



THE IMPORTANCE OF WORK CULTURE ON JOB SATISFACTION AND GOOD GOVERNANCE IN THE TRANSPORTATION INDUSTRY

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Abstract

This is theoretically basic research with conceptual studies theories to establish the importance of work culture in an organisation. Work Culture is seen as the behaviours, attitudes, commitments and staff performance are key in advancing towards organisational objectives. Work Culture have direct correlation with job satisfaction and good governance and that is if organisations really want to grow their business. Job satisfaction on the other hand states that both extrinsic and intrinsic factors such as the salary increment and employees' welfare are paramount to the hearts of staff. Moreover, good governance demands that the following principles must be put into practice namely accountability, integrity, compliance, trustworthy, discipline, ethical leadership, efficiency and effectiveness, and participation. In the methodology, a random sample of 40 public bus drivers were interviewed with their responses used to generate data for analysis in SmartPLS. The results indicated that all the three (3) variable constructs are valid and reliable. The Cronbach Alpha for Job Satisfaction, Good Governance, and Work Culture was 0.7, 0.8, and 0.7 consecutively. According to Hair *et al.*, (2007) argued that a Cronbach alpha value of 0.6 and above means there is high reliability. This was a quantitative research study. This conceptual research showed that in the transport industry especially the public sector more attention must be paid to these three variables in order to achieve objectives namely good governance, job satisfaction and work culture to improve the human resource management practices in the public transportation industry.

Research Highlights

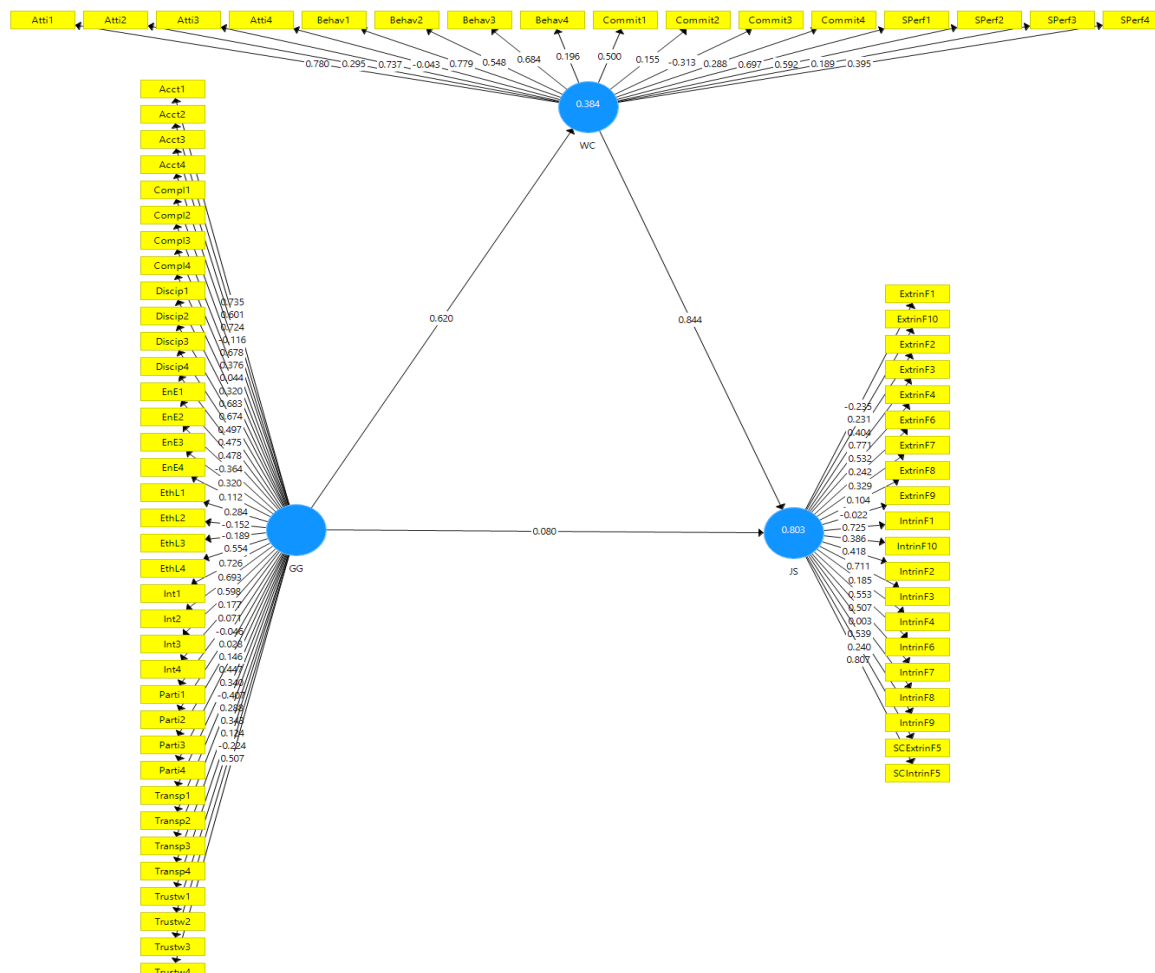
Highlight 1 The direct effect is positively reflective

Highlight 2 The Indirect Effects are also positively reflective correlated

Highlight 2 The model is a complete mediation since the total effect is zero or near zero.



Graphical Abstract



Research Objectives

Research Questions

1. Is there any theoretical relationships or correlations among these three (3) variables namely Job Satisfaction, Good Governance and Work Culture?
2. What are the importance of adopting good governance, work culture, and job satisfaction to public sector organisations?

Objective

1. To find the relationships or correlations among Job Satisfaction, Good Governance and Work Culture
2. To establish the importance of the adoption of job satisfaction, good governance, and work culture





Methodology

This is a basic research; hence a quantitative approach is adapted in this study as the research designed. The target respondents for this study was public bus drivers and forty (40) of them were selected at a random. The 40 respondents represent a qualified number to run in SmartPLS 3 for analysis. A questionnaire as an instrument was developed with constructs were administered in a survey format to these respondents for data capturing and analysis.

Results

Below are the path models and the Cronbach Alpha in determining the construct validity and reliability of the instruments.

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average V
	Cronbach's Al...	rho_A	Composite Rel...	Average Varian...
GG	0.815	0.873	0.793	0.191
JS	0.728	0.845	0.778	0.214
WC	0.711	0.851	0.780	0.259

Figure 3. Proof of Test Run in SmartPLS 3 Bootstrap

Table 1. Construct Validity and Reliability

Variables	Number of Items	Cronbach Alpha
Job Satisfaction (DV)	20	0.728
Good Governance (IV)	36	0.815
Work Culture (Mediator V)	16	0.711

Reliability Test

This was for the purpose of testing for internal consistency of the instruments designed. SmartPLS was used to generate this reliability analysis following the data derived under Cronbach Alpha coefficients. According to Hair et al., (2007) argued that a Cronbach alpha value of 0.6 and above means there is high reliability but below this value may be revised as appropriate. As the above table 1 showed that all the constructs to the various variables have very high reliability of more than 0.6. This indicates that the process and constructs adopted at this stage is more reliable and valid for this study.





Findings

The above figure 4 shows that Work Culture (WC) completely mediates Good Governance (GG) and Job Satisfaction (JS) because the indirect effects are highly correlated and positively reflective and since the direct effects also representing the total effect is almost zero means there is complete mediation and it has satisfied the for stages in establishing mediation (Barron and Kenny (1986); James and Brett (1984); Judd and Kenny (1981)). In this study all the constructs are important to the objectives of the study hence there is no need for constructs to be deleted because of low outer loadings.

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