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 orgnisational 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. The model tested was complete mediation as in figure 4 depicted.

Keywords--Job Satisfaction, Good Governance, Work Culture, Reliability, Validity, SmartPLS, Human Resource Management, Mediation

I.   INTRODUCTION AND BACKGROUND OF THE STUDY

Economic activities involve the movement of goods and people from one place to the other (Anin, et al., 2013). In Ghana, according to IBIS Transport Consultants Ltd., (2005) 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

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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. Meanwhile, both the Omnibus Services Degree and the Omnibus Services Authority Degree were exempted from certain taxes such as rates and duties directed by the Commissioner for Finance then. They were also exempted from income tax. Today, the main public bus companies are Intercity STC Coaches Limited, Metro Mass Transport Limited, and Aayalolo Bus Service, all providing transport services to the masses.

Ghana as a developing country has these challenges of institutional governance whereby it tries to adapt to the various models discussed in UNDP (1997), Policy Document UNESCAP (2001), and Heywood, (1997). These three models are the most popularly practiced theory across governance settings. Each of the models enlightens the different aspects of factors of good governance. But these models are inadequate as one considers the contents due to its limitations of the factors. Abekah-Nkrumah et al., (2019) stated that Ghana's Aayalolo Bus Service (ABS) is for operation in the main capital city of Accra which is the Central Business District (CBD) as a transport for corridors within Accra in 2016. Meanwhile, in the railway sector, government is looking for private sector partnership through concession arrangements. Railway services in Ghana is very limited. Basically, there are public and private transport companies in general operating transport services.

Job satisfaction is vital in this study because its influence or association with work culture for productivity and higher output from an organisation. The elements of job satisfaction in an organisation are the organisation itself, management, supervision, and employees (Locke, 1976). Overall job satisfaction is determined by all the emotional facets of satisfaction in an organisation (Nadiri & Tanova, 2010). This means that job satisfaction is the distinction within people feelings at work. Mowbray (2009) stated in the research findings that a positive work culture is the one that provides the foundation of virtuous commitment, trust and intent within which the signs of personal interactions reflects these foundations. This is so because building positive work culture requires more attention to be paid to the principal foundations of culture within organisations such as the structures, the purpose, the behaviours and the processes management and employees. Good governance has been the subject of pragmatic and theoretical discourses during the last three decades. It is being generally recognized that increasingly good governance is a legitimate, accountable and effective ways of obtaining and using public resources with power in the pursuit of achieving social and institutional goals.

1.2   Research Questions

1.   Is there any theoretical relationships and correlations among these three (3) variables as a model 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?

1.3   Objective

1.   To find the relationships and 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.

1.4   Problem statement

Within the economy of Ghana, several reports, theories, and empirical data indicates that there have been good governance failures in the country especially in the transport industry. Issues of malpractices, mismanagement of resources, lack of proper accountability, efficiency and effectiveness in their service delivery. Moreover, there have been instances of staff demonstrations against the organisation due to employees' grievances of unpaid salaries and allowances. This is as a result of staff dissatisfaction of their condition of service and fringed benefits. Quite often government have fired most Chief Executives Officers (CEOs) of the Organisation due to the reason of malpractices and mismanagement of national resources without due diligence.

Kraus (1979) argued that different attitude of trade union leaders within Ghana on strikes possess a dilemma of workers and trade unionists all over which expresses the fundamental changing role of political conditions by which these collective labour protest occurred. Strike is a weapon that workers use to seek for their rights and demands at work place only if and after the employer does not take notice of their demands that they adopt strike actions. This is the same way strikes occurs in the transport industry where workers demand their rightful needs and conditions of service to improve. Strikes show dissatisfaction of employees.

Jasmine, (2013) reported that STC staff went on demonstration over their meagre salaries and passengers were left stranded shows that drivers agitated for better conditions of service, medical care, children education support, bonuses, best performance drivers award, increase odd hours' allowances, and improve their health and safety at work. That they need better commendations. That the company should pay them their provident fund, and asked who owns ISTC? Mismanagement in ISTC, no salary increments for 10 good years why? The Managing Director has increased his salary twice, change management and salary arrears not paid.

Awuni (2019) revealed that the government of Ghana has deviated from the project implementation of the two hundred and forty-five (245) buses imported by government in 2016 in a way to support urban transport systems to improve public transportation which was a support from the World Bank. He added that the infrastructure to operate those buses costed Ghana GHs742 million which programme has been stalled. The government of Ghana imported these 245 buses for the project called in the local parlance as "Aayalolo" and some of these buses have never been moved ever since they arrived into the country in 2016. Moreover, the 68 buses that the government used as pilot test of the project also were grounded. Hence, it appears that the government of Ghana has a problem of negotiating a good deal which shows poor governance practices in this instance. It added that the Aayalolo accumulated a debt of GHs11.9 million from the operation of the initial 68 buses, which is a sign of poor management and lack of proper decision making by government hierarchy.

According to Wilson, (2006) argued that there is an attitude problem as work culture which claims that managers and operators of public transport are mainly school dropouts, bookmen, and drunkards. Even most of the drivers of commercial vehicles and officials transport unions and associations in the informal sector are also mainly school dropouts who lacks adequate knowledge and experience of transport operations. And as such, it appears there is no respect and recognition for persons in the transport industry, are all major concerns and challenges that need to be researched. It is also stated that many local citizens do not see transport as a profession in Ghana as compared to engineers, accountants, Human Resource Managers, and marketers. Experts in the transport sector are very few and they have failed to market their potentials and skills and knowledge by showing their contributions to the national development on transportation related matters. Henceforth, these roads transportation industry is very important to Ghana government for the economy to flourish.

II.   LITERATURE REVIEW

Job Satisfaction – Dependent Variable

Satisfaction in an organisation may include work conditions such as the job, pay, promotion, fringe benefits, recognition which are all within job settings (Locke, 1976). Aside these, there are agents such as management, employees, and supervisors who are all termed as elements of job satisfaction and there are many assessment and studies of individuals for job satisfaction (Spector, 2008). Many researchers have concluded that job satisfaction culminate with all facet satisfaction of emotions (Liu et al., 2015). This means that job satisfaction is the determination of several things that is individual feelings they have towards work and what they get or achieve. But it is noted that some factors make great contributions to the performance of job satisfaction than other, such as satisfaction with supervision, pay and the work itself strongly affects most employees (Pillay, 2014).

Adopted Herzberg Motivational Theory

Job satisfaction 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 & 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.,* 2005). In this case hygiene factors are linked to job dissatisfaction whereas the motivation aspects associated with job satisfaction (Herzberg, 1966) since hygiene factors seeks to eliminate job dissatisfaction. The following models are discussed below which are been considered as the all-time models of job satisfaction. These are Spector (1985), Smith *et al.,* (1969), Mottaz & Potts (1986), and Hackman & Oldham (1975).

Good Governance – Independent Variable

Good governance is consensus oriented, participatory, transparency, accountable, efficient and effective, responsive, inclusive and equitable which follows the rule of law. No society has these entire core characteristics represented as ideal in good governance and therefore even so, UNDP believes that societies should aim, through broad-based consensus building, in order to define which of the core features are most important to them. What's the best balance between the state and the market? How each socio-cultural and economic setting can move from here to there? UNDP has been faced increasingly with post-crisis situations and disintegrating societies. So, the issue is not developing good governance but it's about building the basic institutions of governance. In this case, the first step is towards having reconciliation and building society's ability to carry on a dialogue.

According to Vajpayee (2015), argued that "Mere good governance is not enough; it has to be pro-people and pro-active. Good governance is putting people at the centre of the development process." And that governance does not mean the GDP growth but providing a basic amenity to the people. Governance is the process by which institutions make decisions and exercise authority in a country. And it rests on these major values of accountability,

integrity, transparency, compliance, Trustworthy, Discipline, ethical leadership, effectiveness, efficiency, and economical. Good governance includes the use of mechanisms, institutions, and processes by groups and citizens express their feelings by exercising their legal rights and mediating their differences International Fund for Agricultural Development – IFAD (1999).

Adopted Stakeholder Theory

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

Work Culture – Mediation Variable

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 (Bhaduiy, 1991). 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). Beer & Huse, (1972) 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.

Adopted Attitude Theory

An attitude 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 (Speckart, 1979). 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. Attitudes consist of work ethics and value system as appropriate in achieving organisational goals (Churchman, 1979; Bhaduiy, 1991). The work attitudes or ethos is the function by which a person fundamental behaviour is brought to work as a value system or pattern (Bhaduiy, 1991). 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 (Bhaduiy, 1991).

2.2   The Research Gap

According to Danish Trade Union Council for International Development Cooperation, (2003) concluded that when it comes to national and other data requirements to be in existence, Ghana lacks comprehensive statistics of employment, updates, and furthermore, there are inconsistencies within different previous surveys and even between them surveyed results.

Wilson, (2006) argued that the academic institutions have failed to introduce courses in Transportation in their curriculum and also, transport planners, engineers, and administrators still thinks that transport planning is the responsibility of economics and civil engineering. This points to the fact that more research is needed in the area of transportation industry to add more knowledge to this argument.

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

2.3   Hypothesis Development from Previous Empirical Studies
Job Satisfaction and Good Governance

According to Sandika *et al.,* (2016) empirical research analysis confirmed that there was positive relationship between good governance and job satisfaction. Koh & Boo, (2004) research findings from decision trees confirmed that there is significant and positive links between good governance on ethical cultures and job satisfaction. With these findings it indicates top management support for the association and ethical behaviour on career outcomes and ethical culture within an organisation are those good governance constructs. The links between good governance on organisational ethics and job satisfaction is best explained by cognitive dissonance theory and justice theory. The premise of this argument is that the justice perception of employees affects their organisational outcomes and job attitudes. Leigh *et al.,* (1988) argued that most employees look at the larger spectrum of their work environment rather than their job satisfaction. Shahin (2016) research findings and analysis of results stated that there has been a significant positive relationship between good governance and job satisfaction.

H1: Job Satisfaction has positive relationship with Good Governance

Good Governance and Work Culture

Adkisson & McFerrin (2014) confirmed that there is positive relationship between good governance and work culture. Both good governance and work culture indices are being used in many empirical models. It is argued that good governance enhances prospects and outcomes to good economic status. Sustaining political stability and

government effectiveness and efficiency leads to greater institutional growth positively (Gani, 2011). Koh & Boo, (2004) argued that good governance fosters better work culture within institutions which in tend increases economic growth.

H2: Good Governance has positive influence on Work Culture

Job Satisfaction and Work Culture

Koh & Boo, (2004) findings indicated that there has been positive and significant link between work culture and job satisfaction. There has been association of work culture commitment and job satisfaction at different levels within the organisation. Work culture such as personal and other job related factors affect job satisfaction of employees within an organisation (Sandika *et al.,* 2016). Shahin (2016) research results indicated that there have been positive influences of work culture in order to improve and implement job satisfaction effectively. The path analysis was indirect effect between job satisfaction and work culture (Sandika *et al.,* 2016).

H3: Work Culture has positive significance to Job Satisfaction

Mediator Variable – Work Culture

Perceptions of good governance on work culture are as a result of job satisfaction (Dailey & Kirk, 1992; Koh & Boo, 2004). There was direct effect of good governance and job satisfaction and also indirect effect of work cultures as other factors (Sandika *et al.,* 2016). Qazi & Kaur (2017) argued that academic researchers have generally confirmed that work culture is the core competency and success of any business organisation or institution. Lund (2003) argued empirically that the impact of the types of work culture with job satisfaction and concluded that work culture is the important building block in reinforcing a positive attitudes and commitments which ultimately leads to the overall satisfaction.

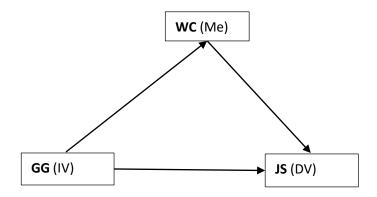**H4:** Work Culture Mediates the relationship between Job Satisfaction and Good Governance
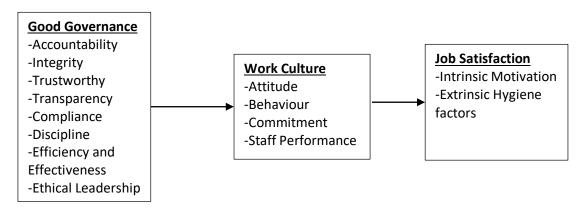

Figure 1: The Conceptual Model

Figure 2: Theoretical Framework

III. 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 and were administered in a survey format to these respondents for data capturing and analysis.

3.2 Pre-Test of Questionnaire for Content Validity

In order to determine the validity of the content, according to a Jackson (2011), stated that content validity determines whether the questionnaire covers the domain behaviours of the samples represented. First of all, the questionnaire was pre-tested by experts. Hence, the questionnaire has gone through serious retrospective edition and it was valid for survey assessment.

3.3 Structural Equation Modeling Data Presentation and Analysis of the Study

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

Figure 3: Original 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

3.4 Construct 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. The above figure 3 also shows that rho_A and Composite Reliability are all valid in this model tested.

3.5 Construct Validity

Brown (2006) argued that a Confirmatory Factor Analysis (CFA) is often used to represent the first step towards the proposed measurement model in SEM. According to Hair *et al.,* (2007) argued that in order to assess accuracy of instrument design to measure theoretical construct or trait, then the rationale behind the theoretical measurement must be well understood. Therefore, the CFA have been used to confirm the hypothesized structure of factors combined variables across groups. CFA validity is determined using the Goodness Fit Model as the below table shows:

Table 2: CFA Validity for Goodness Fit Model

Author/Theory	Argument
Bakker *et al.,* (2007)	Normal Chi-Square (x/df): If the value is ≤ 3.0 it is considered good.
Browne and Cudeck, (1993); Bakker *et al.,* (2007)	Root Mean Square Error of Approximation (RMSEA): If the value is ≤ 0.08 it's considered as good index.
Bentler (1990)	Comparative Fit Index (CFI): If it has a value ≥ 0.9 and above that.
Hu and Bentler (1999)	Root Mean Square Residual (RMR): If it has value ≤ 0.08

3.6 Construct Keys of the Model for Clarity

Extrinsic Factors (Hygiene Factors)
ExtrinF1: We are always paid on time each month.

ExtrinF2: We are been given rest days from work each week.
ExtrinF3: We are given medical care at work.
ExtrinF4: We are given children Education Allowance as a policy.
ExtrinF5: We are paid with overtime allowance or extra work done.
ExtrinF6: We receive night allowances plus sleeping place is provided to us on long journeys.
ExtrinF7: I may join another company that is paying more salary and allowances.
ExtrinF8: Passengers never complain about me to management of their dissatisfaction of my driving skills on the road.
ExtrinF9: I go on leave each year.
ExtrinF10: There is strong teamwork and spirit among us.
Intrinsic Factors (Motivators)
IntrinF1: I am happy as a driver in this company.
IntrinF2: I never dream of leaving this company.
IntrinF3: I like working hard at work.
IntrinF4: I am always excited as a public bus driver.
IntrinF5: I am happy because my family get to travel free with my company buses.
IntrinF6: I have personal safety at work.
IntrinF7: I am satisfied with my personal security at work.
IntrinF8: I am happy that road safety rules and regulations are provided to me.
IntrinF9: I like this company because there is recognition of my hard work.
IntrinF10: I am satisfied with the way the company treat me.

Figure 4: Key of Job Satisfaction constructs

Accountability
Acct1: The company ensures that there is a strategy for regular and effective communication with all employees' welfare.

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.
Acct3: The company applies the principles of equality and ensures that there is fairness to all workers in this company.
Acct4: The company recognizes the organisation's responsibilities towards its broader communities, society, the public and the environment in which they operate.
Integrity
Int1: The company ensures the organisation's values are enshrined in its policies are practiced.
Int2: The company fosters an environment that supports constructive challenge and welcome different points of view.
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.
Int4: The company do not make employees redundant.
Transparency
Transp1: The company ensures that appropriate systems of internal controls, performance appraisals and reporting, policies, systems and procedures are performed regularly.
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.
Transp3: The company regularly takes risk and maintenance assessments and always take action to reduce them when identified.
Transp4: The company takes appropriate professional decisions and advice by consulting the union members before the final important decisions in the organisation.
Compliance
Compl1: The company management understands their duties and responsibilities and has statements defining them in details.
Compl2: The company management receives advice and information that is required to make good decisions.
Compl3: 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.
Compl4: The company management regularly reviews, assesses and maintain and service the buses broken down.
Trustworthy
Trustw1: Management abuse or misuse company funds.

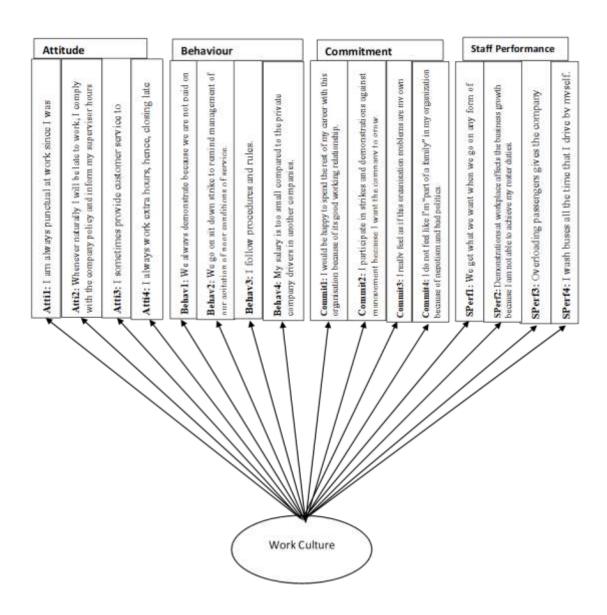| |
|---|
| **Trustw2:** I do not feel strong sense of belonging to this organization because of mismanagement. |
| **Trustw3:** I will not mind quitting my job at any time. |
| **Trustw4:** Management keeps to their promises with the employees. |
| **Discipline** |
| **Discip1:** There is discipline of employees who violate ethical standards. |
| **Discip2:** There is no punishment for lateness to work. |
| **Discip3:** Supervisors and Management of the company always exercise time management. |
| **Discip4:** Supervisors and Management of the company are always fair and unbiased when recruiting new staff or assigning tasks to staff. |
| **Ethical Leadership** |
| **EthL1:** Top management of the company meets with workers on daily basis. |
| **EthL2:** Top management of the company listen to employees' complaints. |
| **EthL3:** Top management of the company can be trusted. |
| **EthL4:** Top management of the company involves staff in decision making. |
| **Efficiency and Effectiveness** |
| **EnE1:** The buses have schedule times and it departs on time. |
| **EnE2:** The buses are always maintained well and serviced. |
| **EnE3:** The broken-down buses are always fixed. |
| **EnE4:** If a bus breaks down on the way you get spare bus to continue. |
| **Participation** |
| **Parti1:** Employees participate in decision making within the company. |
| **Parti2:** There is exercise of delegation, authority, and power without undue interference but with proper control measures and feedback. |
| **Parti3:** There is teamwork in the company. |
| **Parti4:** Junior staffs have access to management to express their views without fears and victimization. |

Figure 5: Key of Work Culture constructs

IV. FINDINGS AND ANALYSIS

Therefore, the above measurement analysis is presented below from the SmartPLS test run as the evidence of the findings for analysis and conclusion.
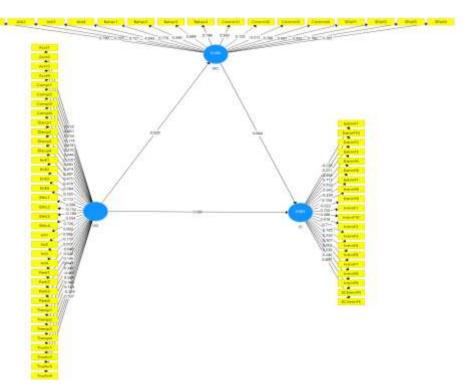
Figure 6: SmartPLS Path Model of Algorithm Test Run

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.

V. CONCLUSION AND RECOMMENDATION

This research deduced clearly that the variable good governance, job satisfaction and work culture are related and well correlated in practice. And that if adopted by public sector transportation organisations would always yield good productive achievements. It is clear that much attention must be paid to both intrinsic and extrinsic factor of job satisfaction in order to keep employees motivated and not to demotivate them. Also, the work culture is seen as a mediator in this theoretical presentation meaning that there is the need to always combine it with the good governance in order to achieve job satisfaction in employees for high productivity. The model results in bootstrap significance shows that it is complete mediation as in figure 4 above.

This study has showed that the instrument designed for the target group of public bus drivers in the transportation industry is valid and reliable. The path model in figure 4 above as the pictorial view indicates that practicality of the variables are theoretically correlated and associative. This study has contributed to the process of data collection, testing, and determining its construct validity and reliability as good instrument developed using SmartPLS 3. Future research with large population and sample size is recommended for analysis.

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