Print ISSN: 2008-448X
Online ISSN: 2538-3310
International Journal of Business and Development Studies
University of Sistan and Baluchestan
Homepage: https://ijbds.usb.ac.ir

Perspective of Variable Factors Relationships and Mediation of Job Satisfaction and Good Governance with Supportive Work Culture Using SmartPLS Bootstrap Results and Analysis

Abdul-Kahar Adam

Department of Management Sciences, School of Business
University of Education, Winneba, Email:aka11@live.co.uk and akadam@uew.edu.gh

ARTICLE INFO

Article type:
Research

Article history
Received: 13.06.2023
Accepted: 19.12..2023

Keywords:
Mediation Calculation, Factors Relationships, Bootstrap, Hypothesis Testing, Construct Deletion, Public Drivers

Abstract:
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 achieved 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 is proving 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 is not a complete mediation.

Introduction and Background

The main contribution of this study would be the effects of good governance on job-satisfaction and the mediating effect of supportive work culture on the relationship with good governance (policies and structures) which are based on the variables. This study is significant because first of all it adds more contribution and knowledge to Shahin (2016) model adopted. Various factors under the variables will be tested quantitatively for grounded analysis with facts and figures. Adding knowledge to the existent literature on democratic

Cite this article: Abdul-Kahar Adam (2023). Perspective of Variable Factors Relationships and Mediation of Job Satisfaction and Good Governance with Supportive Work Culture Using SmartPLS Bootstrap Results and Analysis. *International Journal Of Business and Development Studies*, 15 (2), 35-60. DOI: 10.22111/IJBDS.2024.47881.2094.

© The Author(s).
Publisher: University of Sistan and Baluchestan

governance, good governance, and the importance of good leadership since leadership is a deficiency to the advancement of organisations. Decker *et al.,* (2009) recommended that the study called for the attention to an understudied category of workers that provide vital services to every corner of the nation and its environment on day-to-day basis.

This study will help State-Owned bus transport companies to understand the various factors that need to be highly considered for implementation for the achievement of good governance policies leading to job satisfaction. It can help change employees towards attitude, behaviour, and commitment towards achieving organisational goals. OECD, (2009), as traditional regulations and controlling systems softened the values, roles and the embracement of public interest concepts, has become significant as a guide for reference point and behaviours to unifying the whole public sector. OECD, (2000), point out that impartiality, integrity, and legality are the main characteristics for the public service distinctively.

In many organizations, research by CIPD, (2013), stated that trust is very weak in many organizations because findings showed that about 29% of employees affirmed that their trust in top management is strong in their organizations and that trust is actually lacking in the public sector organisations. OECD, (2009), added that the increased adoption of methods from private sector to enhance public sector effectiveness and efficiency is geared towards the fragmentation of traditional public service standards, values and ways to operating them. Tikue (2015) concluded in a study that companies that practice good governance principles achieved better results than those companies which does not practice the principles of good governance.

The first practical implication of this research is in relationship to the significant effect of good governance practices in democratic dispensation. Hence, it will have direct influence and effect on the government departments, ministries, and agencies to know exactly what is expected to follow in order to deliver. It will also have direct impact on political parties as well as in the local government service since we practice democracy type of governance. This will help improve public sector work as efficient and effective manners to follow when delivering government policies. This will improve the anticorruption and integrity of government operations to achieve good governance in broader perspective. It will help build capacity and empowerment of the society through government enacted policies and implementation and a discharge of their duty.

The Institutions will improve due to human capital growth to work within the public institutions. Financial management systems will improve due to findings that this thesis gathered because all the breakdowns and demonstrations will be minimized. This will again promote the national development agenda, and public services commissions' functions. There will be proper recruitment processes into the public office for integrity purpose. In this case, people with the prerequisite

qualification and experience and are qualified to work will be employed to deliver but not as it is the case of whom you know or who knows you.

Literature Review

Adopted Herzberg Motivational Theory

In the context of this study, the Hertzberg Motivational theory has been considered for job satisfaction, which takes place when there are aspects of motivations on the job (Herzberg, 1966) and this departs from the needs theory to investigative experiences that dissatisfy or satisfy employees at work individually (Herzberg and Mausner, 1959) 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). In this case hygiene factors are linked to job dissatisfaction whereas the motivation aspects associated with job satisfaction (Hertzberg, 1966) since hygiene factors seeks to eliminate job dissatisfaction.

Furthermore, Motivators are seen as intrinsic elements which increase job satisfaction and Brislin *et al.,* (2006) argued that these motivators include promotion, achievements, growth, the work itself and recognition. Herzberg and Mausner, (1959) 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).

It is argued that many studies have indicated a more complex situation on job satisfaction in motivating of employees which has an impact on productivity and organisational performance (Aziri, 2011). Aziri (2011) concluded that job satisfaction has not properly adopted by many managers of business organisations or scholars. Job satisfaction represents both negative and positive feelings that employees perceive towards their work and even though when a worker is employed in an organisation, the person brings in his or her desires, needs and experiences and with the right attitude about others and the job (Mullins, 2005; Amstrong, 2006; George *et al.*, 2008).

Intrinsic Factors

According to Deci *et al.,* (1999) state that the effects intrinsic motivational reward events depends on how it affects perceived competence and self-determination. The research also argued that with reward systems, employees may take it to mean controlling their behaviour which leads to the attribution of lesser self-determination and more controls that in turn undermines intrinsic motivation (Baylor, 2010).

Extrinsic Factors

This is when employees look at their conditions of service such as their pay, supervisors and colleagues. This simply refers to the hygiene factors such as the conditions of service, supervision, colleagues, procedures and policies, pay, personal life, job security, and status (Herzberg, 1966; Baylor, 2010). Though these are not necessarily satisfying but if they are not present then it could cause dissatisfaction.

Notably, Good Governance is what all organisations and companies want to achieve in their operations and transaction of business but it appears that this objective is far from achieving in the Ghana State-Owned bus transport sector. There has been a lot of challenges and failures of work culture practices, and low job satisfaction due to poor governance in practice of service delivery. Tronvoll (2011), indicated the relationship between employees and their superiors as the most important factors affecting good governance. Some components of transparency in fighting corruption is seen as the real meaning of good governance, which is only supported by a very low response of 28 percent in an empirical research, which indicates that improving the work culture and job satisfaction by good governance is not just about fighting corruption but also putting discipline measures like anti-corruption strategies as the major solution that needs to be implemented for sustainability (Tronvoll, 2011).

The Mediator is also termed as a process or intervening variable and a mediational model is a causal model (Niglas 2000). This means that the mediator is assumed to cause the outcome and not the other way around and that mediation is not defined statistically but statistics is used to evaluate the assumed mediational model. In fact, one reason for testing mediation is about trying to understand the means and mechanisms by which the causal variable affects the outcome variable. A distinction is made that Mediation and Moderation analysis are the key components of what is termed as process analysis even though Mediation analysis tend to be more powerful than moderation analysis in every test (Niglas 2000). And again, that when a research is conducted and examined, most causal or structural models which is/are the mediational part in the model is most at times interesting aspect of the entire model analysis.

Methodology

Instrument Development

The questionnaire for this research has been **adapted** from previous established research and data collection methods by many different theories. It has been carefully adapted and some few portions been edited to suit the purpose of this thesis. It has been grouped and categorized into three different sections/areas. Section A is about Demography, Section B is about Good Governance (Independent Variable), Section C is about Job Satisfaction (Dependent Variable), and Section D is about Work Culture (Mediator Variable). These are all subdivided into subheadings for clarity of data presentation.

The study adopted previous research questions from Leather, (2010), Wee and Abas, (2015) in good governance principles, Weiss *et al.,* (1967) Minnesota Satisfaction Questionnaire (MSQ), Colarelli (1984) Intention to Quit Scale (IQ), and Meyer *et al.,* (1993) Work Culture questionnaire. These are prepared in a Likert scales and they are proven to have consistent reliability estimates (Nunally, 1978) which is 0.70 reliability. A sample size of 206 was deduced from 442 permanent drivers in the state-owned bus companies using Krejcie and Morgan formula as the research design model.

Findings of Data Presentation

Good Governance Factors Relationships to Job Satisfaction

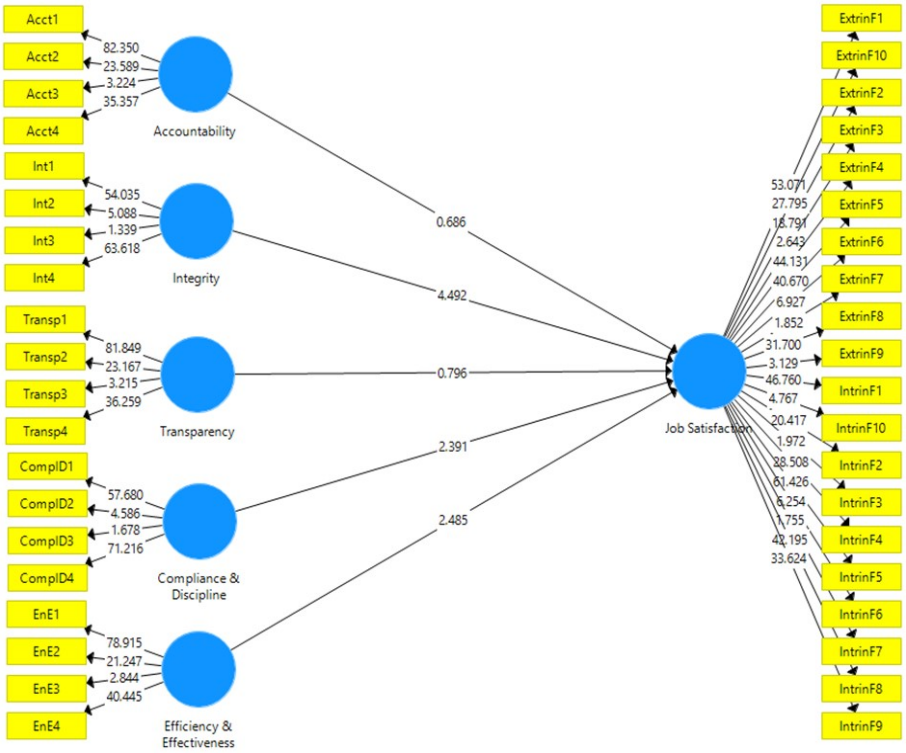


Figure 1. Direct Relationships Path Models (GG Factors to JS)

Table 1. Bootstrap Path Coefficients for Direct Relationships (GG Factors to JS

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Accountability -> Job Satisfaction	0.096	0.100	0.143	0.669	0.504
Compliance & Discipline -> Job Satisfaction	0.278	0.278	0.120	2.309	0.021
Efficiency & Effectiveness -> Job Satisfaction	0.304	0.297	0.128	2.375	0.018
Integrity -> Job Satisfaction	0.451	0.443	0.101	4.472	0.000
Transparency -> Job Satisfaction	-0.144	-0.133	0.198	0.727	0.467

Good Governance Factors Relationship to Supportive Work Culture

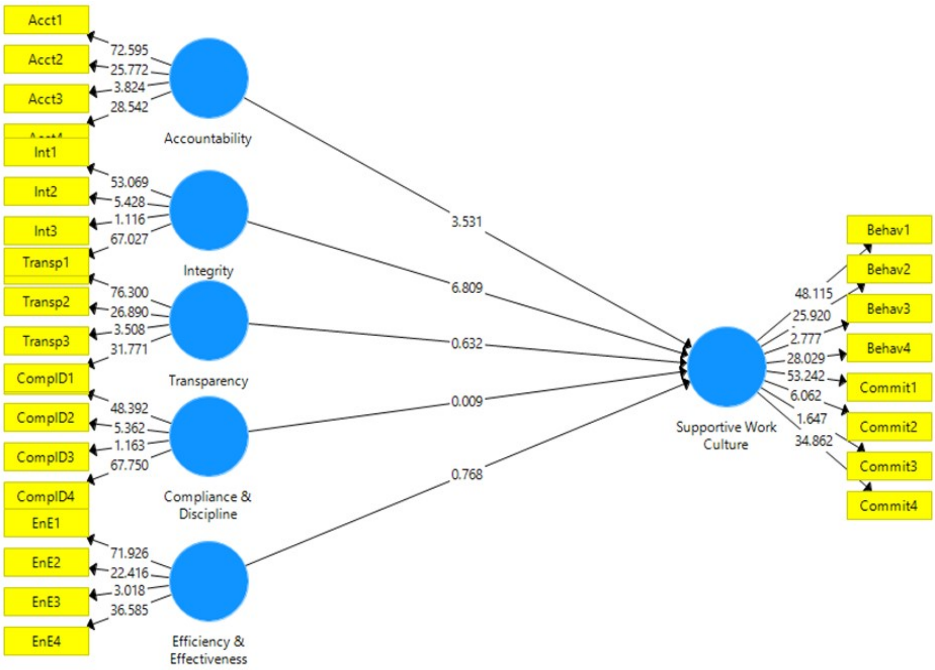


Figure 2. Indirect Relationships Path Models (GG Factors to SWC)

Table 2. Path Coefficients for Indirect Relationships (GG Factors to SWC)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Accountability -> Supportive Work Culture	0.434	0.436	0.120	3.624	0.000
Compliance & Discipline -> Supportive Work Culture	0.001	-0.003	0.102	0.009	0.993
Efficiency & Effectiveness -> Supportive Work Culture	0.093	0.094	0.119	0.778	0.437
Integrity -> Supportive Work Culture	0.572	0.577	0.084	6.768	0.000
Transparency -> Supportive Work Culture	-0.105	-0.110	0.159	0.661	0.509

Supportive Work Culture to Job Satisfaction

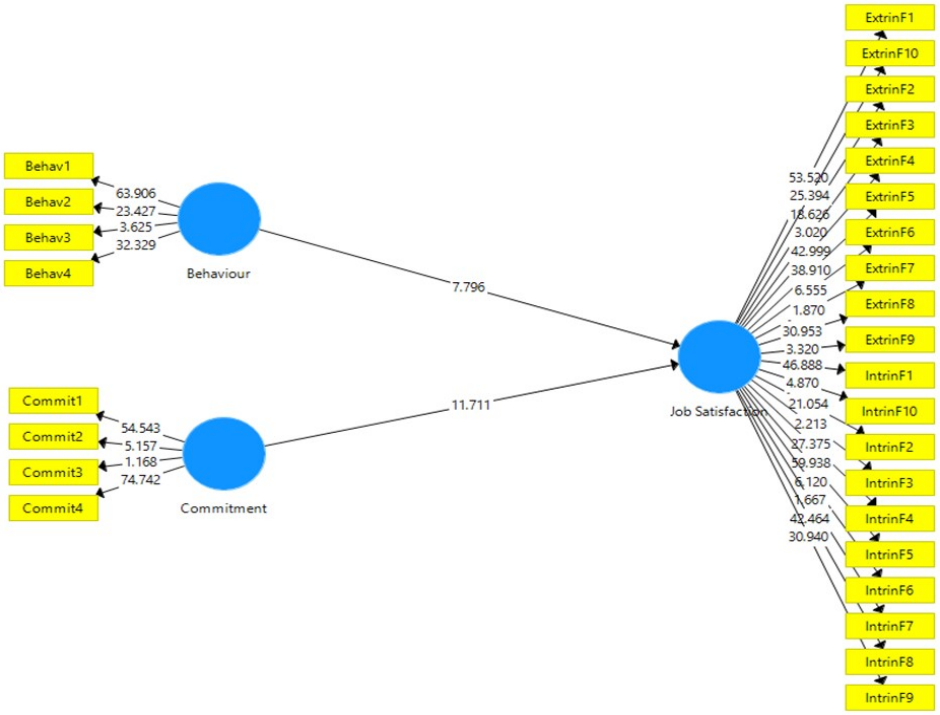


Figure 3. Indirect Relationship Path Models (SWC Factors to JS)

Table 3. Path Coefficients for Indirect Relationships (SWC Factors to JS)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Behaviour -> Job Satisfaction	0.397	0.394	0.050	7.894	0.000
Commitment -> Job Satisfaction	0.586	0.591	0.049	11.982	0.000

Hypothesis Testing

Below is the hypothesis that were developed from theories and are been tested for confirmation or otherwise:

H1: Good governance has positive relationship with job satisfaction.

H1a: Accountability as a factor of good governance has positive effect on the relationship between good governance and job satisfaction (intrinsic and extrinsic factors).

H1b: Integrity as a factor of good governance has positive effect on the relationship between good governance and job satisfaction (intrinsic and extrinsic factors).

H1c: Transparency as a factor of good governance has positive effect on the relationship between good governance and job satisfaction (intrinsic and extrinsic factors).

H1d: Compliance & Discipline as a factor of good governance has positive effect on the relationship between good governance and job satisfaction (intrinsic and extrinsic factors).

H1e: Efficiency & Effectiveness as a factor of good governance has positive effect on the relationship between good governance and job satisfaction (intrinsic and extrinsic factors).

H2: Good governance has positive relationship with supportive work culture.

H2a: Accountability as a factor of good governance has positive effect on the relationship between good governance and supportive work culture.

H2b: Integrity as a factor of good governance has positive effect on the relationship between good governance and supportive work culture.

H2c: Transparency as a factor of good governance has positive effect on the relationship between good governance and supportive work culture.

H2d: Compliance and Discipline as a factor of good governance has positive effect on the relationship between good governance and supportive work culture.

H2e: Efficiency and Effectiveness as a factor of good governance has positive effect on the relationship between good governance and supportive work culture.

H3: Supportive work culture has positive relationship with job satisfaction.

H3a: Behaviour as a factor of Supportive work culture has positive effect on job satisfaction.

H3b: Commitment as a factor of Supportive work culture has positive effect on job satisfaction.

H4: Supportive work culture influence the relationship between good governance and job satisfaction.

Bootstrap estimates the spread, shape and bias of the sampling distribution of the population from which the sample under study is drawn. The observed samples are being treated as if they represent the population. Bootstrap creates a large, pre-specified number of samples and every time sampling happens in bootstrap, the same number of cases as the original sample will be analysed (Chin, 1998). Bootstrapping analysis is being use to evaluate the direct effects of all the hypothesised relationships that are represented by statistical testing of the hypothesis. If $t_{0.05}>1.96$ (for a two-tailed test, then the hypothesis is supported (Peng and Lai, 2012). To test the hypotheses, a structural model was built using the SmartPLS 3 program. The path coefficients were produced using a bootstrapping method. The bootstrapping method is method of a re-sample using the available observations as the basis. The bootstrapping results in a larger sample which is suggested to model the unknown population (Henderson, 2005). With regard to the evaluation of the proposed model, this study estimated path coefficients (the coefficients of the relationships between the variables job satisfaction, good governance, and supportive work culture), would be decided in the research hypothesis results it produces. The hypothesis testing is performed by following a recommendation that the significance of each path coefficient can be estimated by t- test using bootstrapping with sub samples (Chin, 1998). The results of hypothesis testing include the mean, standard deviation, t-value and p-value. Hair et al. (2014) indicated that when interpreting the results of path model, there is the need to test the significance of all structural model relationships. However, that when reporting the results, an examination of the empirical t value, the p value, or the bootstrapping confidence interval is necessary but that there is no need to report all three types of significance testing results since they all lead to the same conclusion.

Table 4. Direct Relationships for Hypothesis testing

Hypothesis	Relationship	Std Beta	Std Error	|t-value|^	P Values	Decision	2.5%CI LL	97.5%CI UL
H1	Good Governance -> Job Satisfaction	0.222	0.075	2.988**	0.003	Supported	0.064	0.37
H2	Good Governance -> Supportive Work Culture	0.925	0.012	78.37**	0.000	Supported	0.899	0.946
H3	Supportive Work Culture -> Job Satisfaction	0.744	0.075	9.884**	0.000	Supported	0.599	0.901

*p<0.05
**p<0.01

The above Table 4.26 shows that the t-value for Good Governance relationship to Job Satisfaction is positive 2.988 with a p-value of 0.003 means that the relationship between the two variables (independent and dependent) are supported representing hypothesis H1. The hypothesis of H2 is also supported as its t-value is 78.37 with a p-value of 0.000 for the relationship of Good Governance to Supportive Work Culture (independent and mediator). The hypothesis H3 as the third direct relationship is supported with the results of t-value 9.884 with p-value of 0.000 for the Supportive Work Culture to Job Satisfaction (mediator and dependent).

Table 5. Indirect Relationships for Hypothesis testing

Hypothesis	Relationship	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision	2.5%CI LL	97.5%CI UL
H4	Good Governance -> Supportive Work Culture -> Job Satisfaction	0.689	0.07	9.758**	0.000	Supported	0.524	0.81

*p<0.05
**p<0.01

The above Table 4.27 shows indirect relationship is the hypothesis H4, which shows the mediation of t-value of 9.758 with p-value of 0.000 meaning that the relationship among the Good Governance, Supportive Work Culture, and Job Satisfaction supported the mediation relationship.

Table 6. Variable Factors Indirect Relationships for Hypothesis testing on Job Satisfaction (DV)

Hypothesis	Relationship	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision	2.5%CI LL	97.5%CI UL
H1a	Accountability -> Job Satisfaction	0.100	0.143	0.669**	0.504	Not Supported	-0.174	0.363
H1b	Compliance & Discipline -> Job Satisfaction	0.278	0.120	2.309**	0.021	Supported	0.064	0.532
H1c	Efficiency & Effectiveness -> Job Satisfaction	0.297	0.128	2.375**	0.018	Supported	0.051	0.564
H1d	Integrity -> Job Satisfaction	0.443	0.101	4.472**	0.000	Supported	0.262	0.663
H1e	Transparency -> Job Satisfaction	-0.133	0.198	0.727**	0.467	Not Supported	-0.544	0.189
H2a	Accountability -> Supportive Work Culture	0.436	0.120	3.624**	0.000	Supported	0.203	0.674
H2b	Compliance & Discipline -> Supportive Work Culture	-0.003	0.102	0.009**	0.993	Not Supported	-0.183	0.188
H2c	Efficiency & Effectiveness -> Supportive Work Culture	0.094	0.119	0.778**	0.437	Not Supported	-0.12	0.35
H2d	Integrity -> Supportive Work Culture	0.577	0.084	6.768**	0.000	Supported	0.407	0.725
H2e	Transparency -> Supportive Work Culture	-0.110	0.159	0.661**	0.509	Not Supported	-0.447	0.188
H3a	Behaviour -> Job Satisfaction	0.394	0.050	7.894**	0.000	Supported	0.299	0.495
H3b	Commitment -> Job Satisfaction	0.591	0.049	11.982**	0.000	Supported	0.47	0.666

*p<0.05
**p<0.01

The above Table 6 indicates the relationships of the various factors relationship impact on the DV (Job Satisfaction) a means to understand the factors better, which really supported the positive decisions of the hypothesis. Accountability to Job Satisfaction as hypothesis H1a is not supported because its t-value is 0.669 which is below 1.96 as recommended, with a very high p-value of 0.504 which is also higher than the recommended 0.05 or 0.01. The following relationships and hypothesis of the factors or constructs are those that supported the assumptions with p-values. These positive factors or constructs relationships to Job Satisfaction are: Compliance & Discipline to Job Satisfaction with t-value of 2.309 and p-value of 0.021 representing H1b. Efficiency & Effectiveness to Job Satisfaction has t-value of 2.375 with p-value of 0.018 representing H1c. But Integrity to Job Satisfaction has t-value of 4.472 with p-value of 0.000

representing H1d. Transparency to Job Satisfaction has t-value of 0.727 with p-value of 0.467 has not supported the relationship because it is lower than 1.96 as recommended representing H1e.

Moreover, Accountability to Supportive Work Culture has t-value of 3.624 with p-value of 0.000 supported the relationship representing H2a. Compliance & Discipline has t-value of 0.009 with p-value of 0.993 does not support the relationship representing H2b. The hypothesis H2c is Efficiency & Effectiveness to Supportive Work Culture has t-value of 0.778 with p-value of 0.437 does not support the relationship due to lower values and not more than 1.96 as recommended. Integrity to Supportive Work Culture has t-value of 6.768 with p-value of 0.000 supported the relationship representing H2d. The hypothesis H2e is Transparency to Supportive Work Culture, which has t-value of 0.661 with p-value of 0.509 does not support the relationship because they are lower than 1.96 as recommended. In other words, Behaviour to Job Satisfaction has t-value of 7.894 with p-value of 0.000 supported the relationship representing hypothesis H3a. The hypothesis of H3b is Commitment to Job Satisfaction with t-value of 11.982 with p-value of 0.000 supported the relationship positively.

Solution Methods of Mediation Role of Variable by three (3) Theories Formulas

The following mediation solutions has been done in three headed solutions as Method A, Method B, and Method C.

Solution Method A

Baron and Kenny, (1986); James and Brett (1984); and Judd and Kenny (1981) presented four steps in determining a mediation on independent and dependent variables. Below are the steps to follow:

First Step: A researcher must show that the independent variable is correlated to the dependent variable (that is, causal variable correlating to the outcome variable).

Second Step: A researcher must show that the independent variable is correlated with the mediator variable.

Third Step: A researcher must show that the mediator variable affects the dependent or outcome variable.

Fourth Step: For a researcher to conclude by establishing that there is a complete mediation between the independent and dependent variables, then the direct effect should be zero. Though the third and fourth step effects are estimated in the same equation. The formula for these steps is: total effect = direct effect + indirect effect

$$a = b + cd$$

If all these four steps are met and satisfied from findings, then the data are consistent with the hypothesis where the mediating variable completely mediates the relationship between the independent and dependent variables. But if the first

three steps are met and step four is not, then, the indication is that there is partial mediation.

Solution Method B

Below is another mediator analysis procedure in SmartPLS, Hair, *et al.,* (2014) noted that whenever a mediator is included, then, the indirect effects must be significant which is a requirement for the preceding condition and must be in bootstrap results. The Variance Accounted Factors (VAF) determines the size of the indirect effect in relation to the total effect, that is, direct effect + indirect effect). Hence, VAF=$(p_{12}*p_{23})/(_{p12}*p_{23} + p_{13})$ as shown in figure 4.8 below. Therefore, a VAF which is less than 20% would be concluded as almost no mediation takes place; a VAF which is greater than 20% but less than 80% can be concluded as partial mediation; whereas a VAF which is greater than 80% would be concluded as full mediation.

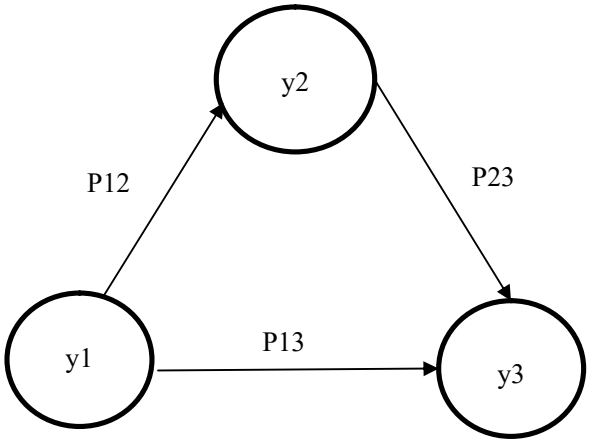
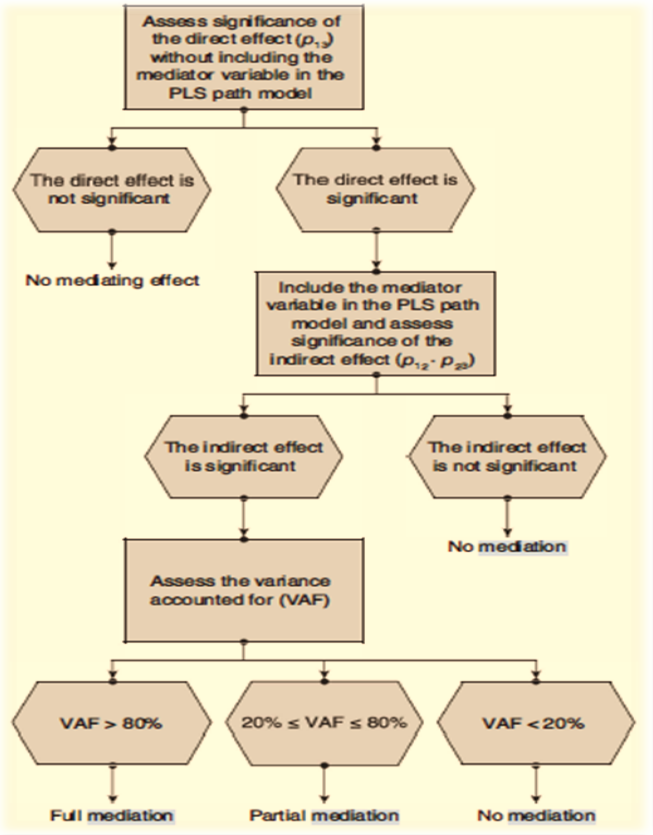


Figure Error! No text of specified style in document.**. SmartPLS Model (Hair *et al.,* 2014)**

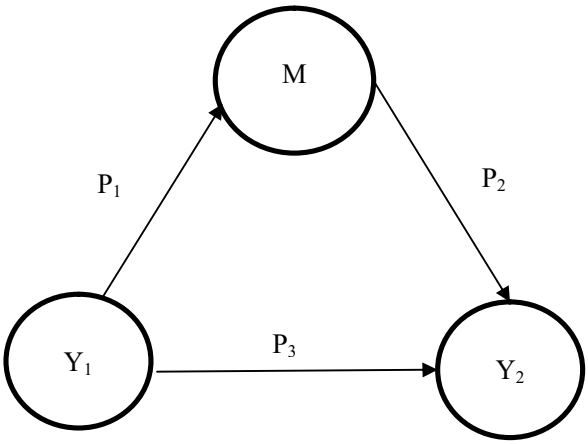


Source: Hair *et al.,* (2014), A Primer on Partial Least Squares, Structural Equation Modeling (PLS-SEM), p. 224

Figure 5. Mediation Model Decision Structure (Hair *et al.,* 2014)

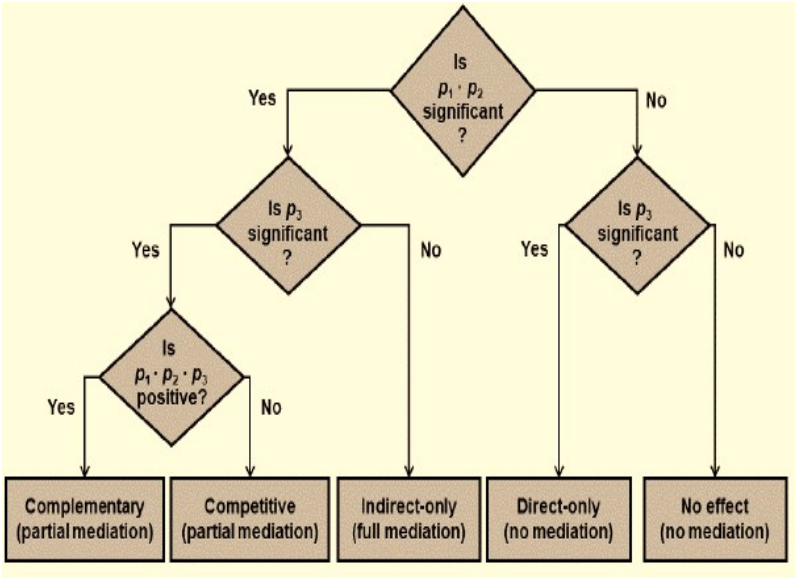
Solution Method C

The following diagram depicts the stages by which mediation decision can be established in Structural Equation Modeling PLS (Zhao *et al.,* 2010; Hair *et al.,* 2017).



Source: SmartPLS GmbH (2014 – 2019), Mediation in PLS-SEM, online: https://www.smartpls.com/documentation/algorithms-and-techniques/mediation

Figure 6. PLS-SEM (Zhao *et al.*, (2010); Hair *et al.*, (2017))



Source: SmartPLS GmbH (2014 – 2019), Mediation in PLS-SEM, online: https://www.smartpls.com/documentation/algorithms-and-techniques/mediation

Figure 7. Mediation Model Decision Steps (Zhao *et al.*, 2010; Hair *et al.*, 2017)

Analysis of the Significance Relationship of Good Governance and Job Satisfaction as Total Effects from Bootstrap

Below is a pictorial view of all constructs of the Good Governance causing the outcome variable Job Satisfaction as the measurement decision.

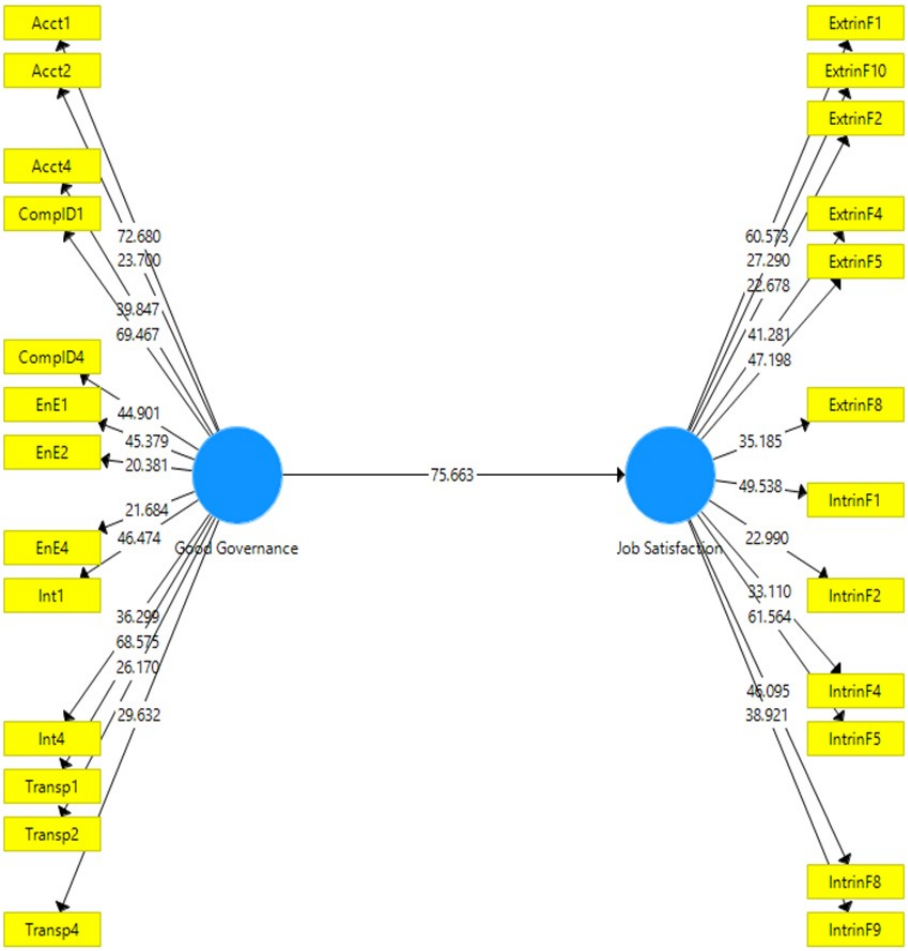


Figure 8. Significance Model of Total Effect (GG to JS)

The above Figure 8 shows that the relationship between Good Governance and Job Satisfaction is totally significant at T statistics value of 75.663 which also means that the original path is significant for the study.

Analysis of the Relationship of Good Governance and Supportive Work Culture as Indirect Effect from Bootstrap

The following is the SmartPLS bootstrap picture of the correlation between Good Governance and Work Culture:

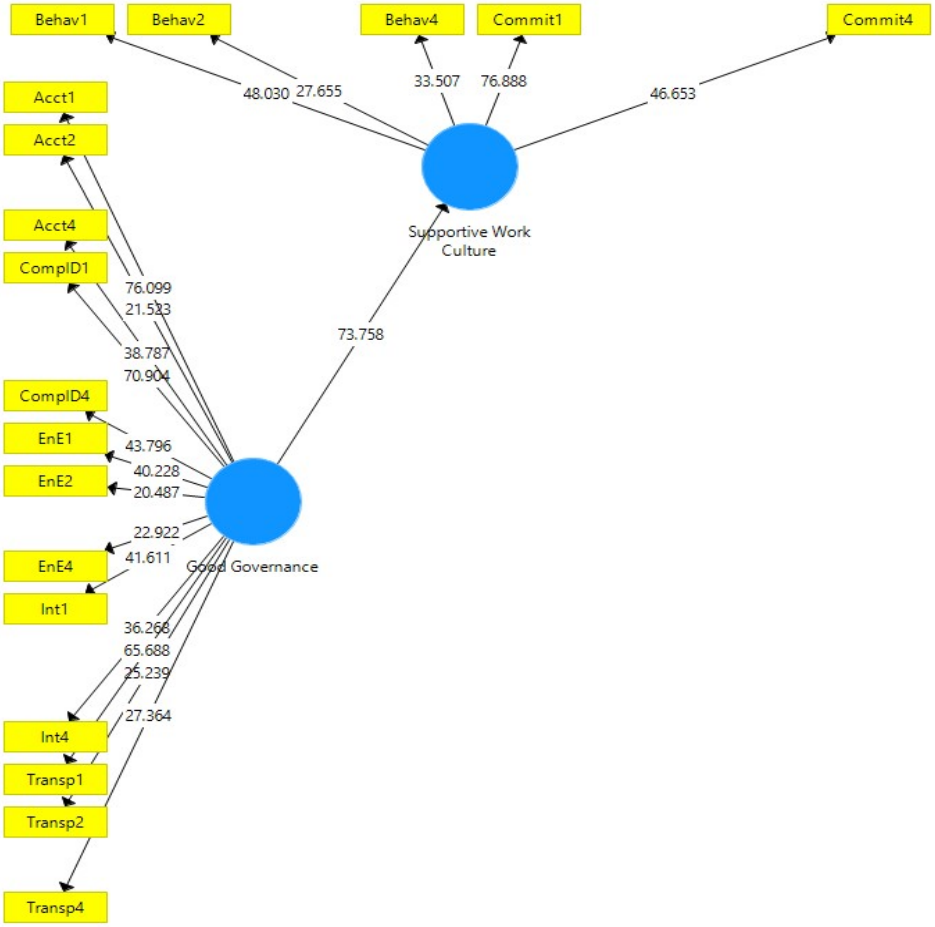


Figure 9. Significance Model of the Research Gap in Indirect Effect (GG to WC)

The Figure 9 above indicates that the theoretical gap found between Good Governance and Work Culture is significant at T statistics value of 73.758 which means that the indirect effect between them is significant for the study.

Analysis of the Relationship of Supportive Work Culture and Job Satisfaction as Indirect Effect from Bootstrap

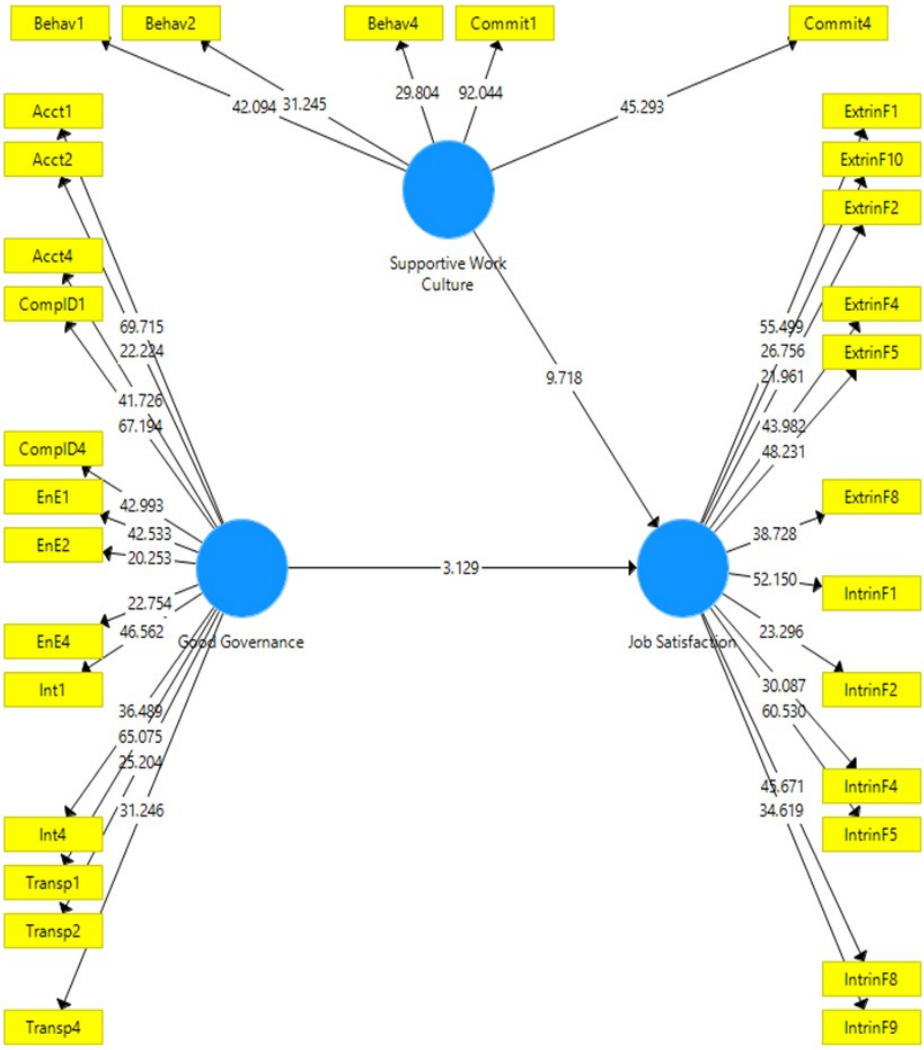


Figure 10. Significance Model of Indirect Effect (SWC to JS)

The above Figure 10 shows that the indirect effect between Supportive Work Culture and Job Satisfaction is significant at T statistics value of 9.718 when Good Governance is controlled at T statistics value of 3.129.

Analysis of the Relationship of Supportive Work Culture Mediating Good Governance and Job Satisfaction from Bootstrap

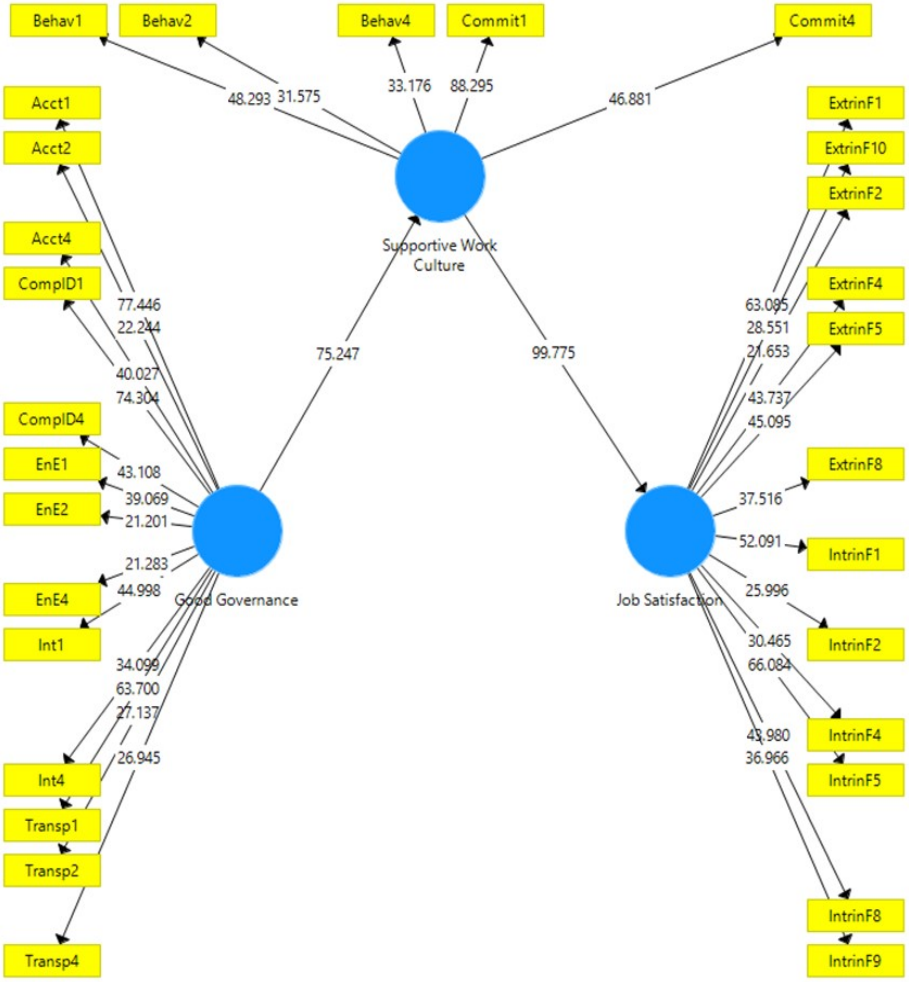


Figure 11. Significance Model for Mediator (WC) Indirect Effects (GG to WC to JS)

The above Figure 11 shows the two indirect effects values with T statistics 75.247 and 99.775 which then means that they are both significant for this study.

Results of the Analysis of the Model Test for the Hypothesis

Complying with the above solution methods displayed, the analysis for mediation of the variables for this study is as follows:

Using Baron and Kenny (1986); James and Brett (1984); and Judd and Kenny (1981) Method

First Step: Good Governance causes the outcome variable Job Satisfaction positively correlated.

Second Step: Good Governance causes the mediator variable Work Culture as indirect effect positively correlated.

Third Step: Work Culture as mediator variable positively affects Job Satisfaction as indirect effect and correlated.

Fourth Step: Using Figure 4.3 above, page 133, Total Effect = direct effect + indirect effect

$$a = b + cd$$

That is, $a = 0.224 + (0.924 \times 0.741)$

$a = 0.224 + 0.684 =$ **0.908**

The direct effect is not zero therefore it is not satisfied at this step.

Hence, there is **Partial Mediation** in this research study between Good Governance and Job Satisfaction partially mediated by Supportive Work Culture.

Using Hair, et al., (2014) Method

a) The direct effect is significant (Good Governance to Job Satisfaction). That is 0.224
b) The indirect effect is significant with the mediator variable (GG to SWC and WC to JS). That is 0.924 and 0.741
c) VAF=$(p_{12}*p_{23}) / (p_{12}*p_{23} + p_{13})$

Therefore: VAF = (0.924 x 0.741)/ (0.924 x 0.741) + 0.224= 75%

This implies that the model of this study is **Partial Mediation** as the VAF is greater than 20% but less than 80%.

Using Zhao et al., (2010); Hair et al., (2017) Method

a) Yes, GG to SWC and SWC to JS as indirect effect are significant.
b) Yes, GG to JS as total or direct effect is significant.
c) Yes, GG to SWC, SWC to JS, and GG to JS are all positive.

Therefore, it is complementary **Partial Mediation**

Hypothesis Confirmation of the Study

H1: Good governance has positive relationship with job satisfaction. **(Achieved and Satisfied)**

H1a: Accountability as a factor of good governance has positive effect on the relationship between good governance and job satisfaction (intrinsic and extrinsic factors). (**Not Achieved)**

H1b: Integrity as a factor of good governance has positive effect on the relationship between good governance and job satisfaction (intrinsic and extrinsic factors). **(Achieved and Satisfied)**

H1c: Transparency as a factor of good governance has positive effect on the relationship between good governance and job satisfaction (intrinsic and extrinsic factors). **(Achieved and Satisfied)**

H1d: Compliance & Discipline as a factor of good governance has positive effect on the relationship between good governance and job satisfaction (intrinsic and extrinsic factors). **(Achieved and Satisfied)**

H1e: Efficiency & Effectiveness as a factor of good governance has positive effect on the relationship between good governance and job satisfaction (intrinsic and extrinsic factors). **(Not Achieved)**

H2: Good governance has positive relationship with supportive work culture. **(Achieved and Satisfied)**

H2a: Accountability as a factor of good governance has positive effect on the relationship between good governance and supportive work culture. **(Achieved and Satisfied)**

H2b: Integrity as a factor of good governance has positive effect on the relationship between good governance and supportive work culture. **(Not Achieved)**

H2c: Transparency as a factor of good governance has positive effect on the relationship between good governance and supportive work culture. **(Not Achieved)**

H2d: Compliance and Discipline as a factor of good governance has positive effect on the relationship between good governance and supportive work culture. **(Achieved and Satisfied)**

H2e: Efficiency and Effectiveness as a factor of good governance has positive effect on the relationship between good governance and supportive work culture. **(Not Achieved)**

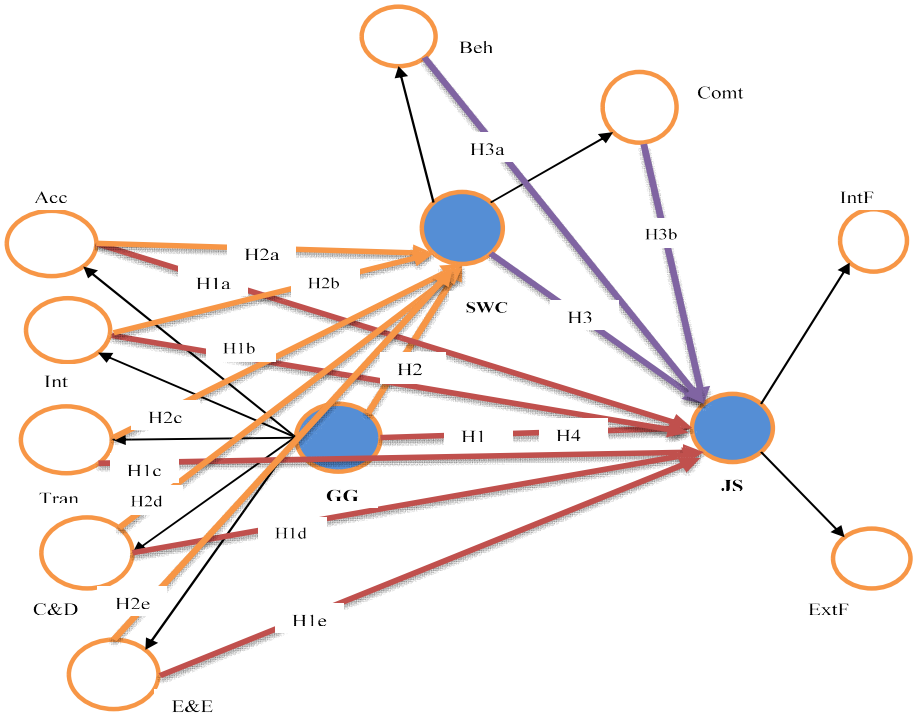
H3: Supportive work culture has positive relationship with job satisfaction. **(Achieved and Satisfied)**

H3a: Behaviour as a factor of Supportive work culture has positive effect on job satisfaction. **(Achieved and Satisfied)**

H3b: Commitment as a factor of Supportive work culture has positive effect on job satisfaction. **(Achieved and Satisfied)**

H4: Supportive work culture influence the relationship between good governance and job satisfaction. **(Achieved and Satisfied)**

Full Model of the Study with Hypothesis



***Key:**

GG	Good Governance
JS	Job Satisfaction
SWC	Supportive Work Culture
Acc	Accountability
Int	Integrity
Tran	Transparency
C&D	Compliance & Discipline
E&E	Efficiency & Effectiveness
Beh	Behaviour
Comt	Commitment
IntF	Intrinsic Factors
ExtF	Extrinsic Factors

Figure 12. Full model of the study with hypothesis

Conclusion

Management has to show goodwill to staff in other 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. The method used in arriving at the partial mediation considers both the original constructs without deletion and on the other hand the deleted lower Outer Loadings constructs to arrive at the same or similar conclusion. This means that the research finding is a contribution to the method of solutions to be adopted by future researchers. The results and analysis were able to provide a clear meaning to the constructs by defining them with the short keys in the model tested for easy identification. All the variables can be identified as against the keys used in the test and were also attached with the Outer Loadings to fully understand the level of performance of the constructs affecting the various variables. Instead of just dropping the constructs that had the lower Outer Loadings, the research decided to proceed with it and then later deleted them and performed another test which all gave approximately the same results and conclusion. This is a contribution to the process of using SmartPLS-SEM to test for solutions and decision making on variables to boost layman understanding. This research has also contributed to the fact that a distinction of satisfaction has been drawn into two sets of job satisfaction and tested. The findings contribute to the fact both intrinsic motivation and extrinsic hygiene factors were significant with the most of the constructs. The contribution is that it makes it easier for managers to no which type of satisfaction constructs to consider most going forward.

Reference

1. Armstrong, M. (2006). A Handbook of Human resource Management Practice, Tenth Edition, Kogan Page Publishing, London, p. 264.
2. Aziri, B. (2011) Job Satisfaction: A literature Review, Management Research and Practice, 3(4), pp. 77-87.
3. Baron, R.M., and Kenny, D.A., (1986), The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations, Journal of Personality and Social Psychology, 51(6), pp. 1173- 1182.
4. Baylor, K.M., (2010). The Influence of Intrinsic and Extrinsic Job Satisfaction Factors and Affective Commitment on the Intention to Quit for Occupations Characterized by High Voluntary Attrition, Dissertation, Nova Southeastern University.
5. Brislin, R., Worthley, R., and MacNab, B. (2006). Cultural intelligence: Understanding behaviors that serve people's goals. Group and Organization Management, 31, 40-55.
6. Chin, W. W., (1998). The partial least squares approach for structural equation modeling, pp. 295-336 in Macoulides, G. A., ed. Modern methods for business research. Mahwah, NJ: Lawrence Erlbaum Associates.
7. CIPD, (2013), Are Organisations Losing the Trust of their Workers? Megatrends, The trends shaping work and working lives, Chartered Institute of Personnel and Development.
8. Colarelli, S.M. (1984). Methods of communicating and mediating processes in realistic job previews. Journal of Applied Psychology, 69, pp. 633-642.
9. Decker, F.H., Harris-Kojetin, L.D., and Bercovitz, A., (2009). Intrinsic Job Satisfaction, Overall Satisfaction, and Intention to Leave the Job among Nursing Assistants in Nursing Homes, Oxford University Press, 49(5), pp. 596- 610
10.Deci , E. L. , Koestner , R. , and Ryan , R. M. (1999). A meta-analytic review of experiments examining the effects of extrinsic rewards on intrinsic motivation . Psychological Bulletin, 125, pp. 627 – 668.
11.George, J.M. and Jones, G.R. (2008). Understanding and Managing Organizational behavior, Fifth Edition, Pearson/Prentice Hall, New Yersey, p. 78.
12. Hair, J. F., Hult, G. T. M., Ringle, C. M., and Sarstedt, M. (2017). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM), 2nd Ed., Sage: Thousand Oaks.
13. Hair, J.F., Hult, G.T.M., Ringle, C.M., and Sarstedt, M., (2014), A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM), Sage Publications, Inc., USA: Califonia.
14. Handlon, R.S. (2009). The departure of the insurance agent: The impact organizational commitment. organizational justice. and job satisfaction have on intent to leave in the insurance industry, August.

15. Henderson, J. V., (2005) Urbanization and Growth, in J. Vernon Henderson (eds), Handbook of Eeconomic Growth, Vol. 1, Part B, Elsevier.
16. Herzberg, F. (1966). Work and the Nature of Man. Cleveland, OH: World Publishing.
17. Herzberg, F., Mausner, B. (1959). The motivation to work (2nd ed.). New York, NY: John Wiley.
18. James, L. R., and Brett, J. M. (1984). Mediators, moderators, and tests for mediation. Journal of Applied Psychology, 69(2), pp. 307– 321. https://doi.org/10.1037/0021-9010.69.2.307
19. Judd, C. M., and Kenny, D. A. (1981). Process analysis: Estimating mediation in treatment evaluations. Evaluation Review, 5(5), pp. 602– 619. https://doi.org/10.1177/0193841X8100500502
20. Leather, D. S. (2010). A code for the voluntary and community sector (2nd Ed.). United Kingdom: Code Steering Group.
21. Meyer, J.P., Allen, N.J., and Smith, C.A. (1993). Commitment to organizations and occupations: extensions and test of a three-component conceptualization. Journal of Applied Psychology, 78, 538-551.
22. Mullins, J.L. (2005). Management and organizational behavior, Seventh Edition, Pearson Education Limited, Essex, p. 700.
23. Niglas, K., (2000) Combining Quantitative and Qualitative Approaches, Proc. European Conference on Educational Research, Edinburgh, p. 20 – 23.
24. Nunally, J.C. (1978). Psychometric Theory. New York: McGraw-Hill.
25. Peng, D., and Lai, F., (2012) Using Partial Least Squares in Operations Management Research: A Practical Guideline and Summary of Past Research. Journal of Operations Management, 30, pp. 467 – 480.
26. OECD, (2000), Trust in Government Ethics Measures in OECD Countries, Governance, Head of Publications Division, Public Affairs and Communication Directorate: France.
27. OECD, (2009), Trust in Government, Ethics Measures in OECD Countries, Governance Report.
28. Shahin M., (2016: 114), The Effects of Good Governance Mixture in Governmental Organisations on Promotion of Employees' Job Satisfaction (Case Study: Employees and Faculty Members of Lorestan University), Asian Social Science, 12(5), pp. 108-117. doi:10.5539/ass.v12n5p108; URL: http://dx.doi.org/10.5539/ass.v12n5p108
29. Tikue, M. A. (2015). Good Governance in Land Administration at Local Level: The Caseof Naeder AdetWoreda, Tigiray Region, Ethiopia. A Thesis Submitted to the Department of Management in Partial Fulfillment of the Requirement for the award of Masters of Arts Degree in Development. Makelele University Kampala, Uganda.

30. Tronvoll, K., (2011), Citizens Attitudes to Good Governance and Corruption, Zanzibar Survey Report, International Law and Policy Institute, Zanzibar.
31. Wee, S. and Abas, M. A. (2015). Good Governance Practices in National Solid Waste Management Policy Implementation: A Pilot Study on Solid Waste Corporation's Staff in Batu Pahat, Malaysia. Australian Journal of Basic and Applied Sciences. 9. 445-451.
32. Weiss, D.J., Dawis, R.V., England, G.W., and Lofquist, L.H. (1967). Manual for the Minnesota Satisfaction Questionnaire. Minneapolis, MN: University of Minnesota.
33. Zhao, X., Lynch, J. G., and Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and Truths about Mediation Analysis. Journal of Consumer Research, 37(2), 197–206.