

Theoretical Gap and Significance of Job Satisfaction and Supportive Work Culture in the State-Owned Bus Transportation Services in Ghana: Evaluation of the Structural Equation Model in Algorithm

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Abstract

This research findings elaborates on the results of a SmartPLS that teaches how research data can be configured and run for analysis. The essence of this research is to evaluate the transport sector of Ghana through structural equation modelling. First of all, it confirms by adding knowledge to the previous theories who argued that there are relationships between Good Governance, Supportive Work Culture, and Job Satisfaction. Sandika *et al.*, (2016) concluded that there is positive relationship between Good Governance and Job Satisfaction. Whereas Koh and Boo, (2004) concluded that there is positive significance linking Good Governance on ethical cultures and Job Satisfaction. Adkisson and McFerrin (2014) stated that there is strong relationship between Good Governance and Work Culture. Whereas, Amos and Weathington (2008) argued that when an institution is positive in work culture it affects satisfaction of employees, job commitment with organisational good governance practice.

Keywords: public transportation, private transportation, Cronbach Alpha, Convergent, Discriminant Validity, Construct Reliability

Introduction and Background

Key Players in the Transportation Industry and their Trade Unions

Abekah-Nkrumah *et al.*, (2019) that public transportation in the capital city of Accra and mainly within the Central Business District (CBD) are mostly operated by the traditional semiformal transportation system called “trotro” which are owned by individuals and generally unregulated, they are like minibuses often called 207 or Sprintex which have a seating capacity of about 10 to 18 passengers. Most of them operated under a trade union called Ghana Private Road Transport Union (GPRTU). The vast transport system currently operating in the capital city of Accra is being provided by the informal sector which means people who are not formally organised but run

transport services in the city. It is said that the only formal bus transport established and operating is the Metro Mass Transit Ltd and it operates in other regions aside Accra. The VIP Jeoun Transport is comfortable and has more flexible time schedules. There is also VVIP Bus Company, Diplomat, AO Travel and Tours Company, Imperial Express etc. and these are private competitors in the transport industry.

Under the Road Traffic Regulation, the following are applied as the process involved in operating a transportation business. These are registration, licensing, use and construction, commercial vehicles, and examination of vehicles. The Ghana Private Road Transport Union (GPRTU) is established to act by consolidating and regulating most of the “trotro” services and though some few are registered under the Co-operative Transport Union, which is mainly regulating taxis. The Progressive Transport Owners has been established to act in the interest of the transport owners since they felt been neglected by the GPRTU. Moreover, government has established an organization called Ghana Road Transport Co-ordinating Council (GRTCC) as an affiliate body to the transport sector but they do not have industry support and lacks real authority. For instance, GPRTU for example do not pay attention to GRTCC even though it is a member of the GRTCC.

There are terminals through which the public transport network and routes are define especially in the capital city of Accra and GPRTU has more power and control of the route networks since they are in control of the majority of the terminals. But the larger terminals are owned by the Local Government such as the Accra Metropolitan Assembly (IBIS Transport Consultants Ltd., 2005). There is also General Transport, Petroleum, and Chemical Workers Union (GTPCWU) in operation.

Literature Review

Definition of Public and Private Bus Companies and ‘Trotro’ in Ghana Context

Public Bus Company (State-Owned Bus Company)

Public Bus Company in the context of Ghana parlance refers to bus companies that are registered and owned by the government of Ghana to serve its citizens and the general populace at a cheaper and moderate and affordable fare for all who want to travel to various destinations within and/or outside Ghana. In this case, the government of Ghana own bus companies are not to compete with any private bus company but to serve the transportation needs of its people. Hence, it provides low fares of its services to the country.

Private Bus Company

Private Bus Company in the context of Ghana parlance refers to bus companies that are registered by private individuals as business entity for commercial and profit-making objectives. In this case,

they decide their fares according to the economic status of government taxes and increase in petroleum. The Private Bus Company owners do competition among themselves for passengers or customers. Private bus fares are always adjusted by the private own transports as soon as there is an increase in fuel price though sometimes the unions try to control it by government consultations. Private Transport systems in Ghana are not all that organized, their operation is haphazard way of running business. Also, the fares are driven by fuel or crude oil, that is, when there is an increase in fuel prices at the world market, then it affects transportation fares which government tries to control to benefit socially. This system of inconsistent rate of pricing transportation fares in line with the fuel prices always leaves transportation management in deficits (Wilson, 2006).

“Trotro”

“Trotro” is a Ghanaian local term used to mean ‘running car’ for passengers along the road side and at public bus stops. These are private vehicles operating commercial transport business in the country in haphazard manner. They choose to do transport business on any route they think they can make money at any point in time. Some of them do operate from private stations to various destinations while others decide to operate any how upon any route they decide in the next minutes or hour to come as a decision.

207 (Two O Seven)

This 207 is pronounced as two O seven which simply refers to a Sprintex type of vehicles or vans that transport people and are owned by private individuals. This 207 are generally referred by the term trotro cars in the Ghanaian context. And all is understandable by the people. These are termed as minibuses and not actual bus capacity type.

Theoretical Gap

Abekah-Nkrumah *et al.*, (2019) recommended that there is the need for the government of Ghana to conduct more public awareness of the ABS buses as affordable for all Ghanaians living within the city of Accra and that it is not only meant for the educated or rich people. Education on where commuters can purchase the electronic tickets and its accessibility is lacking according to the survey outcome. According to Danish Trade Union Council for International Development Cooperation, (2003) concluded that when it comes to national and other data requirements to be in existence, Ghana lacks comprehensive statistics of employment, updates, and furthermore, there are inconsistencies within different previous surveys and even between the surveyed results.

Wilson, (2006) argued that the academic institutions have failed to introduce courses in Transportation in their curriculum and also, transport planners, engineers, and administrators still think that transport planning is the responsibility of economics and civil engineering. There are various theoretical approaches used generally by governance experts in scientific analysis. Some of these theories sound ambiguous and are been criticized due to governance literature in policy-making and there have been rare empirical findings on the good governance relationships between

job satisfaction and work culture (Toikka, 2011). Pillay (2014) recommended that there is the need to conduct further research into good governance, and integrity within public sector organisation.

Ekundayo (2017) concluded that there is no evidence of good governance in the country but rather there is poor and bad governance and the research therefore recommended that there is the need for governance reforms in order to achieve good governance by adopting the principles of good governance theories. This then calls for work culture to be tested in order to bridge the gap through job satisfaction. Pere (2015) argued by concluding that there is no correlation of economic to that of good governance since the analysis of the regression between the periods of 1996-2012 showed a very messy and denting picture of economic growth at good governance level.

Pere (2015) revealed that in most instances the economic indicators towards achieving good governance were negative and that is, regulatory framework, governance efficiency, and corruption. The research further indicated that most of the indicators proved to be statistically insignificant. This may imply that since economic growth can partly be effected by workers and the behaviour and attitude of citizens it points towards the assessment of work culture and how satisfied people are with their economic jobs in promoting good governance. Governance accountability affects economic growth meaning that it has very slow impact in the future (Pere, 2015). This point is necessary because it is through organisational performances that determines the economic growth. Economic growth is not in isolation to any organisational factors such as this.

Adkisson and McFerrin (2014) stated that the study of good governance and work culture is evident that their results does provide the last solution, hence, implies the need for further investigation into their relationship. The researchers recommended that factor analysis could have been used in their analysis for different question to measure up work culture indices and so for that matter that future researchers can conduct further good governance and work culture studies by repeating their work with alternative measures before drawing conclusion. This is one the gaps that this thesis is set to achieve.

Based on the various literature views in this research study, it is obvious that there have been many researches on good governance, job satisfaction, and work culture but there has been very little research on the determination of the influence of good governance with job satisfaction, and work culture in public institutions or companies in the transport industry. This is a gap that needs to be filled.

Methodology

It is a formal, objective, and systematic process for obtaining information. It is a method used to describe, test relationships and examine cause and effects of relationships. Quantitative research is used to quantify problems and generate numerical data that can be transformed into ideal statistics. It quantifies attitudes, opinions, behaviours and any other defined variables, and in a way generalizing results from a larger sample population. It uses measurable data in order to formulate facts that uncover patterns in research. Moreover, Quantitative methods of collecting data are highly structured than Qualitative method of collecting data. Quantitative methods of collecting data has various forms of surveys e.g. online surveys, paper surveys, mobile surveys, face-to-face

interviews, telephone interviews, kiosk surveys, systematic observations, longitudinal studies, online polls and website interceptors (DeFranzo, 2011). But in this study only the paper survey is being considered and used. A total population of 442 permanent drivers were considered and a sample size of 206 was investigated using Krajcic and Morgan model formula.

Findings and Discussion

The following are the findings of the research data obtained.

Algorithm Results for Construct, Convergent, and Discriminant Validity of this Study (Evaluation of the Structural Model)

Table 1. Path Coefficient

	GG	JS	SWC
GG		0.224	0.924
JS			
SWC		0.741	

The Table 1 above is the inner model path coefficients of the variables which clearly shows that all the coefficients has positive effects. The coefficient from GG to JS is 0.224; from GG to SWC is 0.924 as the strongest path among them all; and from SWC to JS is 0.741.

Table 2. Indirect Effects

	GG	JS	SWC
GG		0.684	
JS			
SWC			

The indirect effects in Table 2 above is GG to SWC effects, times SWC to JS, which equals $0.924 \times 0.741 = 0.684$. Indirect effects simply mean that SWC as a variable mediates through GG to achieve the results or outcome JS at (0.684).

Table 3. Total Effects

	GG	JS	SWC
GG		0.908	0.924
JS			

SWC		0.741	
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Table 3 above shows total effects at 0.908 which is from the independent variable GG on dependent variable JS. By formula, total effect = direct effect + indirect effects. That is, $0.224 + 0.684 = 0.908$.

Table 4. R Square

	R Square	R Square Adjusted
JS	0.906	0.905
SWC	0.853	0.853

From the Table 4 above shows the various R^2 and Chin (1998); Hock and Ringle (2006) argued that a results above the cutoffs 0.67, 0.33, and 0.19 are considered as substantial, moderate, and weak respectively and they turn to explain in percentages, though a value of 0.25 can be termed as high depending on the situation been studied and results obtained. The variable Job Satisfaction is 0.906 and the variable Supportive Work Culture is 0.853 respectively. What this means is that almost 91% of the variance in Job Satisfaction is been explained by the model. Whereas 85% is also been explained by the same model on the variance of the Supportive Work Culture. The Adjusted R^2 is also approximately the same figures in percentages that is 91% and 85% respectively. Therefore, all the R^2 values are substantially high in the model.

Table 5. f Square

	GG	JS	SWC
GG		0.078	5.817
JS			
SWC		0.852	

The Table 5 above depicts figures in f^2 which is another name for the R^2 change effect which then explains how large a proportion of unexplained variance is accounted for by the R Square change (Hair *et al.*, 2014). According to Cohen (1988) stated that 0.02 is noted as small f square, 0.15 is also noted as a medium f square effect, whereas 0.35 is noted as high f square effect size. In this case, the above shows that the effect of dropping either or both of Job Satisfaction and Supportive Work Culture from the model is high, hence, good to maintain them because they both have high effects.

Table 6. Outer Loadings after deletion of weaker constructs loadings <0.7

	Good Governance	Job Satisfaction	Supportive Work Culture
Acct1	0.917		
Acct2	0.741		
Acct4	0.897		
Int1	0.883		
Int2	0.476		
Int4	0.819		
Transp1	0.912		
Transp2	0.767		
Transp4	0.867		
ComplD1	0.918		
ComplD2	0.467		
ComplD4	0.852		
EnE1	0.880		
EnE2	0.737		
EnE4	0.823		
ExtrinF1		0.907	
ExtrinF2		0.722	
ExtrinF4		0.890	
ExtrinF5		0.877	
ExtrinF6		0.525	
ExtrinF8		0.822	
ExtrinF10		0.797	
IntrinF1		0.888	
IntrinF2		0.743	
IntrinF4		0.858	
IntrinF5		0.909	

IntrinF6		0.510	
IntrinF8		0.854	
IntrinF9		0.847	
IntrinF10		0.449	
Behav1			0.893
Behav2			0.796
Behav4			0.867
Commit1			0.931
Commit2			0.502
Commit4			0.860

The above Table 6 shows that the constructs had good loadings.

Table 7. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
GG	0.968	0.972	0.972	0.727
JS	0.965	0.969	0.969	0.725
SWC	0.923	0.930	0.943	0.767

Also, the above Table 7 shows Construct Reliability and Validity of the model. It is noted that composite reliability is preferred alternative measurement to Cronbach's Alpha in a convergent validity test in a reflective model. This is because it is noted that Cronbach's Alpha may at times over estimate scale reliability or it may underestimate the reliability. That is why most researchers prefer composite reliability to that of Cronbach's Alpha. Though, composite reliability normally leads to high estimates with true reliability. For this research since the SmartPLS produces results for Cronbach's Alpha, rho_A, and Composite Reliability, the researcher considers all for analysis of the model since it all have the same cutoff for the measurement. Composite reliability is noted to vary from 0 to 1 and 1 is being a perfect estimated reliability. According to Hock and Ringle (2006); Chin (1998) argued that in an adequate model, composite reliabilities should be equal to or greater than 0.60 and that adequate model equal to or greater than 0.70 for confirmatory purposes (Henseler *et al.*, 2012). And that when the composite reliabilities are equal to or greater than 0.80 is seen as good for confirmatory research (Daskalakis and Mantas, 2008). Very high composite reliability is greater than 0.90. Therefore, this construct reliability and validity test indicates high as well as good AVEs.

Cronbach's Alpha addresses the problem of indicators for variables that display convergent validity and reliability. The same cutoff applies such as equal to or greater than 0.80 is termed as

good scale, 0.70 is termed as acceptable scale, and for exploratory purposes 0.60 is the preferred scale. Since Cronbach's Alpha is biased against short scales of two or three items, hence, this small discrepancy of falling short of the cutoff for an adequate confirmatory scale are usually ignored. Table 4.14 showed that all the variables have good scale under the Cronbach's Alpha for GG, JS, and WC as 0.927, 0.822, and 0.903 respectively.

In the above table 7, Roh_A refers to a renowned author called Joreskog's rho which is generally used for the assessment of composite reliability in Structural Equation Modeling (SEM). Rho_A and Composite validity refers to the same composite reliability indicator but they are simply computed on different values such as one is on standardized and the other is on unstandardized. It is noted that Joreskog rho is composite reliability indicator computed on unstandardized loadings whereas Composite Reliability is the same indicator but computed on both standardized and unstandardized loadings. Rho_A was proposed by Chin (1998) by arguing that the reliability and internal consistency is measured through composite reliability also known as Dillon-Goldstein's rho or Joreskog's rho. That Dillon-Goldstein's rho is a better reliability measure than Cronbach's Alpha in Structural Equation Modeling, since it is done according to the loadings and not correlations between the variables of the model. Chin (1998) argued that the acceptable scores for the Joreskog's rho should be higher than 0.70. Hence, the results above showed that GG, JS, and SWC has corresponding scores of 0.944, 0.819, and 0.920 respectively are all acceptable since they are more than 0.70. Rho_A is the most important reliability measurement for PLS-SEM (Dijkstra and Henseler, 2015).

The Average Variance Extracted in table 7 above indicates a test for both convergent and divergent validity and it reflects the average communality for each factor in a reflective model. According to Chin (1998); Hock and Ringle (2006) argued that in an adequate model, the AVE should be greater than 0.50 and also greater than the cross-loadings. This implies that the factors should be able to explain at least half of the variance of the indicators respectively. When the AVE is below 0.50 it means that error variance exceeds the explained variance. Hence, the above AVE for this research model are all higher than 0.50 which means that the variance are good as it better explained the variance. It is established that AVE can also be used to calculate discriminant validity by the Fornell-Larcker Criterion which means that for any variable, the square root of AVE is expected to be higher than the correlation to other variables. This implies that for any variable the variance shared with its group of indicators is greater than the variance shared with any other variable in the model studied.

From all the above analysis in Table 7 in determining the construct reliability and validity, the researcher can argue that the AVE, Composite Reliability, Cronbach's Alpha, and rho_A are all achieved which means that the model is more reliable and valid for the whole study.

Table 8. Discriminant Validity

Table 8 (a) : Fornell-Larcker Criterion			
	GG	JS	SWC
GG	0.425		
JS	-0.651	0.437	
SWC	-0.397	0.317	0.613

*The diagonals are the square root of the AVE of the Latent Variables

The above discriminant validity on Table 8 (a) is Fornell-Larcker Criterion which refers to the square root of AVE and appears in diagonal cells in the table containing the variables and with the correlations appearing below it. In this case, discriminant validity in absolute terms of value is if the top diagonal numbers (i.e. square root of AVE) in any column of the factors is higher than the correlation numbers below it. Hence, Fornell-Larcker Criterion is achieved.

Table 8 (b) : Cross Loadings			
	Good Governance	Job Satisfaction	Supportive Work Culture
Acct1	0.531	0.297	0.333
Acct2	0.518	0.422	0.283
Acct4	0.501	0.582	0.188
Behav1	0.393	0.461	0.789
Behav2	0.396	0.363	0.798
Behav4	0.392	0.291	0.419
Commit1	0.414	0.341	0.709
Commit2	0.124	0.131	0.306
Commit4	0.655	0.463	0.258
ComplD1	0.758	0.605	0.422
ComplD2	0.460	0.538	0.155
ComplD4	0.182	0.186	0.151
EnE1	0.152	0.240	0.134
EnE2	-0.111	-0.358	-0.214
EnE4	0.330	0.443	0.390
ExtrinF1	-0.073	-0.312	-0.140
ExtrinF10	0.091	0.277	0.365
ExtrinF2	0.249	0.442	0.325
ExtrinF4	0.167	0.200	0.035
ExtrinF5	0.147	0.147	0.048
ExtrinF6	0.760	0.483	0.340

ExtrinF8	0.723	0.653	0.397
Int1	0.522	0.665	0.202
Int2	0.275	0.498	0.212
Int4	0.157	0.383	0.093
IntrinF1	0.204	0.466	0.141
IntrinF10	0.102	-0.064	-0.127
IntrinF2	0.670	0.371	0.571
IntrinF4	0.796	0.642	0.446
IntrinF5	0.647	0.395	0.537
IntrinF6	0.531	0.297	0.333
IntrinF8	0.518	0.422	0.283
IntrinF9	0.501	0.582	0.188
Transp1	0.393	0.461	0.789
Transp2	0.124	0.131	0.306
Transp4	0.655	0.463	0.258

Table 8 (b) above shows cross loadings which should be below 0.30 and some consider it at 0.40 while the actual loadings as it has already been established to be greater than 0.70 and though other considers it at 0.60 under the same simple factor structure. It is noted that lack of simple factor structure diminishes the usefulness and meaning of the factor labels. Cross Loadings are considered as an alternative to AVE as a method of assessing discriminant validity on reflective models. And however, no indicator variable at a minimum should have a higher correlation with another variable in the model rather than with its own variable. If such arises then the model is considered inappropriately specified.

Table 9. Heterotrait-Monotrait Ratio (HTMT)

	GG	JS	SWC
GG			
JS	0.822		

SWC	0.796	0.776	
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Table 9 above shows Heterotrait-Monotrait Ratio (HTMT) which Henseler *et al.*, (2015) developed simulations and demonstrated the lack of discriminant validity in Fornell-Larcker criterion and cross loading shortcomings is detected by using the HTMT ratio. This HTMT ratio refers to the geometric mean of the heterotrait-heteromethod correlations of indicators across constructs that measures different phenomenon divided by the average of monotrait-heteromethod correlations of the indicators within the same construct. With a good model which is well fitted heterotrait correlations are expected to be smaller than monotrait correlations because HTMT ratio has to be below 1.0 in the model table. Henseler *et al.*, (2015) established that if HTMT ratio value is less than 0.90 means that there is discriminant validity between the pair of reflective constructs which is also tested by (Gold *et al.*, 2001; Teo *et al.*, 2008) as cutoff point. But Clark and Watson (1995) and Kline (2011) established a very stringent cutoff of 0.85. Therefore, the above table 9 indicates that JS to GG, WC to GG, and SWC to JS with values 0.822, 0.796, and 0.776 respectively are all less than 0.90 and 0.85. Hence, HTMT is achieved.

Table 10. Collinearity Statistics (VIF)

Table 10 (a) : Inner VIF Values			
	GG	JS	SWC
GG		7.103	1.000
JS			
SWC		7.103	

From the Table 10 (a) above is collinearity statistics (VIF) for inner values. Hair *et al.*, (2010) argued that researchers should evaluate the data and results for the issues of influential outliers. Collinearity occurs when two indicators are highly correlated and in other hand, when more than two indicators are involved it is called Multicollinearity. Variance Inflation Factor is a related measure of Collinearity whereas the VIF is defined as the reciprocal of the tolerance. The term VIF is derived from the square root of the VIF (i.e \sqrt{VIF}) as the degree to which the standard error has been increased due to the occurrence of Collinearity. Multicollinearity in OLS regression occurs when two or more independent variables are highly intercorrelated. It inflates the standard errors and makes significant tests of the independent variables unreliable by preventing researchers to seeing the importance of one independent variable compared to another variable. Now the rule is that a problematic Multicollinearity may occur when the VIF coefficient is higher than 4.0 and some use a cutoff of 5.0. Another rule for the VIF is when the tolerance is smaller than 0.25 and some use a cutoff of 0.20. In reflective models such as this, the variables are modeled as a single predictor of the values of the indicator variables individually and are the dependent variables. Hence, in the reflective model measurement, Multicollinearity is not a problem or an issue though in SmartPLS outcome will show the VIF statistic for the outer measurement model, whether the measurement model is formative or reflective (Garson, 2016). But in either formative or reflective model, there is always the likelihood that Multicollinearity occurring at the structural level that is, the variables modeled causes the endogenous variable to be Multicollinear. And structural Multicollinearity is an issue and problem in either formative or reflective models for the same reason as it is in the Ordinary Least Squares (OLS) regression models.

Therefore, from the above Table 10 (a) indicates that the Inner VIFs are all achieved at GG to JS, GG to SWC as the excellent one, and WC to JS are 7.103, 1.000, and 7.103 respectively. There has been Collinearity positively achieved at 1.000 as the best collinearity.

Table 10 (b) : Outer VIF Values	
	VIF
Acct1	33.818
Acct2	9.651
Acct4	12.313
Behav1	3.884
Behav2	3.797
Behav4	3.163
Commit1	7.823
Commit2	1.373
Commit4	3.149
ComplD1	34.342
ComplD2	2.904
ComplD4	4.962
EnE1	11.736
EnE2	12.085
EnE4	3.234
ExtrinF1	20.989
ExtrinF10	2.919
ExtrinF2	7.877
ExtrinF4	14.624
ExtrinF5	14.253
ExtrinF6	3.875
ExtrinF8	4.257
Int1	18.601
Int2	3.336
Int4	3.997
IntrinF1	14.230

IntrinF10	2.279
IntrinF2	6.378
IntrinF4	4.286
IntrinF5	22.761
IntrinF6	3.305
IntrinF8	5.194
IntrinF9	3.689
Transp1	25.552
Transp2	11.720
Transp4	9.762

The above Table 10 (b) analysis has been captured in 10 (a), hence the above table indicates that Collinearity occurred in some of the constructs (Outer VIF values), and the rest face Multicollinearity issues. Hence, it is a mixed measurement of good Collinearity with other issues.



Bootstrapping Significance Testing Results for Measurement of Reliabilities and Validity in SmartPLS 3 (Ringle, et al., 2015)

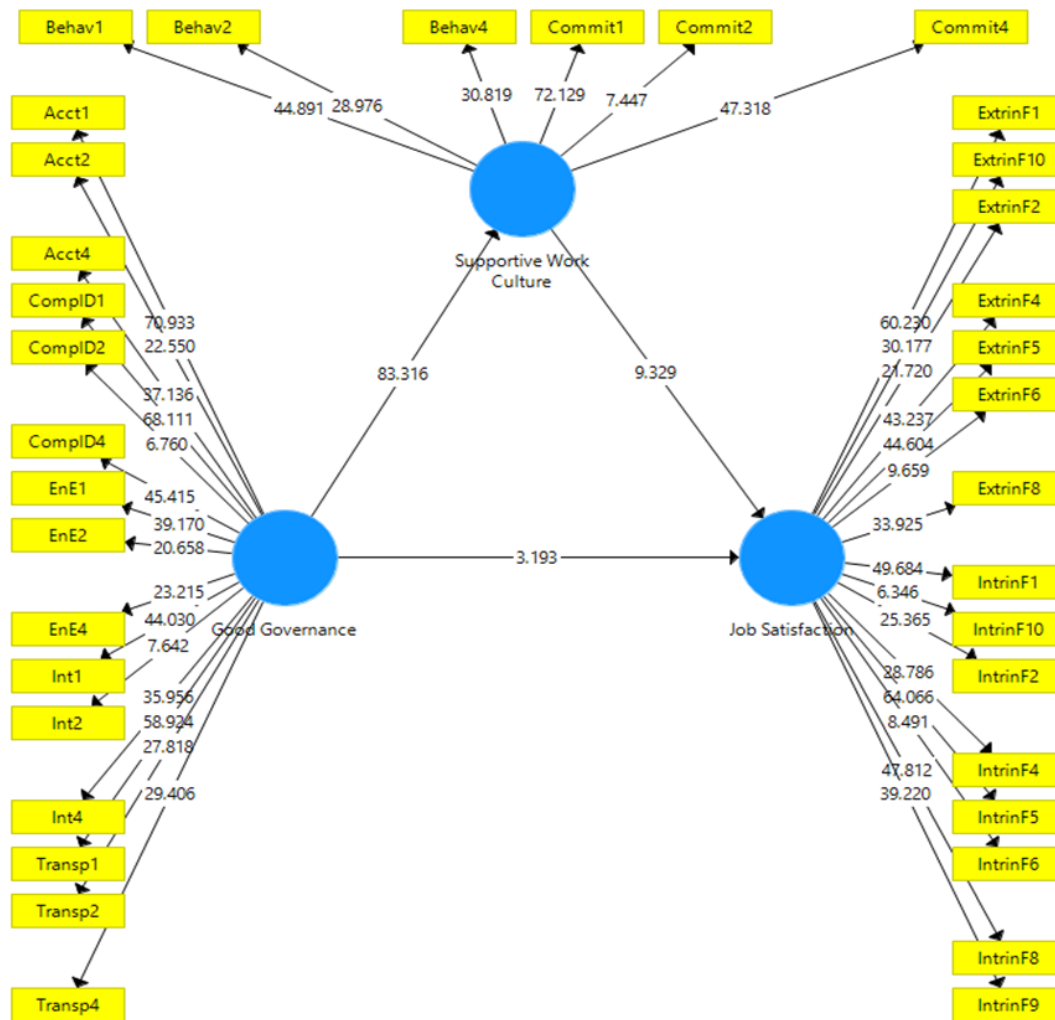


Figure 1. Bootstrap Significance Model for JS, GG, and SWC

Conclusion

State-owned public sector transport companies in Ghana ought to up their management decisions on the factors surrounding the Supportive Work Culture of their staffs especially, the drivers. Since the outer loadings outer weights affects many of the constructs. This research model tested showed that employees work behaviour and commitment have influence on their Job Satisfaction at work. This also reveals that the Good Governance aspect needs much improvement to reflect the desire of the drivers in order to achieve the company objectives. The Outer loadings of the constructs for the various variables showed both weak and higher Outer Loadings but a combination of all these was significant in almost of the measurements results.

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