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HRM Practice in the transportation industry with job satisfaction, good governance and supportive work culture: Perspective of smartPLS algorithm results in structural equation modeling (SEM)

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Abstract

There are many confusions surrounding the transportation industry system and operations in Ghana. It is mostly affected by the governance system which struggles to achieve good governance in transportation services. This paper is built on existing findings which uses scientific methods to achieve results that it displays in the content. SmartPLS was used to run the data for analysis. The essence of this article is to educate people on how to describe or interpret results in SmartPLS in general from research point of views. It displays the path models of the theoretical framework of the variables and constructs to enable future researchers to learn and study. In this research, all the constructs which received low outer loadings were dropped. On the Intrinsic factors it appears the drivers are not satisfied with their treatment, they don't get free travel pass for their family, and there is also lack of recognition of their hard work. Those were the low outer loadings from the intrinsic motivation factors. Good Governance problems point to lack of the following factors or principles of good governance in the theory towards the transportation industry. These are lack of Accountability, Integrity, Transparency, Compliance & Discipline, and, Efficiency & effectiveness, all on the part of management of public transportation.

Keywords: Job satisfaction, good governance, work culture, factor loadings, pls algorithm, path coefficients

Introduction

In 1996, the government of Ghana took a decision to privatize its passenger transport operations which also included the City Express Service Limited and State Transport Corporation (STC) now called Inter-city States Transport Corporation (ISTC) Coaches Ltd. But however, the government was unable to get buyers for these companies and which then resulted in the continuous poor performance due to lack of public investment. Henceforth, the private sector provision of para-transit transport system called in the local parlance as "trotro" to extent, largely replaced the urban public transport services which has been challenged with problems of growth and expansion and lack of takeovers. These "trotro" transport services industry was then consolidated into a union called Ghana Private Road Transport Union (GPRTU) which is affiliated to the mother Trade Union Congress (TUC). Aside these, there are other smaller unions that has been emerged, one of it is Progressive Transport Owners Association (PROTOA) (IBIS Transport Consultants Ltd., 2005) ^[35-36].

Due to recent politics of governments interest, as the above decisions was made under the Provisional National Defence Council (PNDC) and NDC government, but upon assumption of power in 2000 by the New Patriotic Party (NPP) have then decided and reversed the previous policy made by the previous NDC administration under President Jerry John Rawlings, not to continue with the policy of the public procurement and leasing of rolling stock to GPRTU as private operators. That is in order for the NPP government to fulfil its manifesto promise with an agenda to improve transport sectors in Ghana including urban transport services in general. The government therefore, sponsored the establishment of a new public transport system in a form of quasi-private business and of which the government will be responsible in undertaking the procurement of the rolling stock on their behalf. Hence, it's more or less a public-private partnership agreement as business.

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The government established this Metro Mass Transit Limited (MMT) through the Ministries of Roads and Transport, and Local Government and Rural Development, which the government owns 45% of the share equity and this means that the government remains the controller of decisions in most of the business jurisdictions. Meanwhile, the government equity was subscribed by first transferring all the fix assets of OSA Transport Ltd which was already been put into a process of liquidation (IBIS Transport Consultants Ltd., 2005) ^[35-36].

Many developing countries experiences a lot of traffic congestions which poses series problems for people mobility from their homes to work and back within the capital city of Accra. The city of Accra is experiencing constant urban growth where a growing number of urban dwellers live at the outskirts of the city of Accra normally called new sites where they commute to the city of Accra and work. But its noted and expressed that the city of Accra lacks major mass transportation system and industry infrastructure and this problem is being compounded by inefficiencies of the use of available road space by drivers and other car owners. This is reported due to lack of obedience to traffic regulations, young business hawkers on the streets selling, bad driving habits, and jaywalking crosses or overs (Abekah-Nkrumah *et al.*, 2019) ^[2].

Other services known as minibuses or 207s are not kept in good condition or best shape as they have most at times unqualified immature drivers, lack of safety, discomfort, and poor or low service standards. They operate with unscheduled time of service by just driving on the edge of the streets and picking passengers haphazardly, their services are disorganized at times and renders them unreliable. The effects of these type of operations are that there are always too many vehicles on the main highways towards the city of Accra which results in traffic jams, poor health and safety, lack of productivity of workers and commuters due to time wasted daily on long traffics with too much hours spent on short distances. In view of the above challenges the Greater Accra Passenger Transport Executive (GAPTE) launched this Basic Rapid Transport (BRT) as lite service in 2016 also known as "Aayalolo" Bus Service (ABS) (Awuni 2019) ^[10] with the aim of improving the capacity transport alternatives to these "trotros" which are semiformal transport system (Abekah-Nkrumah *et al.*, 2019) ^[2].

Background

Many studies in social sciences failed to introduce scientific results for quantitative analysis. It is for this reason that this paper tries to show findings in Smart PLS as Structural Equation Modelling (SEM) method in tables and path analysis. With this, other researchers would benefit by understanding the method been used into details.

Economic activities involve the movement of goods and people from one place to the other (Anin, *et al.*, 2013) ^[8]. In Ghana, according to IBIS Transport Consultants Ltd., (2005) ^[35-36] there is a legislation on transportation popularly known as Omnibus Services Authority Degree 1969 which nationalized all the cities, municipality, urban and the local councils bus operations controlled by one body that plan and provide public transport services. Then in 1972 Omnibus Services Degree created a different body called Licensing Authority with the sole responsibility to regulate this omnibus transport sector. And then due to the

commercialization purpose of service provisions resulted in the restructuring of the body as Omnibus Service Authority (OSA) Transport Limited.

Importance of Transportation Industry to Ghana's Economy and National GDP per capita

Anin *et al.*, (2013) ^[8] stated that the importance of transportation is a vital activity of any human society where social and economic development of nations is a centrality on transportation system. Even the global trade mission hinges on transportation whereby both transportation and economic development will continue to be a priority for global prosperity. It is clear that any disruption or breakdown of any transportation system cause hardships and chaos to commuters and businesses which serves as days to remember. Harriet, *et al.*, (2013a) ^[27] concluded that underinvestment in transportation industry and its infrastructure has very negative consequences on the socio-economic advancements of a country. These shows how important transportation industry is important by bringing other factors and functions of an economy into action.

Table 1: Public Transport Priorities by the Government

Type and Mode of Transport	Service Delivery Agent/Responsibility		
	Central Government	Regionals	Districts
Roads Infrastructure	Yes	Yes	Yes
Public Bus Transport	Yes	Yes	Yes
Railways	Yes		
International Airport	Yes		
Ports/Sea	Yes		

Table 1.1 the above refers to the total activities and types of transport system established distinctively by the government of Ghana across three (3) sectors or units of operation that is, the central government at the capital city, 10 regions and 260 districts with priority options as establishment. Even though, this research is based on Public Bus Companies transport, table 1.1 above only reminds readers of the general transportation policies that engulf with government decisions as by law establish for the people and by the people. The table indicates that road infrastructure is so dear to the government in all areas as well as the public bus transport system it provides. Railways, Airports, and Ports/Sea are also public transport services established and provided by Ghana government but those are not major establishment for the entire population and besides those are not Ghana major economic drivers but public bus operations do. Hence, table 1.1 explain how serious government is about the public bus transport system and construction and rehabilitation of the roads that these buses ply day-in-day-out. Therefore, among all the type and mode of transportation, public bus transport is the major economic deriver and has huge impact on the economy.

Statement of the Problem

There are several challenges that the public transport companies face in Ghana which causes a lot of problems such as the drivers alleged that a senior driver is paid GHs300 (US\$37), grade 1 driver takes home GHs249 (US\$30), grade 2 driver takes home GHs214 (US\$26), grade 3 driver takes home GHs195 (US\$23) and sales assistant is paid GHs120 (US\$14) (Jasmine, 2013) ^[37]. Ansah, (2015) expressed concern about Metro Mass Transit

Limited starting a strike action to demand payment of their delayed 10 months' salaries. A situation that showed concern on job satisfaction (Jasmine, 2013) [37]. As the strike compounded it created a lot of chaos and anxieties in the city among travellers since long queues where experience across the city at different terminals and lorry stations with passengers stranded again. Drivers' strikes always disrupts business in the cities and towns. The workers were demanding immediate payment of their delayed payment of the increased 30% which has been in arrears ever since management approved it months back. That the Managing Director refused to engage workers at a point which then forced the General Secretary of the Union to petition National Labour Commission, the government and the security agencies for their action. This was a nationwide strike and it has affected businesses across towns and cities. All these leads to a problem of job satisfaction with the public bus companies in Ghana (Jasmine, 2013) [37].

From previous empirical studies in which the hypothesis of the model developed in Shahin (2016) [51] research on two variables, that is Good Governance as (IV) and Job Satisfaction as (DV) confirmed positive relationship between good governance and Job satisfaction but there was no mediator in the study. Sandika *et al.*, (2016) [49] researched on the effects of good governance perception towards job satisfaction and in that study, it concluded that personal and other job-related factors such as supportive work culture affect job satisfaction and therefore, this needs to be investigated. Joiceswarnalatha and MuraliKrishna, (2017) [38] research findings concluded that supportive work culture has full mediation effect in the relationship to job satisfaction. The results point to the fact that Supportive Work Culture was a mediator. In these submissions it shows that there is the need to establish the certainty of the results.

A survey conducted by Abekah-Nkrumah *et al.*, (2019) [2] concluded that many commuters continue to travel to their work place by "trotro" (as in local parlance), which is a private van or minibus providing transport service. People travel by walking to their destination. It also reported in the survey that about 10% of the commuters has ever used the ABS service even though, male individuals who are highly educated were more likely to board the ABS bus to work. The researchers concluded that the ABS service have failed to attract many numbers of commuters' means that the ABS was not commercially fit for purpose. This points to the poor governance systems in the State-Owned public bus transport sectors as it is lack of efficiency and effectiveness when contrasted with the private "trotro" business (Abekah-Nkrumah *et al.*, 2019) [2]. Harriet, *et al.*, (2013a) [27] and Eddington, (2006) [21] argues that this seems to be common problem in State-Owned Bus Companies because the infrastructure of transport system and its traffic management systems are the basic factors contributing to the effectiveness and efficiency of any transportation system. Therefore, inadequacy of these factors leads to challenges and inefficiencies within the public bus transport sector (Harriet, *et al.*, (2013a) [27]; Eddington, 2006) [21]. The challenging problem which arises in this domain is lack of transparency, compliance and discipline of road network plied by public bus services coupled with the indiscipline of drivers parking carelessly at undesignated bus stops and amounts to poor governance (Harriet, *et al.*, (2013a) [27]; Eddington, 2006) [21].

Significance of the Research

Social Interventions will improve and restore community confidence in the governance systems. This will bring to bear the challenges and problems that people face under governance system of government in order to be served by fulfilling their needs. More so, it will elevate the decentralisation and local government processes for good governance and for a sustainable economic growth and advancement. A study on the impact of different dimensions and types of organisational values in relationship to job satisfaction but research studies regarding work culture values and job satisfaction are rare to find (Huang and Wu 2000; Odom *et al.*, 1990; and Silverthorne, 2004) [34, 44, 52]. There has not been a consensus amongst researchers within the area of the influence of work cultural dimensions in relationship to job description. This the most reason why it is important to study this mediation of work culture in relationship to job satisfaction in an organisation.

Studies have shown that transportation is the pivotal component towards addressing equity and poverty (Bullard, 2003) [16]. Efficient transport systems are required to support the socio-economic advancement. According to Wilson, (2006) [63] stated that the government of Ghana established public bus transport companies that are currently in existence namely, State Transport Company (STC), Metro Mass Transit Ltd, and Aayalolo Bus Service (ABS). Anane (2008) [7] a former Minister of Transport of the Transport Sector Ministries wrote that "transport in all its modes is one of the most important catalysts for development". In other words, this is to find out what the transport organisations should do to bring about good governance on job satisfaction through better work culture. And in order to achieve this, Shahin (2016) [51] conceptual model is adapted to improve on it as contribution.

High job satisfaction leads to effectively improved organisational productivity, turnover of employees reduces, and decreased job stress in modern organisations. Job satisfaction leads to positive achievements of revenues for the organisation. As a results of this study, employees' morale and efficiency will improve together with the management change management policies and systems suitable for positive growth. This research will improve employees' attitude towards work with respect, trust, security, healthy working environment, career path, and pay and benefits. And with these are simply embedded in the main duties and functions of HR Managers by keeping employees happy at all cost.

It is important to investigate into the principles of good governance because for example accountability simply implies that managers in the public sector organisations such as transport industry are held responsible for their defined set of tasks and duties as their actions must be conformed to the rules and stands applicable to their positions and work (OECD, 2010) [45]. Efficiency and Effectiveness are considered as the basic core features of good governance (OECD, 2010) [45]. Generally, according to many scholars across the world, the OECD, the EU, the UN, all saw good governance as accountability, integrity, transparency, discipline and, efficiency and effectiveness (Pillay, 2014) [46]. Good governance is an important entity with important roles of providing an enable environment as the underpinning principles are put in place.

Since 1957, when Ghana gained independence, it constantly failed to deliver its policies and programmes

implementation which is always due to defective governance structures and systems, the spread of poverty and policy gaps in the country (Benin, 2017) ^[12]. The main governance institution in Ghana is the Civil Service but due to the constant interference from Central Administration and the Executive arm of government have rendered the activities of the civil service too weak to formulate any better policy on its own and implementation. Hence, leading to none compliance and lack of probity. There has been a consensus to implement a national framework called National Development Planning Commission (NDPC) in 2014 but this is still at large and no any implementation as there is no seriousness to get it work. Therefore, there is no national agenda in terms of national policy delivery for Ghana at the moment, which is an indictment on the lack of compliance and discipline initiatives in practice.

Literature Review

Job satisfaction takes place when there are aspects of motivations on the job (Herzberg, 1966) ^[29-30] and this departs from the needs theory to investigative experiences that dissatisfy or satisfy employees at work individually (Herzberg and Mausner, 1959) ^[31] as they challenged Maslow theory of need by revisiting this theory. Hence, they came up with a two-factor theory which affects motivation namely motivators and hygiene factors. Hygiene factors are seen as extrinsic elements like pay, benefits, job security and interpersonal relationships (Brislin *et al.*, 2006) ^[15]. In this case hygiene factors are linked to job dissatisfaction whereas the motivation aspects associated with job satisfaction (Herzberg, 1966) ^[29-30] since hygiene factors seeks to eliminate job dissatisfaction. Motivators are seen as intrinsic elements which increase job satisfaction and argued that these motivators include promotion, achievements, growth, the work itself and recognition. Herzberg and Mausner, (1959) ^[31] finally argued that hygiene factors cannot increase job satisfaction but can reduce or eliminate job dissatisfaction whereas job satisfaction can only be increased by motivators and not reduce or eliminate job dissatisfaction (Handlon, 2009) ^[26].

In Good Governance, stakeholder theory is defined as individuals or any group affected by or can affect the achievement of organizational goals and objects. Abdullah and Valentine, (2009) ^[1] indicated that stakeholder theory was embedded in the discipline of management in the 1970s and then gradually upgraded by Freeman (1984) ^[22] which incorporated accountability to the spectrum of corporate stakeholders. This is how the transport industry of Ghana is practiced as Wheeler *et al.*, (2003) ^[61-62] argued about stakeholder theory has been less of a formal unified theory which is more of traditional research with philosophy, political theory, ethics, economic, organizational science and law. Furthermore, stakeholder theory suggests that managers in organisations/firms should have relationship networks to service suppliers, business partners, employees etc. It is stated also, that stakeholder theory makes attempts in support shareholders as it deserves management attention (Sundaram and Inkpen, 2004) ^[56-57].

Supportive Work Culture is the behaviour and commitment of employees in an organisation to play important role towards giving out their best and making them to stay longer duration with the organization loyally. Hence it is the responsibility of the organization to provide positive ambience to its employees to enable them to concentrate and

deliver their work thoroughly. Generally, it is important for the employees to enjoy at their workplace to enable them to develop sense of loyalty towards achieving organizational objectives.

More so, under the human resources management adopts positive impact, job commitment, employees' attitude, and job satisfaction (Schnake *et al.*, 2007) ^[50]. The dimensions of job satisfaction are many and some of them are 1) job satisfaction is a kind of reaction to a position with relationship to job commitment. 2) how job consequences are being dealt with or whether it exceeds expectation and 3) it is also in a direct or indirect relationship with employees' intentions before leaving a job post (Alam and Mohammad, 2010) ^[6].

Spector (2006) ^[55] argued that job satisfaction is an attitudinal reflective variable regarding how people feel about their work together with other aspects related to the job. This can simply mean that, employees' personal feelings within their work place and the environment in which they work. Job satisfaction is the results of the degree by which employees' feel negatively or positively of their work (Armstrong, 2006) ^[9]. And according to Bhuian (2002) ^[14] argued that this is the only way by which employees' output is measured either positively or negatively about their work and to indicate whether its intrinsic or extrinsic in nature.

However, Camp (1994) ^[17] argued that there are four (4) main undesirable elements or behaviours that causes low or negative level of job satisfaction. This implies that employees who are dissatisfied may use office working times to do personal errands and also may be stealing from the company resources. Also, some may withdraw from psychologically from their duties of work, may act unprofessionally by absenting from meetings, and pretending on issues at work. Furthermore, employees who are dissatisfied are often a time withdraws from their place of work to show absenteeism, early retirement and high employee turnover occurs. According to McShane and Glinow, (2010) ^[43] argued that many dissatisfied employees are more than happy to expose their feelings in the sense that show the poor job choices which they do not enjoy their lives. This is so because research revealed that many workers interviewed in USA, Canada, Malaysia, and others indicated that they would like to stay with their job positions and conditions of service, but ironically more than half of them also said they would abandon their jobs to go and work elsewhere if the other opportunities are suggested.

Research also showed that if there is understanding of the contributing factors that makes employees to behave like the latter by employers or companies then it can help them to plan properly by increasing or instituting positive behaviours and tendencies at work for employees' satisfaction (Decker *et al.*, 2009) ^[19]. Probst *et al.*, (2010) ^[47] argued that it is important to conduct the significance of job satisfaction within an organisation in order to make workers continuously satisfied and with these many other researchers argued job satisfaction is multinational since the job environment has different components and sections in which employees may be willing or not willing to work (Camp, 1994) ^[17].

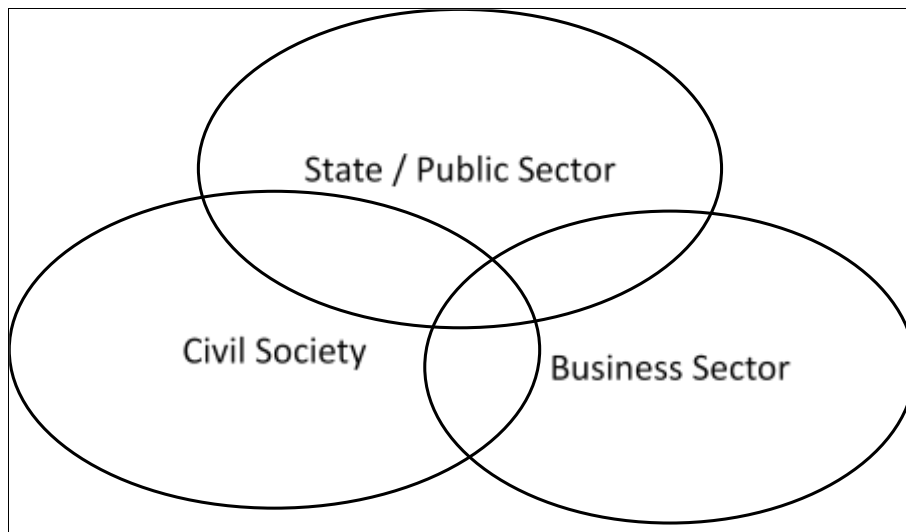
Dayanandan (2013) ^[18], indicated that organisations efficiency and effectiveness is based on certain good governance pillars namely transparency, rule of law, participation, integrity and accountability, which are all

been discussed. And that effective participation of members or employees in the organisation serves as vigilance and creates some kind of responsibility in the organisation. Research have showed the following as reasons for weak sustainability, that is poor job satisfaction, lack of work culture, inadequate business participation, lack of management awareness, corruption, double responsibility, indiscipline and poor sense of ownership (Dayanandan, 2013) [18]. Among all these factors only four (4) of the predictors were found significant on the institutional performance, which calls for due attention by the stakeholders namely accountability, Compliance, discipline and the rule of law. Predictability was not found as significant due to the primary data analysis quantitatively (Dayanandan, 2013) [18]. It was not scientifically proven as significant factor.

The meaning of good governance has evolved to an extent that general principles, norms, and values are beginning to take shape in comparative studies which can be expected in educating individuals and practicing development management of an organisation (World Bank, 2008; Doeveren, 2011; Haruna and Kannae, 2013) [65, 20, 28]. Good governance is seen as the most controversial research area that receives more attention from scholars around the world, form international organisation/institutions/departments, and local government services. Since good governance affects

supportive work culture and job satisfaction in order to advance growth and sustainability of successes (Adegbami and Uche, 2016) [3].

Good governance is defined as improvement in accountability, capacity, and eradicating corruption (Adegbami and Uche, 2016) [3]. Akomolede and Akomolede, (2012) [5], also defined good governance as a pre-condition for building national developments, which means that good governance is an administrative system to rule the people in conjunction with the constitutional acts and provisions. It is stated that good governance cannot be equated to the practice of democracy because good governance is not about rewarding associate politicians and supporters monetarily, and given appointments and material gains (Adegbami and Uche, 2016) [3]. Even though, it is through good governance that infrastructures are built together with some social service interventions in the transport industry, but it is for the whole society of the citizenry and not for few supporters of political parties or public organisations. Generally, governance is various ways in which, social lives are co-ordinated. In this case, government is described as one of the institutions within governance (Heywood, 1997) [33]. Below are the key actors in governance delivery process as it shows how significant those sectors are.



Source: UNDP, (1997), Report

Fig 1: Key Actors in Governance (UNDP, 1997) [58]

From the figure 1 above, the State is the principal actor of any government by facilitating the participation of its citizens in decision making and also, to provide an enabling environment to the society.

Civil Society refers to the complex of groups and citizens outside government, which is often known as Civil Society

Organizations (CSOs). The civil society comprises the academia or schools or institutions, NGO’s and other groups include Private Organisations (POs) and the voluntary groups. In fact, this sector is important as it plays the role of the interaction and facilitation among the key players of the local governance.

Table 2: Main Principles of good governance

Principles	United Nations	OECD	World Bank	ODI
Accountability	√	√	√	√
Integrity	√	√	√	√
Discipline	√	√	√	√
Transparency	√	√	√	√
Efficiency and Effectiveness	√	√	√	√
Compliance	√	√	√	√

Source: Wee and Abas, (2015) [60], Good Governance Practices in National Solid Waste Management Policy Implementation: A Pilot Study on Solid Waste Corporation's Staff in Batu Pahat, Malaysia.

Supportive Work Culture simply refers to among other theorist such as behaviourist as a person who believes in the way of behaviourism. Cognitivism is a grand theory of human development focusing on changes in the way people think over a time period and according to this theory our thoughts shape our attitudes, behaviours, and believes. Reciprocal Determinism is a model explaining the way human functions and personality as it is caused by the interaction of cognitive, behaviour and environmental factors. Jung's theory states that people are motivated by a more general psychological energy that pushes them to achieve psychological growth, psychic wholeness, self-realization and harmony.

Individuals from a psychological point of view of their behavioural patterns are very different to others since there is no man who is average man (Koontz and O'Donnell,

1972) [39]. The behaviour of a person within an organisation can be explained by Lewin's Field Theory, that is to say, human behaviour A is a function of the individual B, and the environment C, which implies mathematically, $A=f(B, C)$ (Koontz and O'Donnell, 1976; Bhaduiy, 1991). According to Bhadury, (1991) [13, 39] stated that individuals start their work in an organisation with their own fundamental behaviours with basic pattern of behaviours. The person then interacts with a group of human beings with work environment whether formally or informally. Moreover, the behaviours of individuals are affected by the organisational climate circumstances pertaining to their work. Below figure 2 is a diagram of the processes of the human behaviours within an organisation which indicates its relationships work culture and attitudes of individuals.

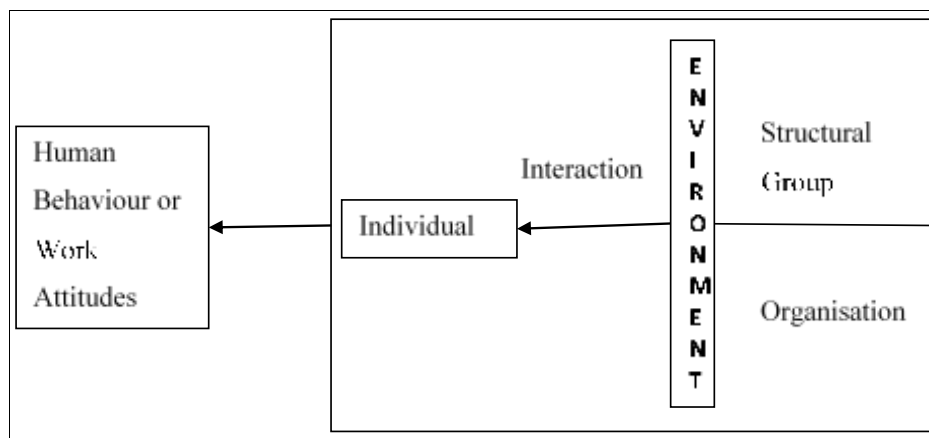


Fig 2: Behaviours and Attitudes at work (Bhaduiy, 1991: 34)

A behaviour is an individual disposition to react with a certain degree of unfavourableness or favourableness to an object, person, behavior, event or institution, or to any other discriminable aspect of the individual's world. Formal definitions of attitude vary as most contemporary theorists agreed that the characteristics of attitude is its evaluative (pro-con, positive-negative) dimensions (Spekart, 1979) [54]. Attitudes and behavior according to the expectancy value model and hierarchical conception of attitude has the following account as to the way attitude affects behavior.

Behaviours consist of work ethics and value system as appropriate in achieving organisational goals. The work attitudes or ethos is the function by which a person fundamental behaviour is brought to work as a value system or pattern. Everything is affected by its constituent individual's whether structure formally or informally. Attitudes are subsets of culture which is one of the important aspects of work culture as well as behaviour and commitment. Affective commitment is one's emotional attachment to an organization and if one has high level of affective commitment then it means you enjoy good relationship with the organization and you are likely to stay longer. This means you continue to stay because you want to stay. Continuance commitment is the degree at which you believe that leaving the organization would be costly to you and if one has very high level of continuance commitment you will stay because you feel you must stay. Normative commitment on the other hand, is the degree one feels obligated to the organization or have believe that staying is the rightful decision. This means you stay because you

believe you ought to stay. These three components do not work in isolation, they work together one way or the other because they can have a significant effect on work performance, retention, and well-being of staff or the person. Organisational commitment can also be termed as Occupational commitment. Hence, Affective commitment can be referred to as Attitude factors and Continuance commitment can also be referred to as Behavioural factors, whereas the Normative commitment is the commitment itself considering the line of questions of the theory.

Sinha *et al.*, (2010) [53] argued that the interest that arise on the topic of work culture in these modern times by practitioners an academicians or researchers is been cause by two factors and that is, the first assumption that the organisational performance is dependent on the employee's values are aligned to the extent of the organisation's strategy. And the second aspect is of the view that work culture is subject to manipulations consciously to employees' desired ends. Work culture according to Walton (1979) [59] defined it as the combination of attitudes, developed capabilities, relationships, habits, and behaviours characterised by organisational dynamics. The organisational work culture consists of the following elements. The responsibilities, content, and challenges of the job, Climate of teamwork and prevailing group atmosphere, Regulations, rules, organisational structure and procedures, Superiors support and trust, Superiors actions and deeds are leadership examples, Evaluation of work performance and methods of goal settings, and Use of threats, fears and rewards to ginger employees towards

higher or better performance

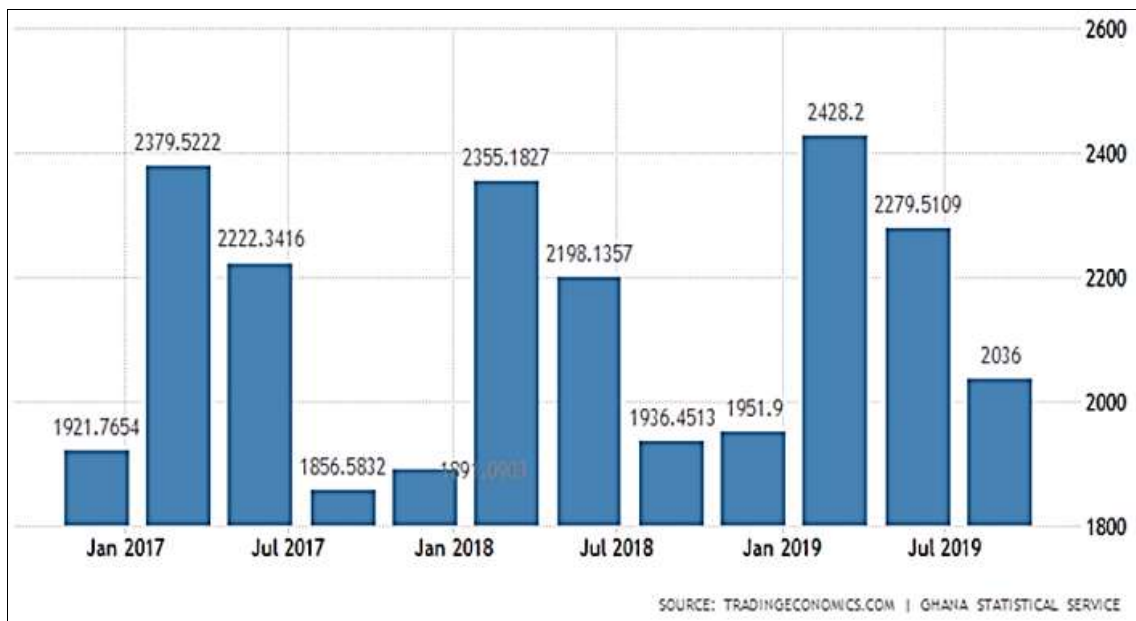
Work culture is achieved through the interaction of groups or individuals in the organisation which is a continuous process and not static in nature but it is dynamic. Work culture within an organisation can either be good or bad because the good work culture is the one conducive towards the achievement of organisational objectives through performance. Organisational performance can be improved through corporation and teamwork, greater consultation, flexibility, sustainability of work of individuals and groups, innovation and effective communication mechanisms (Walton, 1979; Bhaduiy, 1991) [59]. Beer and Huse, (1972) [11] argued that the most reasons for these mechanisms setup towards achieving organisational objectives are to first of all remove all barriers for individual satisfaction for organisational effectiveness; creations of new development of organisational solutions; and the development of individual capacity together with organisational self-renewals.

According to Koontz and O'Donnell, (1972) [39] further argued that work culture is not in itself complete by the Likert (1961) [41] and Walton (1979) [59] list since it pertains to an organisation and other prime requisites such as order and discipline for the success of the organisation. The

following are considered as the main characteristics of work culture in an organisation. These are discipline, corporation and teamwork, consultation and communication, delegation of authority, levels of individuals and groups activation, identification of individuals and group responsibility and sense of belongingness, work innovation and flexibility, and associations and unions roles.

Economic Contribution by the Public Bus Transportation Sector

Gross Domestic Product (GDP) from transport in Ghana recorded a decreased of about GHs2,036.00 million in the third Quarter of 2019 from GHs2,279.51 million in the second quarter of the 2019 representing US\$280 million. The GDP from the transport service in Ghana on average is GHs2163.06 million from 2006 (representing US\$265 million) until 2019 which reaches an overall all time high of GHs3653 million in the fourth quarter of 2012 (representing US\$448 million) and recorded it lowest of GHs1471.80 million in the fourth quarter of 2014 (representing US\$180 million) (Ghana Statistical Service, 2019). Figure 3 below represent the pictorial view of these trends from 2017 to 2019 in Ghana cedis - GHs).



Source: Tradingeconomics.com (2019)

Fig 3: Trends of GDP to the Transport Sector (Amounts are in Ghana Cedis - GHS)

Methodology

This is a quantitative design method where 442 public sector permanent drivers were considered since this figure was confirmed by the focus companies. A sample size of 206 was deduced by using Krajcie and Morgan (1970) [40] formula. All the results were obtained through the data collected from the 206 permanent public transportation drivers, namely STC, MMT, and Ayalolo. Questionnaire was developed in Likert scale style and distributed to these drivers and it was administered in English Language as they could read and write.

Research Findings

The following are the findings of the research data obtained.

PLS Algorithm Test Run Results in SmartPLS 3 (Ringle, et al., 2015) [48]

Below are the Algorithm results with no construct deleted in a pictorial view for outer loadings and reflective modes of the variables and the constructs. The first step is checking for convergence after the test run. Though, convergence usually is not a problem in PLS-SEM, if the solution fails to converge it means that the coefficients in the results it produced are unreliable (Garson, 2016) [23]. Therefore, it is always good and important to first of all check for convergence after running the PLS algorithm and this can be found under the "Stop Criterion Changes". If the listed number of iterations is below the default 300 as the maximum, then the solution is converged (Garson, 2016) [23].

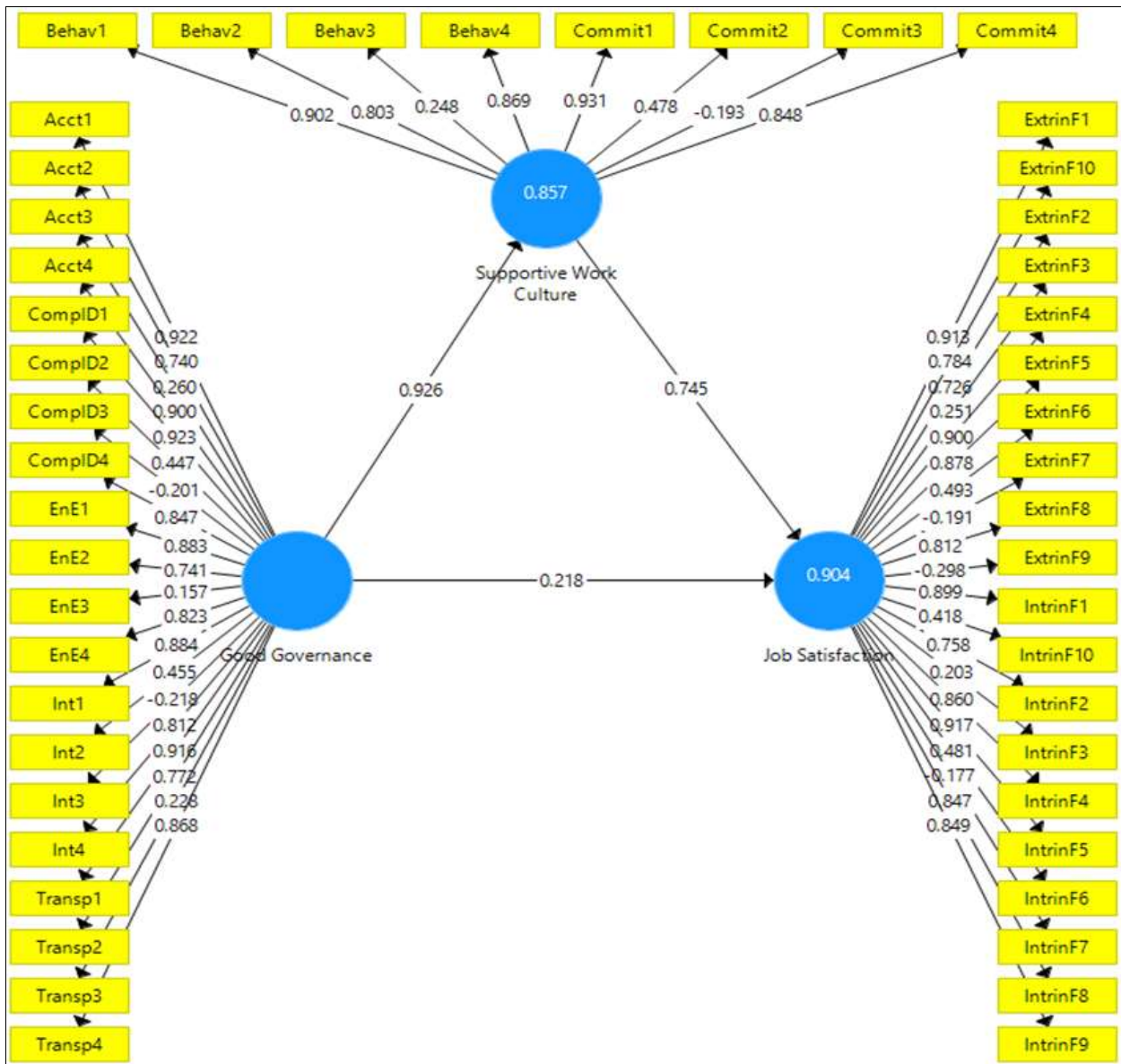


Fig 1: The Research Variables JS, GG, and SWC Path Coefficients Model

Figure 1 above is the main results from the data on Algorithm producing coefficients and loadings. It is established that Wold (1975) [64] originally developed variance-based PLS-SEM and then later extended by Lohmoller (1989) [42]. Algorithm estimates the path coefficients and other parameters for models that further explains the variables and the constructs or cases which minimizes the unexplained variance. The PLS-SEM algorithm uses the known elements in order to estimate the unknown elements of the model. In this research, the researcher considered multicollinearity as the assessment of the latent variables for the main purpose of this study which depends on each construct to the latent variables run and tested. Hence, there is no collinearity problem to be considered at this point to delete or drop any variable constructs with lower outer loadings. The researcher considered all in this study as important for analysis. According to Hair *et al.*, (2014) [25] argued that researchers often observe lower outer loadings in social science studies, when for example new scales of studies are introduced. So, rather than automatically eliminating indicators with outer loadings below 0.70 that researchers should carefully check and examine the effects of the item removal on the composite reliability and the constructs content validity to

see if they are positive and acceptable. This is because in general point of view indicators which outer loadings is between 0.40 and 0.70 should be considered for removal from the scale only if deleted or dropped will lead to an increase in the composite reliability above threshold value suggested or the Average Variance Extracted (AVE). Again, another situation to consider whether to delete an indicator or not has to do with the extent to which its deletion will affect the content validity. Indicators with very low or weaker outer loadings are sometimes retained on the basis of their contribution to the content validity (Hair, *et al.*, 2014) [25]. This is what this study in the first instance try to comply with without deleting or removing any indicator or construct since the test run on Algorithm has positive results to proceed.

The Initial Algorithm Implication on the Variables and Constructs Outer Loadings: Since the main purpose of this research is to make contributions to the variables under studied as the main driver for this paper. In the discourse of Supportive Work Culture Mediating Job Satisfaction and Good Governance in the State-Owned Bus Transportation companies has the following implications of the constructs on the corresponding variables.

a) Job Satisfaction

The following factors show an indication of its affect on Job

Satisfaction based on the results from the path model in Figure 1 above.

Table 1: Job Satisfaction Constructs Outer Loadings and Implication

Extrinsic Factors (Hygiene Factors)	Outer Loadings	Implication of Outer Loadings
ExtrinF1: We are always paid on time each month.	0.913	Affect
ExtrinF2: We are been given rest days from work each week.	0.726	Affect
ExtrinF3: We are given medical care at work.	0.251	Not Affect
ExtrinF4: We are given children Education Allowance as a policy.	0.900	Affect
ExtrinF5: We are paid with overtime allowance or extra work done.	0.878	Affect
ExtrinF6: We receive night allowances plus sleeping place is provided to us on long journeys.	0.493	Not Affect
ExtrinF7: I may join another company that is paying more salary and allowances.	-0.191	Not Affect
ExtrinF8: Passengers never complain about me to management of their dissatisfaction of my driving skills on the road.	0.812	Affect
ExtrinF9: I go on leave each year.	-0.298	Not Affect
ExtrinF10: There is strong teamwork and spirit among us.	0.784	Affect
Intrinsic Factors (Motivators)		
IntrinF1: I am happy as a driver in this company.	0.899	Affect
IntrinF2: I never dream of leaving this company.	0.758	Affect
IntrinF3: I like working hard at work.	0.203	Not Affect
IntrinF4: I am always excited as a public bus driver.	0.860	Affect
IntrinF5: I am happy because my family get to travel free with my company buses.	0.917	Affect
IntrinF6: I have personal safety at work.	0.481	Not Affect
IntrinF7: I am satisfied with my personal security at work.	-0.177	Not Affect
IntrinF8: I am happy that road safety rules and regulations are provided to me.	0.847	Affect
IntrinF9: I like this company because there is recognition of my hard work.	0.849	Affect
IntrinF10: I am satisfied with the way the company treat me.	0.418	Not Affect

b) Good Governance

The following factors show an indication of its affect on

Good Governance based on the results from the path model in Figure 1 above.

Table 2: Good Governance Constructs Outer Loadings and Implication

Accountability	Outer Loadings	Implication of Outer Loadings
Acct1: The company ensures that there is a strategy for regular and effective communication with all employees' welfare.	0.922	Affect
Acct2: The company supports the process of learning from mistakes and successes by taking external or the public views into account of managing the company business.	0.740	Affect
Acct3: The company applies the principles of equality and ensures that there is fairness to all workers in this company.	0.260	Not Affect
Acct4: The company recognizes the organisation's responsibilities towards its broader communities, society, the public and the environment in which they operate.	0.900	Affect
Integrity	Outer Loadings	Implication of Outer Loadings
Int1: The company ensures the organisation's values are enshrined in its policies are practiced.	0.884	Affect
Int2: The company fosters an environment that supports constructive challenge and welcome different points of view.	0.455	Not Affect
Int3: The company act with openness and honesty in all of its matters and declare their decision or interest for the benefit of the organisation.	-0.218	Not Affect
Int4: The company do not make employees redundant.	0.812	Affect
Transparency	Outer Loadings	Implication of Outer Loadings
Transp1: The company ensures that appropriate systems of internal controls, performance appraisals and reporting, policies, systems and procedures are performed regularly.	0.916	Affect
Transp2: The company act prudently and tactfully to protect the assets and property of the organisation and ensures that they are used to deliver the company objectives.	0.772	Affect
Transp3: The company regularly takes risk and maintenance assessments and always take action to reduce them when identified.	0.228	Not Affect
Transp4: The company takes appropriate professional decisions and advice by consulting the union members before the final important decisions in the organisation.	0.868	Affect
Compliance & Discipline	Outer Loadings	Implication of Outer Loadings
ComplD1: The company management understands their duties and responsibilities and has statements defining them in details.	0.923	Affect
ComplD2: The company management and executives have the diverse range of skills, experience and knowledge that is needed to run the affairs and operations of the organisation effectively.	0.447	Not Affect
ComplD3: There is discipline of employees who violate ethical standards.	-0.201	Not Affect
ComplD4: There is no punishment for lateness to work.	0.847	Affect
Efficiency & Effectiveness	Outer Loadings	Implication of Outer Loadings
EnE1: The buses have schedule times and it departs on time.	0.883	Affect
EnE2: The buses are always maintained well and serviced.	0.741	Affect
EnE3: The broken-down buses are always fixed.	0.157	Not Affect
EnE4: If a bus breaks down on the way you get spare bus to continue.	0.823	Affect

c) Work Culture

The following factors show an indication of its affect on

Work Culture based on the results from the path model in Figure 1 above.

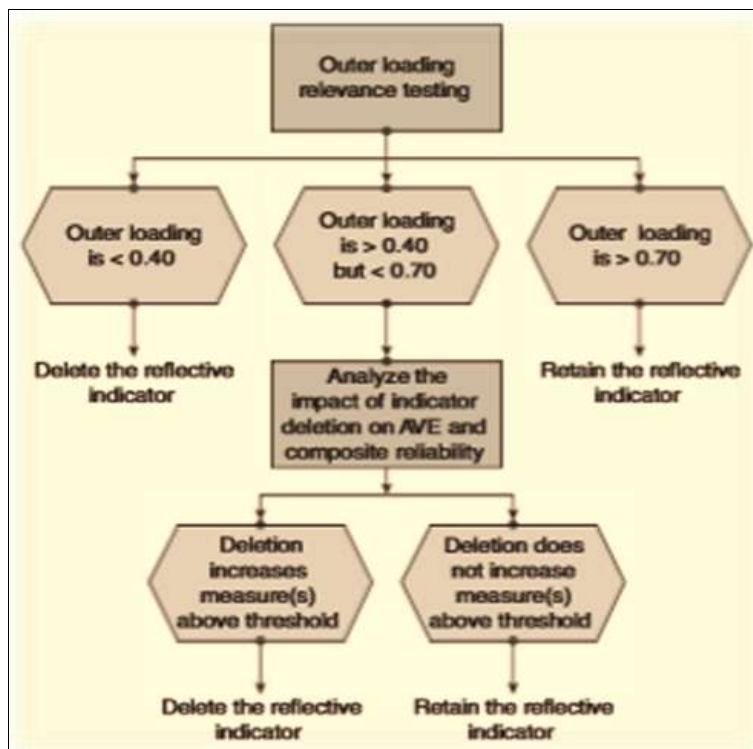
Table 2: Work Culture Constructs Outer Loadings and Implication

Behaviour	Outer Loadings	Implication of Outer Loadings
Behav1: We always demonstrate because we are not paid on time.	0.902	Affect
Behav2: We go on sit down strike to remind management of our agitation of poor conditions of service.	0.803	Affect
Behav3: I follow procedures and rules.	0.248	Not Affect
Behav4: My salary is too small compared to the private company drivers in another companies.	0.869	Affect
Commitment	Outer Loadings	Implication of Outer Loadings
Commit1: I would be happy to spend the rest of my career with this organisation because of its good working relationship.	0.931	Affect
Commit2: I participate in strikes and demonstrations against management because I want the company to grow.	0.478	Not Affect
Commit3: I really feel as if this organisation problems are my own problems.	-0.193	Not Affect
Commit4: I do not feel like I'm "part of a family" in my organization because of nepotism and bad politics.	0.848	Affect

Model Results of Deleted Constructs, which Loadings are Low

The following subheadings shows the other conclusions made by previous researchers and theories accordingly to ascertain whether the final decisions obtained for this study

will be the same decisions after the constructs which Outer Loadings were below 0.40. Below is the format or steps provided by (Hair, *et al.*, 2014; Hair, *et al.*, 2011) [25, 24] about the processes of constructs or indicators deletion or droppings.



Source: Hair *et al.*, (2014) [25], A Primer on Partial Least Squares, Structural Equation Modeling (PLS-SEM)

Fig 1: Outer Loading Relevance Testing Process by (Hair, *et al.*, 2014; Hair, *et al.*, 2011) [25, 24]

Summary of Measurement Model Test Results after Constructs Deletion:

The following are the summary

results of the measurement model after most constructs below a factor loading of 0.7 were removed

Table 3: Indicator Item Cross Loading

	Good Governance	Job Satisfaction	Supportive Work Culture
Acct1	0.926	0.858	0.883
Acct2	0.731	0.65	0.718
Acct4	0.907	0.792	0.794
Int1	0.888	0.877	0.908
Int4	0.818	0.807	0.828
Transp1	0.924	0.829	0.822
Transp2	0.760	0.600	0.669
Transp4	0.875	0.775	0.751
ComplD1	0.926	0.855	0.875
ComplD4	0.843	0.799	0.799
EnE1	0.891	0.817	0.780
EnE2	0.732	0.546	0.577
EnE4	0.826	0.760	0.752
IntrinF1	0.812	0.904	0.929
IntrinF2	0.615	0.737	0.663
IntrinF4	0.864	0.870	0.891
IntrinF5	0.782	0.921	0.829
IntrinF8	0.746	0.851	0.783
IntrinF9	0.930	0.857	0.881
ExtrinF1	0.779	0.922	0.822
ExtrinF2	0.597	0.716	0.627
ExtrinF4	0.815	0.901	0.912
ExtrinF5	0.763	0.893	0.788
ExtrinF8	0.731	0.831	0.745
ExtrinF10	0.779	0.784	0.733
Behav1	0.876	0.869	0.903
Behav2	0.657	0.700	0.788
Behav4	0.901	0.826	0.881
Commit1	0.820	0.908	0.943
Commit4	0.767	0.832	0.857

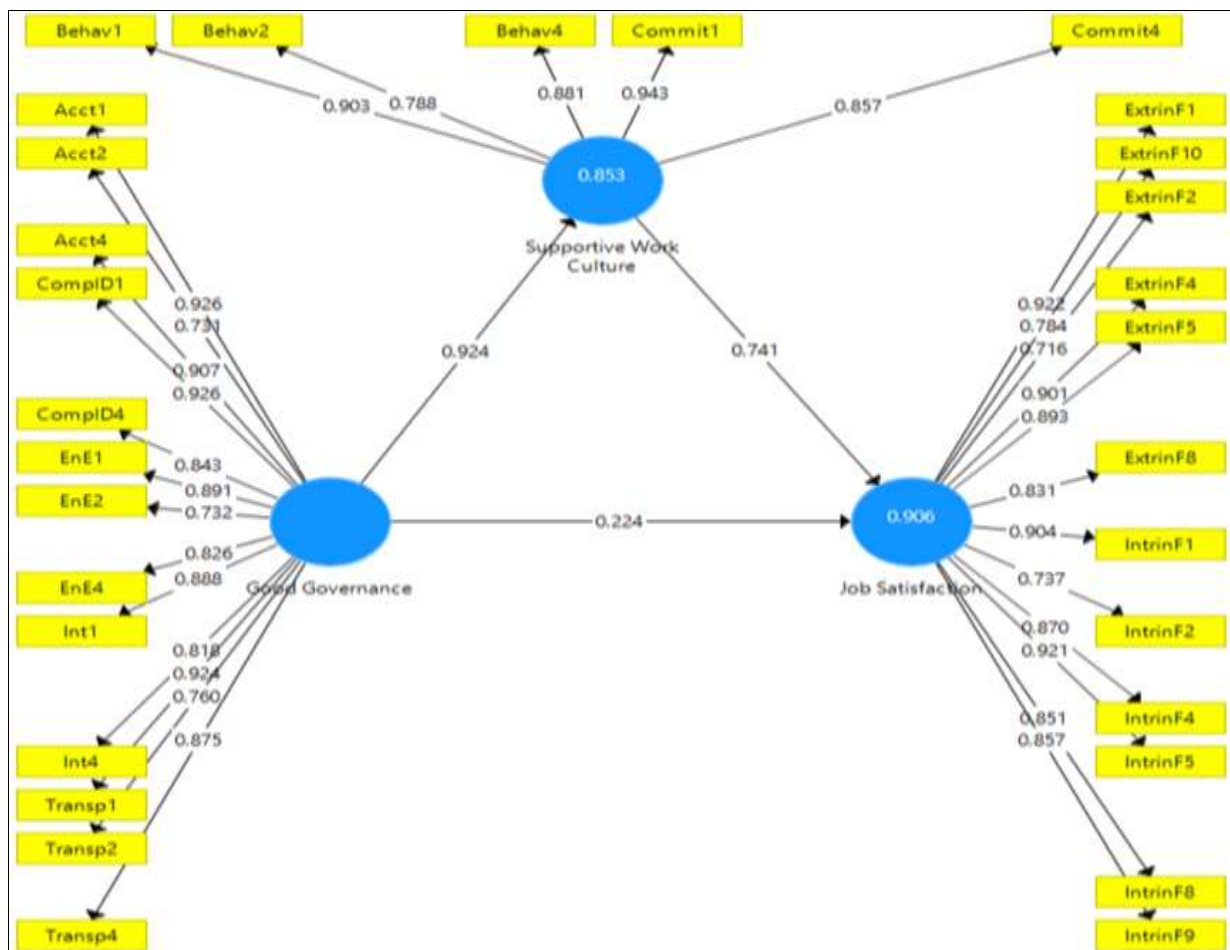


Fig 3: Algorithm Model Results after Constructs Outer Loading (<0.7) were deleted (Hair, et al., 2014; Hair, et al., 2011) [25, 24]

Table 4: Factor Loadings, Reliability and Validity Measurements

Variables	Items/ Constructs	Loadings ^a	Cronbach's Alpha ^b	rho_A ^c	Composite Reliability ^d	Average Variance Extracted (AVE) ^e
Good	Acct1	0.926	0.968	0.972	0.972	0.727
Governance	Acct2	0.731				
	Acct4	0.907				
	Int1	0.888				
	Int4	0.818				
	Transp1	0.924				
	Transp2	0.760				
	Transp4	0.875				
	ComplD1	0.926				
	ComplD4	0.843				
	EnE1	0.891				
EnE2	0.732					
EnE4	0.826					
Job	IntrinF1	0.904	0.965	0.969	0.969	0.725
Satisfaction	IntrinF2	0.737				
	IntrinF4	0.870				
	IntrinF5	0.921				
	IntrinF8	0.851				
	IntrinF9	0.857				
	ExtrinF1	0.922				
	ExtrinF2	0.716				
	ExtrinF4	0.901				
	ExtrinF5	0.893				
	ExtrinF8	0.831				
ExtrinF10	0.784					
Supportive	Behav1	0.903	0.923	0.930	0.943	0.767
Work Culture	Behav2	0.788				
	Behav4	0.881				
	Commit1	0.943				
	Commit4	0.857				

Items Removed (Indicator items below 0.5): - Acct3, Int2, Int3, Transp3, ComplD2, ComplD3, EnE3, IntrinF3, IntrinF6, IntrinF7, IntrinF10, ExtrinF3, ExtrinF6, ExtrinF7, ExtrinF9, Behav3, Commit2, Commit3.

- a. All Item Loadings > 0.5, indicates Indicator Reliability (Hulland, 1999)
- b. All Cronbach's Alpha > 0.7 indicates Indicator Reliability (Nunnally, 1978)
- c. Rho_A is composite reliability indicator computed on unstandardized loadings
- d. All Composite Reliability (CR) > 0.7 indicates Internal Consistency (Gefen, *et al.*, 2000)
- e. All Average Variance Extracted (AVE) > 0.5 as indicates in Convergent Reliability (Bagozzi and Yi, 1988; Fornell and Larcker, 1981).
- i) The company need to recognize the organisation's responsibilities towards its broader communities, society, the public and the environment in which they operate.
- ii) The company must ensure that the organisation's values are enshrined in its policies and practiced.
- iii) Staff may not mind quitting their job at any time.
- iv) The buses schedule times and departure are a concern.
- v) The buses need to always be maintained well and serviced.
- vi) The broken-down buses are not fixed for operation.
- vii) Buses that break down on the way needs spare bus to continue their journey on time.
- viii) Employees may not participate in decision making within the company.
- ix) There may be a problem of delegation, authority, and power with undue interference and less control measures and feedback.
- x) There might not be teamwork in the company.
- xi) Junior staffs may not get access to management to express their views due to fears of
- xii) Aggravation

Conclusion

All the constructs which received low outer loadings were dropped. On the Intrinsic factors it appears the drivers are not satisfied with their treatment, they don't get free travel pass for their family, and there is also lack of recognition of their hard work. Those were the low outer loadings from the intrinsic motivation factors. Good Governance problems point to lack of the following factors or principles of good governance in the theory towards the transportation industry. These are lack of Accountability, Integrity, Transparency, Compliance & Discipline, and, Efficiency & effectiveness, all on the part of management of public transportation. In this study the independent variable which is Good Governance appeared to be highly positive in most of the policy deliverance according to the drivers. The following are the areas that management can look into as a major problem in their delivery and service from the outer loadings and cross loadings.

Supportive Work Culture problems within the state-owned transport sector points to the fact that they were issues theoretically of employee behaviour and commitment to work towards the achievement of organisational goals. Supportive Work Culture is the Mediator variable for Good Governance and Job Satisfaction. From the analysis it was clear that Supportive Work Culture partially mediates but it

had few challenges with the constructs which were later dropped. The problem of Supportive Work Culture that can be discussed is lack of punctuality on the part of the drivers. This needs to be improved.

Research Contribution: Theoretical

By far, it is obvious that this research is contributing a lot to academic research in terms of theory and solutions using SmartPLS 3. 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 such as Sandika *et al.*, (2016) [49] 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) [4] stated that there is strong relationship between Good Governance and Work Culture. And 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. Secondly, the research has contributed extensively in the area of Good Governance and Supportive Work Culture since there was very limited study on their relationship from theories studied. But this research results achieve that because it's been significant in the path model. There were several researches on Good governance and Job Satisfaction, and Supportive Work Culture and Job Satisfaction but not much on Good Governance and Supportive Work Culture as the main research gap identified in the theoretical model. This research has confirmed that there is strong relationship between Good Governance and Supportive Work Culture. This result has showed that Good Governance effects Job Satisfaction through Supportive Work Culture partially mediated because Good Governance can have some direct effects to Job Satisfaction without Supportive Work Culture mediating since it was not a complete mediation.

Research Contribution: Practical

First and foremost, this research study adds to the real work environment where the employers can adopt or adapt more information from this study results and findings to assist in their decision-making process about the conditions of their staff. It is obvious that management needs to put in more and better policies that will boost the drivers extrinsically and intrinsically since the analysis shows that almost all the factors had higher loadings meaning the moral of the employees are very good. Improving their salaries, medical care, child education support, rest days and others are the major factors to consider going forward. Secondly, this research is also important for management to consider the principles of good governance seriously in order to elevate the employees' satisfaction at work. The principles that this study captured are as follows:

- a) **Accountability:** Meaning management must show more resilient and fairness in their policies with the employees in order for them to put up their best.
- b) **Integrity:** Management has to show goodwill to staff in order for them to take their work seriously. The employer needs to be responsible for its actions and inactions when problems arise. And of course management have to show financial responsibility to achieve integrity. Staff must see that the management is

spending responsibly.

- c) **Compliance & Discipline:** This means that the management must adhere to the laid down procedures and processes in the constitution or strategic plan of the company. The study encourages the employer to at least show desire to satisfy all employees rather than themselves. Management needs to be trusted by the employees in order for them to open up to their responsibilities and deliver without any grievance. The study shows that management must not hide the plans that the organization has for the employees. They must always meet and inform them together with their union. A situation where things are kept in darkness then it raises suspicion and employees can disloyal and aggrieved. This research point to the fact that management must discipline when there is wrong doing but before then they must also be self-discipline as an example so that the employees can emulate. Hence, company and staff discipline are both important towards working together harmoniously. In fact, it's like this is the pivot to organizational success. The study found that management must show good leadership by example at all times since this builds strong relationship between management and employees.
- d) **Efficiency & Effectiveness:** This research pave way for management to know how and when to apply efficiency effectively. That is, management will know how to do things right by working with their employees harmoniously. The study shows that all work must be distributed fairly and directly without any discrimination.
- e) **Transparency:** The study practically shows how employers should treat their staffs fairly with respect. It indicates how to be transparent with driver workers and they can be satisfied with clear understanding. Staff must be treated equally and promotion of gender equality since there are many women at post doing same job. The most practical contribution that this research exposes is the importance of staff participation in every decision-making process of the organization. Strategically, employees must be invited for any strategic development that the management envisage. With this it encourages cohesion and team building, leading to team work.

All the above can be done by the organisations instituting them into their policy documents to help the human resource management department train all staff accordingly. This will bring harmony and prosperity into the work environment.

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