

values showed that the model was reliable, and the Cronbach's alpha showed that the variables were reliable because it was above the threshold value of 0.7 as suggested by Maree (2016).

The data displayed in Figure 2 and Table 3 showed the correlations between predictors and JS. The data showed positive relationships between TD and PM ( $r = 0.59$ , large effect), vigour and PM ( $r = 0.65$ , large effect), vigour and JS ( $r = 0.55$ , large effect), PM and JS ( $r = 0.55$ , large effect), and TD and JS ( $r = 0.31$ , medium effect). All relationships were significant at the 0.05 level. The data displayed in Figure 2 showed that the model was a good fit ( $\chi^2$  (70) = 258.68,

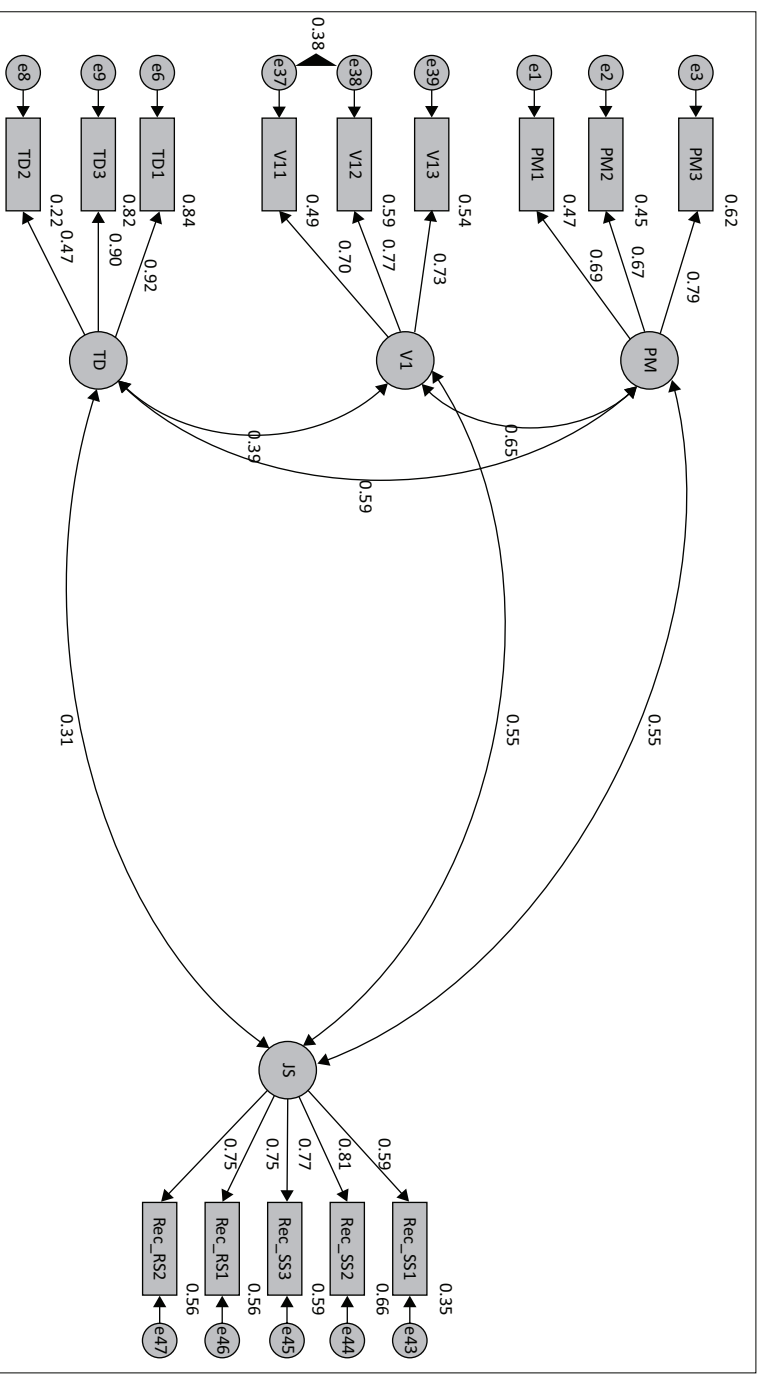
$p = 0.00$ . According to Hair et al.'s (2014) criteria, RMSEA = 0.06, CFI = 0.93, GFI = 0.91 and TLI = 0.92.

The data presented in Figure 3 showed that both performance management ( $\beta = 0.36$ ,  $p < 0.05$ ) and vigour ( $\beta = 0.33$ ,  $p < 0.05$ ) positively predicted job satisfaction. Lastly, the data indicated that TD negatively predicted job satisfaction ( $\beta = -0.04$ ,  $p < 0.05$ ). Performance management was the highest predictor of job satisfaction, and the job satisfaction equation was estimated as follows:

$Y^*$  (*job satisfaction*) = 0.36 (performance management) + 0.33 (vigour) – 0.04 (training and development).

**TABLE 2:** Descriptive statistics.

Items description	Mean ( <i>M</i> )		Std. deviation ( <i>SD</i> )		Skewness		Kurtosis	
	Statistic		Statistic		Statistic	Std. error	Statistic	Std. error
I receive relevant feedback on my performance (PM3)	3.18		1.39		-0.14	0.08	-1.18	0.17
I am satisfied with the way in which the organisation applies its performance management system (PM2)	3.01		1.44		-0.01	0.08	-1.30	0.17
Areas of skills development are effectively identified and communicated to me (PM1)	3.20		1.44		-0.20	0.08	-1.28	0.17
I can continue working for very long periods at a time (V13)	3.33		1.79		-0.17	0.08	-0.57	0.17
When I get up in the morning, I feel like going to work (V12)	3.52		1.63		-0.19	0.08	-0.230	0.167
At my work, I feel that I am bursting with energy (V1)	3.41		1.70		-0.14	0.08	-0.439	0.167
The organisation provides opportunities for further training and development (TD1)	3.22		1.47		-0.18	0.08	-1.347	0.166
The organisation contributes financially to training and development (TD2)	3.07		1.52		-0.02	0.08	-1.52	0.17
I have a mentor who assists me with work-related matters (TD3)	2.97		1.56		0.04	0.08	-1.524	0.17
My supervisor is not quite competent in doing his/her job (Rec_SS1)	3.68		1.30		-0.75	0.08	-0.50	0.17
My supervisor is unfair to me (Rec_SS2)	3.65		1.27		-0.63	0.08	-0.64	0.17
My supervisor shows little interest in the feelings of subordinates (Rec_SS3)	3.47		1.30		-0.51	0.08	-0.756	0.17
When I do a good job, I don't receive the recognition for it that I should receive (Rec_RS1)	3.17		1.33		-0.07	0.08	-1.104	0.17
I don't feel like the work I do is appreciated (Rec_RS1)	3.15		1.32		-0.07	0.08	-1.07	0.17



**FIGURE 2:** Measurement model. PM, performance management; V1, vigour; TD, training and development; JS, job satisfaction.