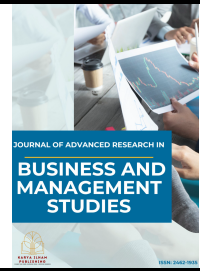




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# The Moderating Effects of Integrity with Discipline and Good Governance: University Students' Perspective

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### ABSTRACT

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The essence of this research paper is to investigate basic business academic research methodology using SmartPLS 4 in quantitative design and analysis. The aim is to assess from the data analysis the moderator variable (Integrity) between two other variables namely Discipline and Good Governance. The research objective is to establish the relationship between Discipline and Good Governance. Also, this is to analyze Integrity as moderator effects on the relationship between Discipline and Good Governance. The hypothesis tested were H1: there is significant relationship between Discipline and Good Governance, and H2: Integrity Moderates the relationship between Discipline and Good Governance. The target group for this research were Level 300 students from the Management Education Class which has a population of 137 and sample size of 101 was calculated using Krejcie and Morgan (1970) formula. The findings shows that both hypotheses of the main variables were not achieved because the path coefficients had p-values of 0.054 and 0.773 respectively based on the data results analyzed. But some new knowledge of theories was found in table 16 with positive p-values showing correlations since they showed some positive significance relationships shown within the Dependent and Independent variables and some of the factors in terms of Correlations. These are Governance Culture (as factor) is correlated to Discipline (dependent variable), Governance Culture (as factor) is correlated to Follow Procedures (as factor), Governance Culture (as factor) is correlated to Good Governance (independent variable), Integrity (moderator variable) is correlated to Follow Procedures (as factor), Integrity (moderator variable) is correlated to Good Governance (independent variable), Trustworthy (as factor) is correlated to Discipline (dependent variable), Trustworthy (as factor) is correlated to Follow Procedures (as factor), Trustworthy (as factor) is correlated to Governance Culture (as factor), and Integrity as a moderator variable, through Discipline correlates to Trustworthy.

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## 1. Introduction

Trust and trustworthiness are multi-level concepts that are useful in organizing surveys on individuals, bureaucracies, and nations as societal disciplinary measure. [1] With these previous studies, much emphasis is placed on accountability, transparency, citizens' participation, and efficiency, but not on trustworthy, governance culture, code of ethics (Discipline and Integrity) and poor performance in governance. These are associated with the governance problems and therefore there is the need to investigate further into the governance issues for the causes. The global trends in governance, where democracies across the world is growing higher but with a decline from 2005. The most frequently used definition of governance by the World Bank is that Governance is "the traditions and institutions by which authority in a country is exercised". This includes: (1) the process by which governments are selected, monitored, and replaced, (2) the capacity of the government to effectively formulate and implement sound policies, and (3) the respect of citizens and the state for the institutions that govern economic and social interactions among them [31]. The findings showed that they practice with different good governance factors but only 60% agreed on fraud control and 81% practiced risk management whereas discipline of financial resourcing and auditing scored very low [32]. Below are the research questions identified.

### 1.1 Research Questions

- i. Is there relationship between Discipline and Good Governance?
- ii. How does Integrity moderate the relationship between Discipline and Good Governance?

### 1.2 Research Objectives

- i. To establish the relationship between Discipline and Good Governance.
- ii. To analyse Integrity as moderator effects on the relationship between Discipline and Good Governance.

### 1.3 Summary of Hypothesis Developed

- H<sub>1</sub>:** There is significant relationship between Discipline and Good Governance
- H<sub>2</sub>:** Integrity Moderates the relationship between Discipline and Good Governance

## 2. Problem Statement

African countries are facing bad governance challenges because Africa is a continent blessed with many natural resources like minerals, but it cannot exploit them effectively and efficiently due to lack of good governance and discipline practices. [2] Lack of good governance and discipline causes corruption, poverty, and under development of a nation. Moreover, in many African democracies such as Ghana, the following problems dominates poor economic performance, political instability, inadequate of official information, poor enforcement of rule of law, weak mechanisms of accountability, integrity and ineffective and responsive bureaucracies, all as a result of lack of good governance and disciplinary systems. [3] The public service for that matter government workers have remained the bedrock of modern government for the realisation of national goals and objectives. [4]

This has remained valuable policy to sell government programmes to the citizens and the general public in order to achieve better results to improve the welfare and lives of the people. But unfortunately, the public sector service workers including politicians have been troubled by misbehaviour and misconduct. It is noted that many public and civil servants have been guilty of dishonesty, false claims against the government, loitering, and engaging in trade or business without authority, falsification or suppression of claims, etc. [5], [6], [7] This is the more reason why it is important to research into Integrity as Moderator between Discipline and Good Governance to determine the scientific significance of these variables.

### **3. Literature Review**

#### *3.1 Theoretical Gap*

Integrity is very important towards good governance, and noted that public sector is accountable to the public, subject to auditing and political scrutiny, whereas standards of conducts cannot be compromised towards achieving good governance. [8] In a tendering process the organisation has a right to upheld that Integrity is exercised. The tendering parties must have the obligation not to deal in improper conducts and practices such as inflation of prices, collusion on tenders, and making of secret commissions. In a breach of these can lead to prosecution. Integrity is paramount in Government tendering because it provides for open competition.

Moreover, Integrity is the reflection that there is always ethical behaviour in public business operations. It fulfils expectation of the society, bring trust, social capital and credibility, it brings efficiency and effectiveness in the systems of governance, there is justice, fairness, responsibility, responsiveness and accountability in all its processes, it tackles the menace of corruption and bring about socioeconomic development to a country. Integrity is also about outcomes and not only procedurals. This is the reason why Integrity must be tested to ascertain how it moderates Discipline and Good Governance in order to fulfil the integrity gap that is identified.

#### *3.2 Theoretical Concepts of the Variables*

##### *3.2.1 Good Governance*

There are six different dimensions of governance from the World Bank research; these are accountability and voice, lack of violence/political stability, regulatory framework, government effectiveness, corruption and the rule of law. The World Bank however, empirically, concluded that with a robust relative 0.77 correlation indicates reassuring despite the challenges of comparability. The correlations between the various World Bank dimension and corresponding World Governance Survey (WGS) indices are significant at the .05 level or higher, except for the Regulatory Framework where there was only a single item to match up. According to the World Bank, indicates that the WGS about "civil liberties" variable corresponded better results to the Freedom House ratings of Civil Liberties. The results showed that political rights are not better though it showed significant at 0.05 level. Freedom House survey is about Freedom in the World where they focus on only political rights and civil liberties. Studies have showed clearly that good governance and discipline are common within the organizational settings all gearing towards achieving high stands, goals and objectives.

### 3.2.2 Discipline

Discipline and reinforcement theory holds the view that punishment is unnecessary but rather the most effective strategy is to use non-reinforcement. That punishment is not the most preferred way of disciplining or changing behaviour. According to [9] stated that when a person is punished it is only a mere thing just to suppressed but it may come back or resurface again in different circumstance. What this means is that the punisher will be considered as a model of future behaviour as aggressor, which would be the perception of the person been punished. Discipline is one the major principles of Henry Fayol's 14 principles of management. Henry Fayol is one of the classical management theorists. One is his theory of discipline meant that, working in organization, there must be obedience which is often part of the vision and mission statement of an organisation. [10] This comes in a form of respectful way of interaction and of good conduct and it is one of the life bloods of every organisation success and survival, in a harmonious manner. Moreover, discipline consists mainly of a theory of organisaiton studied under business administration and management. [11] This was Max Webber model of bureaucracy such as rationale, impersonal, non-political, hierarchical and organized in order of technical specialized functions. This is when the process of government was divided into policy execution and policy determination.

### 3.2.3 Integrity – Moderator Variable

Integrity simply referred to as loyalty and rectitude or integrity with high standards through which international affairs transaction is conducted. Integrity is defined as honesty which has strong relationship with trustworthiness and so if people practice Integrity then it brings credibility to the parties. [12], [30] And by far, this theory further stated that professional excellence in organisation and fidelity to define self-principles are both part of Integrity practice. This is a long term matter since Integrity is self-renewing and ongoing which necessitate the need for loyalty to leadership, mission statement and a process to achieving integrity.

### 3.3 Research Framework Development (Theoretical)

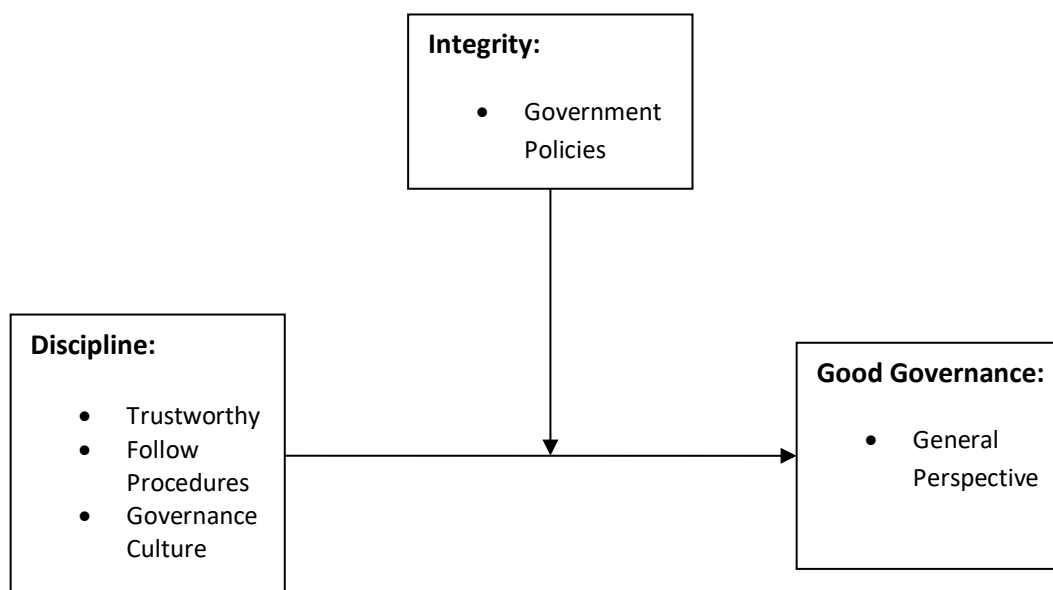


Fig. 1. Research Framework

## Previous Empirical Research and Hypothesis Development

### *3.3.1 Discipline and Good Governance*

Discipline basically has two meanings such as a field of activity and correction or control under empirical research of good governance and the discipline of development. Hence, [13] good governance as introduced by the World Bank is best understood in terms of discipline as in the second definition of control or correction. The research revealed that good governance depicts a picture of interlocking of disciplinary practices where the country is disciplined by the society and vice versa. The research argued that discipline must be partner in development of good governance as in the field of activity defined. Many researchers believe in discipline within the concept of good governance as stated by the President of Sirisena. The discussions based on several recommendations and one of such recommendations was that for there to be good governance in Sri Lanka then there must be discipline of the use of resources both human and non-human to inure better development for the country. This indicates that there is clear relationship between discipline and good governance in practice of democratization. The need for discipline and good governance to exist in the society due to the rampant lawlessness strikes, demonstrations and public distractions from the disgruntled populace and miscreants of the society. [14], [33] And that drastic measure should be put in place to tackle the societal issues of discipline to improve good governance status. It is therefore recommended that the three normative prescriptions like discipline, good governance, and law and order are keys to bring out the symbiotic relationship between these factors prescribed. Unruly demonstrations disrupt day-to-day activities of the people. They should be stopped meaning that discipline must be a drive for good governance. This exerts positive relationship between discipline and good governance. According to [15], made submissions on discipline as merit and transparent towards good governance in Islamabad and have concluded by the President, Mamnoon Hussain that there should be strict implementation of discipline together with transparency and merit base as key to good governance as he urged the civil servants to strictly adhere to these principles in indicated.

According to [16], argued on a research of three disciplines of good governance as self discipline, regulatory discipline, and market discipline are always the drivers of good governance. The author explained that self-discipline is first as it is the heart of good governance and acts together with personal integrity and good business judgements as a whole in the society. Market discipline simply is the zeal to want to invest in the economy as a citizen and also ready to face social sanctions if wrong is committed (bad behaviour). Regulatory discipline reinforces the self-discipline as a way of recognising the importance of integrity which all improves sound business judgments in country. It has been recommended after narrating the history of Ghana's leadership in power and said Ghanaians should let good governance and discipline thrive in Ghana for Ghanaians to see the full benefits of development. [17] All these means that there is strong relationship between discipline and good governance in a wider perspectives. The issue is to overcome the problem of spending bias in order to obtain fiscal discipline [18]. The results indicated that the 25 European countries actually give some evidence of the relationship between fiscal governance, politics and fiscal discipline. The significance of the results indicated that macroeconomic is negatively related to fiscal discipline, political settings are positively related to fiscal governance and then fiscal governance affects positively with fiscal discipline. Below hypothesis is derived generally to cover the above findings gathered.

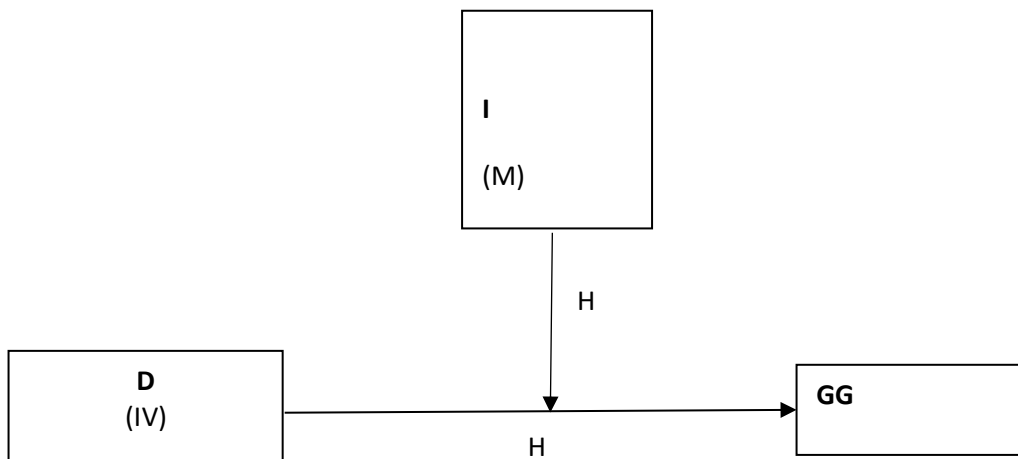
**H<sub>1</sub>:** There is significant relationship between Discipline and Good Governance

### 3.3.2 Integrity – Moderator Variable

When the society is discipline then everything in the economy becomes sustainable. It recommended that government should encourage the practice of Integrity in the public sector (good governance) since it deters (discipline) the evil corrupt practice to erode into the governance system. Most researchers have recommended and acknowledged and agreed that the Indian public procurement bill 2012 actually contained Integrity measures to regulate both private and public sectors (which is good governance and discipline). [19] It is however added that clause 6 of the same bill has a mandatory code of practice of integrity for parties in the bidding process which is positive recommendation. More importantly, the bill discourages bribery and corruption and also against non-disclosure of conflict of interest and obstruction of any investigation or interrupting any audit process. All these are proving of good governance practice and discipline of the people and government policies. This also is confirmed in Ghana’s 1992 constitution, in which Integrity is enshrined clause to the government and the people to abide by for good governance sustainability through discipline society. Therefore, Integrity is not any simple term as far as a country’s governance processes are concerned.

**H<sub>2</sub>:** Integrity Moderates the relationship between Discipline and Good Governance.

Therefore, below is a proposed conceptual framework and the hypothesis derived from the findings.



**Key:**

**D** – Discipline

**IV** – Independent Variable

**Fig. 2.** Theoretical Model

## 4. Research Methodology

### 4.1 Research Design

The research approach and design adopted for this research is Quantitative design with scientific techniques. Since quantitative research is meant for generalization of findings it makes it possible to make conclusive statements of findings to represent the entire purpose and objectives of the research. This means that a probability sampling frame was used in this research. It is important whenever a researcher wants to assess Moderating variables whether two variables have the same relation across groups. [20]

### 4.2 Population and Sampling Technique

The target population for this research was Level 300 Management Education class of the University of Education, Winneba, School of Business from Department of Management Sciences. The total population is 137 and of which a sample size was calculated using [21] which is 101 students were randomly sampled. Below figure 3 shows the calculation of the sample size in an excel database developed by the researcher.

Sample Size Estimations by different Authors					
<b>Krejcie and Morgan, (1970)</b>					
Formula:					
$s = \frac{X^2 NP(1-P)}{d^2(N-1) + X^2 P(1-P)}$					
where s is the required sample size					
$X^2 =$ the table value of chi-square for one degree of freedom at the desire confidnece level					
where $x=1.96$					
N= the population size					
P= the population proportion (assumed to be (.50) since this would provide the maximum sample size					
d= the degree of accuracy expressed as a proportion (.05)					
Therefore: If	$x=$	1.96			
	$X^2=$	3.8416	N=	137	P=
					0.5
					d=
					0.05
Hence:	$s=$	131.5748	/	1.3004	
	$s=$	101	is the estimated Sample Size		

**Fig. 3.** Sample Size using Krejcie and Morgan (1970)  
 Source: Author owns designed database in Microsoft Excel 2019.

### 4.3 Instrument Development

Table 1 shows that section A questions were adapted from [22], Section B questions were also adapted from [23], [24], [25]; whereas Section C questions were adapted from [26] and [27].

**Table 1**  
 Instruments in the Questionnaires as adopted

Section	Sources	Variables	Number of Items
<b>A</b>	Euromed Survey (2017)	<b>Good Governance:</b>	
		*Understanding/general perspective.....	3
<b>B</b>	Tronvoll (2011) Court (2001) GBS (2010)	<b>Discipline:</b>	
		*Trustworthy.....	4
		*Follow Procedures – Accountability / Control Mechanisms.....	6
		*Cultural Norms.....	8
<b>C</b>	OECD (2012) Otoghile et al., (2014)	<b>Integrity:</b>	
		*Government Policies	14
<b>TOTAL QUESTIONS</b>			<b>35</b>

#### 4.4 Data Collection

The questionnaires adapted were administered on the targeted students randomly in class with an online google form designed. A link was sent to the students’ mobile phones via group WhatsApp platform through which they gained access and answered the questionnaires in the presents of the researcher. There was no any difficulty during the questionnaire process since the procedures where very simple by understanding through reading of the texts. Hence, 101 respondents were sampled as the required size of this research.

#### 4.5 Technological Tools/Software Used to Run the Data gathered

The best scientific software suitable for measuring path models is SmartPLS. Hence, SmartPLS 4.1.1.4 is the most current version which was used to run the data for findings.

#### 4.6 Content Validity and Reliability

A specialist in the area of Quantitative data analysis examined the quality of the constructs of the questionnaire which validates its reliability and content validity before it was administered via google forms online.

**4.6.1 Data Analysis:** The data analysis was based on individual responses given and that was Level 300 regular students.

**4.6.2 Inferential Analysis:** This is a guide to the correlation of the variables. That is, the kind of relationship that exist between the independent and the dependent variable.

## 5. Pearson Correlation

Pearson Correlation is used to determine the significant relationship between two variables such as independent and dependent variables. In this research, the Pearson correlation will be used to determine the relationship between the variables of Good Governance, Discipline, and Integrity. This correlation ranges between -1.00 and +1.00, which means correlation coefficients can be any like positive or negative depending on the relationship of the variables. According to research by [28], argued that the stronger the relationship between the variables the closer the coefficient is to -1.00 or +1.00, and the weaker the relationship between the variables, the closer the coefficient is to 0. Table 2 below shows the interpretation of the strength of correlations:

**Table 2**

The Strength of correlation

Coefficient range	Strength of Association
0.91 to 1.00	Very Strong
0.71 to 0.90	High
0.41 to 0.70	Moderate
0.21 to 0.40	Weak but definite relationship
0.00 to 0.20	Slight, almost negligible

**Source:** Yaacob (2015)

## 6. Findings of Data and Analysis

Figure 4 shows the algorithm path models of the variables which indicates the variables and its constructs of the factors. According to [29] defined path models as the use of diagrams to visually show the variable relationships and hypothesis that are tested by applying Structural Equation Modeling (SEM). PLS path model is known to have two characteristic elements namely a structural mode or also known as inner models in PLS-SEM and the other one is measurement models also known as outer models in PLS-SEM. Reflective and Formative are the two-man ways that unobservable variables are measured. And this diagram above of the constructs are in formative measurement. Factor loadings of figure 4 has very low loadings between the variables Discipline and Good Governance since the recommended cut-off or threshold is 0.70. But ironically, many of the construct factors in a formative mode are satisfy this condition by indicating significance of the constructs to the independent variable (Discipline). In this diagram presentation no loadings were deleted due to the importance of each construct.

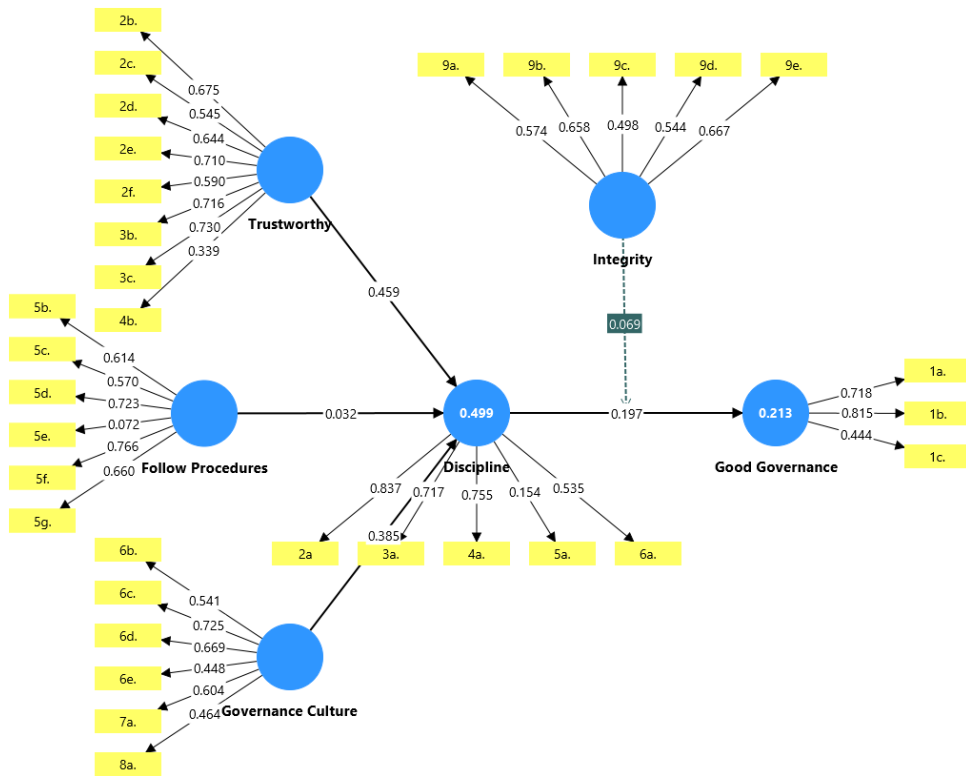


Fig. 4. Algorithm Path Model of Integrity, Good Governance and Discipline

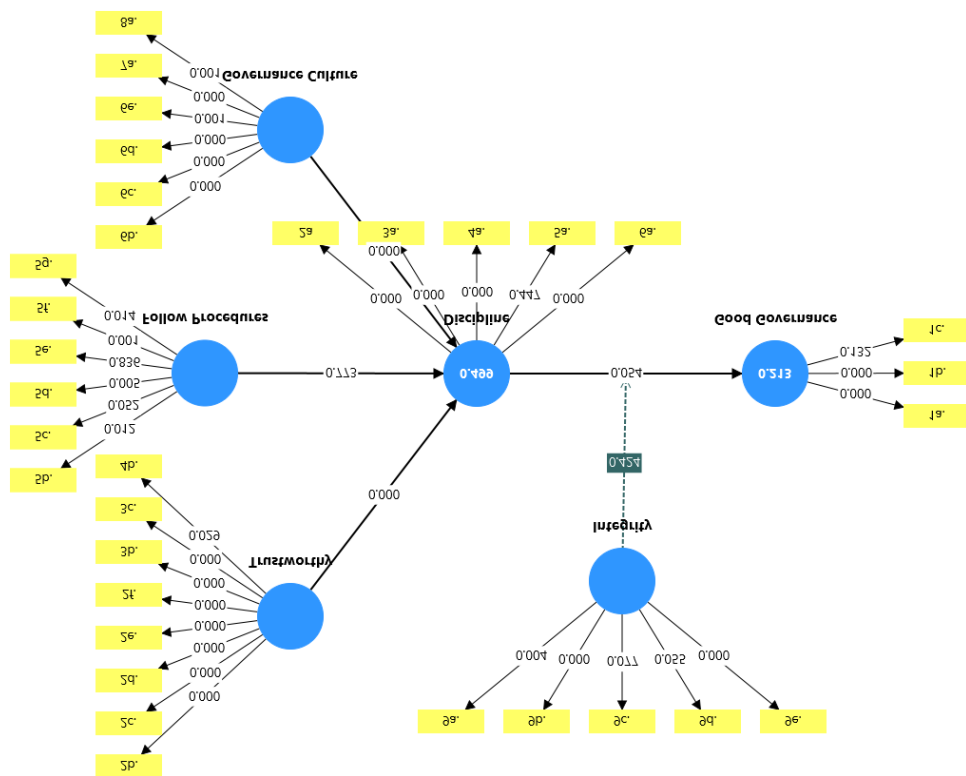


Fig. 5. The Bootstrap Significance Path Model of Integrity as Moderator between Discipline and Good Governance

Figure 5 shows the significance representation of the variables and its constructs of the factors which means that in the analysis of moderation, the changes in the R<sup>2</sup> is an important issue.

**Table 3**  
 Path Coefficients

Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Discipline -> Good Governance	0.197	0.197	0.102	1.930	0.054
Follow Procedures -> Discipline	0.032	0.074	0.111	0.288	0.773
Governance Culture -> Discipline	0.385	0.398	0.086	4.476	0.000
Integrity -> Good Governance	0.406	0.447	0.090	4.521	0.000
Integrity x Discipline -> Good Governance	0.069	0.039	0.086	0.800	0.424
Trustworthy -> Discipline	0.459	0.445	0.093	4.913	0.000

Table 3 shows the Path Coefficients of the model which shows that Governance Culture to Discipline, Integrity to Good Governance, and Trustworthy to Discipline are significant at p-value equal to 0.000 whereas Discipline to Good Governance, Follow Procedures to Discipline, and Integrity by Discipline to Good Governance are not showing significance effects.

**Table 4**  
 Total indirect effects

Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Follow Procedures -> Good Governance	0.006	0.015	0.024	0.261	0.794
Governance Culture -> Good Governance	0.076	0.078	0.043	1.753	0.080
Trustworthy -> Good Governance	0.090	0.088	0.051	1.787	0.074

The table 4 above shows that the total indirect effects are not significant in this model.

**Table 5**  
 Specific Indirect Effects

Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Follow Procedures -> Discipline -> Good Governance	0.006	0.015	0.024	0.261	0.794
Governance Culture -> Discipline -> Good Governance	0.076	0.078	0.043	1.753	0.080
Trustworthy -> Discipline -> Good Governance	0.090	0.088	0.051	1.787	0.074

There is no significance in the table 5 above of the specific indirect effects.

**Table 6**  
 Total Effects

Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Discipline -> Good Governance	0.197	0.197	0.102	1.930	0.054
Follow Procedures -> Discipline	0.032	0.074	0.111	0.288	0.773
Follow Procedures -> Good Governance	0.006	0.015	0.024	0.261	0.794
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Trustworthy -> Discipline	0.459	0.445	0.093	4.913	0.000
Trustworthy -> Good Governance	0.090	0.088	0.051	1.787	0.074

From the table 6 above, shows the Total Effects of the variables where Governance Culture to Discipline, Integrity to Good Governance, and Trustworthy to Discipline are significant at p-value equal to 0.000 whereas the rests of the paths are not significant.

**Table 7**  
 Outer Loadings with the  
 Moderator Variable

Mean, STDEV, T values, p  
 values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Decision
1a. <- Good Governance						
1b. <- Good Governance	0.718	0.671	0.203	3.534	0.000	Supported
1c. <- Good Governance	0.815	0.793	0.146	5.567	0.000	Supported
2a <- Discipline	0.444	0.376	0.294	1.508	0.132	Not Supported
2b. <- Trustworthy	0.837	0.832	0.041	20.187	0.000	Supported
2c. <- Trustworthy	0.675	0.679	0.062	10.942	0.000	Supported
2d. <- Trustworthy	0.545	0.538	0.101	5.411	0.000	Supported
2e. <- Trustworthy	0.644	0.634	0.080	8.039	0.000	Supported
2f. <- Trustworthy	0.710	0.709	0.057	12.370	0.000	Supported
3a. <- Discipline	0.590	0.572	0.091	6.493	0.000	Supported
3b. <- Trustworthy	0.717	0.709	0.067	10.743	0.000	Supported
3c. <- Trustworthy	0.716	0.700	0.089	8.080	0.000	Supported
4a. <- Discipline	0.730	0.721	0.075	9.704	0.000	Supported
4b. <- Trustworthy	0.755	0.749	0.076	9.897	0.000	Supported
5a. <- Discipline	0.339	0.329	0.155	2.188	0.029	Supported
5b. <- Follow Procedures	0.154	0.140	0.202	0.760	0.447	Not Supported
5c. <- Follow Procedures	0.614	0.516	0.245	2.507	0.012	Supported

5d. <- Follow Procedures	0.570	0.459	0.293	1.946	0.052	Not Supported
5e. <- Follow Procedures	0.723	0.606	0.260	2.782	0.005	Supported
5f. <- Follow Procedures	0.072	0.032	0.347	0.208	0.836	Not Supported
5g. <- Follow Procedures	0.766	0.656	0.222	3.449	0.001	Supported
6a. <- Discipline	0.660	0.559	0.270	2.446	0.014	Supported
6b. <- Governance Culture	0.535	0.522	0.118	4.540	0.000	Supported
6c. <- Governance Culture	0.541	0.519	0.144	3.751	0.000	Supported
6d. <- Governance Culture	0.725	0.708	0.087	8.355	0.000	Supported
6e. <- Governance Culture	0.669	0.654	0.105	6.346	0.000	Supported
7a. <- Governance Culture	0.448	0.442	0.138	3.249	0.001	Supported
8a. <- Governance Culture	0.604	0.598	0.095	6.373	0.000	Supported
9a. <- Integrity	0.464	0.460	0.139	3.338	0.001	Supported
9b. <- Integrity	0.574	0.538	0.199	2.880	0.004	Supported
9c. <- Integrity	0.658	0.603	0.181	3.630	0.000	Supported
9d. <- Integrity	0.498	0.427	0.281	1.771	0.077	Not Supported
9e. <- Integrity	0.544	0.479	0.284	1.916	0.055	Not Supported
	0.667	0.615	0.189	3.529	0.000	Supported

The outer loadings of this model as shown in figure 7 above indicates most of the constructs of the variables were supported whereas few of the constructs of the variables were not supported.

**Table 8**

Outer weights with  
 Moderator Variable

Mean, STDEV, T values, p values

Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	
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						Decision
1a. <- Good Governance	0.431	0.400	0.179	2.404	0.016	Supported
1b. <- Good Governance	0.630	0.608	0.158	3.992	0.000	Supported
1c. <- Good Governance	0.400	0.332	0.251	1.595	0.111	Not Supported
2a <- Discipline	0.381	0.375	0.046	8.325	0.000	Supported
2b. <- Trustworthy	0.279	0.279	0.062	4.538	0.000	Supported
2c. <- Trustworthy	0.132	0.131	0.051	2.589	0.010	Supported
2d. <- Trustworthy	0.206	0.201	0.045	4.564	0.000	Supported
2e. <- Trustworthy	0.258	0.258	0.048	5.409	0.000	Supported
2f. <- Trustworthy	0.137	0.128	0.042	3.274	0.001	Supported
3a. <- Discipline	0.358	0.348	0.049	7.328	0.000	Supported
3b. <- Trustworthy	0.205	0.201	0.039	5.233	0.000	Supported
3c. <- Trustworthy	0.228	0.227	0.041	5.612	0.000	Supported
4a. <- Discipline	0.360	0.356	0.059	6.114	0.000	Supported
4b. <- Trustworthy	0.088	0.083	0.066	1.331	0.183	Not Supported
5a. <- Discipline	0.068	0.062	0.100	0.678	0.498	Not Supported
5b. <- Follow Procedures	0.360	0.292	0.203	1.774	0.076	Not Supported
5c. <- Follow Procedures	0.112	0.080	0.220	0.508	0.612	Not Supported
5d. <- Follow Procedures	0.256	0.211	0.153	1.669	0.095	Not Supported
5e. <- Follow Procedures	-0.159	-0.149	0.278	0.572	0.567	Not Supported
5f. <- Follow Procedures	0.478	0.414	0.204	2.346	0.019	Supported
5g. <- Follow Procedures	0.266	0.237	0.176	1.512	0.131	Not Supported
6a. <- Discipline	0.265	0.257	0.065	4.061	0.000	Supported

6b. <- Governance Culture	0.261	0.246	0.081	3.224	0.001	Supported
6c. <- Governance Culture	0.313	0.305	0.050	6.266	0.000	Supported
6d. <- Governance Culture	0.253	0.246	0.071	3.566	0.000	Supported
6e. <- Governance Culture	0.287	0.281	0.084	3.412	0.001	Supported
7a. <- Governance Culture	0.357	0.353	0.090	3.993	0.000	Supported
8a. <- Governance Culture	0.253	0.252	0.093	2.737	0.006	Supported
9a. <- Integrity	0.361	0.340	0.138	2.622	0.009	Supported
9b. <- Integrity	0.359	0.332	0.121	2.960	0.003	Supported
9c. <- Integrity	0.186	0.142	0.216	0.860	0.390	Not Supported
9d. <- Integrity	0.414	0.365	0.204	2.029	0.042	Supported
9e. <- Integrity	0.359	0.334	0.157	2.280	0.023	Supported

Table 8 above shows how most of the outer weights of the variable's constructs are significant at p-value equal to 0.000 while some few constructs are not significant.

## Quality Criteria

**Table 9**

R-square with the Moderator Variable

Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Discipline	0.499	0.557	0.055	9.076	0.000
Good Governance	0.213	0.275	0.070	3.053	0.002

Table 9 shows that both Discipline and Good Governance are significant.

**Table 10**

R-square adjusted

Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Discipline	0.484	0.543	0.057	8.531	0.000
Good Governance	0.189	0.252	0.072	2.623	0.009

The table 10 above shows that both Discipline and Good Governance are significant at R-Square adjusted.

**Table 11**  
 f-square

Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Discipline -> Good Governance	0.047	0.064	0.054	0.864	0.388
Follow Procedures -> Discipline	0.002	0.034	0.046	0.038	0.970
Governance Culture -> Discipline	0.251	0.310	0.143	1.763	0.078
Integrity -> Good Governance	0.209	0.282	0.124	1.688	0.092
Integrity x Discipline -> Good Governance	0.008	0.014	0.020	0.415	0.679
Trustworthy -> Discipline	0.344	0.379	0.180	1.906	0.057

The table 11 above shows  $f^2$  of the variables which indicates that it is not significant since it could not meet the theory given us, there are two effect models that needs to be considered. A calculation of  $f^2$  effect size is important and the formula is as follows:

$$f^2 = \frac{R_i^2 - R_m^2}{1 - R_i^2}$$

Where: m = main effect model (without the moderator) and i = interaction effect model (with the moderator). The following is used to interpret the  $f^2$  by following from Cohen (1988) that is, 0.02 means Small, 0.15 means Medium, and 0.35 means Large. This confirms that none of the above variables and factor constructs are significant since they could not satisfy these conditions.

#### Measurement Model Assessment or Construct Reliability and Validity Components

**Table 12**

Average Variance  
 Extracted (AVE)

Mean, STDEV, T values, p  
 values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Discipline	0.419	0.423	0.036	11.769	0.000
Follow Procedures	0.376	0.341	0.090	4.162	0.000
Good Governance	0.458	0.457	0.049	9.370	0.000
Governance Culture	0.341	0.342	0.036	9.394	0.000
Integrity	0.350	0.342	0.045	7.704	0.000
Trustworthy	0.398	0.397	0.047	8.515	0.000

The above AVE as table 12 shows that the variables and the factors associated with them are all significant at 0.000 p-value.

**Table 13**

Composite Reliability (rho\_c)  
 Mean, STDEV, T values, p  
 values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Discipline	0.756	0.747	0.046	16.505	0.000
Follow Procedures	0.756	0.648	0.213	3.556	0.000
Good Governance	0.706	0.666	0.107	6.597	0.000
Governance Culture	0.751	0.741	0.037	20.190	0.000
Integrity	0.727	0.675	0.121	5.993	0.000
Trustworthy	0.836	0.829	0.033	25.370	0.000

Composite Reliability (rho\_c) is table 13 above which shows that all the variables and its factors are significant at 0.000 p-value.

**Table 14**  
 Composite Reliability (rho\_a)  
 Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Discipline	0.705	0.709	0.050	14.067	0.000
Follow Procedures	0.650	0.508	0.347	1.870	0.062
Good Governance	0.425	0.456	0.255	1.664	0.096
Governance Culture	0.603	0.613	0.074	8.134	0.000
Integrity	0.527	0.515	0.162	3.250	0.001
Trustworthy	0.809	0.809	0.043	18.986	0.000

The above table 14 shows the Composite Reliability (rho\_a) where most of the variables and factors has p-value of 0.000 as significant namely; Discipline, Governance Culture, Integrity, and Trustworthy. Whereas Follow Procedures and Good Governance are not significant.

**Table 15**  
 Cronbach's Alpha  
 Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Discipline	0.607	0.598	0.073	8.270	0.000
Follow Procedures	0.714	0.708	0.053	13.385	0.000
Good Governance	0.376	0.364	0.113	3.330	0.001
Governance Culture	0.600	0.592	0.064	9.436	0.000
Integrity	0.541	0.529	0.089	6.104	0.000
Trustworthy	0.777	0.772	0.043	18.086	0.000

With regards to the table 15 above which shows that Cronbach's Alpha is significant at all the variables and the factors where p-value is 0.000.

**Table 16**  
 Latent Variable Correlations  
 Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Follow Procedures <-> Discipline	0.290	0.343	0.152	1.911	0.056
Good Governance <-> Discipline	0.206	0.206	0.136	1.516	0.129
Good Governance <-> Follow Procedures	0.327	0.268	0.176	1.851	0.064
Governance Culture <-> Discipline	0.554	0.582	0.073	7.576	0.000
Governance Culture <-> Follow Procedures	0.275	0.294	0.126	2.171	0.030
Governance Culture <-> Good Governance	0.254	0.251	0.125	2.040	0.041
Integrity <-> Discipline	-0.023	0.005	0.167	0.135	0.892
Integrity <-> Follow Procedures	0.382	0.299	0.184	2.077	0.038
Integrity <-> Good Governance	0.401	0.453	0.085	4.701	0.000
Integrity <-> Governance Culture	0.275	0.257	0.177	1.551	0.121
Trustworthy <-> Discipline	0.604	0.624	0.059	10.277	0.000
Trustworthy <-> Follow Procedures	0.332	0.344	0.146	2.271	0.023
Trustworthy <-> Good Governance	0.118	0.124	0.116	1.018	0.309
Trustworthy <-> Governance Culture	0.349	0.369	0.087	4.034	0.000
Trustworthy <-> Integrity	0.075	0.076	0.148	0.506	0.613
Integrity x Discipline <-> Discipline	0.222	0.195	0.130	1.705	0.088
Integrity x Discipline <-> Follow Procedures	-0.004	0.036	0.170	0.026	0.979
Integrity x Discipline <-> Good Governance	0.122	0.082	0.136	0.897	0.370
Integrity x Discipline <-> Governance Culture	0.092	0.086	0.127	0.724	0.469
Integrity x Discipline <-> Integrity	-0.012	-0.008	0.160	0.076	0.939
Integrity x Discipline <-> Trustworthy	0.350	0.300	0.148	2.369	0.018

The above table 16 shows that the relationship between variables and its factors which has p-values of 0.000 are significant whereas the rest are not significant. The following are the significantly correlated relationships. They are, Governance Culture <-> Discipline, Governance Culture <-> Follow Procedures, Governance Culture <-> Good Governance, Integrity <-> Follow Procedures, Integrity <-> Good Governance, Trustworthy <-> Discipline, Trustworthy <-> Follow Procedures, Trustworthy <-> Governance Culture, and Integrity x Discipline <-> Trustworthy.

**Table 17**

Bootstrap Model fit  
 SRMR  
 Confidence intervals

	Original sample (O)	Sample mean (M)	95%	99%
Saturated model	0.124	0.088	0.106	0.119
Estimated model	0.126	0.089	0.107	0.118

d ULS

Confidence intervals

	Original sample (O)	Sample mean (M)	95%	99%
Saturated model	8.632	4.435	6.312	7.900
Estimated model	8.906	4.524	6.369	7.786

d G

Confidence intervals

	Original sample (O)	Sample mean (M)	95%	99%
Saturated model	3.039	1.793	2.619	3.104
Estimated model	3.069	1.797	2.622	3.110

The above table 17 shows that the model is not fit per the results of the data tested.

**Table 18**

Inner model - List

	VIF
Discipline -> Good Governance	1.052
Follow Procedures -> Discipline	1.161
Governance Culture -> Discipline	1.177
Integrity -> Good Governance	1.001
Integrity x Discipline -> Good Governance	1.052
Trustworthy -> Discipline	1.223

The above table 18 shows that the Variance Inflation Factor (VIF) has detected very good or high multicollinearity among the variables.

**Table 19**  
 Algorithm Model fit  
Fit summary

	Saturated model	Estimated model
SRMR	0.124	0.126
d_ ULS	8.632	8.906
d_ G	3.039	3.069
Chi-square	1287.389	1297.905
NFI	0.268	0.262

The above table 19 shows that the model fit results in algorithm format which shows no fit to the theories defined.

## 7. Discussion of the Finding and Analysis

It is clear that Integrity as a Moderator path coefficient were not significant between Discipline and Good Governance which p-value was at 0.424. This also shows that Discipline and Good Governance path coefficient were not significant which implies that the constructs have problems. Likewise, the Total Indirect Effects too with variables and its constructs could not be significant due to the fact that the constructs could not meet the required measurement techniques. Under the total effects Integrity actually could not effects both Discipline and Good Governance even though, the factor Governance Culture effects Good Governance together with Integrity which also effects Good Governance. The Outer Loadings of 4b, 5b, and 5d are significantly supported whiles the Outer Weights of 4b, 5a, 5b, 5c, 5d, and 5e are not significantly supported. Moreso, 9d under the Outer Weights is significantly supported whiles 9c is not supported just has in 9c under the Outer Loadings whereas the 9d of the Outer Loadings is not significantly supported. The R-Square and the R-Square Adjusted are both significant in this measurement model of the two variables namely Discipline and Good Governance. Meanwhile, the f-Squares of the variables and the factor constructs were all not significant. In terms of the measurement model assessment or construct reliability and validity, all of the following measurement components were significantly reliable and valid, namely Average Variance Extracted (AVE), Composite Reliability ( $\rho_c$ ), Cronbach's Alpha, and Composite Reliability ( $\rho_a$ ) – but only Follow Procedures and Good Governance were not significant under this particular component. Under the correlation of the variables; Integrity moderating Discipline and Good Governance were not correlated. Good Governance and Discipline were not correlated. See table 2 above. The model is not fit as shown in table 17, 18, and 19.

## 8. Conclusion

From the findings of the data presented and the discussions above shows that:

*Solutions to the Summary of Hypothesis Developed*

H<sub>1</sub>: There is significant relationship between Discipline and Good Governance. **(Not Achieved)**

H<sub>2</sub>: Integrity Moderates the relationship between Discipline and Good Governance. **(Not Achieved)**

Based on the above hypothesis tested results and establishments, implies that the Research Objectives:

- i. To establish the relationship between Discipline and Good Governance was negative.
- ii. To analyze Integrity as moderator effects between Discipline and Good Governance was negative.

The above conclusions shows that both hypotheses were rejected with particular reference to the path model coefficients. Importantly, the findings present new findings and new knowledge such as Governance Culture has significant relationship with Discipline, Integrity as Moderator variable has significant relationship with only the independent variable (Good Governance), and Trustworthy also has significant relationship with Discipline. This research findings also indicates some new knowledge of theories in terms of Correlations. Governance Culture is correlated to Discipline, Governance Culture is correlated to Follow Procedures, Governance Culture is correlated to Good Governance, Integrity is correlated to Follow Procedures, Integrity is correlated to Good Governance, Trustworthy is correlated to Discipline, Trustworthy is correlated to Follow Procedures, Trustworthy is correlated to Governance Culture, and Integrity as a Moderator variable of Discipline correlates to Trustworthy.

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