



The Effect of Adaptive Work Systems on Punctuality and Honesty in Ministries of Culture and Tourism in South-South States of Nigeria

Dr. Ewrierhurhoma, Daniel Ejiroghene and Dr. Oga, Kelechi Charles

Department of Management,
Faculty of Management Sciences,
University of Port Harcourt, Nigeria

Abstract: *The purpose of this study was to examine the effect of adaptive work system on punctuality and honesty of civil servants in the ministries of culture and tourism in South-South States of Nigeria. The predictor variable is adaptive work system (as a dimension of work systems) and the criterion variables are punctuality and honesty as measures of workplace spirituality. The study adopted a cross-sectional research design with individual employees as the unit of analysis with structured questionnaire as the research instrument which was distributed to 359 civil servants within the ministry of culture and tourism in the south-south region of Nigeria. Out of the 359 questionnaire distributed, 339 questionnaire were useful for data analysis. Data collected were analyzed using Pearson Product Moment Correlation with 0.05 level of significance with the aid of Statistical Package for Social Sciences (SPSS). The outcome of the data analysis showed that adaptive work system has positive significant effect on punctuality and honesty respectively. We therefore, recommended that the ministry of culture and tourism in the South-South, Nigeria should be flexible in other to respond effectively and appropriately respond to employees' needs as well as the changing needs of the external environment so as to encourage and enhance employee honesty and punctuality.*

Keywords: *Adaptive Work System; Workplace Spirituality; Punctuality; Honesty.*

Introduction

A significant need exists to boost the productivity of public workers across all ministries, especially the ministry of culture and tourism, for national advancement and development. In part, this is because no country has achieved sustainable development and advancement beyond its civil service capabilities and attitudes (Anazodo, Okoye & Chukwuemeka, 2012). Consequently, Osawe (2015) said that no country in the world has been able to improve the quality of life of her citizen and also achieve sustained development without a well-structured and coordinated civil service to implement government programs. Alternatively put, the contributions of civil service in promoting an equal and efficient economy cannot be overstated. However, in Nigeria, the civil service which serves as the center for implementing government policies and initiatives is bedeviled with ethical and accountability problems which has for a long time constituted a significant drag in the general progress and growth of Nigeria

(Ikechukwu & Chukwuemeke, 2013). Consequently, the Nigerian civil service has evolved to being a disincentive for excellence, competence and efficiency, thus low performance (Adebayo, 2014) as a result of lack of workplace spirituality such as punctuality and honesty.

This is because workplace spirituality such as punctuality and honesty leads to the increase of employee improved adaptability, instinct, trust, commitment, creativity and self-realization (Jurkiewicz & Giacalone, 2004; Krishnakumar & Neck, 2002). When spirituality is high in the workplace, employees easily recognize the realization of firm's goals as they believe that their efforts would influence the success of the firm and subsequently make efforts according to organizational demands and goals through effective adaptability. Organizations do not exist in seclusion; rather they are fragment of greater environment, and the environment presents challenges and pressures to survival. Adaptation is a firm's reaction to and values about the environmental conditions including the internal/external (Moon, Quigley & Marr, 2012). Adaptability involves the capacity of firms to transform themselves in responding to environment: internal/external (Inger, Enoch, Harding & Huisman, 2013). Cameron (1984) explained adaptation as process, whereby changes are instituted in organizations which do not only imply reactivity (that is, waiting for changes in the environment to take place before responding to it) but also proactive or anticipatory adaptation which are also possible.

To adapt, a firm should have its antennae tuned to signals of change from its environment (internal/external), decode them, and quickly act to refine or reinvent its model. Organizations with adaptive work system manages their environments by using common standards to foster interaction with minimal barriers. They generate trust among participants, by enabling employees to relate often and acting transparently and building systems that serve as reputational currency (Chatman, Caldwell, O'Reilly, & Doerr, 2014). As they create more flexible system, organizations with adaptive work system drive decision making down front lines, allowing the employees to detect environmental change and proactively respond to it. Because, in adaptive work system, everyone knows precisely what he ought to do. Furthermore, to survive in nowadays turbulent environment organizations must operate with honesty which adaptive work system is an advocate by empowering workers to interact frequently and by providing transparency that serves as reputational currency (Argote & Miron-Spektor, 2011). The capability to generate trust and transparency among workers aid in enhancing employee honesty and punctuality within the firm. Thus, the purpose of the study is to examine the relationship between adaptive work system and punctuality and honesty as measures of workplace spirituality in **Ministries of Culture and Tourism in South-South States of Nigeria.**

Objectives of the Study

The objectives of the study are stated below:

- i. Examine the relationship between adaptive work system and punctuality of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.
- ii. Identify the relationship between adaptive work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

Research Questions

The following are the research questions that guided this study:

- i. What is the relationship between adaptive work system and punctuality of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria?
- ii. What is the relationship between adaptive work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria?

Research Hypotheses

The following are the research hypotheses for this study:

H0₁: There is no significant relationship between adaptive work system and punctuality of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

H0₂: There is no significant relationship between adaptive work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

Literature Review

Theoretical Framework

This study is anchored on social exchange theory. The idea of social exchange is one of the most widely accepted approaches to analyzing workplace behavior (Cropanzano & Mitchell, 2005). There are two kinds of relationships that may be classified as either social or economic, according to Blau in 1964, who developed the social exchange theory. Thus, resources transferred might be impersonal like money or socio-emotional like caring and respect (Aselage & Eisenberger, 2003). Social exchanges are built on the assumption that kindness will be returned in the future. For the responsible parties in the transaction, what matters most is not the precise advantages transferred, but rather the symbols of a high-quality relationship represented by those benefits (Blau, 1964). The criterion of reciprocity is the foundation of every social exchange relationship (Gouldner, 1960). One side gives an advantage to another in a transaction. If the recipient reciprocates, and a chain of positive exchanges ensues, the parties experience a sense of reciprocating responsibility (Coyle-Shapiro & Shore, 2007). Widely defined reciprocity includes a sense of obligation to reciprocate favorable treatment. As a result, when workers perceive and understand that the organization is assisting them, they are more likely to feel compelled to return the organization in terms of the company's spirituality. Thus, if employees are treated favorably via a work environment that supports their requests for work and aims to bring out the best from them, they are more likely to demonstrate superior organizational behaviors, such as honesty, and timeliness.

Concept of Adaptive Work System

A work system involves a collective effort and is designed when a specific job or goal is noticed as requiring more than one person to accomplish which incorporate technology, information and business resources to create services or products for stakeholders in the firm (Orlikowski & Scott, 2008), while adaptive work system describe attributes that enable organizations to become more malleable to environmental changes by helping organizations anticipate and acclimatize to any changes (Kotter & Heskett, 1992). Adaptive work system is a significant

proficiency of organizations that has the worth of being able to control transitions and change phenomenon (Hamtaux, Houssemand & Vrignaud, 2013). It involves a system that requires members to pursue and share information and support from diverse resources, expand job scope and outcome responsibility, and interact in a team-like and dynamic nature to attain firms mission by emphasizing values related to robustness, innovation, and risk-taking (Chatman Caldwell, O'Reilly & Doerr, 2014). Adaptive work system has to do with a system that enables and supports risk-taking and trust, has a combined ability in solving difficulties, and is open to innovation (Kilmann, 1985). Successful organizations stay ahead of rivals and easily comprehend the future needs of stakeholders including their employees (Fey & Denison, 2003). De Dreu and West (2001) expressed that to build an effective adaptive work system, firms have to allow workers to explore differing resolution to issues by attaching social approval to activities that facilitate the execution of innovative concepts. New concepts are produced when organizational members can act and think in divergent manners (Sutton, 2002) and are free to changing the pattern of doing things.

Workplace Spirituality (Punctuality and Honesty)

Workplace spirituality is also about spirituality in business, spirituality at workplace, spiritual wellness in the workplace (Marques, 2006). There are a number of definitions and perspectives regarding workplace spirituality just like the concept of spirituality as it means different things to different scholars and persons. This has essentially made the concept to be very difficult to comprehend and to date scholars have not agreed on a concrete definition (Weston, 2002). However, Dehler and Welsh (2003) explained that workplace spirituality is about a search for significance, deeper self-knowledge or transcendence to a superior level and this sense of significance and purpose serves as an inner source of energy that is then expressed outwardly as behaviour. Marques (2006) also, highlighted that, workplace spirituality has to do with the display of workplace morality and ethics, meaningful work, and organization values. As stated earlier, the measures of workplace spirituality used in this study includes punctuality and honesty, (Petchsawanga & Duchon, 2009) which are discussed below:

Punctuality, it is a strict observance in keeping engagements and promptness (Kaneekar & Naz, 2013). Also, punctuality is the feature of being able to execute a required task or fulfil an obligation before or at a previously-designated time (Bacal, 2002). Thus, being punctual not only refers to coming to work or for meetings or appointments whilst at work on time, but also being ready and prepared on arrival. It involves a level of obligation to the job role, organization and time management, travel planning, and an awareness or comprehension of the significance of coming on time and behaving responsibly or professionally whilst at work. Time is one major parameter of organization life. Organizational interactions would be impossible if workers lacks the ability to relate the interactions with time. Thus, workplace processes demands that human activities be synchronized in time. Therefore, punctuality is of utmost importance to any organization be it private or public organizations; thus, in the words of Dishon and Koslowsky (2002), punctuality is the soul of any business establishment. This implies every business organization needs to pay particular attention to how early or late its employees show up to

work. Accordingly, punctuality is one of the principal organizational virtues that workers must exhibit for organizational survival. There are diverse advantages of punctuality as punctual employees may be less likely to engage in withdrawal behaviour linked with bad mindset toward work and the establishment, like low commitment, low satisfaction, and low job involvement (Dishon & Koslowsky, 2002). It also has positive consequences in the establishment especially in group setting, the smooth functioning of all members may be directly proportional to punctual behaviour.

Furthermore, honesty is the consistency between spoken words and actions. It is the extent to which the words spoken by an individual is in alignment with his or her actions or behaviours. To have employees behave in a way that is in congruence with the establishment's mission and objectives is the goal of every establishment; that is, aligning absolutely with the core principles, adhering to a set ethics and matching actions with beliefs across a variety of circumstances which honesty plays an essential role (Pattison & Edgar, 2011). Likewise, Cleary, Walter, Horsfall and Jackson (2013) articulated that honesty plays a primary duty in employee's pattern of alignment, sound moral, ethical standards and organization productivity. Honesty has today grown into an essential concept globally that is significantly needed for the preservation of organization's reputation in dealings with investors vis-à-vis shareholders, suppliers, distributors, customers, workers and the overall society. Consequently, the flop of organization to commendably manage honesty among employees will reduce the trust of investors that has major impacts on the functioning of the establishment. Thus, honesty can influence the establishment's performance.

Methodology

This study adopted a cross-sectional research design with individual employees as the unit of analysis of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. The South-South region of Nigeria include Edo, Delta, Bayelsa, Rivers, Akwa-Ibom and Cross River State. Additionally, the research used questionnaire as the research instrument which was distributed to 359 civil servants within the ministry of culture and tourism in the south-south region of Nigeria. Furthermore, the choice of respondents from each ministry was determined via cluster sampling technique with each ministry representing a cluster. Out of the 359-questionnaire distributed, 339 questionnaire were useful for data analysis. Data collected were analyzed using Pearson Product Moment Correlation with 0.05 level of significance with the aid of Statistical Package for Social Sciences (SPSS). The research instrument consists of four respond choices with point scales ranging from 1 to 5 indicating strongly disagree, disagree, indifference, agree and strongly agree respectively. The independent variable is adaptive work systems as a dimension of work system (Alter, 2013); it is thus used as a uni-dimensional variable while the dependent variables used are punctuality and honesty as measures of workplace spirituality (Petchsawanga & Duchon, 2009). We used face and content validity to make sure the instrument measured what it intended to measure while the reliability of the instrument was done through Cronbach Alpha and the result reveals 0.984, 0.895, and 0.847 for adaptive work system, punctuality, and honesty respectively.

Data Analysis and Result

Adaptive Work System and Punctuality

The analysis below shows the relationship between adaptive work system and punctuality of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

Table 1: Relationship between adaptive work system and punctuality of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

variables	n	r	df	crt.r	p-value	Remarks
Adaptive work	339	0.648	337	.1045	0.000	Significant

Punctuality

P < 0.05; significant at 0.05 level of significance

Source: Field Survey Data, 2021.

Table 1 revealed the nexus between adaptive work system and punctuality of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. The outcomes revealed a strong and positive nexus between adaptive work system and punctuality with $r(337) = 0.648$, crit. $.1045$, $p = 0.000 < 0.05$. It means a direct connection exist between adaptive work system and employee punctuality, suggesting that civil servants with high punctuality needs a high adaptive work system. Consequently, stated hypothesis is rejected, thus, there is strong/significant connection between adaptive work system and punctuality of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. The corresponding scattered graph is shown below:

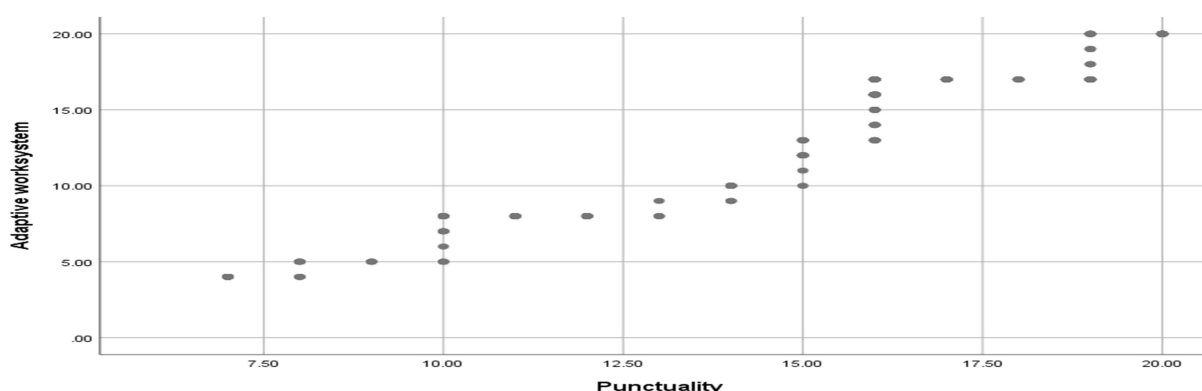


Figure 1: Scattered Graph of adaptive work system and punctuality.

Adaptive Work System and Honesty

The analysis below shows the relationship between adaptive work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

Table 2: Relationship between adaptive work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

variables	n	r	df	crt.r	p-value	Remarks
Adaptive work	339	0.503	337	.1045	0.000	Significant

Honesty

P < 0.05; significant at 0.05 level of significance

Source: Field Survey Data, 2021.

Table 2 revealed the nexus between adaptive work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. The outcomes revealed a moderate and positive nexus between adaptive work system and honesty with $r(337) = 0.503$, crit. $.1045$, $p = 0.000 < 0.05$. It means a direct connection exist between adaptive work system and workers honesty. Consequently, stated hypothesis is rejected, thus, there is strong/significant connection between adaptive work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. The corresponding scattered graph is shown below:

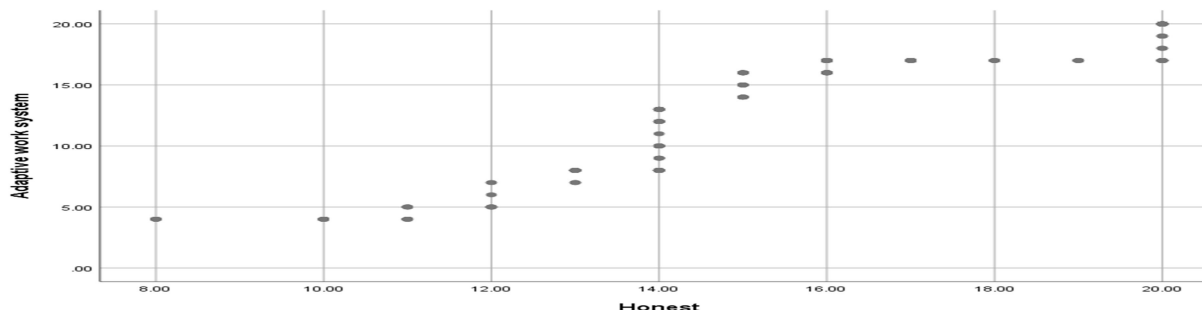


Figure 2: Scattered Graph of adaptive work system and honesty.

Discussion of Findings

From the empirical analysis between adaptive work system and punctuality in table 1, showed that adaptive work system has a Pearson Moment Correlation Coefficient (ρ) = 0.648 and a PV of 0.000 which is $P < 0.05$ on punctuality meaning a strong/positive nexus exist between adaptive work system and punctuality of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. Accordingly, organizations with adaptive work system will have better employee experience; which means they have lower turnover and stronger employee productivity (Sherwood, 2015). Consequently, adaptive work system can affect employee punctuality. Furthermore, by providing capabilities, guidance, and shared meanings to its members on what to value and act, adaptive work system can help employees' exhibit spiritual workplace behaviour like worker punctuality needed to identifying, and

respond to environmental changes. Because, adaptive work system can assist workers to adjust and transform to continually evolving skills, an increasing digital landscape, and learning everywhere and anytime with greater ease which can affect employee punctuality. To align to today's environmental changes, organizations have to build a system and abilities that allow adaptation to such environmental changes in a possible and easier form (Ployhart & Turner 2014; Huber, 2011). Any organizations that fail to respond to environmental changes will face disorder, decline, and possible death. Within dynamic environments, having a high functioning adaptation system can act as a mechanism to deal with any given change (Sorensen, 2002). Hence, the capacity of organizations to build adaptable work system is a necessity as inflexibility and inability to learn and appropriately react to environmental fluctuations is one crucial factors that hinder positive employees behaviour (spiritual behaviour) that affects the firm's success (Zheng, Yang & McLean, 2010; Lee, Tan & Chiu, 2008). Explicitly, the capacity of organization to easily adapt to its environment and the needs of employees which adaptive work system play important roles are seen to drive collective perceptions and behaviour of employees (Zheng, Yang, & McLean, 2010; Alvesson, 2002) that support the exhibition of workplace spirituality virtues such as employee punctuality.

Furthermore, from the empirical analysis between adaptive work system and honesty in table 2, showed that adaptive work system has a Pearson Moment Correlation Coefficient (ρ) = 0.503 and a PV of 0.000 which is $P < 0.05$ on honesty meaning a moderate/positive nexus exist between adaptive work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. Therefore, system have to maintain decent bond with its environment for existence and growth (Argote & Miron-Spektor, 2011). This, ability of organizations to maintain decent bond with its environment and workers employees drives workers need in becoming more honest in their relation with other organization's stakeholders as they have the consciousness that acting honestly will ensure the survivability of the organizations they work for. Furthermore, to survive in nowadays turbulent environment organizations must operate with trust and transparency which adaptive work system is an advocate that facilitate trust in the firm through by empowering workers to interact frequently and by providing transparency that serves as reputational currency (Argote & Miron-Spektor, 2011). The capability to generate trust and transparency among workers aid in enhancing employee honesty within the firm. Adaptive work system also requires that a firm values systems that build their capabilities to address changes and future challenges (Ployhart & Turner, 2014). If an organization wants to align to changes, it has possess internal capability to adjust to it (Kotrba et al., 2012). Consequently, Lengick-Hall, Bek and Lengick-Hall (2011) argued that a firm's capability to adapt is rooted in the knowledge, skills, or abilities of its members and its capabilities, systems, and processes. To adapt, a firm must continuously invest in further developing or creating those capabilities that aid the firm to reconfigure and address any changes in a new and evolutionary manner to their advantage (van der Weedt, Volberda, Verwaal & Stienstra, 2012). By building the employees' capabilities, the exhibition of honesty will be enhanced. Organizations with system that facilitate adaptation will better respond

appropriately to employee needs and, at long run, have a higher likelihood of encouraging employee honesty in relating to other stakeholders in ensuring firm's survival.

Conclusion and Recommendations

The outcome of the data analysis in this study provides a positive and significant relationship between adaptive work system and punctuality as well as honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. From the findings, it is apparent to conclude that adaptive work system is very essential in enhancing workplace spirituality vis-à-vis punctuality and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. Punctuality and honesty are very important parameters of organization life. Organizational interactions would be impossible if workers lacks integrity and the ability to relate the interactions with time. Thus, workplace processes demands that human activities be synchronized in time and in honesty. Therefore, punctuality and integrity is of utmost importance to any organization be it private or public organizations. This implies every business organization needs to pay particular attention to how early or late its employees show up to work and how honest the employees are in carrying out given task. Accordingly, punctuality and honesty are important principal organizational virtues workers must exhibit for organizational survival. This is because, honesty and punctuality leads to low commitment, low satisfaction, and low job involvement. To achieve, the benefits associated with honesty and punctuality, we recommend that the ministry of culture and tourism in the South-South, Nigeria should be flexible in other to respond effectively and appropriately respond to employees' needs as well as the changing needs of the external environment so as to encourage and enhance employee honesty and punctuality. Also, the ministry of culture and tourism in the South-South, Nigeria specifically need to ensure employees come to work on time and honest by incorporating a favourable work system of adaptability.

Reference

- Adebayo, A. (2014). *Principles and practice of public administration in Nigeria*. Ibadan: John Wiley & Sons Ltd.
- Alter, S. (2013). Work system theory: overview of core concepts, extensions, and challenges for the future. *Journal of the Association of Information System*, 14(2), 72-121.
- Alvesson, M. (2002). *Understanding organizational culture*. London: Sage Publications Ltd.
- Anazodo, R.O., Okoye, J.C. & Chukwuemeka, E.E.O. (2012). Civil service reforms in Nigeria: The journey so far in service delivery. *Singaporean Journal of Business Economics, and Management Studies*, 1(2), 7-24.
- Argote, L., & Miron-Spektor, E. (2011). Organizational learning: From experience to knowledge. *Organization Science*, 22(5), 1123-1137.
- Aselage, J., & Eisenberger, R. (2003). Perceived organizational support and psychological contract: a theoretical integration. *Journal of Organizational Behavior*, 24(5), 491-509.

- Bacal, R. (2002). *Strict adherence to a no tardiness policy poses potential*. New York: McGraw Hill Companies.
- Blau, P. (1964). *Exchange and power in social life*. New York: Wiley.
- Cameron, K. (1984). Organizational adaptation and higher education. *Journal of Higher Education*, 55(2), 122-144.
- Chatman, J. A., Caldwell, D. F., O'Reilly, C. A., & Doerr, B. (2014). Parsing organizational culture: How the norm for adaptability influences the relationship between culture consensus and financial performance in high-technology firms. *Journal of Organizational Behavior*, 35(6), 785–808.
- Cleary, M, Walter, G, Horsfall, J & Jackson, D. (2013) Promoting integrity in the workplace: A priority for all academic health professionals. *Contemporary Nurse*, 45(2), 264-291.
- Coyle-Shapiro, J., & Shore, L. (2007). The employee–organization relationship: Where do we go from here? *Human Resource Management Review*, 17(2), 166-179.
- Cropanzano, R. & Mitchell, M. (2005). Social exchange theory: an interdisciplinary review. *Journal of Management*, 31(6), 874-900.
- De Dreu, C. K., & West, M. A. (2001). Minority dissent and team innovation: The importance of participation in decision making. *Journal of Applied Psychology*, 86(6), 1191-1213.
- Dehler, G. E., & Welsh, M. A. (2003). *The experience of work: spirituality and the new workplace*. New York: M. E. Sharpe.
- Dishon, B.M. & Koslowsky, M. (2002). Determinants of employee punctuality. *Journal of Social Psychology*, 11(15), 17 – 39.
- Fey, F. F., & Denison, D. R. (2003). Organizational culture and effectiveness: Can American theory be applied to Russia? *Organizational Sciences*, 14, 686–706.
- Gouldner, A.W. (1960). The norm of reciprocity: a preliminary statement. *American Sociological Review*, 25(2), 161-178.
- Hamtiaux, A., Houssemand, C., & Vrignaud, P. (2013). Individual and career adaptability: comparing models and measures. *Journal of Vocational Behavior*, 83(2), 130-141.
- Huber, G.P. (2011). *Organizations: theory, design, future*. Washington, DC: American Psychological Association.
- Ikechukwu, U.B. & Chukwuemeke, E.O. (2013). The obstacle to effective policy implementation by the public bureaucracy in developing nations: the case of Nigeria. *Arabian Journal of Business and Management Review*, 2(7), 58-71.

- Inger, S., Enoch, T., Harding, C. & Huisman, J. (2013). *Adaptive capability in higher education institutions*. New Jersey: Blitz Press.
- Jurkiewicz, C., & Giacalone, R. (2004). A values framework for measuring the impact of workplace spirituality on organizational performance. *Journal of Business Ethics*, 4(9), 129–142.
- Kanekar, S. & Vaz, L. (2013). Effects of gender and status upon punctuality norms. *Journal of Social Psychology*, 133, 377-384.
- Kilmann, R. H. (1985). *Five steps for closing culture-gaps*. San Francisco: Jossey-Bass.
- Kotrba, L. M., Gillespie, M. A., Schmidt, A. M., Smerek, R. E., Ritchie, S. A., & Denison, D. R. (2012). Do consistent corporate cultures have better business performance? Exploring the interaction effects. *Human Relations*, 65, 241–262.
- Kotter, J. P. & Heskett, J. L. (1992). *Corporate culture and performance*. London: Free Press.
- Krishnakumar, S. & Neck, C. P. (2002). The what, why and how of spirituality in the workplace. *Journal of Managerial Psychology*, 173, 153-164
- Lee, C. K., Tan, B., & Chiu, J. Z. (2008). The impact of organisational culture and learning on innovation performance. *International Journal of Innovation and Learning*, 5(4), 413-428.
- Lengick-Hall, C.A., Bek, T. E., & Lengick-Hall, M. L. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human Resource Management Review*, 21, 243–255.
- Marques, J. F. (2006). The spiritual worker: An examination of the ripple effect that enhances quality of life in-and outside the work environment. *Journal of Management Development*, 25(9), 884-895.
- Moon, H., Quigley, N. R., & Marr, J. C. (2012). How interpersonal motives explain the influence of organizational culture on organizational productivity, creativity, and adaptation: The ambidextrous interpersonal motives (AIM) model of organizational culture. *Organizational Psychology Review*, 2(2), 109–128.
- Orlikowski, W.J., & Scott, S.V. (2008). Sociomateriality: Challenging the separation of technology, work and organization. *Academy of Management Annals*, 2(1), 433-474.
- Osawe, C.O. (2015). Nigerian public service performance in a dysfunctional ecology: issues, challenges and the way forward. *Review of Public Administration and Management*, 3(7), 45-57.

- Pattison, S. & Edgar, A. (2011). Integrity and the moral complexity of professional practise. *Nursing Philosophy*, 12(2), 94-106.
- Petchsawanga, P. & Duchon, D. (2009). Measuring workplace spirituality in an Asian context. *International Journal of Management*, 3(6), 57-71.
- Ployhart, R. E. & Turner, S. F. (2014). *Organizational adaptability*. New York: Routledge.
- Sherwood, J. (2015). The multilevel effects of supervisor adaptability on training effectiveness and employee job satisfaction. *Dissertations and Theses, Paper 2322*, Portland State University.
- Sutton, R. I. (2002). *Weird ideas that work: 11 1/2 practices for promoting, managing, and sustaining innovation*. New York: Simon and Schuster.
- Van der Weerd, N. P., Volberda, H. W., Verwaal, E., & Stienstra, M. (2012). *Organizing for flexibility: Addressing dynamic capabilities and organization design*. New York: Springer.
- Weston, S. (2002). Faith at work. *New Zealand Management*, 49(3), 21-28.
- Zheng, W., Yang, B., & McLean, G. N. (2010). Linking organizational culture, structure, strategy, and organizational effectiveness: Mediating role of knowledge management. *Journal of Business Research*, 63(7), 763-771.
- Zheng, W., Yang, B., & McLean, G. N. (2010). Linking organizational culture, structure, strategy, and organizational effectiveness: Mediating role of knowledge management. *Journal of Business Research*, 63(7), 763-771.