the factor loadings are presented, with three items excluded. However, only three items had loadings of more than 0.6.



Table 4-17: Community estimates and factor loadings of first factor of continuance organisational commitment items (factor analysis 2)

	Initial	Extraction	Factor 1
CC3: Too much in my life would be disrupted if I decided to leave my organisation now.	0.669	0.762	0.873
CC2: It would be very hard for me to leave my organisation right now, even if I wanted to.	0.595	0.512	0.715
CC8: One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice-another organisation may not match the overall benefits I have here.	0.345	0.365	0.604
CC6: I feel that I have very few options to consider leaving this organisation.	0.311	0.172	0.415
CC7: One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	0.308	0.122	0.350

4.3.6. Reliability analysis of continuance organisational commitment

The reliability analysis in Table 4-18 shows that for the five items of the continuance organisational support scale, a Cronbach alpha of 0.73 was obtained, which indicate that this scale can be viewed as reliable.

Table 4-18: Reliability statistics for continuance organisational commitment

Cronbach's alpha	Number of items	
0.729	5	
Item-total statistics	Corrected item-total correlation	Cronbach's alpha if item deleted
CC2: It would be very hard for me to leave my organisation right now, even if I wanted to.	0.503	0.678
CC3: Too much in my life would be disrupted if I decided to leave my organisation now.	0.603	0.640
CC6: I feel that I have very few options to consider leaving this organisation.	0.445	0.700
CC7: One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	0.386	0.722
CC8: One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice-another organization may not match the overall benefits I have here.	0.523	0.669

Based on the results of the reliability analysis, it was decided to retain all five of the items for the continuance organisational support scale in further analyses.

4.3.7. Factor analysis of normative organisational commitment

The normative organisational commitment instrument enables the researcher to measure the responsibility that an individual feels towards remaining with the organisation whether they are happy or not (Meyer *et al.*, 2002). For normative commitment an eight items scale was utilised that include statements such as “I think that people these days move from company to company too often”.

The items in the normative organisational commitment instrument were also rated on a scale ranging from 1=strongly disagree to 5=strongly agree. Based on a factor analysis, the results in Table 4-19 show that the total variance explained was 35.9% using all eight items in the analysis.

Table 4-19: Variance explained by a single factor for normative organisational commitment items (factor analysis 1)

Factor	Initial eigenvalues		Extraction sums of squared loadings	
	Total	% of variance	Total	% of variance
1	3.447	43.086	2.872	35.900
2	1.311	16.391		
3	0.813	10.161		
4	0.627	7.838		
5	0.567	7.090		
6	0.536	6.697		
7	0.416	5.200		
8	0.283	3.537		

After conducting the first EFA analysis, it is clear from Table 4-20 that the communality estimates and factor loadings of three items (NC8, NC3 and NC 5) of the normative organisational commitment scale had estimated communalities below 0.4. The corresponding factor loadings were lower than 0.6, further showing that exclusion of these three items would be beneficial.

Table 4-20: Communality estimates and factor loadings of first factor of normative organisational commitment (factor analysis 1)

	Communality estimates using PAF		Estimated factor loading
	Initial	Extraction	Factor 1
NC6: I was taught to believe in the value of remaining loyal to one organisation.	0.601	0.678	0.823
NC4: One of the major reasons I continue to work in this organisation is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.	0.453	0.490	0.700
NC7: Things were better in the days when people stayed in one organisation for most of their careers.	0.377	0.414	0.644
NC1: I think that people these days move from company to company too often.	0.351	0.387	0.622
NC2: I do not believe that a person must always be loyal to his or her organisation.	0.378	0.354	-0.595
NC8: I do not think that to be a 'company man' or 'company woman' is sensible anymore.	0.282	0.204	-0.451
NC3: Jumping from organisation to organization does not seem at all unethical to me.	0.375	0.200	-0.447
NC5: If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation.	0.267	0.145	0.381

After exclusion of items NC8, NC3 and NC5, Table 4-21 shows that 45.99 of variance was explained with five items, confirming that it was an improvement to remove the three items.

Table 4-21: Variance explained by a single factor for five normative organisational commitment items (factor analysis 2)

Factor	Initial eigenvalues		Extraction sums of squared loadings	
	Total	% of variance	Total	% of variance
1	2.803	56.060	2.300	45.995
2	0.700	13.997		
3	0.601	12.025		
4	0.578	11.565		
5	0.318	6.353		

After conducting the second EFA analysis, the communality estimates and factor loadings are shown in Table 4-22, and the only item that was slightly questionable was item NC2.

Table 4-22: Communality estimates and factor loadings of first factor of normative organisational commitment items (factor analysis 2)

	Initial	Extraction	Factor 1
NC6: I was taught to believe in the value of remaining loyal to one organisation.	0.554	0.735	0.857
NC4: One of the major reasons I continue to work in this organisation is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.	0.420	0.461	0.679
NC7: Things were better in the days when people stayed in one organisation for most of their careers.	0.371	0.426	0.652
NC1: I think that people these days move from company to company too often.	0.312	0.387	0.622
NC2: I do not believe that a person must always be loyal to his or her organisation.	0.241	0.291	-0.539

4.3.8. Reliability analysis of normative organisational commitment

The results of the reliability analysis provided in Table 4-23 show that with five items, the normative organisational support scale of a Cronbach alpha of 0.80 was obtained, and that the removal of additional items would result in a lower alpha value, which indicates that this scale can be viewed as reliable. It was therefore decided to retain all five items in Table 4-23 for the normative organisational commitment scale.

Table 4-23: Reliability statistics for normative organisational commitment

Cronbach's alpha	N of items	
0.801	5	
Item-total statistics	Corrected item-total correlation	Cronbach's alpha if item deleted
RNC2: I do not believe that a person must always be loyal to his or her organisation.	0.486	0.793
NC1: I think that people these days move from company to company too often.	0.554	0.772
NC4: One of the major reasons I continue to work in this organisation is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.	0.588	0.762
NC6: I was taught to believe in the value of remaining loyal to one organisation.	0.723	0.716
NC7: Things were better in the days when people stayed in one organisation for most of their careers.	0.579	0.765

4.3.9. Factor analysis of the burnout scale

The OLBI instrument was utilised to measure burnout levels of the financial advisors. This instrument enabled the researcher to measure the burnout levels of the respondents in the organisation. For the purpose of this study 16 items were utilised, including statements such as “during my work, I often feel emotionally drained”. The items of this instrument were rated on a five point Likert-type scale ranging from 1=strongly disagree to 5=strongly agree.

Based on an EFA including all 16 items of the burnout scale, the initial eigenvalues in Table 4-24 show that a single factor explained 40.89% of variance.



Table 4-24: Variance explained by a single factor for the 16 burnout items (factor analysis 1)

Factor	Initial eigenvalues		Extraction sums of squared loadings	
	Total	% of variance	Total	% of variance
1	6.543	40.891	5.959	37.242
2	1.983	12.391		
3	1.168	7.299		
4	1.150	7.190		
5	0.882	5.511		
6	0.835	5.221		
7	0.506	3.162		
8	0.495	3.093		
9	0.477	2.979		
10	0.422	2.635		
11	0.376	2.350		
12	0.369	2.304		
13	0.265	1.655		
14	0.216	1.350		
15	0.190	1.185		
16	0.126	0.786		

Based on the EFA results that included all 16 items shown in Table 4-25 one item, D13 (“This is the only type of work that I can imagine myself doing”), had a factor loading smaller than 0.3, and it therefore does not show on the output. Additionally, items D14, D6, D15, D2 and D9 had communality estimates below 0.3, and factor loadings less than 0.6. It was clear that an EFA analysis would benefit from removing these six items when a single factor is to be extracted.

Table 4-25: Communality estimates and factor loading of first factor of burnout items (analysis 1)

	Communality estimates using PAF		Estimated factor loading
	Initial	Extraction	Factor 1
D3: It happens more and more often that I talk about my work in a negative way.	0.664	0.631	0.795
D16: When I work, I usually feel energised.	0.629	0.512	-0.715
D7: I find my work to be a positive challenge.	0.778	0.502	-0.709
D4: After work, I tend to need more time than in the past in order to relax and feel better.	0.616	0.492	0.701
D12: After my work, I usually feel worn out and heavy.	0.657	0.435	0.660
D10: After working, I have enough energy for my leisure activities.	0.519	0.401	-0.633
D8: During my work, I often feel emotionally drained.	0.581	0.398	0.631
D5: I can tolerate the pressure of my work very well.	0.631	0.381	-0.617
D11: Sometimes I feel sickened by my work tasks.	0.506	0.380	0.616
D1: I always find new and interesting aspects in my work.	0.723	0.362	-0.601
D9: Over time, one can become disconnected from this type of work.	0.463	0.338	0.581
D2: There are days when I feel tired before I arrive at work.	0.519	0.335	0.579
D15: I feel more and more engaged in my work.	0.557	0.285	-0.534
D14: Usually, I can manage the amount of my work well.	0.584	0.225	-0.474
D6: Lately, I tend to think less at work and do my job almost mechanically.	0.400	0.217	0.466
D13: This is the only type of work that I can imagine myself doing.	0.297	0.066	

Table 4-26 shows that after excluding the six items, the total variance explained increased to 44.69% when a single factor is extracted.



Table 4-26: Variance explained by a single factor for burnout items (factor analysis 2)

Factor	Initial eigenvalues		Extraction sums of squared loadings	
	Total	% of variance	Total	% of variance
1	5.012	50.121	4.469	44.688
2	1.506	15.057		
3	0.751	7.514		
4	0.689	6.889		
5	0.539	5.388		
6	0.402	4.022		
7	0.367	3.674		
8	0.313	3.129		
9	0.276	2.761		
10	0.145	1.445		

Furthermore, Table 4-27 indicates that after removing six items, all the other items had factor loadings close to 0.6 or above, and the corresponding communality estimates were above 0.3, confirming the benefit of excluding the six items.

Table 4-27: Communality estimates and factor loadings of first factor of burnout items (analysis 1)

Item	Communality estimates using PAF		Estimated factor loading
	Initial	Extraction	Factor 1
D3: It happens more and more often that I talk about my work in a negative way.	0.556	0.574	0.758
D12: After my work, I usually feel worn out and weary.	0.605	0.510	0.714
D4: After work, I tend to need more time than in the past in order to relax and feel better.	0.590	0.500	0.707
D7: I find my work to be a positive challenge.	0.753	0.490	-0.700
D16: When I work, I usually feel energised.	0.522	0.480	-0.693
D11: Sometimes I feel sickened by my work tasks.	0.484	0.412	0.642
D10: After working, I have enough energy for my leisure activities.	0.430	0.402	-0.634
D1: I always find new and interesting aspects in my work.	0.693	0.381	-0.617
D8: During my work, I often feel emotionally drained.	0.526	0.367	0.606
D5: I can tolerate the pressure of my work very well.	0.505	0.353	-0.595

4.3.10. Reliability analysis of the burnout scale

From Table 4-28 the burnout instrument with the selected 10 items obtained a Cronbach alpha of 0.88, which indicate that this scale with 10 items can be viewed as reliable.

Table 4-28: Reliability statistics for burnout items

Cronbach's alpha (n=101)	Number of items	
0.880	10	
Item-total statistics	Corrected item-total correlation	Cronbach's alpha if item deleted
RD7: I find my work to be a positive challenge.	0.662	0.866
RD16: When I work, I usually feel energised.	0.598	0.869
RD10: After working, I have enough energy for my leisure activities.	0.584	0.870
RD1: I always find new and interesting aspects in my work.	0.550	0.872
D3: It happens more and more often that I talk about my work in a negative way.	0.718	0.859
D4: After work, I tend to need more time than in the past in order to relax and feel better.	0.691	0.861
D6: Lately, I tend to think less at work and do my job almost mechanically.	0.434	0.882
D8: During my work, I often feel emotionally drained.	0.607	0.868
D11: Sometimes I feel sickened by my work tasks.	0.594	0.869
D12: After my work, I usually feel worn out and weary.	0.659	0.864

4.3.11. Factor analysis of satisfaction with life

The satisfaction with life instrument designed by Pavot and Diener (1993) was used in this study, This instrument enables the researcher to measure the employees' level of satisfaction with their own life. For the purpose of this study, a five item scale was utilised, which included statements such as "In most ways my life is close to ideal". When an EFA analysis was conducted on the five items, 57.55% variance was explained, as shown in Table 4-29.

Table 4-29: Variance explained by a single factor for the five satisfaction with life items

Factor	Initial eigenvalues		Extraction sums of squared loadings	
	Total	% of variance	Total	% of variance
1	3.275	65.498	2.878	57.554
2	0.657	13.148		
3	0.468	9.360		
4	0.329	6.584		
5	0.270	5.410		

In Table 4-30, all the communality estimates were above 0.3 and all the factor loadings were above 0.6.

Table 4-30: Communality estimates and factor loadings of first factor of satisfaction with life items

	Communality estimates using PAF		Estimated factor loading
	Initial	Extraction	Factor 1
E1: In most ways my life is close to ideal.	0.640	0.758	0.871
E3: I am satisfied with my life.	0.585	0.688	0.830
E4: So far I have gotten the important things I want in life.	0.522	0.552	0.743
E2: The conditions of my life are excellent.	0.461	0.517	0.719
E5: If I could live my life over, I would change almost nothing.	0.359	0.361	0.601

4.3.12. Reliability analysis of satisfaction with life

In Table 4-31, the reliability analysis is reported showing that the Cronbach alpha was 0.861, which indicates that this is a reliable scale since it meets the minimum requirements of above 0.7. Based on this analysis, the reliability would improve to 0.866 if the last item, E5, was removed from the scale.

Table 4-31: Reliability statistics of satisfaction with life items (analysis 1)

Cronbach's alpha (n=105)	Number of items	
0.861	5	
Item-total statistics	Corrected item-total correlation	Cronbach's alpha if item deleted
E1: In most ways my life is close to ideal.	0.786	0.803
E2: The conditions of my life are excellent.	0.657	0.838
E3: I am satisfied with my life.	0.763	0.813
E4: So far I have gotten the important things I want in life.	0.662	0.837
E5: If I could live my life over, I would change almost nothing.	0.555	0.866

In Table 4-32, the satisfaction with life instrument excluded item E5, and a Cronbach alpha of 0.866 was found. It was also not necessary to remove any additional items.

Table 4-32: Reliability statistics of satisfaction with life items (analysis 2)

Cronbach's alpha	Number of items	
0.866	4	
Item-total statistics	Corrected item-total correlation	Cronbach's alpha if item deleted
E1: In most ways my life is close to ideal.	0.789	0.799
E2: The conditions of my life are excellent.	0.669	0.848
E3: I am satisfied with my life.	0.725	0.827
E4: So far I have gotten the important things I want in life	0.694	0.840

4.3.13. Calculating composite scores based on the factor analyses and the reliability analyses

Based on the results presented in Section 4.3.1 to 4.3.12, regression scores were used to calculate the composite scores. The regression method produces scores with a mean of 0 and a variance equal to the squared multiple correlation between the

estimated factor scores and the true factor values (Statistical Package for the Social Sciences, 2016). The benefit of using the regression scores is that the scores use the factor loading weight, so that items that are more strongly related to the underlying factor have higher scores. It therefore resembles a weighted score.

Table 4-33: Calculation of the composite scores based on the EFA and reliability results

Measure	Items used in the calculation of the regression score
Perceived organisational support	15
Affective commitment	7
Continuance commitment	5
Normative commitment	5
Burnout	10
Satisfaction with life	4

These scores are used in Section 4.4 to conduct the MANCOVA analyses.

4.4. MULTIVARIATE ANALYSIS OF COVARIANCE (MANCOVA)

A MANCOVA was conducted, with the dependent variables affective commitment; continuance commitment; normative commitment; burnout and satisfaction with life. The covariate in the model was perceived organisational support, and the main effects that were introduced in the model were A1: Compensation structure; AA3 (Years of employment); AA4 (Age), A5 (Gender), as control variables. In addition, to test whether perceived organisational support moderated the relationship with the four dependent variables, an interaction term between perceived organisational support and compensation structure was included in the model. These results are summarised in Tables 4-34 to 4-42.

The results of the MANCOVA multivariate tests are summarised in Table 4-34. Based on these results it is clear that compensation structure had a significant overall effect ($p < 0.05$), that perceived organisational support has a highly significant effect

($p < 0.001$) on the dependent variables combined, and that the interaction effect between compensation structure and perceived organisational support was also highly significant ($p < 0.05$). The years of employment and age were significant at a 0.1 level of significance, indicating that it is important that the control variables are included in the model.

Table 4-34: Results of the multivariate tests of the MANCOVA

Effect	Test	Value	F	Hypothesis df	Error df	Sig.	Partial eta squared
Intercept	Pillai's Trace	0.040	0.654 ^b	5	78	0.659	0.040
	Wilks' Lambda	0.960	0.654 ^b	5	78	0.659	0.040
	Hotelling's Trace	0.042	0.654 ^b	5	78	0.659	0.040
	Roy's Largest Root	0.042	0.654 ^b	5	78	0.659	0.040
A1: Compensation structure	Pillai's Trace	0.253	2.285	10	158	0.016	0.126
	Wilks' Lambda	0.760	2.297 ^b	10	156	0.015	0.128
	Hotelling's Trace	0.300	2.307	10	154	0.015	0.130
	Roy's Largest Root	0.227	3.582 ^c	5	79	0.006	0.185
AA3: Years of employment	Pillai's Trace	0.119	2.104 ^b	5	78	0.074	0.119
	Wilks' Lambda	0.881	2.104 ^b	5	78	0.074	0.119
	Hotelling's Trace	0.135	2.104 ^b	5	78	0.074	0.119
	Roy's Largest Root	0.135	2.104 ^b	5	78	0.074	0.119
AA4: Age	Pillai's Trace	0.189	1.646	10	158	0.098	0.094
	Wilks' Lambda	0.818	1.650 ^b	10	156	0.097	0.096
	Hotelling's Trace	0.215	1.654	10	154	0.096	0.097
	Roy's Largest Root	0.167	2.641 ^c	5	79	0.029	0.143
A5: Gender	Pillai's Trace	0.058	0.965 ^b	5	78	0.444	0.058
	Wilks' Lambda	0.942	0.965 ^b	5	78	0.444	0.058
	Hotelling's Trace	0.062	0.965 ^b	5	78	0.444	0.058
	Roy's Largest Root	0.062	0.965 ^b	5	78	0.444	0.058
Perceived organisational support	Pillai's Trace	0.439	12.203 ^b	5	78	0.000	0.439
	Wilks' Lambda	0.561	12.203 ^b	5	78	0.000	0.439
	Hotelling's Trace	0.782	12.203 ^b	5	78	0.000	0.439
	Roy's Largest Root	0.782	12.203 ^b	5	78	0.000	0.439
A1 * Perceived Organisational Support	Pillai's Trace	0.232	2.075	10	158	0.029	0.116
	Wilks' Lambda	0.777	2.094 ^b	10	156	0.028	0.118
	Hotelling's Trace	0.274	2.112	10	154	0.027	0.121
	Roy's Largest Root	0.219	3.456 ^c	5	79	0.007	0.179

A1 * Perceived Organisational Support – this term is the interaction between compensation structure and POS

More specifically, in the table above the Wilks' Lambda value can be seen as highly significant when it has a value less than 0.05. This means that there are significant differences between the groups (Pallant, 2011). The multivariate results lead to the interpretation that perceived organisational support has a highly significant effect on the combined set of dependent variables ($p < 0.001$). Further, compensation structure has a significant effect ($\alpha = 0.05$ and p ranging between 0.015 and 0.006 for the different multivariate tests) on the dependent variables combined. The interaction effect between compensation structure and perceived organisational support was also significant at $\alpha = 0.05$. The control variables AA3: Years of employment and AA4: Age were slightly significant at $\alpha = 0.10$, but the control variable A5: Gender was not significant for all the dependent variables combined (the multivariate perspective).

The R-squared values for each of the dependent variables in the model are shown in Table 4-35. The results indicate that 43.6% of variability in the affective commitment can be explained by the model. The model seemed to be most useful to explain variability in burnout and affective commitment.

Table 4-35: Results of the multivariate tests of MANCOVA

Dependent variable	R-squared	Adjusted R-squared
Affective commitment	0.436	0.375
Continuance commitment	0.132	0.036
Normative commitment	0.204	0.117
Burnout	0.478	0.421
Satisfaction with life	0.264	0.184

The results in Table 4-36 are useful to see the significances of each of the predictors for each of the dependent variables in the MANCOVA model. From this table, there is a significant effect (effect size 0.087 and $p = 0.024$) between burnout and compensation structures. Additionally, there is a smaller significant effect between normative commitment and compensation structure (effect size = 0.064 and $p = 0.067$). The effect that years of employment had on normative commitment was somewhat significant using an $\alpha = 0.10$ (with effect size = 0.044 and $p = 0.054$); while the effect of burnout on

the years of employment was significant using an $\alpha = 0.05$ (with effect size=0.046; $p=0.051$). A highly significant effect was found for perceived organisational support on all the dependent variables, except for continuance organisational commitment, with effect sizes ranging between 0.084 and 0.256; and p-values all less than 0.01 and most less than 0.001. Lastly, it can be seen that there was a significant effect on affective commitment as dependent variable based on the interaction between perceived organisational support and compensation structure, with effect size=0.090 and $p=0.021$. There was also a slightly significant effect on normative commitment as dependent variable based on the interaction between perceived organisational support and compensation structure, with effect size=0.065 and $p=0.063$.



Table 4-36: Test of between subject effects

Source	Dependent variable	Type III SS	Df	Mean square	F	Sig.	Partial eta squared
Corrected model	Affective commitment	32.972 ^a	9	3.664	7.054	0.000	0.436
	Continuance commitment	9.962 ^b	9	1.107	1.383	0.209	0.132
	Normative commitment	15.449 ^c	9	1.717	2.334	0.021	0.204
	Burnout	39.646 ^d	9	4.405	8.343	0.000	0.478
	Satisfaction with life	21.902 ^e	9	2.434	3.275	0.002	0.264
Intercept	Affective commitment	0.240	1	0.240	0.463	0.498	0.006
	Continuance commitment	0.252	1	0.252	0.314	0.577	0.004
	Normative commitment	0.464	1	0.464	0.630	0.430	0.008
	Burnout	0.035	1	0.035	0.066	0.797	0.001
	Satisfaction with life	1.921	1	1.921	2.586	0.112	0.031
A1: Compensation structures	Affective commitment	0.328	2	0.164	0.316	0.730	0.008
	Continuance commitment	0.341	2	0.171	0.213	0.809	0.005
	Normative commitment	4.108	2	2.054	2.792	0.067	0.064
	Burnout	4.107	2	2.053	3.889	0.024	0.087
	Satisfaction with life	2.657	2	1.329	1.788	0.174	0.042
AA3: Years of employment	Affective commitment	0.338	1	0.338	0.651	0.422	0.008
	Continuance commitment	0.312	1	0.312	0.390	0.534	0.005
	Normative commitment	2.800	1	2.800	3.807	0.054	0.044
	Burnout	2.065	1	2.065	3.911	0.051	0.046
	Satisfaction with life	0.833	1	0.833	1.121	0.293	0.013
AA4: Age	Affective commitment	1.612	2	0.806	1.552	0.218	0.036
	Continuance commitment	2.780	2	1.390	1.736	0.183	0.041
	Normative commitment	0.071	2	0.035	0.048	0.953	0.001
	Burnout	2.454	2	1.227	2.324	0.104	0.054
	Satisfaction with life	1.115	2	0.557	0.750	0.475	0.018
A5: Gender	Affective commitment	0.130	1	0.130	0.249	0.619	0.003
	Continuance commitment	0.885	1	0.885	1.106	0.296	0.013
	Normative commitment	1.769	1	1.769	2.405	0.125	0.028
	Burnout	1.004	1	1.004	1.901	0.172	0.023
	Satisfaction with life	0.036	1	0.036	0.049	0.826	0.001
Perceived organisational support	Affective commitment	12.573	1	12.573	24.209	0.000	0.228
	Continuance commitment	1.644	1	1.644	2.054	0.156	0.024
	Normative commitment	5.505	1	5.505	7.484	0.008	0.084
	Burnout	14.881	1	14.881	28.184	0.000	0.256
	Satisfaction with life	13.461	1	13.461	18.116	0.000	0.181
A1 * Perceived organisational support	Affective commitment	4.206	2	2.103	4.049	0.021	0.090
	Continuance commitment	2.352	2	1.176	1.469	0.236	0.035
	Normative commitment	4.218	2	2.109	2.868	0.063	0.065
	Burnout	1.083	2	0.542	1.026	0.363	0.024
	Satisfaction with life	0.652	2	0.326	0.438	0.647	0.011
Error	Affective commitment	42.587	82	0.519			
	Continuance commitment	65.643	82	0.801			
	Normative commitment	60.311	82	0.735			
	Burnout	43.294	82	0.528			
	Satisfaction with life	60.929	82	0.743			
Total	Affective commitment	75.582	92				
	Continuance commitment	75.608	92				
	Normative commitment	75.921	92				
	Burnout	83.136	92				
	Satisfaction with life	83.155	92				
Corrected total	Affective commitment	75.560	91				
	Continuance commitment	75.606	91				
	Normative commitment	75.760	91				
	Burnout	82.941	91				
	Satisfaction with life	82.831	91				

In Table 4-37 the hypotheses relevant to this study were restated and the outcome of each hypothesis is provided.

Table 4-37: Results of the research hypotheses

Hypothesis	Statement	Results
H1a	There is a positive relationship between perceived organisational support and organisational commitment.	Overarching Hypothesis
H1a (i)	There is a positive relationship between perceived organisational support and affective commitment.	Empirical support (Reject H ₀ ; p<0.001)
H1a (ii)	There is a positive relationship between perceived organisational support and continuance commitment.	Not sufficient empirical support (Do not reject H ₀ ; p=0.156)
H1a (iii)	There is a positive relationship between perceived organisational support and normative commitment.	Empirical support (Reject H ₀ ; p<0.008)
H2a:	There is a positive relationship between perceived organisational support and burnout.	Empirical support (Reject H ₀ ; p<0.001)
H3a:	There is a positive relationship between perceived organisational support and satisfaction with life.	Empirical support (Reject H ₀ ; p<0.001)
H1b	Compensation structure has a main effect on organisational commitment.	Overarching Hypothesis
H1b (i)	Compensation structure has a main effect on affective commitment.	Not sufficient empirical support (Do not reject H ₀ ; p=0.730)
H1b (ii)	Compensation structure has a main effect on continuance commitment.	Not sufficient empirical support (Do not reject H ₀ ; p=0.809)
H1b (iii)	Compensation structure has a main effect on normative commitment.	Some empirical support (Reject H ₀ ; p=0.067))
H2b:	Compensation structure has a main effect on burnout.	Empirical support (Reject H ₀ ; p=0.024)
H3b:	Compensation structure has a main effect on satisfaction with life.	Not sufficient empirical support (Do not reject H ₀ ; p=0.174)
H1c	Compensation structure moderates the relationship between perceived organisational support and organisational commitment.	Overarching Hypothesis
H1c (i)	Compensation structure moderates the relationship between perceived organisational support and affective commitment.	Empirical support (Reject H ₀ ; p=0.021)
H1c (ii)	Compensation structure moderates the relationship between perceived organisational support and continuance commitment.	Not sufficient empirical support (Do not reject H ₀ ; p=0.236)
H1c (iii)	Compensation structure moderates the relationship between perceived organisational support and normative commitment.	Some empirical support (Reject H ₀ ; p=0.063))
H2c:	Compensation structure moderates the relationship between perceived organisational support and burnout.	Not sufficient empirical support (Do not reject H ₀ ; p=0.363)
H3c:	Compensation structure moderates the relationship between perceived organisational support and satisfaction with life.	Not sufficient empirical support (Do not reject H ₀ ; p=0.647)

4.5. PARAMETER ESTIMATES BASED ON MANCOVA

The estimated parameters in Table 4-38 are useful for seeing the significances of each of the predictors for the dependent variable affective commitment based on the MANCOVA model. In Table 4-38 there is a significant value of affective commitment for perceived organisational support and also for the interaction between fixed salary and perceived organisational support. Based on the estimates it seems that the slope

coefficient of those financial advisors with a fixed salary increases with 0.439, between perceived organisational support and affective commitment, while the slope for those financial advisors with commission only and fixed salary and commission remain virtually unchanged with a slope of 0.365.

Table 4-38: Parameter estimates for affective commitment

Affective commitment					95% Confidence interval		
Effect	B	Std. error	t	Sig.	Lower bound	Upper bound	Partial eta squared
Intercept	0.147	0.212	0.696	0.488	-0.274	0.568	0.006
[A1=Fixed salary]	-0.091	0.171	-0.530	0.597	-0.432	0.250	0.003
[A1=Fixed+Commission]	0.098	0.265	0.369	0.713	-0.429	0.624	0.002
[A1=Commission only]	0 ^a						
[AA3=1-6 years]	-0.130	0.160	-0.807	0.422	-0.449	0.190	0.008
[AA3=7+ years]	0 ^a						
[AA4=20-29 years]	-0.386	0.266	-1.449	0.151	-0.916	0.144	0.025
[AA4=30-49 years]	0.028	0.185	0.149	0.882	-0.341	0.396	0.000
[AA4=50+years]	0 ^a						
[A5=Male]	-0.083	0.167	-0.499	0.619	-0.415	0.248	0.003
[A5=Female]	0 ^a						
Perceived organisational support	0.365	0.120	3.037	0.003	0.126	0.604	0.101
[A1=Fixed] * POS	0.439	0.166	2.637	0.010	0.108	0.769	0.078
[A1=Fixed+Comm] * POS	-0.062	0.278	-0.224	0.823	-0.615	0.490	0.001
[A1=Commission] * POS	0 ^a						

The results in Table 4-39 indicate slight significance ($p=0.096$) between continuance commitment and the age group 20 to 29 years, indicating that the youngest group is 0.557 units lower than the oldest group based on continuance commitment. There is also a small significance ($p = 0.092$) between continuance commitment and the interaction between fixed salary and perceived organisational support.



Table 4-39: Parameter estimates for continuance commitment

Continuance commitment					95% Confidence interval		
Effect	B	Std. error	T	Sig.	Lower bound	Upper bound	Partial eta squared
Intercept	0.491	0.263	1.868	0.065	-0.032	1.013	0.041
[A1=Fixed salary]	-0.075	0.213	-0.355	0.724	-0.499	0.348	0.002
[A1=Fixed + Commission]	-0.210	0.329	-0.637	0.526	-0.863	0.444	0.005
[A1=Commission only]	0 ^a						
[AA3=1-6 years]	-0.124	0.199	-0.625	0.534	-0.521	0.272	0.005
[AA3=7+ years]	0 ^a						
[AA4=20-29 years]	-0.557	0.331	-1.684	0.096	-1.215	0.101	0.033
[AA4=30-49 years]	-0.351	0.230	-1.529	0.130	-0.808	0.106	0.028
[AA4=50+ years]	0 ^a						
[A5=Male]	-0.218	0.207	-1.052	0.296	-0.629	0.194	0.013
[A5=Female]	0 ^a						
Perceived organisational support	-0.021	0.149	-0.141	0.888	-0.318	0.276	0.000
[A1=Fixed] * POS	0.352	0.206	1.702	0.092	-0.059	0.762	0.034
[A1=Fixed+Comm] * POS	0.243	0.345	0.705	0.483	-0.443	0.930	0.006
[A1=Commission] * POS	0 ^a						

The results in Table 4-40 show a significant effect ($p=0.051$) between normative commitment and fixed salary and also a significant effect between normative commitment and the interaction between fixed salary plus commission and perceived organisational support. This suggests that for the group with a fixed salary and commission, there is a significant effect ($p=0.025$) between perceived organisational support and normative commitment, with an estimated slope coefficient of 0.757.



Table 4-40: Parameter estimates for normative commitment

Normative commitment					95% Confidence interval		
Effect	B	Std. error	T	Sig.	Lower bound	Upper bound	Partial eta squared
Intercept	0.110	0.252	0.438	0.663	-0.391	0.611	0.002
[A1=Fixed salary]	0.404	0.204	1.981	0.051	-0.002	0.810	0.046
[A1=Fixed + Commission]	-0.162	0.315	-0.514	0.608	-0.789	0.465	0.003
[A1=Commission only]	0 ^a						
[AA3=1-6 years]	-0.373	0.191	-1.951	0.054	-0.753	0.007	0.044
[AA3=7+ years]	0 ^a						
[AA4=20-29 years]	0.063	0.317	0.198	0.843	-0.568	0.693	0.000
[AA4=30-49 years]	0.067	0.220	0.306	0.761	-0.371	0.505	0.001
[AA4=50+ years]	0 ^a						
[A5=Male]	-0.308	0.198	-1.551	0.125	-0.702	0.087	0.028
[A5=Female]	0 ^a						
Perceived organisational support	0.070	0.143	0.493	0.624	-0.214	0.355	0.003
[A1=Fixed] * POS	0.005	0.198	0.023	0.981	-0.389	0.398	0.000
[A1=Fixed+Comm] * POS	0.757	0.331	2.290	0.025	0.099	1.415	0.060
[A1=Commission] * POS	0 ^a						

The results in Table 4-41 show a high significance ($p=0.007$) between burnout and fixed salary; burnout and the age group 30 to 49 ($p=0.034$) and also between burnout and perceived organisational support ($p<0.001$). Additionally, there is some significance ($p=0.051$) between Burnout and respondents with 1 to 6 years of employment. However, compensation structure does not moderate the relationships.



Table 4-41: Parameter estimates for burnout

Burnout					95% Confidence interval		
Effect	B	Std. error	T	Sig.	Lower bound	Upper bound	Partial eta squared
Intercept	-0.201	0.213	-0.942	0.349	-0.625	0.223	0.011
[A1=Fixed salary]	0.480	0.173	2.779	0.007	0.137	0.824	0.086
[A1=Fixed + Commission]	0.318	0.267	1.192	0.237	-0.213	0.849	0.017
[A1=Commission only]	0 ^a						
[AA3=1-6 years]	-0.320	0.162	-1.978	0.051	-0.642	0.002	0.046
[AA3=7+ years]	0 ^a						
[AA4=20-29 years]	0.318	0.269	1.182	0.241	-0.217	0.852	0.017
[AA4=30-49 years]	0.402	0.187	2.152	0.034	0.030	0.773	0.053
[AA4=50+ years]	0 ^a						
[A5=Male]	-0.232	0.168	-1.379	0.172	-0.566	0.103	0.023
[A5=Female]	0 ^a						
Perceived organisational support	-0.507	0.121	-4.187	0.000	-0.748	-0.266	0.176
[A1=Fixed] * POS	-0.197	0.168	-1.176	0.243	-0.531	0.136	0.017
[A1=Fixed+Comm] * POS	0.119	0.280	0.424	0.673	-0.439	0.676	0.002
[A1=Commission] * POS	0 ^a						

In Table 4-42 there is a small significance between satisfaction with life and fixed salary plus commission and a significant value between satisfaction with life and perceived organisational support.

Table 4-42: Parameter estimates for satisfaction with life

Satisfaction with life					95% Confidence interval		
Effect	B	Std. error	T	Sig.	Lower bound	Upper bound	Partial eta squared
Intercept	0.008	0.253	0.031	0.976	-0.496	0.511	0.000
[A1=Fixed salary]	-0.109	0.205	-0.530	0.598	-0.517	0.299	0.003
[A1=Fixed + Commission]	-0.597	0.317	-1.886	0.063	-1.227	0.033	0.042
[A1=Commission only]	0 ^a						
[AA3=1-6 years]	-0.203	0.192	-1.059	0.293	-0.585	0.179	0.013
[AA3=7+ years]	0 ^a						
[AA4=20-29 years]	0.139	0.319	0.437	0.663	-0.494	0.773	0.002
[AA4=30-49 years]	0.268	0.221	1.210	0.230	-0.172	0.708	0.018
[AA4=50+years]	0 ^a						
[A5=Male]	-0.044	0.199	-0.221	0.826	-0.440	0.352	0.001
[A5=Female]	0 ^a						
Perceived organisational support	0.371	0.144	2.585	0.012	0.086	0.657	0.075
[A1=Fixed] * POS	0.135	0.199	0.677	0.500	-0.261	0.531	0.006
[A1=Fixed+Comm] * POS	0.273	0.332	0.821	0.414	-0.388	0.934	0.008
[A1=Commission] * POS	0 ^a						

4.6. CHAPTER SUMMARY

As described above, the demographics for this study consisted of three different compensation structures (fixed salary=44 respondents, fixed salary plus commission=12 respondents; and commission=49 respondents). Additionally, 58 respondents indicated that they have been with this company between 1 and 6 years and 47 respondents have been employed by this company for more than seven years. The age groups of the respondents consisted of 13 respondents between 20-29 years, 64 respondents indicated that they were between 30-49 years, and 28 respondents were above 50 years of age. Lastly, this study consisted of 45 males and 59 females.

Additionally, all the instruments used were found to be reliable since all the alpha coefficients were found to be above 0.7. The results indicate that there are significant relationships between perceived organisational support and affective commitment, normative commitment, burnout and satisfaction with life. Additionally, the interaction between perceived organisational support and affective commitment also had a

significant relationship with the compensation structure fixed salary. The interaction between perceived organisational support and normative commitment also have a small significant relationship on the compensation structure fixed salary plus commission. Furthermore, it was found that there is also a significant relationship between burnout and fixed salary.

CHAPTER 5: RESEARCH FINDINGS

5.1 INTRODUCTION

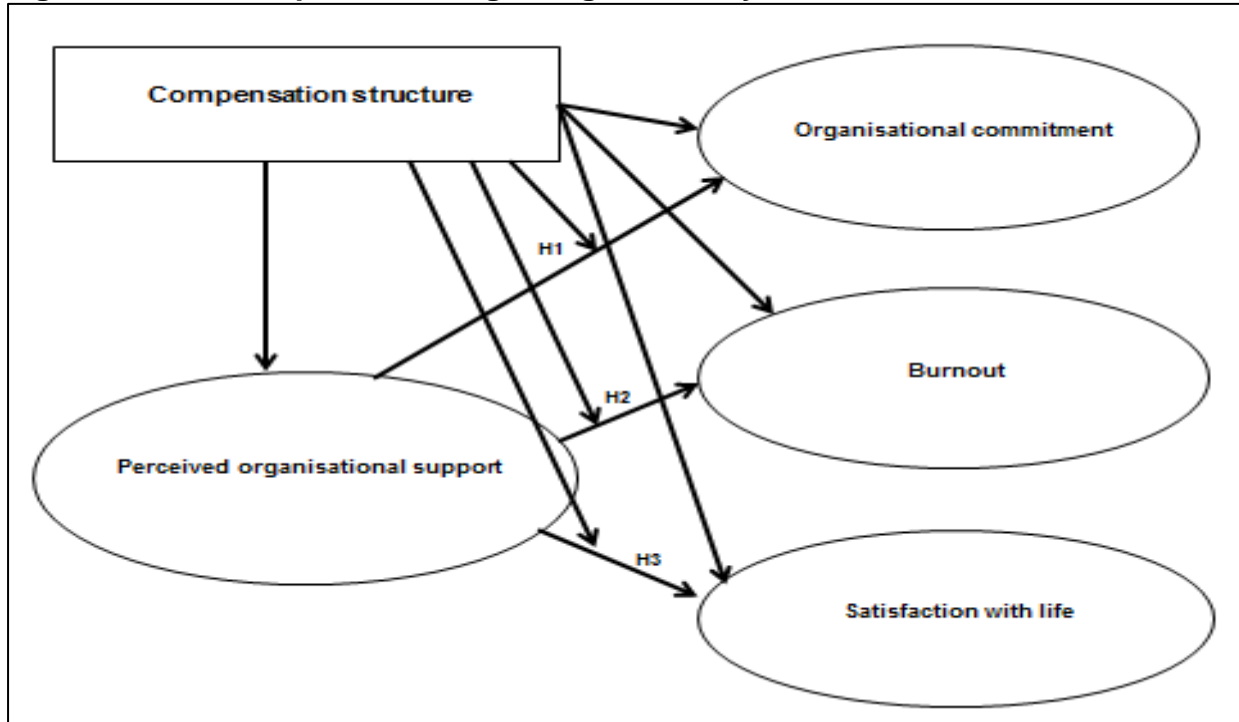
In Chapter 5 the research findings are discussed and the hypotheses repeated and re-arranged for the sake of simplicity of the interpretations. Thereafter, the limitations of this study will be given followed by some suggestions that can be used for future research in this field.

5.2 DISCUSSION OF FINDINGS ACCORDING TO THE MODEL

Figure 5-1 represents the conceptual model and hypotheses relevant to this study. Both these incorporate the role of compensation structure in the relationships between the constructs. From the literature review of the wellbeing concepts presented in Chapter 2, it is clear that the relationships studied in this study have been studied before by many researchers. Although the hypothesised relationships were not unknown, there is a paucity of studies considering the effect of compensation structures on the relationships between perceived organisational support and organisational commitment, perceived organisational support and burnout, as well as perceived organisational support and satisfaction with life among employees.

It should be noted that the organisation in which the data was collected for this study, is recognised as providing support to employees, and the organisation ensures that its organisational values are aligned with the organisation's objectives. It is therefore expected that the financial advisors are largely positively inclined towards perceiving the organisation to be supportive.

Figure 5-1: Conceptual model guiding this study



As shown in Table 5-2, organisational commitment is a three-dimensional construct. The overarching hypotheses H1a, H1b and H1c, were broken down and tested individually for each of the constituents of organisational commitment, namely (i) affective commitment; (ii) continuance commitment; and (iii) normative commitment.

Table 5-1: Overarching hypotheses of the relationships between perceived organisational support and organisational commitment

Hypothesis	Statement	Results
H1a	There is a positive relationship between perceived organisational support and organisational commitment.	Overarching Hypothesis
H1b	Compensation structure has a main effect on organisational commitment.	Overarching Hypothesis
H1c	Compensation structure moderates the relationship between perceived organisational support and organisational commitment.	Overarching Hypothesis

As discussed in Chapter 2, Meyer *et al.* (2001) indicate that organisational commitment consist of three dimensions. Firstly, affective organisational commitment refers to employees' emotional attachment to the organisation, including a tendency to identify with the organisational goals and values. Secondly, continuance commitment is defined as the fear that the employee faces of losing his/her job and the costs that are associated with leaving the organisation. Lastly, normative

commitment is defined as employees feeling obliged to stay with the organisation even when they are unhappy.

5.2.1 Perceived organisational support and affective commitment

Previous studies found positive relationships between perceived organisational support and affective commitment. O’Driscoll and Randall (1999) indicate that higher levels of perceived organisational support are associated with increased levels of employee commitment towards the organisation by raising trust and the interest to fulfil organisational obligations.

In terms of the relationships between perceived organisational support and affective commitment, and role of compensation structure on these relationships, the results are summarised in Table 5-2, based on the parameter estimates provided in Table 4-38.

Table 5-2: Hypotheses of the relationships between perceived organisational support and affective commitment

Hypothesis	Statement	Results
H1a (i)	There is a positive relationship between perceived organisational support and affective commitment.	Empirical support (Reject H ₀ ; p<0.001)
H1b (i)	Compensation structure has a main effect on affective commitment.	Not sufficient empirical support (Do not reject H ₀ ; p=0.730)
H1c (i)	Compensation structure moderates the relationship between perceived organisational support and affective commitment.	Empirical support (Reject H ₀ ; p=0.021)

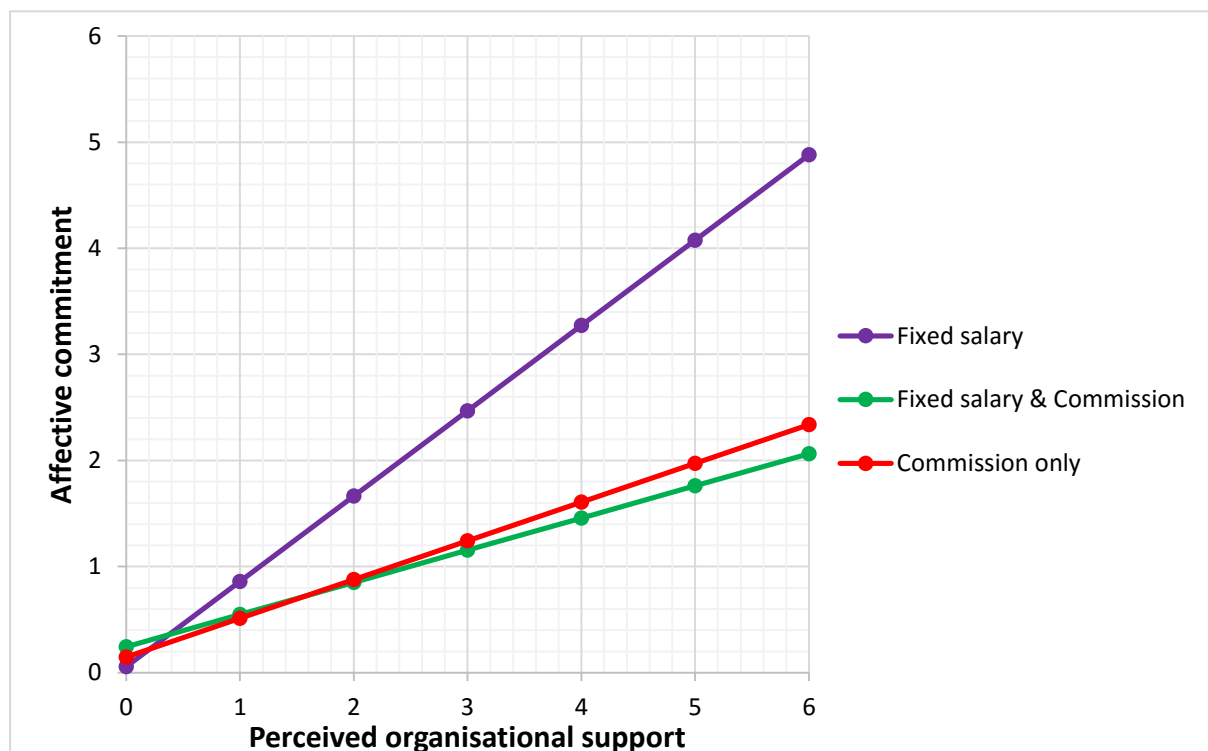
When the parameter estimates in Table 4-38 are used to plot the relationships between perceived organisational support and affective commitment, as shown in Figure 5-2, and from the results in Table 4-38 it is clear that:

- (i) There is a significant positive relationship between perceived organisational support and affective commitment based on the slopes that are significantly different from zero.
- (ii) There is not a main effect (based on the intercepts that are very similar).

- (iii) There is a significant difference in the slopes of the lines, which clearly indicates that compensation structure moderates the relationship between perceived organisational support and affective commitment.

Specifically, in Figure 5-2 it is clear that the relationship between perceived organisational support and affective commitment is stronger for those financial advisors receiving a fixed salary, compared to the other two groups. It is possible that this result could be attributed to the fact that a fixed salary allows financial advisors to have peace of mind knowing that they can meet their financial commitments, and the more they perceive their organisation to be supportive, the more they have an emotional attachment to the organisation.

Figure 5-2: The relationship between perceived organisational support and affective commitment moderated by compensation structure



5.2.2 Perceived organisational support and continuance commitment

Evidence from the literature that support the relationship between perceived organisational support and continuance commitment is limited, although one study by Colakoglu, Culha and Atay (2010) found that perceived organisational support had a substantial positive effect on affective, normative and continuance commitment and also on job satisfaction.

In Table 5-3 the results are summarised in terms of the relationships between perceived organisational support and continuance commitment, and role of compensation structure on these relationships.

Table 5-3: Hypotheses of the relationships between perceived organisational commitment and continuance commitment

H1a (ii)	There is a positive relationship between perceived organisational support and continuance commitment.	Not sufficient empirical support (Do not reject H ₀ ; p=0.156)
H1c (ii)	Compensation structure moderates the relationship between perceived organisational support and continuance commitment.	Not sufficient empirical support (Do not reject H ₀ ; p=0.236)
H1b (ii)	Compensation structure has a main effect on continuance commitment.	Not sufficient empirical support (Do not reject H ₀ ; p=0.809)

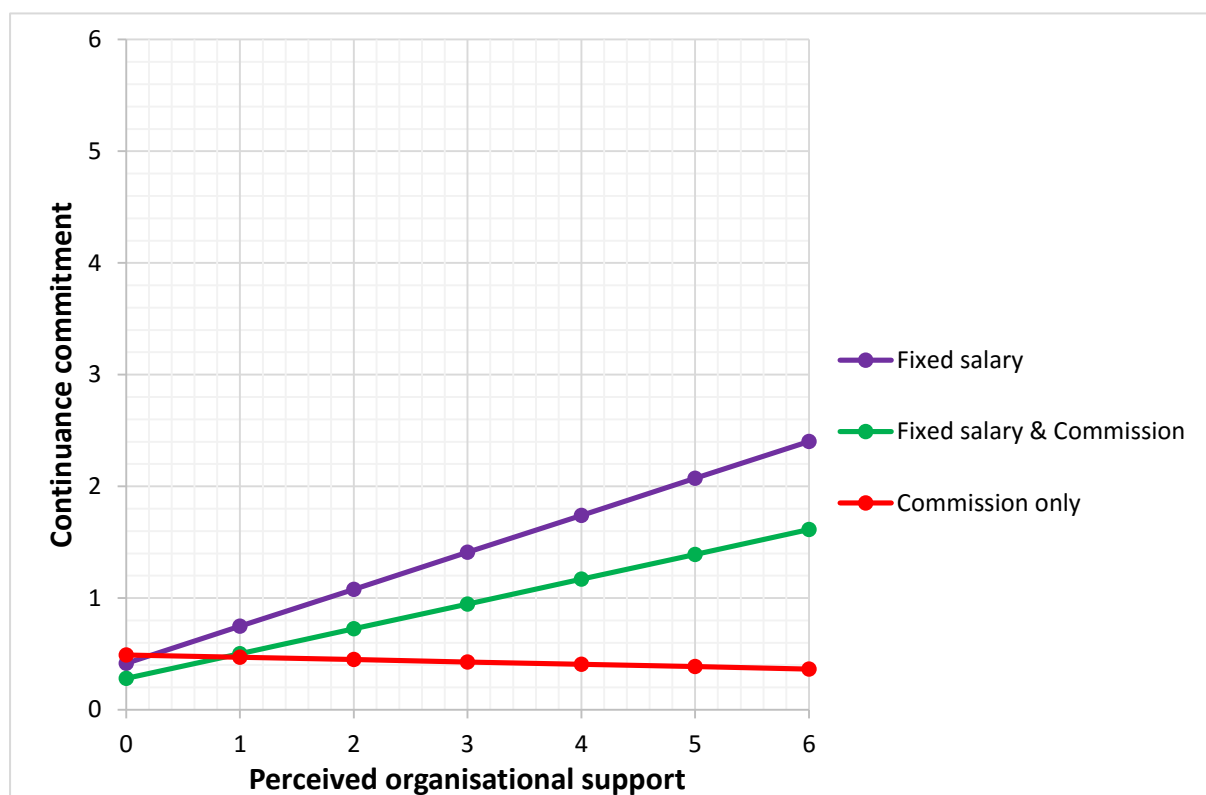
The results are based on the parameter estimates provided in Table 4-39, and from these results, depicted in Figure 5-3, it is clear that.

- (i) There is not a significant positive relationship between perceived organisational support and continuance commitment based on the slopes that are not significantly different from zero.
- (ii) There is not a main effect on continuance commitment (based on the intercepts that are very similar).
- (iii) There is not a significant difference in the slopes of the lines, which suggests that compensation structure does not moderate the relationship between perceived organisational support and continuance commitment.

Additionally, from Figure 5-3, although not statistically significant, it appears the relationship between perceived organisational support and continuance commitment

is slightly stronger for financial advisors receiving a fixed salary, compared to the other two groups. This could be ascribed to the fact that a fixed salary allows financial advisors a stable income, and the more they perceive their organisation to be supportive, the more they tend to have a commitment to the organisation in the form of continuance commitment, which is a commitment defined as the fear that the employee faces of losing his/her job and the costs that are associated with leaving the organisation.

Figure 5-3: The relationship between perceived organisational support and continuance commitment moderated by compensation structure



5.2.3 Perceived organisational support and normative commitment

Previous studies also found positive relationships between perceived organisational support and normative organisational commitment (Aubé, Rousseau & Morin, 2007; Colakoglu, Culha & Atay, 2010). This could indicate that employees feel that they are financially dependent on the organisation or for other reasons, and thus choose to stay with the organisation although they may not always be happy with the organisation.



Table 5-4 summarises the results in terms of the relationships between perceived organisational support and normative commitment, and also the role of compensation structure on these relationships. These results are based on the parameter estimates provided in Table 4-40, and depicted graphically in Figure 5-4.

Table 5-4: Hypotheses of the relationships between perceived organisational support and normative commitment

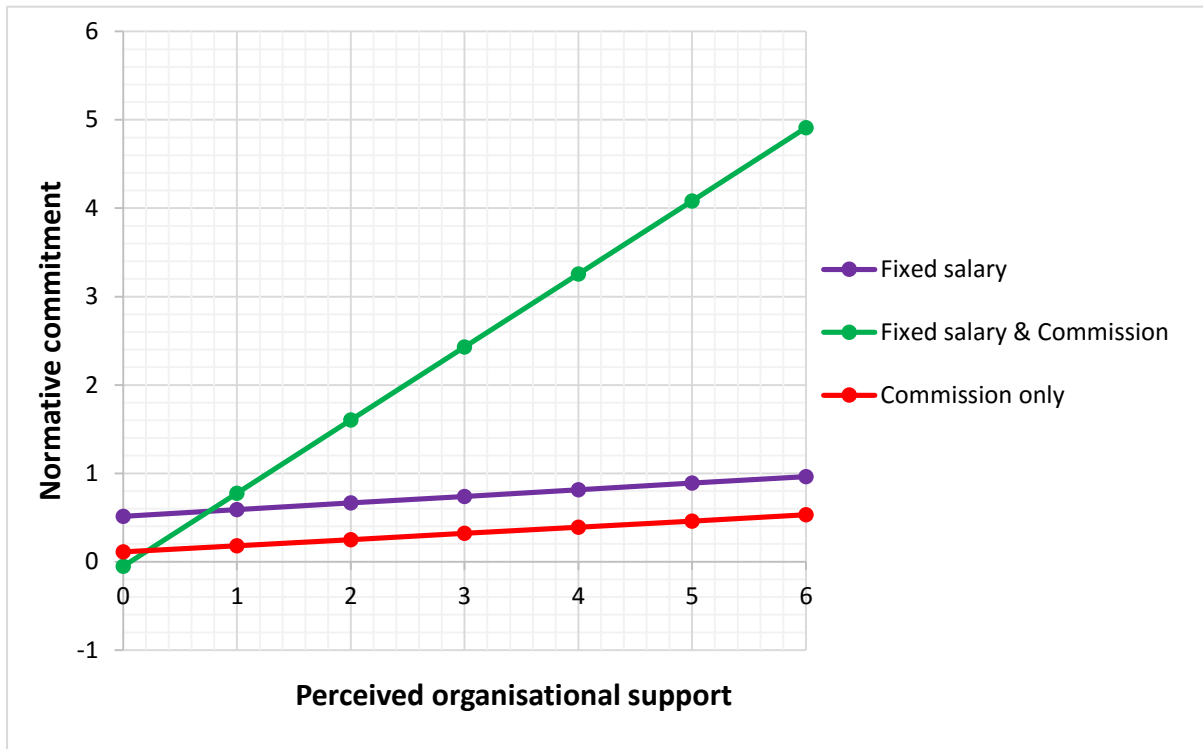
Hypothesis	Statement	Results
H1a (iii)	There is a positive relationship between perceived organisational support and normative commitment.	Empirical support (Reject H0; $p < 0.008$)
H1b (iii)	Compensation structure has a main effect on normative commitment.	Some empirical support (Reject H0; $p = 0.067$)
H1c (iii)	Compensation structure moderates the relationship between perceived organisational support and normative commitment.	Some empirical support (Reject H0; $p = 0.063$)

Based on these results the following observations can be made:

- (i) There is a significant positive relationship between perceived organisational support and normative commitment based on the slopes that are very significantly ($p = 0.008$) different from zero.
- (ii) There is a small main effect ($p = 0.067$) (based on the intercepts that somewhat different) between compensation structure and Normative commitment.
- (iii) There is a somewhat significant difference ($p = 0.063$) in the slopes of the lines, which suggests that compensation structure slightly moderates the relationship between perceived organisational support and normative commitment.

Specifically, from the graph in Figure 5-4, it seems that the relationship between perceived organisational support and normative commitment is very strong for financial advisors receiving both a fixed salary and commission, while the relationship is weak for those receiving a fixed salary only as well as for those receiving commission only as compensation. At this point it is important to note that the group receiving both a fixed salary and commission in this study was very small ($n = 12$).

Figure 5-4: The relationship between perceived organisational support and normative commitment moderated by compensation structure



5.2.4 Perceived organisational support and burnout

A previous study done by Jawahar, Stone and Kisamore (2007) found that there is a negative relationship between perceived organisational support and burnout. Another study also found a negative relationship between perceived organisational support and job burnout (Yaghoubi, Pourghaz & Toomaj, 2014)

In Table 5-5 the results are summarised in terms of the relationships between perceived organisational support and burnout, and also the role of compensation structure on these relationships. This results is based on the parameter estimates provided in Table 4-41.



Table 5-5: Hypotheses of the relationships between perceived organisational support and burnout

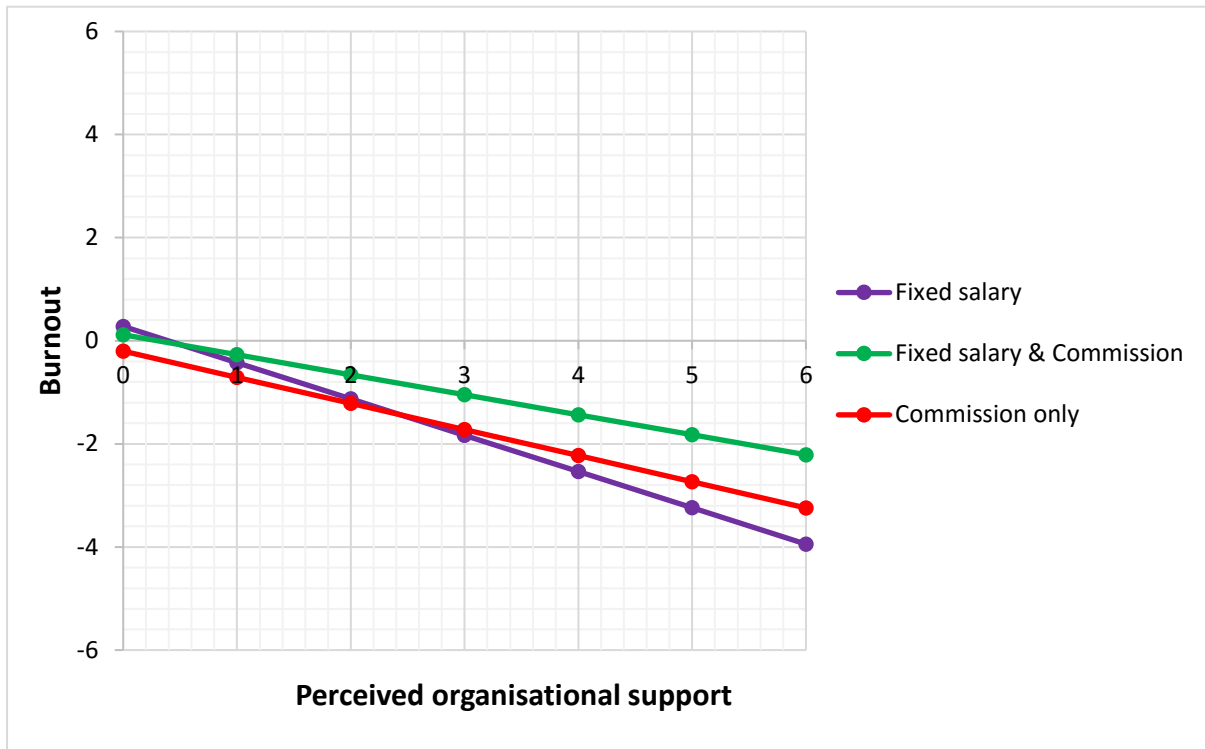
H2a:	There is a positive relationship between perceived organisational support and burnout.	Empirical support (Reject H0; $p < 0.001$)
H2b:	Compensation structure has a main effect on burnout.	Empirical support (Reject H0; $p = 0.024$)
H2c:	Compensation structure moderates the relationship between perceived organisational support and burnout.	Not sufficient empirical support (Do not reject H0; $p = 0.363$)

Based on these results, the following findings should be noted:

- (i) There is a significant negative relationship ($p < 0.001$) between perceived organisational support and burnout based on the slopes that are significantly different from zero, and negative.
- (ii) There is a significant main effect ($p = 0.024$) (based on the intercepts that are somewhat different) of compensation structure on burnout.
- (iii) There is not a significant difference in the slopes of the lines ($p = 0.363$), which suggests that compensation structure seems not to moderate the relationship between perceived organisational support and burnout.

From an inspection of the lines in Figure 5-5, although not significantly different, it seems that financial advisors receiving a fixed salary, and with high levels of perceived organisational support, are the least likely to suffer from burnout. Further, the slopes for those receiving some form of commission seem to be very similar, suggesting that financial advisors receiving a commission-based payment seem to experience slightly higher levels of burnout, for the same level of perceived organisational support.

Figure 5-5: The relationship between perceived organisational support and burnout moderated by compensation structure



5.2.5 Perceived organisational support and satisfaction with life

Positive relationships were also found between perceived organisational support and satisfaction with life in previous studies. Allen (2001) mentions that companies create policies that support their employees and include several interventions, namely, flexible work schedules, family-friendly benefits and child-care recommendations. This could also be seen as support that the organisation gives to employees in order for them to balance their work-life relationship and to enable them to experience life satisfaction. Based on the results in Table 4-42, the following deductions were made, with the results shown graphically in Figure 5-6.

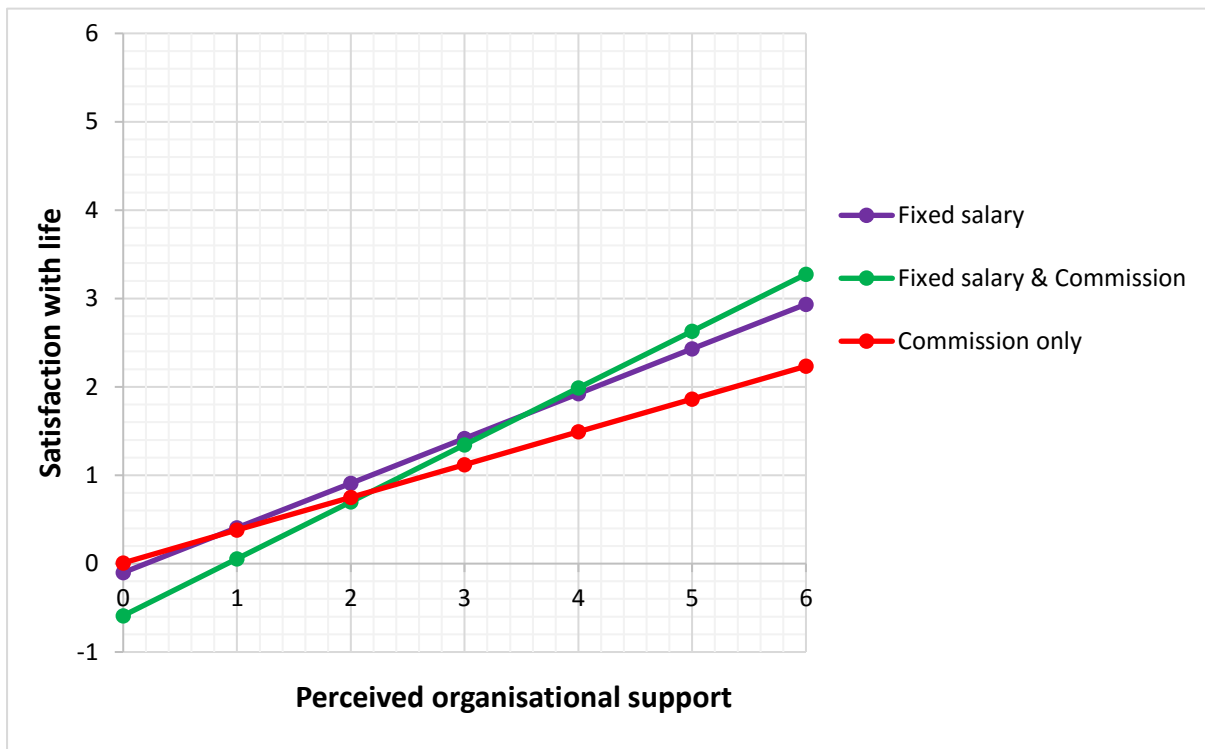
Table 5-6: Hypotheses of the relationships between perceived organisational support and satisfaction with life

Hypothesis	Statement	Results
H3a:	There is a positive relationship between perceived organisational support and satisfaction with life.	Empirical support (Reject H0; $p < 0.001$)
H3b:	Compensation structure has a main effect on satisfaction with life.	Not sufficient empirical support (Do not reject H0; $p = 0.174$)
H3c:	Compensation structure moderates the relationship between perceived organisational support and satisfaction with life.	Not sufficient empirical support (Do not reject H0; $p = 0.647$)

Based on this, the following results emanate:

- (i) Consistent with previous studies, there is a significant positive relationship ($p < 0.001$) between perceived organisational support and satisfaction with life based on the slopes that are significantly different from zero and positive.
- (ii) There is not a main effect (based on the intercepts that are very similar) of compensation structure on satisfaction with life.
- (iii) There is not a significant difference in the slopes of the lines, which suggests that compensation structure does not moderate the relationship between perceived organisational support and satisfaction with life.

Figure 5-6: The relationship between perceived organisational support and satisfaction with life moderated by compensation structure





5.3 LIMITATIONS

In this study the researcher was faced with certain limitations. The first important limitation pertains to the available population and the sample that was obtained. This study intended to use all the financial advisors in the specific company. However, only 105 financial advisors agreed to participate from the potential 213 financial advisors in the organisation. Future studies could benefit from using a larger sample size. Secondly, this study was limited to targeting a relatively homogenous group of employees, namely financial advisors. They received very similar compensation structures, and they worked for a single organisation with its own culture and work practices. As a result of this limited scope, this study cannot be generalised to other occupational groups. Additionally, when looking at the relative sizes of the subgroups receiving different compensation structures in this study it can be seen that the financial advisors receiving fixed salary plus a commission were a very small group since there were only 12 respondents. Although the statistical methods employed in the study could manage with the discrepancy in sample sizes, the results pertaining to this group specifically should be interpreted with caution.

A further limitation pertains to the use of a cross sectional survey design, since changing variables over time cannot be studied with this type of design. There was not a test and re-test design involved to determine whether there were changes over time on the constructs that were measured. Self-reported questionnaires can be seen as a limitation, since participants may fail to understand the questions as intended by the researcher or feel that the questionnaire is unnecessary and therefore could have decided not to take part in the study. The purpose of this study was to investigate the effect of different compensation structures on the relationship between perceived organisational support and three well-being constructs among financial advisors and therefore a cross sectional survey design was adequate.

Regardless of the above mentioned limitations, this study has important implications for organisations and also for future research.



5.4 SUGGESTIONS FOR FURTHER RESEARCH

In this section, suggestions for solving the research problems are examined and discussed. The following suggestions can be made for the individual, organisation and future research.

5.4.1. Individual suggestions

Extensive research has been done on burnout and organisational commitment among nurses; however, only a few studies were conducted involving financial advisors. According to Stamper and Johlke (2003), employees whose well-being is taken care of by the organisation will avoid difficulties, conflicting situations and disruptions. Therefore, employees should also take the necessary initiatives to get involved in well-being projects that could benefit them. Allen and Meyer (1990) show that individuals working towards their own goals will be more likely to be committed to the organisation. Thus, individuals should strive towards achieving their own goals and self-actualisation by using the organisation as a support system.

Van der Colff and Rothmann (2009) also define burnout as a response to handling ongoing stress unsuccessfully. Individuals who experience burnout fail to cope during severe stressful situations. Burnout can also be seen as physical and emotional exhaustion that employees experience from prolonged job stress (Maslach & Jackson, 1981). Individuals should be educated on handling prolonged work stress and also should learn about coping with extreme pressure. Stressful situations and prolonged work stress is unavoidable in the modern world of work, and it is advisable that employees learn to identify the different types of burnout and stressors, and address them accordingly.

According to Pavot and Diener (1993), satisfaction with life has to do with individuals continuously and subconsciously evaluating their own quality of life, and their

proneness to ignore undesirable emotional responses. Satisfaction with life has to do with recognising the long-term perspectives and consciously assessing life circumstances in the way that individuals live their lives. Individuals should be more aware of factors that have negative or undesirable impacts in their lives, and should learn to balance their life and work effectively.

5.4.2. Organisational suggestions

In terms of organisational support, O'Driscoll and Randall (1999) contend that employees' commitment towards the organisation will be enhanced and will create a sense of trust and interest to fulfil the organisations' obligations when they experience the required organisational support. Therefore organisations need to support their employees' wellness, for example, by implementing wellness days and educational programmes to make employees more aware of the danger and causes of being over- or under committed, to avoid burnout, and also to give information on how to cope or manage these situations. This will result in ensuring that employees feel valued and have the necessary assurance from the organisation to carry out their jobs successfully and also to learn to deal with the ever more demanding situations (Rhoades & Eisenberger, 2002). Gardner and Pierce (1998) mention that employees who feel a sense of worth and being valued and accepted within the organisation are more motivated to achieve the organisational goals.

The relationship between organisational commitment and turnover among sales people and financial advisors was investigated by Van Tonder (2011); however turnover can also be explored in terms of whether it is influenced by different compensation structures.

According to Rothmann (2003), burnout can be seen as an illness in South Africa, since it was found to have the same negative effect in South Africa as shown by studies conducted in the Netherlands (Bakker, Schaufeli & Dierendonck, as cited in Rothmann, 2003). Organisations need to be more aware of their employees' well-

being and pay attention to the causes of burnout and also the way in which this illness can be managed.

5.4.3. Future research

Future researchers can broaden the scope of the effect of compensation structures among other relevant groups with scope broader than financial advisors. Additionally, further studies can consider including antecedent variables of perceived organisational support, commitment, burnout and satisfaction with life. Future research can also investigate whether wellness programmes are a sufficient way to support individuals who are prone to burnout and over-/under commitment and who receive the different compensation structures. Additionally, a more comprehensive study can be executed where other variables affecting burnout can be investigated.

5.5 SUMMARY

In conclusion, consistent with previous studies, it was found that perceived organisational support had a positive relationship with affective organisational commitment, normative organisational commitment, and satisfaction with life and a negative relationship with burnout. Additionally, compensation structures did not have a main effect on affective organisational commitment, continuance organisational commitment and satisfaction with life. However, it was found that compensation structures had a small but significant effect on normative organisational commitment and a slight, but significant main effect on burnout.

Additionally, it was found that there was a slight tendency for financial advisors receiving a fixed salary, and with higher levels of perceived organisational support, to be slightly more susceptible to burnout.



Finally, it was found that compensation structures moderate the relationship between perceived organisational support and affective organisational commitment. Employees receiving a fixed salary, at the same level of perceived organisational support, had significantly higher levels of affective commitment. In order for organisations to obtain the most productivity from their employees, it is necessary to provide wellness programmes and find ways to support their employees to ensure against the danger of burnout and develop their coping mechanisms.

The present study addresses the gap in research by investigating the effect of different compensation structures on perceived organisational support and three well-being constructs among financial advisors. According to Kepes, Delery and Gupta (2009), employees can be more productive, effective and committed to the organisation through the allocation of different compensation methods. This study brought new insights as to how the different outcomes of wellness may be related to perceived organisational support. Specifically, it was found that persons receiving fixed salaries experienced higher levels of affective commitment, but they may also be more prone to burnout. One of the questions that arises that may be insightful to pursue in future research relates to the performance levels of this subgroup of individuals.

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ADDENDUM A: DATA COLLECTION INSTRUMENTS

A: DEMOGRAPHIC INFORMATION

1. **Gender:**

Male	Female	Other
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2. **Age in years:**

20-29 Years	30-49 Years	50-59 Years	60-69 Years
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3. **Province:**

4. **How many years are you employed with this organisation:**

1-3 Years	4-6 Years
7-9 Years	10+ Years

5. **What compensation Structure do you currently receive?**

Basic Salary	Basic Salary + Commission	Commission only
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6. **What is your current position within this organisation?**

B: PERCEIVED ORGANISATIONAL SUPPORT
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In this section, we look at how much support you feel that you receive from your organisation. Please indicate the degree of your agreement or disagreement with each statement by crossing out the number next to that which best represents your response. Please choose from the following answers:

0=Strongly Disagree	1=Moderately Disagree	2=Slightly Disagree	3=Neither Agree Nor Disagree	4=Slightly Agree	5=Moderately Agree	6=Strongly Agree
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	STATEMENTS	SCALE							
		0	1	2	3	4	5	6	
1	My organisation values my contribution to its well-being.	0	1	2	3	4	5	6	
2	If my organisation could hire someone to replace me at a lower salary it would do so (R).	0	1	2	3	4	5	6	
3	My organisation fails to appreciate any extra effort from me (R).	0	1	2	3	4	5	6	
4	My organisation strongly considers my goals and values.	0	1	2	3	4	5	6	
5	My organisation would ignore any complaint from me (R).	0	1	2	3	4	5	6	
6	My organisation disregards my best interests when it makes decisions that affect me (R).	0	1	2	3	4	5	6	
7	Help is available from my organisation when I have a problem.	0	1	2	3	4	5	6	
8	My organisation really cares about my well-being.	0	1	2	3	4	5	6	
9	Even if I did the best job possible, my organisation would fail to notice (R).	0	1	2	3	4	5	6	
10	My organisation is willing to help me when I need a special favour.	0	1	2	3	4	5	6	
11	My organisation cares about my general satisfaction at work.	0	1	2	3	4	5	6	
12	If given the opportunity my organisation would take advantage of me (R).	0	1	2	3	4	5	6	
13	My organisation shows very little concern for me (R).	0	1	2	3	4	5	6	
14	My organisation cares about my opinions.	0	1	2	3	4	5	6	
15	My organisation takes pride in my accomplishments at work.	0	1	2	3	4	5	6	
16	My organisation tries to make my job as interesting as possible.	0	1	2	3	4	5	6	
17	My organisation is willing to extend itself in order to help me perform my job to the best of my ability.	0	1	2	3	4	5	6	

C: ORGANISATIONAL COMMITMENT (ALLEN & MEYER, 1990)

Affective Commitment Scale Items

1. I would be very happy to spend the rest of my career with this organization.* #
2. I enjoy discussing about my organization with people outside it.#
3. I really feel as if this organization's problems are my own.#
4. I think that I could easily become as attached to another organization as I am to this one.(R) #

5. I do not feel like 'part of the family' at my organization.(R) #
6. I do not feel 'emotionally attached' to this organization.(R) #
7. This organization has a great deal of personal meaning for me.#
8. I do not feel a 'strong' sense of belonging to my organization.(R) #

Continuance Commitment Scale Items

1. I am not afraid of what might happen if I quit my job without having another one lined up.(R) * #
2. It would be very hard for me to leave my organization right now, even if I wanted to.*
3. Too much in my life would be disrupted if I decided to leave my organization now.*
4. It wouldn't be too costly for me to leave my organization now.(R) *
5. Right now, staying with my organization is a matter of necessity as much as desire.*
6. I feel that I have very few options to consider leaving this organization.+
7. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.*
8. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here.*

Normative Commitment Scale Items

1. I think that people these days move from company to company too often.*
2. I do not believe that a person must always be loyal to his or her organization.(R) ** #
3. Jumping from organization to organization does not seem at all unethical to me.(R) * #
4. One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.* #
5. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.* #
6. I was taught to believe in the value of remaining loyal to one organization.** #
7. Things were better in the days when people stayed in one organization for most of their careers.*
8. I do not think that to be a 'company man' or 'company woman' is sensible anymore.(R) *

D: OLDENBURG BURNOUT INVENTORY

Instructions: Below are statements with which you may agree or disagree. Using the scale, please indicate the degree of your agreement by selecting the number that corresponds with the statement.

For each statement there are five (4) responses possible, ranging from "1": Strongly agree to "4": Strongly disagree. Once you have read a statement, cross out the number next to that which best represents your response.

1 = Strongly Agree	2 = Agree	3 = Disagree	4 = Strongly Disagree
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NR	STATEMENTS	SCALE			
		1	2	3	4
1	I always find new and interesting aspects in my work.	1	2	3	4
2	There are days when I feel tired before I arrive at work.	1	2	3	4
3	It happens more and more often that I talk about my work in a negative way.	1	2	3	4
4	After work, I tend to need more time than in the past in order to relax and feel better.	1	2	3	4
5	I can tolerate the pressure of my work very well.	1	2	3	4
6	Lately, I tend to think less at work and do my job almost mechanically.	1	2	3	4
7	I find my work to be a positive challenge.	1	2	3	4
8	During my work, I often feel emotionally drained.	1	2	3	4
9	Over time, one can become disconnected from this type of work.	1	2	3	4
10	After working, I have enough energy for my leisure activities.	1	2	3	4
11	Sometimes I feel sickened by my work tasks.	1	2	3	4
12	After my work, I usually feel worn out and weary.	1	2	3	4
13	This is the only type of work that I can imagine myself doing.	1	2	3	4
14	Usually, I can manage the amount of my work well.	1	2	3	4
15	I feel more and more engaged in my work.	1	2	3	4
16	When I work, I usually feel energized.	1	2	3	4

A: SATISFACTION WITH LIFE

1. In most ways my life is close to ideal
2. The conditions of my life are excellent
3. I am satisfied with my life
4. So far I have gotten the important things I want in life
5. If I could live my life over, I would change almost nothing

ADDENDUM B: INFORMED CONSENT FROM PARTICIPANT



Faculty of Economic and Management Sciences

Dept. of Human Resource Management

Title of the study

THE EFFECT OF COMPENSATION STRUCTURE ON THE RELATIONSHIP BETWEEN PERCEIVED ORGANISATIONAL SUPPORT AND THREE WELL-BEING CONSTRUCTS AMONG FINANCIAL ADVISORS

Research conducted by:

Ms. M. Redelinghuys (15341748)

Cell: 072 613 3604

Dear Participant

You are invited to participate in an academic research study conducted by Maruschka Redelinghuys, Masters Student from the Department of Human Resource Management at the University of Pretoria.

The purpose of the study is to measure the effect of compensation structures (namely; fixed salary, fixed salary plus commission and straight commission) on the relationship between perceived organisational support and organisational commitment, burnout and satisfaction with life among financial advisors.

Please note the following:

- This is an anonymous study survey as your name will not appear on the questionnaire. The answers you give will be treated as strictly confidential as you cannot be identified in person based on the answers you give.
- Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
- Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 10-15 minutes of your time
- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.
- Please contact my study leader, Prof. A. Strasheim (082 8875180) if you have any questions or comments regarding the study.

Please sign the form to indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis.

Participant's signature

Date