Konwledge/Information Work Systems and Workplace Spirituality in Ministries of Culture and Tourism in South-South States of Nigeria

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Abstract: *The study purpose was to ascertain the relationship that exist between knowledge/information work system and workplace spirituality in ministries of culture and tourism in South-South States of Nigeria. The predictor variable is knowledge/information work (as a dimension of work systems) and the criterion variable is workplace spirituality (measured with punctuality, honesty, compassion and meaningful work). The study adopted a cross-sectional research design with individual employees as the unit of analysis. Additionally, the research used questionnaire as the research instrument which was distributed to 399 civil servants within the ministry of culture and tourism in the south-south region of Nigeria. Out of the 399 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 knowledge/information work significantly impact punctuality, honesty, compassion and meaningful work, though with varies degree. Hence, we recommend among others that the ministry of culture and tourism in the South-South, Nigeria should be persistent to share needed information always in respects to culture of honesty, compassion and punctuality and reward those who display and exhibit such virtues within the ministry.*

Keywords: *Knowledge/Information Work System; Workplace Spirituality; Punctuality; Honesty; Compassion; Meaningful Work*

Introduction

The enhancement of workplace spirituality is very essential in the firm as it play major role in worker's behaviour that affects his performance and subsequently, the firm success. However, too often organizations emphasized survivability and the enhancement of performance to the neglect of the employee spiritual wellbeing that is essential to workers wellbeing which plays important roles in firm's performance (Imada, 2008). Employees that have a sense of spirituality in the workplace understand that their success and well-being are dependent on working together as a team. As a result, employees who have a strong sense of spirituality are more likely to work with all of their might, body and soul, to help their firms succeed. Organizations that do not pay attention to the importance of spirituality should expect to see a significant drop in employee motivation, passion, and sense of purpose (Bhatti & Sadia, 2018).

This is because, when the workplace spirituality observed by workers is enhanced, they behave more ethically, and are more attached to their job (Yu, 2015). Thus, Duchon and Plowman (2005) expressed that firm's units that has workplace spirituality have better work efficacy. Because, spirituality stabilizes people's mind and reinforce a feel of safety towards a better work efficacy (Gawain, 2000). In the same vein, Jurkiewicz (2002) expressed that the organizations with high spirituality can combine ethics, work value, and individual value which help to enhance better employee behavior.

The necessity to emphasize more spiritual qualities at workplace can be attributed to deterioration in morals and ethical behaviour and the consequent increase of deviant behaviour at the place of work (Ashmos & Duchon, 2000). This is because, spirituality at the workplace contributes majorly to building a new firm values in which workers are more contented and achieve better result through better exhibition of spiritual virtues and values (Fourie, 2014). Workplace spirituality is essential, not merely due to its link with the personal growth of workers, but also due to its capability to form a psychological relationship between employer and employee through which the employee feels respected, regardless of the position occupied (Daniel & Jardon, 2015). As a result, individuals who exhibit features of workplace spirituality have the capacity to adapt to changing circumstances, trust others, and have a higher level of dedication (Mohamed, Wisnieski, Askar, & Syed, 2004). Accordingly, the capability to adjust to a varying situation with ease is increased with workplace spirituality, since there exist a synergy with the components of trust, obligation and comprehension where spirituality virtues exist.

Employees that lack the understanding about how their jobs fit in the general work representation of the organization will likely exhibit behaviours that lacks spiritual undertone. By establishing a work system that inspires workplace spirituality, workers will be more likely to exhibit same. The work system that emphasizes the significance of workers is crucial to their behavioural pattern within the firm. As work system that do not recognized the desires of employees produces physical, psychosocial and cognitive loads on the employees (Carayon 2009) and employees reaction is often with detrimental effect of poor attitude like low motivation, satisfaction and negative work outcome that lacks spiritual undertone (Smith & Carayon, 2000) that might affect their display of spiritual virtues like punctuality, meaningful work, honesty and compassion. The capacity of firms to formulate policies and properly informed employees on timely basis and in the right place will aid to enhance worker's spiritual behaviour in the firm (Wang & Noe, 2010). Knowledge is power; but it have to be rightly applied. When organization have work system that facilitate information/knowledge sharing especially in regards to workplace spirituality vis-à-vis punctuality, compassion, honesty and meaningful work, workers are likely to exhibit more of those behaviour. By effectively disseminating needed information, employees focus will be on how to work towards the overall firm's purpose and use time more effectively by pursuing solutions or completing tasks rather than searching for information to execute given task.

The aim of knowledge work system is to build knowledge workers within the firm. Drucker (1995) explained that knowledge workers are high level employees who apply analytical knowledge in performing a given task. A knowledge worker understand, define, impact and help shape their terrain of influence, competence, activity and responsibility, performs sets of knowledge-intensive tasks with the aid of technology, dominated by communication (Reinhardt, Schmidt, Sloep & Drachsler, 2011; Morello & Caldwell 2001). An essential factor that is driving need for knowledge/information work system is the realization that a firm must manage its knowledge if it must continue in today's ever-changing and competitive marketplace. Thus, the need to successfully manage knowledge/information within the firm has become so important in today's highly complex, dynamic, and swiftly changing business environment (Crook, Todd, Combs, Woehr & Ketchen, 2011). Based on the truth that organization can only survive if it can access the right knowledge/information. Hence, it is essential for survival and growth of any organization. Successful organizations now realized and recognize the reason they must manage it, develop plans for it and devote resources to these efforts. Because it is a crucial driver of organizational success (Bousa & Venkitachalam, 2013). This consciousness came on the premise that processes and technology alone are not adequate to drive a business firm to success but its human endowment vis-à-vis their knowledge which is very relevant for achieving the firm's goal and objectives excellently and proficiently. Therefore, it is pertinent for organization to encourage work system that successfully and resourcefully manage organization's knowledge and information for better employees' behaviour vis-à-vis the exhibition of spiritual virtues. Thus, the aim of this study is to examine the relationship between knowledge/information work system and workplace spirituality in ministries of culture and tourism in South-South States of Nigeria.

Statement of the Problem

Giving the complexity observable in the circumstances of poor performance and spiritual values dearth in the civil service in Nigeria, several questions are asked on why the civil servants have thrown away the central ideals of the civil service and are still unable to perform effectively towards satisfying the desires of the Nigeria citizens. In the efforts made to proffer answers to the problems aforementioned, public stakeholders have discussed that sector has been bedeviled with so much unfavourable practices (work system) that have in the past, encouraged corruption, favouratism, nepotism, ethnic, traditional and sacred affiliation (Osawe, 2015; Ikechukwu & Chukwuemeke, 2013). It means the productivity seen in the civil service is as a result of its work systems as the industry's capacity to attain any nation's purpose strongly hinges on the system under which it operates. It therefore, implies that civil service sector can neither be separated from, nor greater than job structure that it finds itself and so its work systems persistently impacts beneficially or harmfully on its operations vis-à-vis the employees' workplace spirituality. Consequently, the work systems under which the ministries operate must be functional and conducive for the effectiveness of the civil service.

Aim and Objectives of the Study

The study aim is to determine the relationship between knowledge/information work systems and workplace spirituality of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. Additionally, the objectives of the study are stated below:

i. Examine the relationship between knowledge/information 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 knowledge/information work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

iii. Determine the relationship between knowledge/information work system and compassion of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

iv. Ascertain the relationship between knowledge/information work system and meaningful work 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 knowledge/information 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 knowledge/information work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria?

iii. What is the relationship between knowledge/information work system and compassion of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria?

iv. What is the relationship between knowledge/information work system and meaningful work 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:

HO_1: There is no significant relationship between knowledge/information work system and punctuality of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

HO_2: There is no significant relationship between knowledge/information work system and honesty of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

H0₃: There is no significant relationship between knowledge/information work system and compassion of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

H0₄: There is no significant relationship between knowledge/information work system and meaningful work of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

Literature Review
Theoretical Framework
Ludwig Von Bertalanffy, a biologist propounded the system theory. The theory focused on the generalization that all aspect of the organization are interrelated, interconnected and interdependent (Heames & Breland, 2010). There are many components that make up the whole, thus it is an assemblage or mixture of them. Many countries' economies are subsystems inside a larger system called the global economy. Each sector is made up of organizations, and organization itself is a system, with distinct subsystems such as manufacturing, marketing, finance, and accounting department and each having another system within them. Thus, there may be several subsystems in one system. Additionally, each sub-system may be made up of another sub-systems. As a result, managers must perceive the organization both as a whole and as a component of a wider context (Mullins, 2011). An interconnected, integrated system rather than distinct entities is what the theory views company to be (Stoner, Freeman & Gilbert, 2004).Consequently, for organization to attain its set objectives all the parts that makes up the organization must function together. Using systems theory, an organization must employ an all-inclusive approach to task execution and get a thorough understanding of all issues that may develop in the organization. A manager's job is to connect his or her departments, divisions, and/or units to the overall company goal. In order for managers to be productive, they must be able to communicate effectively with colleagues in different departments, divisions, and/or aspects of the organization. To achieve the company's goals via the establishment of an efficient working system, managers from all departments should work together to build a culture of good workplace behavior, such as work-place spirituality.

Concept of Knowledge/Information Work System
A work system is a collection of interconnected procedures that are intended to help the organization achieve its goals and objectives. In other words, it's a cluster of processes in which people work together to achieve the organization's objectives by influencing each other and their surroundings (Alter, 2013). By default a work system is an arrangement where individuals perform work activities via information technology and possibly other technologies. It consist of workers and work equipment acting together to attain the system goal (Reiman & Putkonen, 2012). It involves a systematically organized presentation of tasks and resources within the firm to achieving a particular goal(s). Furthermore, knowledge/information work system involves work system whose processes and activities are devoted to processing knowledge/information; that is capturing, transmitting, storing, retrieving, manipulating, and displaying same (Alter, 2008). Is system in which human participants and/or machines perform work via information,

and other resources to produce informational services within the firm. One major objective of knowledge work system is to successfully build a climate for successful management of knowledge/information within the firm; thus, the knowledge work system facilitates the combination, sharing and storing of knowledge/information within the firm in a pattern that makes it easier for workers specifically and firms in general to use appropriately in meeting or attaining goals (Hendriks, 1999). Knowledge work system focused on managing firms' knowledge/ information for better performance. It therefore assists the firm's management in making concrete decisions based upon solid information to enhance employee performance towards enhanced organizational success (De Long & Fahey, 2000).

Knowledge/information work system involves organizational system that emphasized the successful management of organization's knowledge/information to attain firm's aim (Okunoye & Bada, 2005). Knowledge/information management as everyone's responsibilities (Davenport & Prusak, 1997). Thus, a firm that has knowledge work system considers everyone to be managers of knowledge in the firm. The task of making everyone to be custodian of knowledge transforms to a quest of finding ways of incorporating information work activity into the firm's practices. Additionally, Desouza (2011) expressed that any systems that support knowledge management in the firm are called knowledge work systems. A good example is document management system (is a searchable repository of knowledge documentation that codifies knowledge in an official manner) (Reinhardt *et al.,* 2011). Document management system usually has strong search capabilities, and it may also be created from off-the-shelf software. Another example of knowledge work system is expert system that represent knowledge in the form of if-then rules (Alter, 2008). An expert system is a software package that runs on computer which has three parts (user interface, inference engine which creates reasoning path by reading knowledge base and reading input; and knowledge base that contains if-then rules linked to represent expert knowledge). The core importance of an expert system are in codifying expert knowledge and in sharing it with other workers. These employees don't have to be experts and still can reason in such capacity through the application of an expert system. Experts' system is seriously adopted in account auditing. Work of modern accountant is highly determined by the accounting expert system; notwithstanding it is extensively used in medical diagnosing, managing insurance claims, troubleshooting machinery, financial industry, and in analyzing soil for oil and mineral deposits.

Workplace Spirituality

Workplace spirituality can be understood from three viewpoints vis-à-vis individual, interactive and organizational (Kolodinsky, Giacalone & Jurkiewicz, 2008). Under the individual level, workplace spirituality is regarded as how employees bring their own set of spiritual ideologies and morals to the workplace, under the interaction viewpoint, it is about the relationship, the connection between an employee's values and those of the organization while the organizational view of workplace spirituality is seen as an individual's opinion of the spiritual values in the organization. Furthermore, Ashar and Lane-Maher (2004) expressed that workplace spirituality comprises of an individual component and an organizational component;

the individual level component covers the intrinsic-origin angle of workplace spirituality, while organizational spirituality covers the existential standpoint. The intrinsic-origin ideology of spirituality affirmed that spirituality is innate and refers to how an individual applies his or her personal spirituality to the workplace which has significant effects on the behaviour of individuals (Moore & Casper, 2006; Krishnakumar & Neck, 2002). This viewpoint holds that workers may experience spirituality via their work, even when the organization is not necessarily spiritual. When workers are spiritual, and the work climate permits them to exhibit their spiritual self, such workers will feel inspired and appreciated which leads to better employee performance (Badrinarayanan & Madhavaram, 2008). Furthermore, workplace spirituality is about care, compassion and giving support to others, about integrity and employees being true to self and others. It means workers and establishments attempting to live their values more fully in the work they do. Hence, Petchsawange and Duchon (2012) indicated that workplace spirituality isn't a fringe idea but addresses human activities relating to personal development, compassion, meaningfulness and joy at work, honesty, trust, job commitment, and wellbeing of employees. Furthermore, the measures of workplace spirituality used in this study includes punctuality, honesty, compassion, and meaningful work (Petchsawanga & Duchon, 2009; Jurkiewicz & Giacalone, 2004) which are discussed below: Punctuality involves the significance of coming on time to work and behaving responsibly or professionally while at work. Punctuality means been available when one is anticipated to be available. Consequently, punctuality is the act of doing something at an appointed period of time, a strict observance in keeping engagements and promptness as well as the ability to be able to complete a required task or fulfil an obligation before or at a previously-designated time. Punctuality for those working from home means being available online during work hours, logging in into meetings promptly, and meeting project deadlines on-time. Punctuality is a virtue of responsible employees. It is an attitude of a person which shows the emotional connection towards what one is doing. Therefore, punctuality is an important spiritual trait which reflects the worker's interest towards the victory of the establishment. Important spiritual traits of punctuality can be listed as follows, showing up on time, completing the stipulated work early, planning what needs to be done, informing the concerned authorities about possible delay, attaches high importance to finish on time, not take anything lightly, no blame game in case of delay and realistic approach towards work (DeLonzor, 2007; Coughlan, 2004). Furthermore, honesty is defined by Zarim and Zaki (2016), as the ethical quality of having constancy in worthiness, as can be measured by the behaviour of a worker when undetected. Also, Simons (2008) defined honesty as the fittingness between the words and actions of a person (an employee). It therefore, covers consistency or reliability of actions, values, methods, measures, principles, expectations and outcomes that connotes a deep commitment to do the right thing for the right reason, regardless of the situation. Honesty can be in the form of moral honesty and personal honesty which have ways of affecting how people perceive what that is true to oneself (Martin, Vaught, & Solomon, 2010) as the absence of honesty may result in weaknesses, like weakness of the person's will and self-deception.

Compassion involves a wish to relieve people of their anguish (Farlex, 2007). It is a responsibility for another who is less fortunate or in agony (Delgado, 2005). Therefore, it is a deep longing for mutual caring and supporting others. Likewise, a spiritual person generates a mindfulness for the necessities of others and a desire to support others (Ingersoll, 2003). The expression of compassion in an organization is of huge benefit as an establishment with a palpable degree of expressed compassion experiences lower level of nonattendance and employee burnout, as well as increased teamwork and employee satisfaction which results in higher degrees of workers engagement and performance (Fulmer & Ostroff, 2016). Thus, a show of compassion to colleagues and customers has the ability to drastically influence the output of the organization. On the other hand, meaningful work involves the job characteristic that employees value the most (Grant, 2007). It is perceived as a worker's feeling of significance; that is having a feeling of worth and dignity in one's work (Steger, Dik & Duffy, 2012). It subsequently, relates with the degree of purpose or significance an employee ascribes to his or her job (Wrzesniewski, LoBuglio, Dutton & Berg, 2013). Hence, it is the level to which an employee perceives his or her job as a venture that is entirely significant and worthwhile. Meaningful work is also extremely essential to organization as it is a necessary and important precondition to workers' fulfilment, performance and motivation (Hackman & Oldham, 1980). It therefore play essential role in enhancing employee attitudinal results like psychological well-being, enhanced commitment, satisfaction improved motivation and lower absenteeism (Milliman, Czaplewski & Ferguson, 2003).

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 399 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 399-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 disagree respectively. The independent variable is knowledge/information work systems as a dimension of work system (Alter, 2013); it is thus used as a uni-dimensional variable while the measures of workplace spirituality been the dependent variable is punctuality, honesty, meaningful work, and compassion. (Petchsawanga & Duchon, 2009; Jurkiewicz & Giacalone, 2004). 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 0.963, 0.895, 0.847, 0.906 and 0.963 for knowledge/information work system, punctuality, honesty, compassion, and meaningful work respectively.

Data Analysis and Result
Knowledge/Information Work System and Punctuality
The analysis below shows the relationship between knowledge/information 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 knowledge/information 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
Knowledge/inf	339	0.715	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 knowledge/information 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 knowledge/information work system and punctuality with r (337) = 0.715, crit. .1045, p = 0.000 < 0.05). It means a direct connection exist between` knowledge/information work system and punctuality. Consequently, stated hypothesis is rejected, thus, there is strong/significant connection between knowledge/information 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:
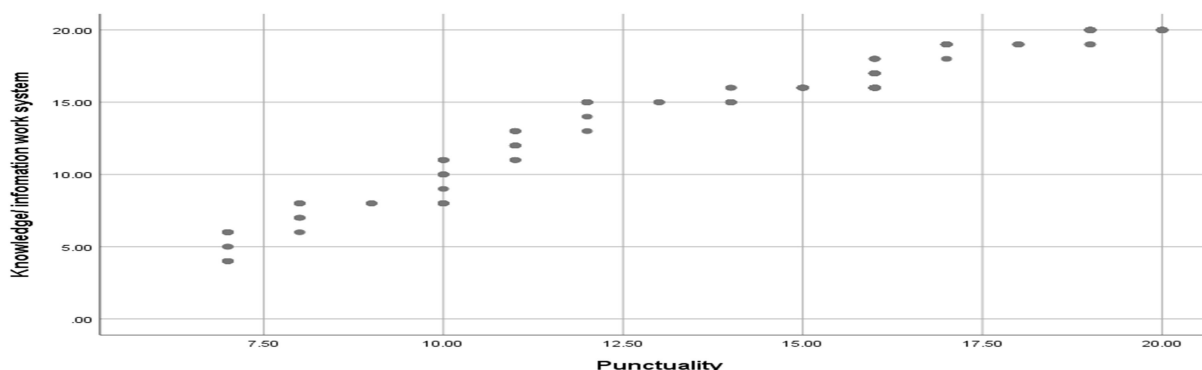
Figure 1: Scattered Graph of knowledge/information work system and punctuality.

Knowledge/Information Work System and Honesty

The analysis below shows the relationship between knowledge/information 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 knowledge/information 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
Knowledge/inf	339	0.581	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 knowledge/information 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 knowledge/information work system and honesty with r (337) = 0.581, crit. .1045, p = 0.000 < 0.05). It means a direct connection exist between knowledge/information work system and honesty. Consequently, stated hypothesis is rejected, thus, there is strong/significant connection between knowledge/information 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:
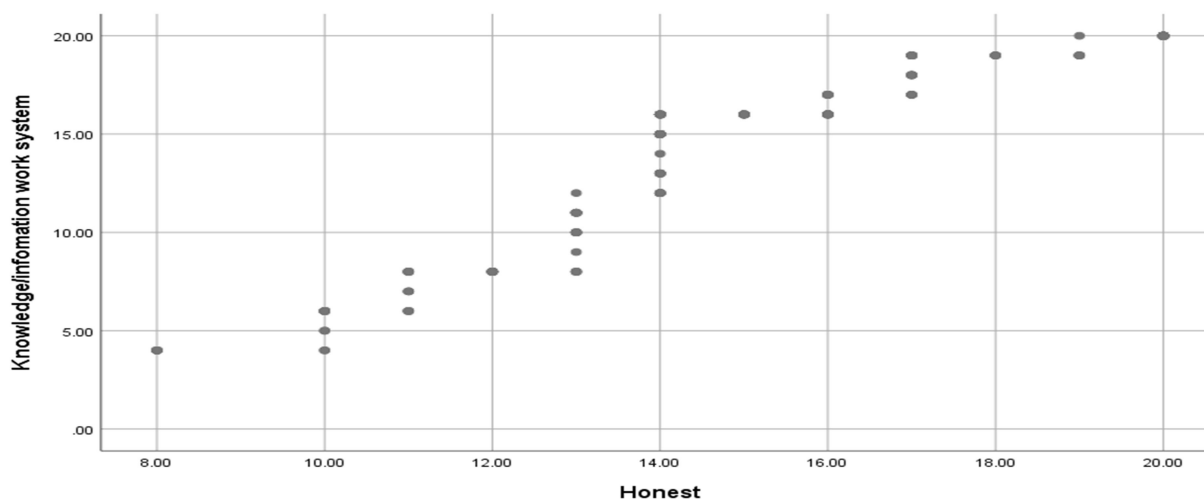
Figure 2: Scattered Graph of knowledge/information work system and honesty.

Knowledge/Information Work System and Compassion

The analysis below shows the relationship between knowledge/information work system and compassion of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.
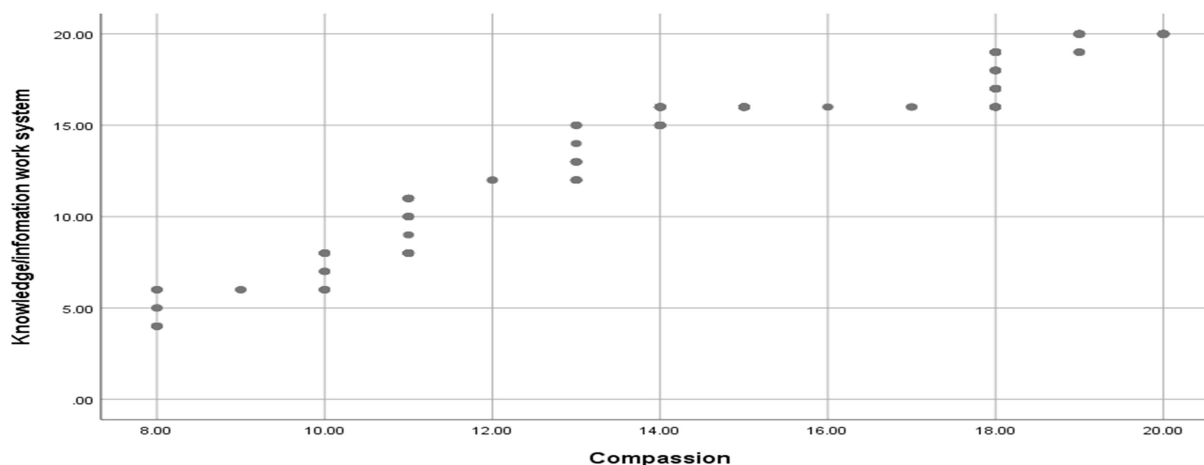
Table 3: Relationship between knowledge/information work system and compassion of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

variables	n	r	df	crt.r	p-value	Remarks
Knowledge/inf	339	0.533	337	.1045	0.000	Significant
Compassion						

P< 0.05; significant at 0.05 level of significance
Source: Field Survey Data, 2021.

Table 3 revealed the nexus between knowledge/information work system and compassion 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 knowledge/information work system and compassion with r (337) = 0.533, crit. .1045, p = 0.000 < 0.05). It means a direct connection exist between knowledge/information work system and compassion. Consequently, stated hypothesis is rejected, thus, there is strong/significant connection between knowledge/information work system and compassion 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 3: Scattered Graph of knowledge/information work system and compassion.

Knowledge/Information Work System and Meaningful Work

The analysis below shows the relationship between knowledge/information work system and meaningful work of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.

Table 4: Relationship between knowledge/information work system and meaningful work 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
Knowledge/inf	339	0.978	337	.1045	0.000	Significant
Meaningful work						

P< 0.05; significant at 0.05 level of significance
Source: Field Survey Data, 2021.

Table 4 revealed the nexus between knowledge/information work system and meaningful work of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. The outcomes revealed a very strong and positive nexus between knowledge/information work system and meaningful work with r (337) = 0.978, crit. .1045, p = 0.000 < 0.05). It means a direct connection exist between knowledge/information work system and meaningful work. Consequently, stated hypothesis is rejected, thus, there is strong/significant connection between knowledge/information work system and meaningful work of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. The corresponding scattered graph is shown below:
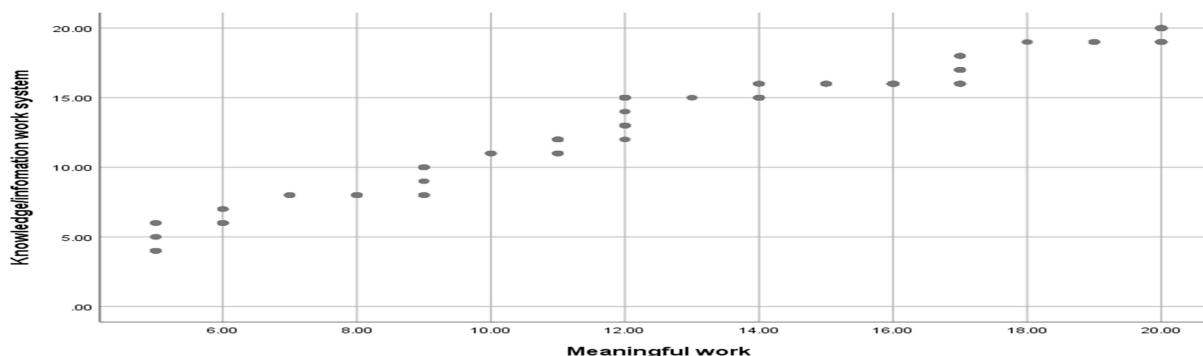
Figure 4: Scattered Graph of knowledge/information work system and meaningful work.

Discussion of Findings
From the empirical analysis between knowledge/information work system and workplace spirituality vis-à-vis punctuality, honesty, compassion, and meaningful work of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria.; it showed that knowledge/information work system significantly influences the variables which are also discussed accordingly. Organization with knowledge work system provides needed information

to guide employee's behaviour such as punctuality. Because one major objective of knowledge work system is to effectually create climate that enables the successful management of knowledge/information within the firm; thus, knowledge work system facilitates the dissemination of information/knowledge in a way that enables workers to be aware of the significance of punctuality and endeavor to be punctual. The provision of information a worker needs in respect to punctuality behaviour in the organization is significant in determining punctuality attitude. Employees that lack the understanding about how their jobs fit in the general work representation of the organization will likely exhibit carelessness in coming late and perform assigned task. By establishing a work system that inspires punctuality, workers will be punctual to work. The capacity of firms to formulate policies and properly informed employees on timely basis and in the right place will aid to enhance worker's punctuality in the firm. By focusing on given information, employees focus will be on how to work towards the overall firm's purpose and use time more effectively by pursuing solutions or completing tasks rather than searching for information to execute given task. Regardless how smart, talented, and proficient a worker is, if he is habitually late to work and meeting deadlines of assigned task, the employee may risk damaging his professional reputation. Because the virtues of punctuality helps one to be outstanding as a dependable and faithful individual that people can relied on to be timely. Tardiness affects more than employee's paycheck. Workers who resume late often, impact multiple aspect of the firm, including other workers and overall firm's performance (Bousa & Venkitachalam, 2013). Therefore, organizations must handle frequently late employees nippily that conforms to lateness policy and with appropriate information that is well communicated to avert it from escalating.

Furthermore, Price (1997) expressed that at the central of honesty is the level of information sharing in the firm and organization's openness in providing any needed assistance honestly (Price, 1997). By effectively sharing knowledge linked with honest behaviour especially superiors or leaders' honest behaviour serves as a role model for the subordinates or employees within the firm (McCann et al., 2017). In order words, when employees have knowledge or information that their superior are demonstrating good behaviour, as well as obey formulated rules, regulations, and policies in the organization, they will follow suit. Thus, is very essential to share right information always in regard to culture of honesty within the workplace. The way organization communicate knowledge/information to employees is another method of highlighting honesty (Wang & Noe, 2010). Keeping firm's information from employees leaves them feeling uninformed and takes away from encouraging honesty within the firm. While some information must be confidential, organization should have a habit of keeping employees informed on basic organization's operations which the employees see as transparent dealing that might impact how they honestly deal with colleagues and outsiders. Most employees appreciate transparency from the organization even when the information is negative. Thus, an honest dissemination of information may encourage employees to exhibit the same measure of honesty in relation to social exchange theory. To build and sustain honesty among workers, it would be essential to develop effective work system that encourage such behaviour. This is because, organizations work system has a way of influencing the

behaviour of employees (Alter, 2008). To exhibit honest behaviour, employee need appropriate information and familiarity with actual and theoretical knowledge: workers should have access, recall, and apply information, interact well with others, have the capability and motivation to acquire and utilize the possessed information effectively which knowledge work system is crucial. By creating an organization work system that values honesty over perfectionism, firms would be able to communicate the essentiality of honesty to the workers. Nevertheless, if the organization work system is set up in a manner that punish employees for taking risks or making mistakes, more dishonest employees is likely to be more in the firm. When a firm has a work system built on honesty, it aids to foster workplace behaviour and activity that is consistent regardless of external influences. This means, workers will behave with a consistent code of morals irrespective of the circumstances; thus, for instance, a worker will remain respectful and helpful even when attending to a rude customer. Honesty is really and truly the best policy characterized with consistent action. There might be no more important action for inculcating trust in a firm than the honest communication of needed information between workers and managers. Honesty is an intangible outcome that is crucial for any organization's short- and long-term success. Honesty begets honesty. To enhance honest behaviour within the firm, firms must build an honest system too.

More so, Madden et al. (2012) expressed that the key to being compassionate in the workplace is an information and effective communication pattern as the act of communicating information openly and expressing oneself clearly to others plays a major role in motivating behaviour of compassion. Organizations may have very talented employees who have wealth of experiences, but unless they treat others with respect, talk compassionately, or be able to internalize others' pain, they may not be successful. The advantage of exhibiting compassionate attitude at work are vast. It guarantees a healthy flow of communication with warmth and love in it that improves an organization's success. Nevertheless, system ought to be in place that will encourage such behaviours such as information work system that manages needed information for the exhibition of such traits. The exchange of compassionate behaviour in the firm encourages kindness and enhancement of workers commitment towards their firm and other stakeholders (Dutton et al., 2014), which can be attained by equipping employees with the necessary knowledge/information why they should display compassionate behaviour. Because when employees are able to easily access the needed information to execute given task, they automatically work committedly and are able to offer care or kindness to others they know needs it. Compassion is a significant virtue within the firm (Simpson, Clegg & Pitsis, 2014), indicating that compassion as phenomenon exist within the firm and firms encourage it through different interventions: one of those intervention could be knowledge work system. Dutton *et al.* (2014) further expressed that organizational interventions that enhance compassionate behaviour in the firm include hiring employees with relational skills of compassion, providing opportunities to employees to ease their sufferings through practices like employee assistance programs, system that facilitate the notification or information to everyone about employee's sufferings and rewarding employees that display compassionate feeling and helping others during time of difficulties and need. An important aspect of knowledge work system is

training/development (Spira, 2005) as both are very significant in enhancing the information/knowledge capacity of workers. Thus, acquiring needed information/knowledge in regard to been compassionate through training and development could play a crucial role in enhancing compassionate behaviour within the firm. Additionally, Atkins and Parker (2011) expressed that compassionate behaviours can be encouraged in the firm through rewarding and providing platforms that encourages compassionate behaviours. This platform could be right work system like knowledge/information work system that boosts and encourage information/knowledge sharing among employees. For an employee to show a compassionate behaviour towards colleagues or customers, the worker has to be sentient of the pain or distress the colleague or customers is passing through, thus, the essence of information/knowledge work system in the firm. Additionally, Cameron, Bright and Caza (2004) expressed that the culture, work system, cohesive interpersonal relations and role of leaders and managers is essential in improving compassionate behaviour within the workplaces.

Furthermore, knowledge work system facilitate better information management within the firm which comprises contextual features of the work environment, that can enrich the job and increase job satisfaction (Morgeson & Humphrey, 2006) that can consequently enhance employee meaningful work. The capacity to share acquired knowledge among employees enriches employees' social needs to improve job satisfaction that can improve employees' work meaningfulness. Thus, Obeidat, Al-Suradi, Masa'deh and Tarhini (2016) expressed that base on the strong influence of information sharing in the firm on how employees will effectively perform their given roles increases meaningful work and aid the worker be more socially involved within or out of the organizations. Knowledge work system assist employees to effortlessly acquire the right and needed knowledge/information to execute given tasks timely and efficiently (Kianto, Vanhala & Heilmann, 2016) which can increase meaningful work as no employee would have meaningful work when he does not have access to right knowledge/information to execute a given task. Since knowledge/information are actively shared in a knowledge/information work system, work meaningfulness is enhanced: employees can join in relevant dialogue about their jobs, share experiences, reflect upon their experiences, and ultimately produce ideas that brings workplace improvement. Accordingly, knowledge development opportunities can help employees make a much greater sense of the firm, role, and career path, thereby obtaining a better understanding of assigned task and responsibilities, thus enhancing their meaningfulness of work. Furthermore, knowledge work system facilitate the growth of competence vis-à-vis workers knowledge through training; thus, when employees are given training opportunities, it aids in boosting their awareness and make much greater understanding about given role and tasks, therefore enhancing their work meaningfulness (Awang, Ahmed, Hoque, Siddiqui, Dahri & Muda, 2017). Thus, training opportunities that knowledge/information work system hold dearly can assist workers to harness psychological connectivity with their work, hence predicting meaningfulness in work. Consequently, Mozammel (2019) expressed that training/development that information and knowledge work system emphasized is essential in creating meaningful work. Also, McDonald and Hite (2005) articulated that career development is an essential way of buildimg meaningful work within the

firm. Access to effective knowledge/information allows employees to improve efficiency and improves quality as it aids workers to carry out task successfully which can increase work meaningfulness of workers.

Conclusion

The outcome of the data analysis in this study provides a positive and significant relationship between knowledge/information work system 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 knowledge/information work system is very essential in enhancing workplace spirituality vis-à-vis punctuality, honesty, compassion, and meaningful work of civil servants within the Ministry of Culture and Tourism in the South-South Region of Nigeria. At this current time when the operations of today's information society depend on knowledge/information that is continually growing and changing, disseminating knowledge/information within organizations has become eminent for employee workplace spirituality vis-à-vis punctuality, honesty, compassion, and meaningful work. Employees must therefore be aware on how to detect and find such knowledge/information in an easy way which knowledge work system is significant.

Recommendations

The following are the recommendations from our findings
1. The ministry of culture and tourism in the South-South, Nigeria should disseminate knowledge/information honestly and transparently and guarantee that workers become aware of the possible consequences of dishonesty in the ministry.
2. The ministry of culture and tourism in the South-South, Nigeria should be persistent to share needed information always in respects to culture of honesty, compassion and punctuality and reward those who display and exhibit such virtues within the ministry.
3. Also, the ministry of culture and tourism in the South-South, Nigeria should guarantee the needed information by employees are made available timely to successfully carry out their given task.
4. The ministry of culture and tourism in the South-South, Nigeria should be more flexible in responding appropriately to employees needs to have a higher likelihood of encouraging employee honesty and other spiritual virtues.

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