



# Ways of Developing Character in Organizational Management

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## Abstract

Character is very essential in any organization for its proper management. The organization manages both human and material resources. The characters of individuals are pivotal. This paper examined the way character is developed in organizational management. There are different definitions of character from different scholars and authors. It was found out that the character of some individuals is not properly developed which has been taken to organizations like churches, schools, hospitals, business centers, government offices and so on. This is greatly affecting each one of us and the entire society which is bankrupt especially Nigeria. These mal-attitudes and characters have put the entire country - Nigeria to where we find ourselves today. Some of the ways through which character can be developed were discussed such as family background, school, environmental and society, culture and social, peer group, and mentorship. The ways of ameliorating the pitfalls of these different groups were discussed. Therefore, these groups such as parents, principals, proprietress, government, the youth leaders (chiefs) in the various communities, mentors and matured adults should wake up to solve these problems so that the society will be a better place to live in. It was suggested that these different groups of persons should all live to their expectations and also the Nigerian Government should live up to its responsibilities by building good schools, establish industries that people can work to earn a decent living, build houses, the youths should be occupied attending to useful things and not idle around to commit all sorts of vices. The youths should be properly educated and be encouraged because a lot of talents are being wasted.

**Keywords:** Character, Organization, Management, Family Background, School, Environment, Peer Group, Society, Culture, Mentorship.

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## INTRODUCTION

The word character is derived from the Greek word ‘charasse’ which means to scratch or engrave. Talking about the character, it is the way a person behaves, do things or his thoughts,

words, and actions. There are numerous definitions of character by different scholars and authors.

The ways of developing character are very pivotal in organizational management. Without the necessary character, an organization cannot be managed properly and without a leader with character, there is also no organization to be managed. Therefore, leaders with character are very important to manage an organization. It is also important in the world. Character is the basic foundation for the organization to function effectively. Organizations that are successful today are known for their character and behavior that cuts across cultural and ideological boundaries such as ethical behavior, communication skills, and teamwork and be able to adapt to any changing situations such as family background, environment, peer group, mentorship, school, culture and social values, etc. Character is also developed by the innate qualities in a person which are inherited from the mother-father (family), school and environment after birth which forms the basis of the individual's character. Inheritance is the number of features inherited from parents through genetics, environment, and personal interaction. The character also talks about the spiritual, physical and emotional aspects of a person or leader in the management of an organization. It also includes thought forms, attitudes, and behavior that distinguish a person from others. Character is also formed by an individual by his constant interaction and harmonious effort with other individuals in the environment.

The peer group pressure makes the individual do what he and she doesn't want to do which affects his or her character positively or negatively. The words humor, nature, and self-respect are frequently used interchangeably in the meaning of character and personality. It constitutes an important part of it. An individual's behavior and attitude will change in different conditions due to environmental factors. This attracts the attention of social harmony. Some incidents such as marriage and career in our lives also change. Every person has an inborn character (Özçelik, 1981). The physical features of disabilities, defects which are inherited by the family and also effective causes on the fetus during pregnancy or after delivery also affects the character of the individual. It includes the intellect which is the basis for a mental structure that will be formed to develop the character of the individual. Yildiz (2001) said constant interaction between the inheritance and environment brings about character change. The environment also affects the various conditions and features such as body, mind, and character noticeably. It is said that environmental factors have different effects on everyone. The type of school the child attends when growing up affects his character because if the basic things are taught by good teachers, the child will be grounded in academics but if the foundation is weak, the child will not have the basic foundation which will affect him or her in future. This will, in turn, affect his behavior, forming his character which will also affect him or her in managing any organization. It's the same thing with mentoring. It depends on the personality of the child's mentor who is supposed to guide him or her. The child is looking up to his or her mentor and wants to become like him or her.

The focus of this study is to find out the ways of developing character in organizational management. An individual may develop his character through the following ways: family background, environment and societal influence, school, peer group, mentorship, social media, and mass media. The major factor is the family where the individual was brought up. If the family is morally upright, the parents will inculcate those virtues into their children which will be embedded in them and they will grow up to be principled individuals with good character who will be able to manage an organization effectively in future to achieve its aims and objectives but if the family background is porous or bankrupt it will also affect the individual adversely. A good educational background good and qualified teachers that can direct the individual properly and to continue from where the parents stop will build and mold the character gradually because

developing character is a gradual process. The environment is also very important because if the individual starts relating to a peer group in the environment, his relationship with the peer group will influence him positively or negatively. Parents should monitor their children to know who their children are relating to and to live in a good and conducive environment. It is not every environment that is good for children's upbringing. The individual should be mindful of what he watches and listens to in the social media and mass media because these days there are lots of falsehood emanating from them. In order not to influence the character negatively but positively, an individual has to consciously learn to improve technologically. The world now is a global village.

The general aim of this study is to identify the factors that influence an individual's character development. It focuses mainly on the family, school, culture and social environment and peer group and mentoring.

## **BACKGROUND**

Character is a lifelong activity that can be learned and developed. Petterson (2003) and Seligman (2004) said character building is a form of moral development which endures and improves with age. They also said good character can be developed and that character is what gives us the power and solid foundation of existence as human beings.

Character is the total of one's attitudes and behaviors which one exhibits. The character can also be observed to be made up of habits. According to Baimrind in Park (2004) character makes us realize who we are on the inside. From the study of world leaders over a period of years, it was suggested that people managing organizations should have a strong character that will create a better world for everyone and that their character should be harnessed to productivity from time to time. The good character of a leader can be a great source of influence that can develop the organizational structure. Leaders with character are essential building blocks to a socially responsible organization. Corsini (1999) defines character as the entire distinguished qualities that are peculiar to the individual's moral, social and religious behaviors while the positive Psychologists see the character as the good qualities that cut across cultures and long history as very essential for a good life (Park, 2004). Baumrind (1988) believes that character is a good and trained behavior of individuals that are socially responsible, very hardworking and devoted to their work. Self-discipline, determined or unwavering attitude of the person's total behavior is said not to be faulty but good and which people can emulate.

According to Smith (2005), a character is the showing of a person's upbringing that forms his morals, strong conviction, conscience and principles. From the above definitions, the study has put all together to form one definition which states that "character is the positive and cultivated traits that become habits by which the person is judged to be exemplary". Aristotle (384-322 BC) believes that character helps to tell what the person has done in the past, can help us to know what he will do in the future. Martin Luther King Jr. said this in his speech on the 23<sup>rd</sup> of August, 1963, during the march for civil rights that he had a dream today that his four children will not be judged by the type of the skin color they have but by the content of their character.

An unknown author (n.d) said:

*“mind the way you think, it will become your words;  
Your words will be put into action;  
Your actions will later become your habit;  
Your habits will manifest to be your character.”*

Character is derived from the Greek word 'Charasse' which means to scratch or engrave. Talking about a character is how the person behaves or does things in his thoughts, words, and actions. It is also a way of recognizing that person's mannerism or idiosyncratic attributes or characteristics. Scholars have defined characters differently including Martin Luther King who said go be an individual is said to have great when the good character is embedded in him or her (it is known sometimes as moral values or virtues). According to Likona (1991), the character is doing what is right no matter what others say against it. Barlow et al, (2003) see a character from the aspect of leadership as moral goodness or virtues of the individual or the leader. According to Hendrix et al. (2003) character is the focal point of life that has moral conduct. The focus of any individual in life by other people is the character of that person which will attract people to him or her or repel people away from him or her if the character is bad. This means the character is the essence of life which leads to one's destiny. Individuals who have character are predictable likewise people who don't have character always change laws, policies, always change their process of doing things. Long-lasting wisdom is proof that one has character. One's ways of doing things or hard work can move one very fast to the top but it is your character that will sustain it for a very long time. With character, you speak less while your good works on people are more and last for a long time. Character preserves whatever achievement you have acquired in life. Character is what gives you the audience because you are seen as an exemplary figure where ever you go to which gives you respect.

Educating a man's mind without his values cannot change him or her and this makes him dangerous to the society. The individual with good character is honest and trustworthy. The difficulties envisaged in African nations, systems, institutions, and organizations are due to lack of character. In Africa, the people and systems are very unpredictable because they don't have character. Organizations should be managed by people with good character to make the subordinates to willingly accomplish their aims and objectives. In whatever condition be it negative or positive, it is leaders without character that left it in that condition and took it to where it found itself.

Character in an organization is very pivotal for its rapid growth. Luthans and Avolio (2003) said organizational leaders that are known as authentic leaders, who know what they are, where they are coming from and what they believe in, exhibit good character. In other words, organizational behavior is said to be the character that is exhibited in an organizational setting. While organizational development is a step by step approach of introducing and managing changes in organizational settings (Vecchio, 2006). American industrialist Andrew Carnegie (2010) said: "if you take away his people, grass will soon grow on the factory floors but when you take away his factory leaving the people, soon a new and better factory will emerge". This means that people are more important than financial assets and machinery in an organization. Organizations are human entities, full of life, sometimes fragile, always exciting. Meaning that the people should be trained, managed to achieve the aims of the organization. In doing this, it will take into consideration the development of its subordinate to fine-tune their character for effective management of the organization. They are family background, mentorship environment and society, peer group.

The organizational leader talks about the welfare of all the members and there is a division of labor and equity. It is also the combination of different types of activities to achieve its aims and objective (Farouq, 2012). An organization allows its employees to learn from fellow members, training and retraining them. This gives the employee a sense of belonging seeing himself as part of the organization and not just work or a novice.

Mayhew in Ololube (2018) affirms that the six basic elements of organizational structures are job design, job grouping, establishing of organizational hierarchy, departmental design, departmental unity or coordination and designing of authority

The word organization according to Wikipedia is derived from the Greek word "Organon" meaning 'organ'. The Greek meaning of the concept also explains that the term has to do with different people in a particular setting or organization.

Siddiqui (2014) in Ololube (2018) said that organization is derived from the word 'organism': which means a system gotten from different parts that are depending on each other. The organization is divided into "formal and informal". According to Osifo (2012) in Ololube (2018), the difference lies in the intricacies. Osifo said that an informal organization is not planned because their interactions and contacts they have with people are the unconscious purposes that are not documented. The people in an organization need to be managed properly for the running of the organization because most of the problems in every organization are caused by people and not by the equipment. A leader with character will make the organization a conducive place to enable workers to work harmoniously. Some of the factors that will make workers do their job effectively are:

- The leader should be easily accessible by the members to discuss their problems
- Not to criticize staff on things that is beyond their capacity to handle.
- Teaching the staff how to handle their jobs effectively without errors
- Take to staff politely even when they are not at fault or use positive criticism.
- Fulfill all promises made to workers
- Appraise and recognize the workers for a job well done
- Staff should be informed at all times about what is happening presently and what will happen in the future
- The leader should take workers' complaints seriously and take action immediately.
- The workers should be allowed to participate in decision making and making suggestions towards organizational enhancement or growth.
- The decision to punish an erring staff should not be taken in haste when both parties are emotionally imbalanced.

For any organization to function effectively, the leader has to be fair, friendly and firm.

### **Purpose of the Study**

The purpose of this study is to find out why character development influences organizational management. The individuals these days are not properly grounded and this is affecting them in the management of the organization, so they have to be properly trained to be able to manage the organization to achieve its aims and objectives.

### **THEORETICAL CONSIDERATIONS**

#### **Ways of developing character in organizational management**

There are different ways of developing a character that can influence the individuals in organizational management and they are family background, environment, societal values, culture and social, peer group and mentorship.

## **Family Background**

According to Park (2004), many situations contribute to the development of good character. One is the influence of upbringing by very strict parents. They are not giving the children the freedom to relate freely with their peers which affects them negatively leading to pro-social behaviors like sharing with peers, self-control, and self-confidence. The parents should be positive role models with the right reinforcement to be able to facilitate pro-social behaviors like sharing, helping and also to be a good teammate. The child should be observed socially and cognitively as indicated by Jordan and Jordan (1998). Lennick and Kiel (2005) believe that we morally grow through the coming together between our biological makeups to be empathetic by the constant relationship we have with our loving parents. It was found out that six or seven years old children were able to say what is right from wrong and feels guilty when involving in wrong activities. Temperament and personality also have a role to play in character development.

According to Park (2004), people's attitudes that have affected their character can show how people are different biologically, emotionally at the level that is channeled to activity followed by the development of personality. Park (2004) also said that in two studies of both adults and children it was discovered that empathic behavior and pro-social patterns of behavior are inheritable. Every individual has an inherited character from their parents and also the physical appearance, disabilities, defects which were caused in the fetus during pregnancy and childbirth. The parents should always motivate the child to encourage her or him to perform better which makes the child to be confident, to believe in himself or herself which affects character formation and this makes the individual emotionally stable.

The emotions, thoughts, attitudes, behaviors, and activities of the individual are seen, felt and also accessible by others. The rapid growth and physical development of the individual affect the development of her or his character. The individual's family background or the environment in which she or he grows up influences character formation especially during childhood. The parents play a very important role in the early stage of the individual's life developing the identity of the child.

The family environment which the child is born into and brought up plays a vital role in the child's character development in all aspects of ramifications (Avei, 2006). The parents are expected to develop their children at a certain level in a good state either physically, socially or mentally. Also, families who cannot inculcate the values of integrity and solidarity are families that have failed in their responsibilities. It also requires internal changes in relating to the outer world for their group to ideally fulfill all their functions.

Married couples who cannot live harmoniously are egoistic and cannot effectively interact and communicate. The domestic relationship is a significant way to determine the family that fulfills their functions in a healthy manner (Bulut, 1990). Responsible behaviors towards partners, children, close friends that have mutual respect and cooperation should be emphasized as a healthy family (Geçtan, 1989). A family in which members don't relate closely with one another by not talking with each other and bear negative feelings for each other is an unhealthy family. The family must direct the individuals in terms of mental development and behaviors from the physiological, economic and social aspects. When family members relate with good attitudes towards each other it is a plus element. Parents should make the child feel loved and belonged as a member of the family because this affects the development of the individual character.

The most effective ways the family can support the child's development are as follows:

- Giving the child, the opportunity to develop his or her talents and to be successful in school and social life
- Parents should help the child to solve problems during the adjustment process with the living environment.
- Parents should assist the child to acquire verbal and social habits that he or she needs in order not to have problems with others or to create harmony.
- Parents should teach the child ethics so that he or she will be socially acceptable.
- Teach the child to be a balanced person.

The problems the child encountered during development processes are ordinary or temporary and don't last long. Moreover, if the child comes in contact with adults with the wrong attitude during this period, it will affect the behavior of the child negatively. These problems that occur during these conditions are called adaptive and behavioral disorder develops not only the wrong attitude of the family members but also the environmental factors. Emotional shock due to stressful events; conflicts and disturbances at home, problems such as domestic violence, losses, and separations such as the separation from parents due to death or divorce which are examples of environmental factors that bring about adaptive and behavioral disorders. When parents expose children to rejection and domestic abuse at a tender age, it has very negative effects on the development of character or behavior. Children who are physically abused continually (beaten for a long period), generally show aggressive behavior because they find it difficult to express themselves verbally. This behavior makes them very sensitive and makes them feel inferior and sees harmless situations as wrong and will respond violently Erden and Kargi (2005).

This study aims to identify the factors that influence the individual during character development. It focuses mainly on the family background, school, environment and society, peer group, culture and social mentorship. All these factors will make the child to develop a more permanent character.

## **School**

The school is the next place a child is taken to after the separation from his or her family. Their first time in school is very painful to them because the child begins to cry after the parent has gone home. It takes several weeks or months for the child to be familiar with the school environment. If the school has teachers that are very well trained, they will have the necessary features or things to arouse the interest of the child to make him or her be attached to a school. The child also will be told why the school is useful for him or her. The school informs all the activities of the child to the parents whether negative or positive and these obstacles will be handled and removed with the cooperation of the teacher and principal and the family and this makes the school and family ties strong for the child who has just started school, to be attuned to school. If the child is properly handled by the teacher, he or she tends to love the teacher and believe that his or her teacher knows all. The child starts imitating the teacher and sees him or her as a role model which in turn develops the character of the child. That is why schools should have trained teachers that are disciplined morally to inculcate good moral values into the child. The school is also to guide and direct the child to their rightful vocations or professions.

A well-organized school environment will make the individual get socialized healthily and be equipped academically. When a child is successful academically will attach importance to social activities and will also want to develop him or herself, the child will see life and society in a positive light and this will make the child love her or himself and the school environment. This

will surely contribute to the positive and useful effects of the child's character development. The interest of parents in their child's academic activities also affect the child's character development. Haste et al (1999) also said adults are expected to show a well-grounded character that is morally broad and big but all adults cannot exhibit the same maturity level, morally. Great men like Aristotle and Plato said that education of our emotion is paramount for the development of virtuous character (Standford Encyclopedia of Philosophy, 2003).

According to Aristotle, having a virtuous character makes a person good which makes him or her perform his duties well. He also said virtuous persons do not have a stereotyped behavior but have this innate self-love which is harnessed through the development and preserved through friendship which makes the child or individual have in mind the good of others.

The school should help to inculcate all these into the child to develop his or her character for a healthier society. This also means that the moral development of the child and individual has to be in advance level educationally to have good character.

Philosophy sees the development of character as the individual's responsibility as defined by Halsey and Friedman (1981) that "virtue is an activity of the soul" and Lickona (1991) said they are also required through trial and error. Meaning developing one's character is through one's efforts through different experiences in life with the help of the school, family, environment, peer group, culture and social, mentorship, etc. Also, moral education should be taught in schools to enhance the way children and individuals think morally. Kant also said that we struggle to behave well through our self-strength, will, and self-mastery to fulfill our duties because we are not perfect (Standford Encyclopedia of Philosophy, 2003).

## **Culture and Social**

According to the Wikipedia, Free Encyclopedia, the concept 'culture' is derived from the Latin word "cultural" meaning "to cultivate" which is to say that culture has to do with what is shown in one's character in the society. It also tells us that character can also stand as the social behavior or attitudes and norms in the societies. A particular trait of people can be different from that of other people such as their ways of relating to one another, their means of livelihood and their day to day activities. Park (2004) "maintains that moral culture and values of societies and communities influence character development." Also, Hunter (2000) said: "the character of humans becomes the social norm in its institutions".

According to Burnet Taylor in Ololube (2018), we should understand culture as "that complex whole which includes knowledge, beliefs, arts, morals, laws, customs and any other capabilities and habits acquired by man as a member of society". While Haste et al. (1999) said that moral development depends on how the individual manages his skills and moral expectations as one's culture grows which can be observed and expressed through linguistic and symbolic behaviors and practices. One of the important factors for character formation is culture; it determines the behavior and attitudes of the people. The culture of the society shapes the members of the society in whatever they do which in turn influences the development of the individual character because he or she will acquire some features from the cultural structure. In a wider or broader structure, culture is the whole lifestyle of a society which includes the type of food they eat, the clothes they wear, the language they speak, the way they worship their God and gods, etc. The culture of people will give you a clue of where the person is coming from, which will consist of lifestyles, emotions, thoughts, and actions which are commonly shared by the individuals of that society.



Society has a great influence on human behavior. The individual not only develops biological but also learns and accepts value judgments of the society by being socialized. The familiar factors, groups especially organizations that he or she interacts also have an effective role on character development of the individual which goes down mother and child relationship to other members of the family(father and children) then followed by groups of relatives and family friends and continuous to school, family groups, partners and work fellows. When the individual is addicted to the social groups where he or she is a member will overhaul and turn around the individual's character development (Erdogan, 1997). There are morals in the traditional African system. The parents and the communities ensured that they were rigidly practiced. Parents, age groups, the elders all help to ensure that high moral standards are established. Traditional laws are established and enforced by the entire community because laws were enforced by the entire community, many members of the community grew up to be morally erect. The problems of any member of the community were shared by all the members of the community. The philosophy of your brothers' keeper was an open or common practice because there was sincere love among the people. They eat and do other things together. There were mutual trust and respect. Barger (2000) said character development is often through social interactions. It has to do with cognitive reasoning. Some adults are not morally developed because they do not have respect for universal principles and the demands of social conscience. Culture controls individuals the way they relate among themselves.

## **Mentoring**

The word "mentoring" is derived from Greek mythology Odysseus, gave his trusted friend mentor to take care of his son Telemachus by teaching counseling and guiding him when he went to war, fighting with the Trojan. Presently, mentoring is between two or more people in a relationship that will be beneficial and rewarding to them. Often it is a highly experienced and influential individual and another person (mentored) lower in rank to be guided and directed by the mentor. Mentorship is just like the traditional apprenticeship where a parent sends their children to go and learn a trade under an elderly, experienced, trusted and wealthy person in the society because the parents want their children to be like their mentors. Like in boarding school, a new student in the lower class will be handed over to the senior as a mentor or father to learn under them how to live in the hostel and how things are done in the school environment. Mentorship is also a way of developing the individual character in organizational management because the individual is being taught by a higher older experienced person to train him in his or her career, attitudes, skills, standards and behaviors.

According to Kram (1955), a mentor is an experienced and energetic manager, who is productive, who has a good relationship with the less experienced (mentee) who makes it easier for hisandher personal development that will be beneficial to the individual as well to the organization. Mentorship is all about a person who is more apt in his or her career to teach, direct, encourage and advice a younger person on how to grow in his or her career to contribute meaningfully to the growth or success of the organization to achieve their full potentials. The mentor allows the mentee to put into practice what has been taught by giving them projects and tasks to handle to show his or her expertise in the mentee and not imposing his or her will on the mentee.

According to Wanberg, Welsh and Hezlet, (2003) that individuals who are mentored, most times perform better, earn more financially and progress faster than those that are not mentored. Also, research has found out that consistently that mentored individuals are contented and more focus on their progressions than the no mentored individuals. The mentor is also

regarded as a coach who enhances the mentee's ability by advising him or her on professional performance and development. He is also seen as a role model and also a supporting system for the mentee. The mentor functions as a good and effective resource person, whose lessons are geared towards professional development that produces a balance in his general work life. Mentors are focused on developing the mentees to have the capabilities in doing their work and to enhance their talents to enviable heights. The mentors have duration of time to train the mentee to achieve the identified specific goal.

The mentor is also a teacher who helps to increase the skills of the mentee and abilities. The mentor sponsors the mentee by assisting to advance his or her career entry acts with host and guides to introduce the mentee to very important people that can make him or her grow faster in his or her career. The mentor has the link and the connections, power and positions to open doors that can help the mentee to get projects and jobs that can boost their position and career and also share their network connection for the mentee for advancement. The mentor's relationship with the mentee allows him or her to acquire and gain recognition and practical knowledge on how to achieve organizational goals, roles, and work tasks. The mentor also assists the mentee in case of crucial issues and to speed him or her up on a more progressive way to accomplish its goals in their chosen career. The mentee has the opportunity to emulate the values and behaviors shown by the mentor during mentoring. In the process of mentoring, a relationship is established between the mentor and mentee experiences, acceptance and confirmation of self-worth through regular interaction with one another.

The mentor offers support and advice to the mentee and also listens to the mentee actively to encourage him or her in times of difficulties on the job or personal issues. The mentor and mentee have mutual interaction socially that is satisfying and building professional friendship and caring relationships in the workplace. If an individual wants to be successful in a career, he will require role models that will guide and direct him. The mentee will have increased knowledge from the mentor both technically and professionally. The mentee will be privileged to have increased competence, career development, high productivity, high performance, increased success in his career and to be introduced into the profession to meet those that matter in his or her career to greater heights. The mentor will benefit from mentoring because he feels satisfied with contributing positively to bettering someone's life. Mentoring gives the mentor a greater understanding of other people and groups cutting down cultural gender and other generational issues

He also has a good sense of responsibility and satisfaction for his passion for his or her legacy to the trainee who will one day become a mentor also. When he teaches, he is also acquiring more knowledge, personal growth, relating with people from diverse cultures, religion makes him know more about the different behaviors of people and their lifestyle and also more knowledge about leadership skills.

Mentoring gives the mentored a greater understanding of other people and groups cutting down cultural gender and other generational issues. The mentor also benefits in the following ways: job satisfaction, self-fulfillment and the opportunity to showcase the mentees that are successful under his training, which is valued and trusted by the mentees and their organizations. He also has a good sense of responsibility and satisfaction for his passion for his legacy to the trainee who will one day become mentors to other people as well. In this way, mentoring provides us with an opportunity to give back to the society that has developed us. When a mentor teaches, he is also acquiring more knowledge, personal growth, and experience as he relates with people from diverse cultures and religions; this makes him know more about the different behaviors of people and lifestyles. The outcome of all these is the acquisition and development of leadership qualities. The mentor also learns from the mentee on how to acquire and use new

inventions or technologies. He gets to know the different areas that are essential to their career and learns various strategies of goal delivery.

There should be an agreement between the mentor and the mentee before terminating the mentoring relationship to avoid conflicts. Otherwise, one of them might feel abandoned, betrayed or used if the mentee no longer maintains a cordial relationship of mutual support and consultancy.

Mentors pass on the wisdom they got from their mentors to their mentees. Boundaries are set between the mentor and the mentee to avoid encroachment or infringement on each other rights and respect. There is respect between the mentor and the mentee. It is a social lubricant for mentoring. Any relationship that does not have respect as its basis of interaction will shortly collapse. Respect is earned and developed over a while. For the mentor and mentee to establish a good and lasting relationship, there should be rules of etiquette to facilitate the development of a functional mentoring section or training. For proper character development, the individual needs to be. Respect for the mentee understands that he or she must be punctual, reliable and develop an attitude of not depending on the work style of the mentor; and also creating an environment that is conducive for the mentor to meet the need of the mentee.

Mentoring is a mutual relationship established but the mentor and mentee to assist and learn from one another by having skills and information that help the other. The mentor and mentee must understand this principle. When a mentor is faithful and responsible, it will clarify the roles of the mentee so that he or she will not take undue advantage of the mentee to advance his or her career. This should be taken into consideration to enable a more matured and healthy relationship for the mentor and the mentee. When there is integrity in the relationship between the mentor and mentee, they will agree to do all that they have agreed to do in case of conflict, they will be able or willing to resolve it amicably. There should be justice or fairness and free bias to access psychological services that is why one should be careful with whom you enter into a mentoring relationship and also, why, they choose a particular mentee. Mentorship is all about helping the mentee and mentor, so precautions must be taken to avoid problems that will hinder the career development of both individuals. The mentee should not depend on by asking for micromanagement instead of counsel. Mentors should not exploit the mentee nor take credit for the mentee's work. The most outstanding interpersonal problem in mentoring that occurs in the relationship is when it deviates to personal thereby leading to a sexual relationship. The issue of jealous is another problem when the mentee is progressing or succeeding more than the mentor. The reputation of the mentee will be tarnished if the mentor commits a serious blunder or breach of ethics. Also, the mentor can be seen as negative if the mentee is not performing up to expectations will be said to have chosen the wrong mentee and the mentor will be accused of not counseling or advising the mentee well.

Filstad, (2004) said mentees are advised to have different mentors that are experts in their career to assist them when the necessary. Mentors help to develop the individual's character positively because the mentor is a part friend, part teacher and part career adviser to the protégé or mentee. According to Kreiter (2005) mentoring is a way of acquiring knowledge from the mentor to the mentee (protégé). Kreiter also said mentors serve as facilitators or should be able to make mentoring activity exciting and effective to achieve its aim and it also makes the learning process faster. The mentor is a model who gets feedbacks quickly and good practice can be identified. Mentoring is making the mentee to acquire the available resources in order to master the described knowledge, skills and attitudes that are linked to the learning material. A positive interpersonal relationship would be created because they are always interactive. Kaswan (2012) said mentoring is seen as a partnership between the mentor and the protégé (mentee).

He also said mentoring is also an interpersonal interaction to help the mentor. The individual needs to be mentored under the tutelage of expertise to develop their career to develop the character so that they will be able to manage the affairs of the organization because they are the leaders. They have to be properly groomed to be able to perform well by achieving the goals of the organization. The benefits of mentoring for the organization are that the organization will have turnover reduction and to assist them to retain talent by developing the workers. It also improves the quality of work and production which will also help to manage organizational change. Mentoring makes the worker be more interested and committed to the organization. It also helps the managers to empower their people to achieve their organizational goals.

Mentoring makes the worker satisfied and increases the retention rate because they have a mentor that will help train and advise them. Mentors help to find out hidden opportunities. Mentoring helps develop greater leaders who in turn develop other leaders. It allows the organization to tap into a bigger pool of talents (skills) when it is necessary. Through mentoring, the organization's legacy will be passed on to the protégés.

Mentoring helps the manager to focus on more important issues because he or she will no longer have a crisis and fixing problems, the mentee has acquired the skills on how to do their jobs better.

Both the mentee and the mentor should have and know the dos and don'ts of mentoring. The dos and don'ts of the mentor and mentee.

Do's	Don'ts
Provides mentorship only in an area of specialization and expertise suggest mentors In areas that you cannot handle or when the mentorship is not working properly.	Don't take more than what you can manage. The mentee should not be treated with free labor.
He or she should be open and easily accessible to the mentee. Expectations should be set clear and maintain clear distinct boundaries.	
The mentee should be treated professionally and in an ethical manner. Be mindful of the mentee's feelings and sensitivity. Professional behavior should be modified.	

## Peer Group

Peer groups are found everywhere in the country. It is more pronounced in the adolescent stage of development. After leaving the parents, the next people that they meet in their environment are the members of the peer group. The avenue for the individual to learning what is happening in the social loyalties is the peer group. The peer group sort of conditions the individual's reasons and behaviors. Peer group are people of the same age-grade that has the same interest that come together to form a group. They are a pervasive part of social life. The ranges of peer groups are broad from early childhood until old age. Members of the same association, classmates, community, course mates, and work or sports teams constitute a very important widespread salient peer group. The individual comes in contact with neighbors, a close friend, a flatmate, a colleague, a fellow student to mention a few. Considering all these groups in the life of the individual, the influence of the peer groups and who they are which in turn will affect any organization they belong to, meaning that their character will also be affected positively or

negatively. There are different types of levels of peer groups depending on their ages and interests. Due to this, they tend to move from one level to another compared to the old days where they are more carefully considering their families' names and where they are coming from like their communities and cultural values.

Therefore it is important to talk about the social context that we are into, to be able to understand character development (Learning & Baumerste, 2000; Neyer & Lehnert, 2007).

Surprisingly, the role of peer in character development is group socialization theory (Harris, 1995). The theory states that advancement in children's age, leaving the socializing outside the home that occurs in peer-group becomes an increasingly important way to determine adolescent's character development and this is divided into two groups. The first group of socialization theory focuses on the development process to explain development instance that happens between various peer groups but neglects individual differences in development within such groups. However, the peer takes charge of the individual in character development between and within peer groups across the entire life span. For instance, current studies said the life experiences among different peer groups like graduation, occupation, military service, education, media, family and culture will also affect character development beyond adolescence (Bleidorn 2012).

There are different peer groups with different aims and objectives. For instance; if the group norm is about hard work, members of that group will work hard in their studies to get higher grades, this means that the type of peer group the individual belongs to influences his or her character positively or negatively. When there is mutual trust among the members, it makes that particular group to have strong ties which will also develop the individual's character. Peer groups are also of people such as classmates to colleagues, friends, neighbors, flat mates. It is complicated because their character may change across the life span. But the core dyadic peer relationship character does not change across the life span. In general, online dictionary (Merriam-Web star. Com 2011) explains it as coming together of peer to form a group of the same social group who are of the same age grade, status. Sometimes peers look alike due to individual characteristics. Homophily which means birds of the same feather moves in the same group (Macpherson, Smith- Lovin & Cook, 2001). When the peers are younger in age they may be homogeneous meaning having individual characteristics such as age, gender, socio-economic status, and ethnicity. Sometimes children and adolescents try to discriminate into groups of their gender and age (Maccuby, 1990). In homogenous peer groups, they change at a point in time as they grow older.

This means that peer relationship is reciprocal and they also expect and keep track of an even balance (Clack & Mills, 1979). Reciprocity is essential for peer relationships to continue. The peer relationship that is not balanced does not last long. Peers love assisting one another. Most times relationship among peers is found in lower and high social status. Peers are also based on hierarchical positions.

Peers from rich and influential families come together to also form their peer group while that of the lower position also meet to form their groups in order not to feel inferior or superior which can lead to serious conflicts. The peer status differences are the main sources of individual differences within group development Harris (1995). When the peers are very close or best friend which is described as the strength of relationship ties example strong versus weak ties (Granovetter, 1983), they also vary, they are stable over the life span, close friends network is persistent while less close friends, their relationship fluctuate. When the peer shifts the love handshe has for his parents, the peer becomes a core influence of developing the character of the individual because he or she will love that his or her peer group member to the extent that he or she can do whatever the peer asked he or she to do whether it is negative or positive all for the

sake of relationship Herter (2012). Likewise in romantic relationships, these relationships might develop into adulthood relationship which may also help to satisfy his or her desired needs (Birditt, Jackey & Antonucci, 2009). Peer groups can make siblings who grow up together of the same parents to be far apart from each other if they belong to different peer groups because all the different peer groups have their aims and objectives which can clash with the others. This can adversely affect their character development either positively or negatively.

Interacting with peers has positive and negative effects on an individual's early experiences. Peer groups that are healthy pose negative consequences to an individual's development. The friendship that is established from childhood will surely promote the overall wellbeing and development of the individual in specific learning domains.

When individuals relate with the peers of their age, they like and learn how to work together co-operatively, they also collaborate with people and their peers. Through interactions, their communication skills are enhanced which is essential for social growth. It also helps the individual to have a sense of self-worth which encourages him or her to think well like his other peers. The peer group also teaches the individual to know what is acceptable and appropriate in social behaviors. The individual can improve his cognitive development in different ways through his peer group because he learns when group activities are done together with his or her peers. They have similar ideas, interests, and perspectives. Due to teamwork, they become creative which makes them start solving problems and develop conflict resolution skills. The individual should be encouraged to join various extra-curricular activities and clubs to have different experiences to make them equate with friends. This influences the development of the individual's character. When peers interact with their fellow peers, it gives them the opportunity to bond and has different experiences and acceptance is promoted through self-esteem and coping skills which are pivotal for the overall healthy development for them to grow up fast.

When peers struggle over harmless gadgets used in playing, the individual benefits in his development because it teaches him how to manage and express his feelings of frustration and anger in various ways. The individual's physical development can have a strong impact on friends and peers. When the peers come together to play outside, they tend to develop their physical activities, their health is promoted greatly which makes the individual fit with strong bodies and also develop gross motor skills, agility, and reflex (Pachuki, 2019).

## **Environment**

In management, the word "Environment" doesn't only mean physical surroundings, but could also mean or be described as all the things that influence the happenings around the individual organization. The environment is the total of the surroundings of the organization for a broader concept. Harrison (1996) defines the environment as everything that influences the surrounding and development such as the conditions, circumstances of the total of the organization or anything that affects the internal systems. He also said that the environment involves very difficult forces that are always changing to various degrees at different times and under different circumstances. From these definitions, one can say that the character of the individual can be influenced, can also be formed or influenced when his or her starts interacting with people where he or she lives because different social activities in the environment witnessed, seen or heard affect the character of the person.

The character of the individual brought up in a well built and well-formed healthy environment or society is a well-behaved individual that has character. When this happens, we have a nation with a bright future that has lots of promises for its citizens Baymuri (1994). The environment influences the individual's morale, his or her progress and relationships either

positively or negatively. Environmental determinism is what affects or influences the individual behavior where he or she stays (at home, in the school and the micro-society). Our desire should be to produce spiritually, physically, emotionally and mentally strong characters who know that God exists, that all human beings are one, linked to one another, and Almighty creator and that there is a law of cause and effect. The environment in which an individual life is very important because they pick up the type of words they use, dress and act which forms the development of the individual's character. The environment is anywhere you find yourself such as family, school, habitual military, market, business organizations, peer group, hospital, religious as the case may be.

Every organization has its modus operandi and goals on why they were established. A good and conducive environment is essential for every organization that wants to succeed because it will motivate the person's work effectively to achieve the organizational goals. There should be enough of the environment physical space which is essential for the organization. It should accommodate all individuals to maximize production. For an environment to thrive and function well there should be large space good enough for the activities to be performed. For instance, the required facilities to be used for the job, the relationship between the superiors and other members of the organization should be cordial. All the members of the organization should be treated equally.

Identification and control of hazards are very essential to improve the environment in which the individual works. The right environment will constitute the right attitude of members to perform well in the organization.

How to improve the work environment:

- The workplace should be attractive by using modern gadgets and facilities to replace the old ones, like split units flowers, photos, rugs, artwork, etc.;
- The work environment should have a natural outlook to make the members feel at home by planting beautiful and bright flowers;
- The work environment should be properly ventilated or air rated;
- The members of the work environment should be adequately appreciated for the job well done to boost their morale and encourage more performance for organizational growth;
- The individual at the workplace should be able to interact freely with other members of the organization. This will foster oneness and also enhance the system;
- The ethics and values of the workplace should be the ones that the members will take pride in.

## **CONCLUSION**

This study has theoretically investigated the ways of developing character in organizational management. It discussed the ways a character can be developed through the following, family background, school, environment and society, culture and social, peer group and mentoring. Due to the ways these groups were handled and trained, it has affected all organizations and how they can be managed effectively to achieve its aims in the organizations. Character development will be affected negatively if the individual sees life in a confused manner, unplanned life is not sensitive towards the happenings in his and her environment and does not expect anything from life. But those individuals who see things in the positive light will not only succeed academically but will also have a positive attitude to life, will also love and believe in him and herself and the

environment. He and she will now get involved in positive and constructive activities which make him be a sensitive healthy citizen.

Regrettably, the problems in this country Nigeria is that character development is not taken seriously which has brought us to this moral decadence in Nigeria today. People without character are everywhere in Nigeria perpetrating evil deeds. They are roaming the streets free, people are not bothered how people make their money unlike in those good old days, if one gets rich overnight, the person will be asked several questions on how he and she got it. But today, they will be given chieftaincy titles and praise singers everywhere singing their praises. For this reason, everybody wants to get rich by all means. This is why we here killings everywhere because there are ritualists, secret societies, etc., killing people for money. Political positions are given to these corrupt people all the time as if it were their birthright and they all belong to one cult or the other. And if you don't belong, you can't belong in their caucus." There is an adage which says, if you can't beat them, join them". And that is what is happening today.

With all these, we can see that the individual's character will be solid because he and she are confident. The family, teachers, positive environment, peer group, culture, and mentors can greatly affect the upbringing of a well-behaved individual with good character. When every individual is properly developed in the right way, society will be a better place for us all.

## Recommendations

Based on the highlights of the study, the following were recommended:

- The government should put things in place that checks all the menace in this country. There are laws in this country but the problem is that the laws are not enforced. Otherwise, all those people that have put this country in this mess are free and are given big positions in government to continue their evil acts. There are many leaders without character in Nigeria.
- Moral ethics should be built upon and taught in secondary schools while leadership qualities development programs should be integrated into programs of tertiary education.
- Government at various levels such as educational planners, policymakers, counselors in schools, traditional rulers and a host of other actors should put in place character development programs for their followers at all levels.

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