



Character Control and Management of Organizational Leaders

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Abstract

The study examined the character control and management of organizational leaders. The study adopted an empirical approach. The instrument used in carrying out the study was a questionnaire. A total of 200 copies of the questionnaire were distributed to principal officers in tertiary institutions in Rivers State, viz Captain Elechi Amadi Polytechnic, Rumuola, Ken Saro Wiwa Polytechnic, Bori, Ignatius Ajuru University of Education and Rivers State University. 190 were duly returned and completed. The Study based its analysis on the returned 190 questionnaires. Five research questions and five hypotheses were raised. 21 items questionnaire was used to generate data for the study. ANOVA was used to test the hypotheses, using the SPSS Version 23. The research questions were answered using mean and standard deviation. The testing of the five hypotheses showed significant relationship. Based on the findings, recommendations were made encouraging all stakeholders especially organizational leaders to embrace virtues of character control including integrity, compassion, honesty, courage, universality among other character control measures.

Keywords: Character Control, Organizational Management, Leadership.

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INTRODUCTION

Scratch the surface of a true leader, or look beneath his or her personality, and you will find a character. The traits and values that make up the character of a good business leader are, for the most part, similar to those that make up the character of an outstanding citizen. Kotter (2009) views it as the process of influencing people to strive willingly to achieve goals. The goals, or movement in a particular direction, should be in the long term interest of the group being led. Leadership is much more than being the head of a particular group. It takes diligence and effective human engineering skills.

From my perspective, leadership can be seen as a factor involving the use of persuasion to enable a group to do what they might not otherwise be able to do or increase their chances of doing it appropriately. The basic functions of leadership include planning, initiating, controlling, informing and evaluating. There exists a multitude of definitions of leadership, but for the purpose of this study, the definition by Van Schalkwyk (2011) suffices as the mobilization and influencing of people to work towards a common goal through the building of interpersonal relationships and the breaking of tradition to achieve the organisation's objectives despite risk and uncertainty."

In higher education leadership is considered as the pillar and bedrock for bringing about innovation in the institutions. Without effective leadership, organizations and institutions will not excel. It is the driveway through which institutions can take to reach greater heights (Bryan, 2008). The trend in some countries is that leadership is appointed as a result of the possession of a qualification. Indeed, many researchers agree that institutional leadership is the key to improving quality. It can also be noted that leadership plays a pivotal role in the success of higher education institutions and is a critical factor in sustaining and improving the quality and performance of higher institutions (Yukl, 2010).

Leadership requires not only hard work, competence and commitment; it also requires worthy principles, ethics and unquestionable character. The principles of institutional leaders determine their character and their character determines the quality of their policies which affect staff welfare and retention (Ololube, 2018). There is no gainsaying that institutional leadership plays a salient role in this respect. In the context of this study, institutional leadership is the pivot of discussion and how it affects influences staff promotion. Leadership is synonymous to officers appointed by any institution or organization by the laws and people that established and supersedes those institutions in tertiary education in Nigeria. There these high placed officers refer to the Chancellors, Chairmen of Senates, Secretary to the council, Rectors, Provosts, Heads of Departments, etc.

Leadership means enhancing human potentials and creating the right environment for people to develop as leaders. It is essential to examine the factors or criteria used by institutional leaders in the procedure and policy involved in the promotion process for staff in tertiary institutions in Nigeria. Leadership is, without doubt, a major key to improving human and institutional growth and transformation. It is worthy of note that Nigeria is known to have innumerable tertiary institutions among other African countries. These institutions range from mono-technics to polytechnics and universities (Den, 2007).

The weighty role played by education globally is economic, social, political, cultural and technological in advancing any given country. In other parts of the world, the purpose of establishing tertiary institution is to educate at a higher level with the aim of contributing to the improvement of the quality of life of the people as well as encourage productive and innovative thinking and provide learned skilled graduates to heal the affairs of both the public and private sectors as well as provide skilled and creative people to amplify the economy of the nation. However, the strength of every tertiary institution lies in the quality of its workforce (Yammarino, 2009).

Fiol and House (2002) asserted that decade researchers have to identify factors/characteristics of effective leaders, point out values such as honesty, integrity, trust, care and compassion. The search for authenticity, integrity and trust in and among members within institutions is very much a reality. Leaders should strive to leave a legacy, to put smiles on the faces of the people they work and interact with, to positively move their organizations forward,

to become agents of development in the digital economy. Over the years it has been pointed out that authenticity in leadership calls for a radical shift away from much of the traditional, conventional wisdom about leadership (Hater et al., 2010).

Turner (2001) affirmed that leadership and organizational culture are linked to organizational performance. The culture of the organization exerts an influence on the leader and shapes the actions and competencies of the leader with the passage of time. For the last few decades, organizational management has extensively been involved in the management of projects but still, projects are not guaranteed to be successful in various organizational environments. There are certain factors affecting management in different situations which include the character of the leaders as one of the key factors.

Leadership encourages discussion and debate to guide the individuals in a working environment whereas management involves directing people to get from one point to another, using a known set of competencies. The character of the manager as a leader has been recognized in literature and one of the key reasons for the failure of organizations is the lack of leadership character (Van-Schalkwyk, 2011).

BACKGROUND

Leadership can be defined as the mobilization and influencing of people to work towards a common goal through the building of interpersonal relationships and the breaking of tradition to achieve the organisation's objectives despite risk and uncertainty. Organizational culture encompasses values and behaviours that contribute to the unique social and psychological environment of an organization. According to Needle (2004), organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, strategy, type of employees, management style, and national culture; culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits.

Business executive Bernard (2013) is developed by what he refers to as an actionable definition of organizational culture: "the process of organizing, planning, leading and controlling resources within an entity with the overall aim of achieving its objectives. The organizational management of a business needs to be able to make decisions and resolve issues in order to be both effective and beneficial.

On the other hand, the character is related to competences which are described as the activities in an occupation which are expressed as minimum standards of competent performance. The standards set for the character is the control within which border leaders are guided (Robert, 2012).

CONCEPTUAL CLARIFICATIONS

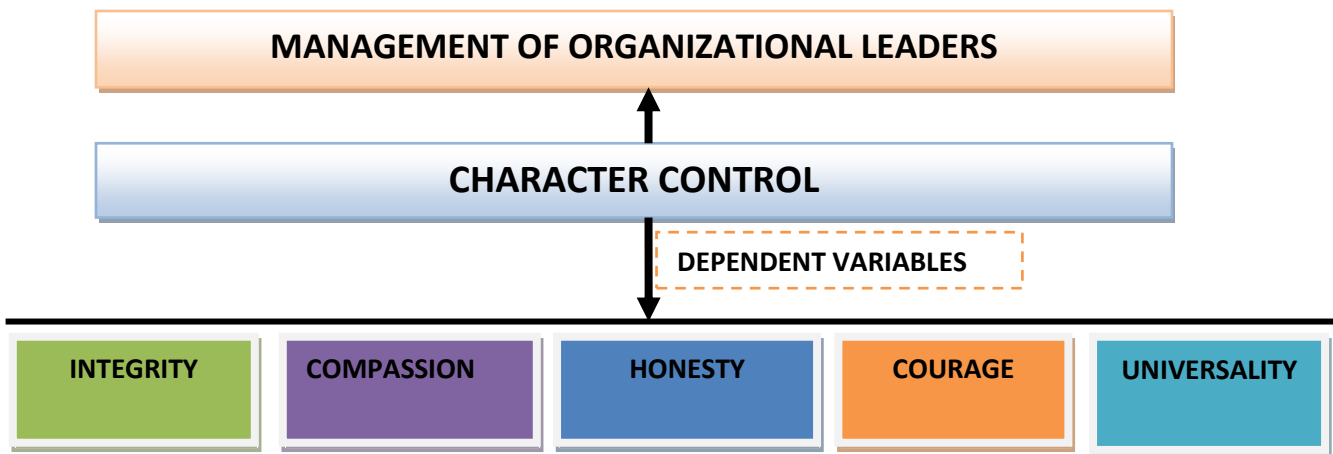


Figure 1: Researchers conceptual direction, 2019

Theoretical Framework

The behavioural, contingency and competency theories of management will guide this study. Thus:

Behavioural theories	Behavioural theories were prominent from the 1940s to 1960 and said that leaders adopted some specific behaviours and thus leaders could be made.
Contingency theories	These theories remained the centre of focus during the 1960s and 1970s and suggested that the success of a leader was dependent on the situation.
Competency theories	These theories gained popularity during the late 1990s and these focused on the competencies of successful leaders rather than their traits, as was the case of the trait theories, and therefore these theories suggested that one could learn the competencies and thus leaders could be made.

Character Control

The character of leaders is guided by globally accepted standards or norms which are considered as character control. Not surprisingly, the importance of the character of leadership is making inroads in the business world. Frances (2012) in Hesselbein (2001), the author and chairman of the Drucker Foundation, leadership that achieves results goes beyond how to be, and becomes how to do; this type of leadership is all about character. So in other words, in order to get things done personally and organizationally, one first needs to get in touch with his or her character.

Leaders with character achieve results that transcend everyday organizational imperatives and outcomes. A study of world leaders over the past 150 years asserts that managers who possess strong character will create a better world for everyone, while leadership generally is vital to the social, moral, economic, and political fabrics of society (Burns, 2012).

However, we often take the character of leadership for granted. We expect good leaders to be strong in character, that is, to have a moral imperative underwrite their actions. These leaders with character have been identified as authentic leaders: They are what they believe in;

show consistency between their values, ethical reasoning and actions; develop positive psychological states such as confidence, optimism, hope, and resilience in themselves and their associates; and are widely known and respected for their integrity.

Nonetheless, the key attributes of authentic leaders, or leaders with character, remain problematic. To identify these attributes and better understand them, we undertook a study. This paper is based on that study and in it, we identify the three underlying dimensions of leadership character – universalism, transformation, and benevolence. We also suggest ways of further enhancing these dimensions and their constituent attributes.

Universalism represents an understanding, appreciation, and tolerance for the welfare of people generally, and is a macro perspective approach to work and life. The character attributes of respectfulness, fairness, cooperativeness, and compassion, in particular, fit best with this definition of universalism.

Transformation is consistent with the concept of transformational leadership as an activity that inspires others in the achievement of long-term, visionary goals. The character attributes of courage and passion best represent this factor. Transformation is a situation-specific process that relies on the competence and self-reliance of the incumbent in their delivery of inspired and values-driven strategic direction for the enterprise.

Benevolence is a micro approach to work and focuses on concern for the welfare of others through one's daily interactions. Selflessness, integrity, and organization loyalty best represent the characteristics of benevolence.

Turner (2012), identified the following as the dimensions or parameters through which character can be checked or control. The variables below, therefore, defines the standard for controlling the character of leaders:

Universalism

Universalism is the outward expression of leadership character and is made manifest by respectfulness for others, fairness, cooperativeness, compassion, spiritual respect, and humility.

Respectfulness

Burns (2012) narrates how Juliana Chugg, the former Managing Director of General Mills Australasia, illustrated respect for her workers by dramatically altering the time employees needed to spend at the workplace by closing the doors at 1 pm every Friday. Against the board's advice, this decision allowed the company's executives and factory workers to start their weekends earlier. More importantly, this action resulted in no job losses or salary reductions, no drop in productivity, and no increase in working hours on other days during the week. Chugg, who now heads up General Mills' head office in Minneapolis, Minnesota, is the new face of home baking giant Betty Crocker, a \$1billion business in the US alone. As a relatively young mother in charge of a diverse international company, Chugg understands the need to balance her personal and work demands: The role of a managing director is not to make all the decisions. It is to get the people who have access to the right information together so that, collectively, they are able to make better decisions than they would on their own. Chugg received the Victorian Businesswoman of the Year award in 2000 for her visionary and caring approach to business.

Fairness

Fairness is treating people equitably and in a just manner. Max De Pree, the former CEO of furniture maker Herman Miller, is guided by a deep concern for others. His approach to life manifests itself in his approach to work and the way in which Herman Miller conducts its business affairs. De Pree believes a corporation is a community of people, all of whom are valued. His main contention is that when you look after your people with care and consideration, they, in turn, look after you (Jacques, 2009).

Former Chrysler CEO Lee Iacocca was known to say that if you talk to people in their own language and you do it well, they'll say, "God, he said exactly what I was thinking." And when your people begin to respect you, Iacocca claimed "they'll follow you to the death," metaphorically speaking.

Cooperation

The ability to work as a team has been praised as a strategic advantage. Unfortunately, many corporations prevent good teamwork through antiquated organizational structures and protocols. However, creating new office towers with transparent offices, mezzanine floors, and atrium-style meeting places may not necessarily promote a more cooperative workplace. Attitudes need to change also. One way of influencing attitudinal change is by linking individuals' sense of identity with the organization's destiny. The more a leader assists workers in defining their work identities, the greater the chance of encouraging worker commitment and building a cooperative workplace (Bryan, 2010).

Merck, a leading pharmaceutical products and services company in the U.S., lists its recognition of its employees' diversity and teamwork capacities as one of its core values. It promotes teamwork by providing employees with work that is meaningful in a safe and dynamic workplace. Therefore, building cooperation as an attribute of character requires commitment, possible corporate redesign, and consciousness of client needs, both internal and external.

Compassion

Compassion has deep religious connotations, for it refers to showing concern for the suffering or welfare of others, and shows mercy to others. In a company sense, compassion manifests itself when leaders make an effort to understand the needs of their employees and take steps to address those needs and concerns. Kotters (2010) affirmed that a compassionate leader takes the Atticus Finch approach (the attorney in Harper Lee's 1962 novel *To Kill a Mockingbird*), which means walking around in another person's shoes, and climbing around under their skin, to understand what it looks like from their side of the ledger: "You never understand a person until you consider things from his point of view ... until you climb into his skin and walk around in it."

Linda Nicholls, the chairperson of Australia Post, argues that recent terrorist activities and the spate of corporate collapses around the globe have given rise to widespread social concerns for safety, security, and certainty. Nicholls argues that leaders need to show compassion because of the fears such events have generated and to balance the drive for innovation, risk and growth with the human need for safety and security.

Peter Sommers, managing director of Merck's Australian division, provides an anecdote that exhibits how compassion for employees takes precedence to work demands:

We've got stock-take this Thursday. The mother of one of the women who work in our factory died a few days ago and the funeral is going to be on stock-take day. We only do stock-take once a year; it's a very, very big day. The employee's manager and I have both said, "Well, if the funeral is on stock-take day, then stock-take will have to stop for an hour." It's a very important day, it's a full day, I work a 12-hour day and I'm usually exhausted. But, we will go to our employee's mother's funeral to give support, because we care for our people. They're not just numbers here. Each person is treated as an individual, we know their needs, and we try to cater to some of their wants.

Spiritual Respect

Today's organizations are multidimensional, they provide services and products at an ever-increasing rate and superior quality and achieve these outcomes through a multicultural and diverse workforce. Leaders who respect these differences in workers' backgrounds, cultures, and beliefs help build vibrant and relevant workplaces.

Respect for individual beliefs and customs has a long history. In Athenian society, Plato viewed leadership as an activity with utility for the polis, the activity of giving direction to the community of citizens in the management of their common affairs, especially with a view to the training and improvement of their souls. The reference to soul suggests that leaders engage the full person and help make him or her a productive and morally strong member of society through their contributions in the workplace (Eardley, 2017).

In recent years, the Track-Type Tractors Division of Caterpillar Inc. has experienced unprecedented improvement across the board by establishing workplace values and making employees feel important in the organization. Jim Despain, vice president of this division, acknowledges that leadership is about others and not about self. It is about trust and not about power. It is about producing results by creating cultures where people know it's okay to be unique and different, so they willingly take off their masks, express themselves, and do great things. This approach confirms the view that workers can achieve great things with the right type of encouragement and respect (Despain & Converse, 2003).

Humility

Fifth Century BC Chinese Taoist philosopher Lao-Tzu described humility as the capacity to keep yourself from putting the self before others and argued that in doing so, one can become a leader among men.

Despite the broad acknowledgement of its importance, being humble does not sit comfortably with the healthy egos of many executives. Some CEOs operate under the mistaken beliefs that they are infallible, and that to admit error or concede a superior point of the argument is a weakness. Sometimes a leader becomes a boss to get the job done, and there's not much room for humility when the job demands action.

A recent study of over 2,000 Australian executives revealed that often executives were democratic and collegial at the beginning of the working week, but often resorted to authoritarian direction giving at week's end in order to meet deadlines. There was no room for humility in those situations. Humility may be an anachronism in a world recognized by the combat of commerce rather than by cooperative and collegial workplaces. For instance, when managers are asked to apply Benjamin Franklin's (1784) "Moral Virtues" to contemporary society, there is a

predictable resistance to Franklin's virtue of humility, which is to "imitate Jesus and Socrates." Today's executives see themselves as more worldly and upbeat than that, regardless of the valuable lessons implicit in the statement.

When we examine humility across cultures, there are compelling differences. For example, Japanese CEOs have been known to resign when their projected company profits fell short of the mark. These businessmen blamed themselves for their company's poor performance. When the world's largest bank, Mizuho Holdings, experienced severe computer breakdowns that delayed business transactions, CEO Terunobu Maeda took swift action. He cut the pay of the employees directly involved in the computer system integration, as well as taking a personal pay cut of 50% for six months. Leaders who shift responsibility back to themselves in good times as well as bad have the strength of character that goes beyond standard leadership constructs. These leaders possess the attributes commonly referred to as servant leadership. One of the key elements of this leadership philosophy is humility, or the capacity to commit to your workers as much as you do to the bottom line. The guiding principle of servant leadership is to serve rather than to lead. Serving your workers, being a steward of their efforts, takes a considerable dose of humility and rests on a strong sense of self-identity.

Many western business leaders may reject humility as a desirable or useful attribute in today's fast-moving, competitive world. Nonetheless, the common characteristics of company leaders who have achieved outstanding and sustainable financial performance in this dynamic environment include modesty, humility, quietness, and self-effacing behaviour. These attributes are indicators of leaders quietly aware of their roles in the overall scheme of things. Humility, therefore, appears to be about a real sense of perspective, an acceptance of one's strengths and weaknesses.

Transformation

Transformation is how leaders achieve universal and benevolent outcomes and are the second main factor of leadership character. Transformational leaders with character have courage, passion, wisdom, competency, and self-discipline in their leadership repertoire.

Courage

From a business perspective, courage is having strong convictions about the strategic objectives of the company and being prepared to harness the minds of workers and company resources to achieve those objectives. There are no second-place getters in this approach to business. Courage is not constrained by fear of the unknown and thrives in the problems and promises of dynamic environments.

Bryan (2010) asserts that managerial courage includes the willingness to do what is right in the face of risk. With "risk" there is a possibility of failure or loss and no guarantee that everything will turn out fine. Acting with courage may result in unpleasant experiences, yet it is a fundamental ingredient of leadership.

Corporate courage manifests itself in many ways. General Electric (GE) requires law firms on its panels to compete for projects through online, eBay-style auctions which force competing bids to a financial bottom line that allows for comparability across all contenders who are promoting their wares. This innovative and courageous approach coaxes the best out of competitors. From this perspective, courage is immediate and localized.

Michelle Peluso, the chief executive of Travelocity, a US travel company, exemplifies courage. She knows that being innovative requires risk and facing the possibility of failure. Peluso proposed an innovative business model which she believed would assist Travelocity to regain ground lost to the company's key competitors. Peluso's business model, seamless connectivity, focuses on customer and supplier satisfaction. Implementing the model required an investment in technology and training. Investors expressed concern about the time it would take to implement Peluso's strategy and questioned whether it was the right approach. Peluso was unwavering in the face of mounting ambivalence. She believed that her business model was compatible with the company's philosophy of doing things differently and having a long-term view.

Peluso did not yield to these pressures. Instead, she worked hard to influence investors by developing a strong rapport with employees and encouraging them to be innovative and passionate about their work. She introduced a weekly prize for outstanding and innovative work by staff. She also mentors twenty-five "exceptional" Travelocity employees.

Peluso's courage and conviction appear to have paid off handsomely. Travelocity has recently been certified as an official third-party distributor for the Intercontinental Hotels Group because of its supplier-friendly policies.

Passion

Passion is about energy and deeply committed enthusiasm for producing the best one can. In business, passion is an indicator of a company's guiding principles, its *raison d'être*, and helps others identify the underlying culture of the organization. Unilever is a top-ranking Fortune Global 500 company, with over US\$46 billion in revenues, US\$7 billion in operating profit, and over 240,000 employees globally. The company is a world leader in ice cream, frozen foods, teas, and the second-largest manufacturer of laundry, skin cleansing and hair-care products. Its corporate slogan, "Your passion. Our strength," represents "total commitment to exceptional standards of performance and productivity, to working together effectively and to a willingness to embrace new ideas and to learn continuously" (Unilever, 2004).

John McFarlane (2003), the CEO of the ANZ Bank in Australia, believes that leadership is about choosing to make a difference and that when you reflect on making a difference it must be in areas about which one is passionate. A leader's passion can make a significant difference in the degree to which she inspires others or provides focus and motivation for the organisation.

Leadership guru Warren Bennis thinks passion is inherent effective leadership: "We are productive when we do what we love to do". For example, toward the end of his seventh year as president of the University of Cincinnati, Bennis was giving a talk at the Harvard School of Education. During question time the dean asked Bennis not if he "enjoyed", but whether if he "loved" being president of the University of Cincinnati. Bennis acknowledged that he didn't know, but on reflection realized that he did not love the job of president. For Bennis, this realization was a major turning point in his life, as it made him realize that his passion lies in teaching and writing. If passion or love of your work or vocation is missing, then choose another vocation.

Wisdom

Wisdom is the ability to draw on one's knowledge and experience to make well-formed judgments. It also involves the use of one's power and personal authority to implement an effective course of action (Caroline, 2016).

Wisdom underpins major decisions. Former BP CEO John Browne was the first CEO in the oil industry to openly acknowledge the impact the industry was having on the environment and to highlight the ways of reducing greenhouse gas emissions. Browne advocated a responsible approach to limiting the energy industry's impact on the environment through BP's "Beyond Petroleum" campaign. This approach could have impacted the company's bottom line, but the wisdom of the decision was that it tapped into the moral conscience of society at the time.

Compare Browne to Lee Raymond, his counterpart at Exxon Mobil. Raymond initially was sceptical about global warming. Consequently, Raymond is said to have become the "energy executive everyone loves to blame for the industry's PR problems". Exxon became the target of a boycott in Europe, which encouraged Raymond to change his stance. Recognizing the positive impact Browne's approach had on BP's corporate image, Exxon Mobil subsequently launched its own green ad campaign.

Competence

Those actively pursuing a career as a leader need to be competent in order to maintain the confidence of others. They need to be expert in something to the extent that their expertise commands the respect of peers and followers. According to the former Australian Governor-General, Sir Ninian Stephens (1997): The first and most important ingredient of leadership seems to me to be to possess a rounded and comprehensive knowledge of the subject matter with which you are dealing and about which you want others to act in a particular way.

Self-discipline

Leaders with self-discipline exercise appropriate personal control over their thoughts and actions and are able to manage and express emotions in constructive ways. They are well organised and polytechnics to persist in the face of difficulties. Through self-discipline, leaders engender confidence in their followers that they can be relied upon to make rational and logical decisions. As a consequence, their capacity to influence others often increases. Lao Tzu proposed that through mastering ourselves we find true power.

Author and former CEO of an international medical technology company, Medtronic, Bill (2004) argue that self-discipline is the attribute that converts values into consistent action. George describes his successor at Medtronic, CEO Art Collins, as a highly self-disciplined leader as his ego and emotions don't get in the way of taking appropriate action. Collin's consistency in his disposition, behaviours and decisions lets employees know where he stands on important issues.

Self-discipline requires the maturity to do what is needed, not always what is desired in the present moment. Amy Brinkley, Chief Risk Officer, Bank of America, exhibits such maturity. Brinkley (2003) includes self-discipline as a key component of her personal equation for success and in order to maintain the right balance between her roles as bank executive, wife, mother and as a member of her church and community: "I try very hard to be fully in the zone I

am in at the moment. I give everything I have at that moment to what I am focusing on. I also abide by my own operating principles like staying away from voice mails and e-mails when I am with my kids and my husband.”

As a means of maintaining a balance between professional and personal roles, self-discipline is an important component of effective leadership.

Benevolence

The third major dimension of leadership character is benevolence and is associated with loyalty, selflessness, integrity, and honesty.

Loyalty

Leaders who demonstrate organisational loyalty show a deep commitment to building organisational sustainability. Such leaders have been described as having the resolve to do whatever it takes to make a company great irrespective how hard the decisions or how difficult the task.

Take Anne Mulcahy, the CEO of Xerox, as a case in point. Mulcahy has exhibited a deep loyalty to her organisation. When she was asked by the board to take on the role of CEO, Xerox was in financial crises, with a \$17.1 billion debt and \$154 million in cash. In 2000 the stock fell from \$63.69 a share to \$4.43.

While Mulcahy had an excellent reputation within Xerox, she had no prior CEO experience. Despite the dire financial position of the company, the board recognized Mulcahy was straightforward, hard-working, disciplined, and fiercely loyal to the company. Mulcahy accepted the CEO role based on a sense of duty and loyalty.

When Xerox’s external financial advisors suggested Mulcahy consider filing for bankruptcy, the easier way out, she refused to do so. According to Joe Mancini, Xerox’s Director of Corporate Financial Analysis, the company’s financial advisors didn’t think Mulcahy had the courage to make the painful but necessary changes to save Xerox. But Mulcahy indeed did have what it takes (Robert, 20100).

In her efforts to achieve what can only be described as an extraordinary corporate turnaround, it is claimed that Mulcahy did not take a single weekend off in two years. Timothy R. Coleman, a senior managing director at the private equity firm, Blackstone, said of Mulcahy at the time: “She was leading by example. Everybody at Xerox knew she was working hard, and that she was working hard for them.”

Organizational loyalty, as a component of character, means a commitment to the idea and ideals of the company as much as it does to the nature of its business.

Selflessness

Burns (2011) sees the character attribute of selflessness requires leaders to put others’ interests ahead of their own.

Ping Fu, a founding member of Raindrop Geomagic, a North Carolina-based innovative software company, is a leader who demonstrates a capacity for selflessness. Fu took on the role of CEO in 2001 when the company’s viability was threatened. The company was running out of money and the venture capital markets were drying up.

Under Fu's leadership, several cost-cutting initiatives were implemented, which included laying off almost half the company's employees. Those who remained took pay cuts. In her efforts to save the business, Fu loaned the company money in order to pay its workers. She also declined to take a paycheck until the company straightened out its financial situation.

Raindrop Geomagic board member Peter Fuss acknowledges Fu's personal sacrifices. He says she invested considerable time and was tenacious in her efforts to rebuild the company.

Integrity

The word integrity comes from the Latin word 'integritas', meaning wholeness, coherence, rightness, or purity. Integrity has been defined as consistency between word and deed or "the perceived degree of congruence between the values expressed by words and those expressed through action."

Integrity is the most often cited element of corporate mission statements. In most cases, integrity refers to an honest representation of a company's values and operating protocols. Texas Instruments (TI) refers to "representing ourselves and our intentions truthfully" as evidence of their integrity. General Electric (GE) identifies integrity as a "worldwide reputation for honest and reliable business conduct." The Gillette Company highlights "mutual respect and ethical behaviour" as hallmarks of integrity (Kotter, 20012).

Roger (2004), the CEO and Managing Director of Woolworths, Australia's largest supermarket chain, consisting of more than 150,000 employees and 1,500 stores, believes integrity is the glue that holds his values and the organization's success together: "The closer you can get the business towards integrity and the further away from cynicism, then that really is a good measure of the effectiveness of your business ... the integrity of purpose and example, of lifestyle and attitude, are probably the most important cultural contributions a leader can make to the business."

Honesty

Honesty is absolutely essential to leadership and character. People value working for leaders they can trust. Lindsay Cane is the Chief Executive Officer of an Australian national sporting body, Netball Australia. Her views on honesty and integrity testify to their important role in building leadership character.

Netball Australia receives public funds and is involved with over a million people nationally. Cane (2004) believes her ability to win the confidence of others is critical to the success of the organization and relies on her capacity, to be honest, and direct:

I think it's really important I be seen as a very sound, honest person with high integrity and I need people to want to do business with me. The capacity to build relationships which relates to trust and listening and respect and empathy, those are very important things because they absolutely affect sponsorship outcomes, business financial outcomes, what money we get from the government, from corporate Australia, what money we might get in the future from our members.

Successful leaders are open and honest with others, but they also understand that maintaining trust requires them to exercise discretion in how they use and disclose information. They take care to avoid violating confidences and do not carelessly divulge potentially harmful information.

Greg Dooley, the Australian General Manager of international financial services and technology company Computershare, rates honesty as the most important character attribute of leadership: "If you're dishonest as a leader then you've got no chance. As soon as you lose the trust you may as well give up the ghost." Dooley differentiates between withholding information and deceiving someone. He acknowledges that being open and honest with people may at times be difficult when you have commercially sensitive information that you can't disclose. However, Dooley argues that appropriately withholding information is critical to Computershare's business: "Clients need to know that they can trust us, that we'll be able to handle that information and deal with it on a need-to-know basis."

A leader's capacity for honesty can help followers work constructively on solving issues and problems. American leadership development consultant Joan Lloyd (2001) says: "I think most employees today are hungry for some good old-fashioned honesty." Employees prefer to work for leaders whom they trust can be honest with them about the reality of their circumstances. Lloyd argues that the best leaders are respected, in part, because they level with people and tell it like it is.

Management of Organizational Leaders

Management of organization refers to the process of organizing, planning, leading and controlling resources within an entity with the overall aim of achieving its objectives. The organizational management of a business needs to be able to make decisions and resolve issues in order to be both effective and beneficial (Den, 2009). Those in the helms of organizational management is the leader or the manager. Management is a set of principles relating to the functions of planning, organizing, directing, and controlling, and the applications of these principles in harnessing physical, financial, human and informational resources efficiently and effectively to achieve organizational goals.

The dimensions of organizational leadership as captured in Egbu (2009) include planning. It is the basic function of management. It deals with chalking out a future course of action & deciding in advance the most appropriate course of actions for achievement of pre-determined goals. According to KOONTZ, "Planning is deciding in advance - what to do when to do & how to do. It bridges the gap from where we are & where we want to be". A plan is a future course of actions. It is an exercise in problem-solving & decision making. Planning is the determination of courses of action to achieve desired goals. Thus, planning is systematic thinking about ways & means for the accomplishment of pre-determined goals. Planning is necessary to ensure proper utilization of human & non-human resources. It is all-pervasive, it is an intellectual activity and it also helps in avoiding confusion, uncertainties, risks, wastages, etc.

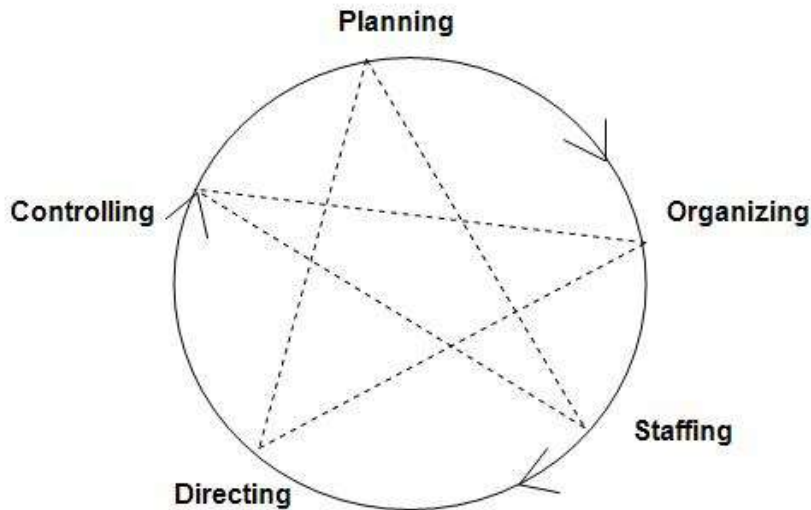


Figure 2: Management functions of organizational leaders

Organizing

Koonz (2010) defined organizing as the process of bringing together physical, financial and human resources and developing productive relationship amongst them for the achievement of organizational goals. According to Henry Fayol, "To organize a business is to provide it with everything useful or its functioning i.e. raw material, tools, capital and personnel's". To organize a business involves determining & providing human and non-human resources to the organizational structure. Organizing as a process involves:

- Identification of activities.
- Classification of the grouping of activities.
- Assignment of duties.
- Delegation of authority and creation of responsibility.
- Coordinating authority and responsibility relationships.

Staffing

It is the function of manning the organization structure and keeping it manned. Staffing has assumed greater importance in recent years due to the advancement of technology, increase in size of the business, the complexity of human behaviour etc. The main purpose of staffing is to put the right man on the right job i.e. square pegs in square holes and round pegs in round holes. According to Kootz and O'Donnell (2009), Managerial function of staffing involves manning the organization structure through the proper and effective selection, appraisal & development of personnel to fill the roles designed in the structure. Staffing involves:

- Manpower Planning (estimating manpower in terms of searching, choose the person and giving the right place).
- Recruitment, Selection & Placement.

- Training & Development.
- Remuneration.
- Performance Appraisal.
- Promotions & Transfer.

Directing

It is that part of the managerial function which actuates the organizational methods to work efficiently for the achievement of organizational purposes. It is considered life-spark of the enterprise which sets it in motion the action of people because planning, organizing and staffing are the mere preparations for doing the work. The direction is that inert-personnel aspect of management which deals directly with influencing, guiding, supervising, motivating subordinate for the achievement of organizational goals. Direction has the following elements:

- Supervision
- Motivation
- Leadership
- Communication

Supervision- implies overseeing the work of subordinates by their superiors. It is the act of watching & directing work & workers.

Motivation- means inspiring, stimulating or encouraging the subordinates with zeal to work. Positive, negative, monetary, non-monetary incentives may be used for this purpose.

Communications- is the process of passing information, experience, opinion etc from one person to another. It is a bridge of understanding.

Controlling: It implies measurement of accomplishment against the standards and correction of deviation if any to ensure achievement of organizational goals. The purpose of controlling is to ensure that everything occurs in conformities with the standards. An efficient system of control helps to predict deviations before they actually occur. According to *Theo Haimann*, "Controlling is the process of checking whether or not proper progress is being made towards the objectives and goals and acting if necessary, to correct any deviation". According to Koontz and O'Donell (2009) "Controlling is the measurement & correction of performance activities of subordinates in order to make sure that the enterprise objectives and plans desired to obtain them as being accomplished". Therefore controlling has the following steps:

METHODOLOGY

This work studied tertiary institutions in Rivers State, owned by the Rivers State Government. Thus, heads of departments, principal officers, directors and deans from, Ken Saro Wiwa Polytechnic Rumuola, Captain Elechi Amadi Polytechnic Rumuola and Rivers State University, Nkpolu-Oroworukwo, Ignatius Ajuru University of Education formed a population of 200. The purposive sampling technique was adopted in which the questionnaire instrument was

administered to the 200 respondents, out of which 190 were duly completed and returned. A 4-Likert scale instrument was designed to obtain responses from the respondents comprising of SD (1), D (2), A (3) and SA (4).

Statement of the Problem

The need for organizational character control and of the leadership of institutions have been advocated over the years. The unjust treatment of staff and recurrent deficient facilities or resources in our educational institutions leaves a lot to be desired. With the continuous issues of poor quality graduates, inadequate motivation, unfair treatment to staff, character deficiencies in a staff-superior relationship have continued unabated. This research sought to find out why the persistence of the above mentioned organizational demeanour.

Purpose of the Study

The purpose or objective of this study will be to:

- Find out if the management of organizational leaders has a relationship with integrity
- Find out if the management of organizational leaders has a relationship with compassion
- Find out if the management of organizational leaders has a relationship with honesty

Research Questions

This study was guided by two research questions:

- How does the management of organizational leaders relate to integrity?
- How does the management of organizational leaders relate to compassion?
- How does the management of organizational leaders relate to honesty?
- How does the management of organizational leaders relate with courage
- How does the management of organizational leaders relate to universality?

Hypotheses

This study was guided by five hypotheses:

- There is no significant relationship between the management of organizational leaders and integrity.
- There is no significant relationship between the management of organizational leaders and passion.
- There is no significant relationship between the management of organizational leaders and honesty.
- There is no significant relationship between the management of organizational leaders and courage.
- There is no significant relationship between the management of organizational leaders and universality.

Table 1: Demographics of the Respondents

Gender	Frequency	Percent
Male	86	38.8
female	104	61.2
Total	190	100.0
Institutions	Frequency	Percent
IAUE	71	35.9
CEAP	72	36.5
RSU	47	27.6
Total	170	100.0

Table 1 shows that there were 66 representing 38.8% of male respondents, while 104 or 61.2 constituted the female respondents. The institutions studied were Ignatius Ajuru University of Education (IAUE) were 71 or 35.9% respondents, Captain Elechi Amadi Polytechnic, Rumuola (CEAP) 72 representing 36.5% and Rivers State University (RSU) 47 or 27.6%.

Answer to Research Questions

The answer to research questions was answered using mean and standard deviation at the benchmark of 2.5.

Table 2: How does the management of organizational leaders relate to integrity?

S/N	Items	N	Mean	SD	Remark
1.	Management keeps to their promises to staff on matters of general interest.	190	1.3706	.48439	Disagreed
2.	All staff are treated fair irrespective status	190	2.5765	1.31521	Agree
3.	There is hardly informal attention to staff needs away from policy guidelines	190	1.9059	1.11603	Disagree
4.	Staff are issued queries upon any offence	190	2.0765	1.14097	Disagree

From table 2 above, in item 1 mean score of 1.3706 and SD .48439 indicate that the respondents disagreed that management keeps to their promises to staff on matters of general interest. In item 2 mean score of 2.5765 and SD 1.31521 implies that the respondents disagreed that All staff are treated fair irrespective status. In item 3 mean score of 1.9059 and SD 1.11603 show that the respondents disagreed that There is hardly informal attention to staff needs away from policy guidelines and in item 4 mean score of 2.0765 and SD 1.14097 also shows that respondents disagreed that staff are issued queries upon any offence.

Table 3: How does the management of organizational leaders relate to compassion?

S/N	Items	N	Mean	SD	Remark
5.	Sick staff are allowed free medical attention	190	1.4824	.50116	Disagree
6.	Aggrieved staff are usually summoned for general attention.	190	2.3000	1.09787	Disagree
7.	The bereaved staff of immediate family members are usually given financial palliatives.	190	1.2882	.67446	Disagree
8.	Staff who were not known for late coming are usually counselled.	190	2.4824	1.22703	Disagree
9.	Leaders attend occasions of their subordinates.	190	1.9588	1.12716	Disagree
10.	Management visit staff members when sick	190	1.9706	1.18884	Disagree

Table 3 above, item 5 with a mean score of 1.4824 and STD .50116 shows that the respondents disagreed that Sick staff are allowed free medical attention. In item 6 mean score of 2.3000 and SD 1.09787 shows that Aggrieved staff are usually summoned for general attention. In item 7 mean score of 1.2882 and SD .67446 shows that respondents disagreed that Bereaved staff of immediate family members are usually given financial palliatives. In item 8 mean score of 2.4824 and SD 1.22703 shows that respondents disagreed that Staff who were not known for late coming are usually counselled. In item 9 mean score of 1.9588 and SD 1.12716 implies that the respondents disagreed that Leaders attend occasions of their subordinates. In item 10, the mean score of 1.9706 and SD 1.18884 equally showed that respondents disagreed that Management visit staff members when sick

Table 3: How does the management of organizational leaders relate to honesty?

S/N:	Items	N	Mean	SD	Remark
11.	Members of the management team treat staff with fairness all the time.	190	1.4706	.48439	Disagreed
12.	Files are attended to without extra benefit	190	2.6765	1.32521	Agree
13.	Promotion and staff welfare guidelines are kept without bias	190	1.8059	1.21603	Disagree
14.	Management keeps promises on staff issues or welfare needs.	190	2.1765	1.14097	Disagree

From table 11 above, in item 1 mean score of 1.3706 and SD .48439 indicate that the respondents disagreed that Members of the management team treat staff with fairness all the time. In item 12 mean score of 2.5765 and SD 1.31521 implies that the respondents disagreed that Files are attended to without extra benefit. In item 13 mean score of 1.9059 and SD 1.11603 show that the respondents disagreed that Promotion and staff welfare guidelines are kept to without bias and in item 14 mean score of 2.0765 and SD 1.14097 also shows that respondents disagreed that Management keeps to promises on staff issues or welfare needs.

Table 4: How does the management of organizational leaders relate with courage?

S/N:	Items	N	Mean	SD	Remark
15.	Management implement decisions regardless of who is involved.	190	1.2706	1.18439	Disagreed
16.	Management invest outside the industrial scope	190	2.0765	1.11521	Disagree
17.	Decisions are taken against any staff who offends the policy	190	1.8059	1.10603	Disagree
18.	Training and other motivation benefits are done across the board	190	2.1765	1.15097	Disagree

Table 4 above in item 15 mean score of 1.2706 and SD 1.18439 which implies that the respondents disagreed that management implement decisions regardless of who is involved. In item 16 mean score of 2.0765 and SD 1.11521 shows that the respondents equally disagreed that management invests outside the industrial scope. In item 17 mean score of 1.8059 and SD 1.10603 implies that the respondents disagreed that decisions are taken against any staff who offends the policy and in item 18 mean score of 2.1765 and SD 1.15097 implies that the respondents disagreed that training and other motivation benefits are done across the board.

Table 5: How does the management of organizational leaders relate to universality?

S/N	Items	N	Mean	SD	Remark
19.	Management the best international practice in all activities.	190	1.1100	1.16439	Disagreed
20.	Staff are treated impersonally	190	2.1765	1.01521	Disagree
21.	Decisions are taken based on laid down rules	190	1.5059	1.20603	Disagree

Table 5 above shows in items 19 that respondents with a mean score of 1.1100 and SD 1.16439 disagreed that management the best international practice in all activities. In item 20 mean score of 2.1765 and SD 1.01521 implies that the respondents disagreed that staff are treated impersonally. Similarly, in item 21 respondents disagreed that decisions are taken based on laid down rules with a mean score of 1.5059 and SD 1.20603.

Testing of Hypotheses

The research hypotheses were tested using ANOVA at the significance level of .05.

Hypothesis 1: There is no significant relationship between the management of organizational leaders and integrity

Table 6: Testing of Hypothesis 1: ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	5.703	2	2.852	14.027	.000
Within Groups	33.950	167	.203		
Total	39.653	169			
Between Groups	239.506	2	119.753	413.197	.000
Within Groups	48.400	167	.290		
Total	287.906	169			
Between Groups	92.433	2	46.216	65.374	.000
Within Groups	118.062	167	.707		
Total	210.494	169			

Hypothesis 2: There is no significant relationship between the management of organizational leaders and compassion.

Table 7: Testing of Hypothesis 2: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	12.050	2	6.025	33.100	.000
Within Groups	30.397	167	.182		
Total	42.447	169			
Between Groups	6.556	2	3.278	2.777	.065
Within Groups	197.144	167	1.181		
Total	203.700	169			
Between Groups	12.661	2	6.330	16.463	.000
Within Groups	64.216	167	.385		
Total	76.876	169			
Between Groups	192.956	2	96.478	262.020	.000
Within Groups	61.491	167	.368		
Total	254.447	169			
Between Groups	70.678	2	35.339	40.974	.000
Within Groups	144.034	167	.862		
Total	214.712	169			
Between Groups	225.762	2	112.881	1440.017	.000
Within Groups	13.091	167	.078		
Total	238.853	169			

Hypothesis 3: There is no significant relationship between the management of organizational leaders and honesty.

Table 8: Testing of Hypothesis 3: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.703	2	2.852	14.027	.000
Within Groups	33.950	167	.203		
Total	39.653	169			
Between Groups	239.506	2	119.753	413.197	.000
Within Groups	48.400	167	.290		
Total	287.906	169			
Between Groups	92.433	2	46.216	65.374	.000
Within Groups	118.062	167	.707		
Total	210.494	169			

Research Hypothesis 4: There is no significant relationship between the management of organizational leaders and courage.

Table 9: Testing of Hypothesis 4: ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	5.703	2	2.552	11.027	.000
Within Groups	33.950	167	.203		
Total	39.653	169			
Between Groups	239.506	2	109.753	412.197	.000
Within Groups	48.400	167	.290		
Total	287.906	169			
Between Groups	92.433	2	46.216	45.374	.000
Within Groups	118.062	167	.707		
Total	210.494	169			

Research Hypothesis 5: There is no significant relationship between the management of organizational leaders and universality.

Table 10: Testing of Hypothesis 5: ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	5.703	2	9.852	14.027	.000
Within Groups	33.950	167	.203		
Total	39.653	169			
Between Groups	239.506	2	119.753	413.197	.000
Within Groups	48.400	167	.290		
Total	287.906	169			
Between Groups	92.433	2	86.216	65.374	.000
Within Groups	118.062	167	.707		
Total	210.494	169			

DISCUSSION OF FINDINGS

Hypothesis 1 shows with a p-value of $.000 < .05$ shows there is a significant relationship between the management of organizational leaders and integrity in tertiary institutions in Rivers State. The null hypothesis is therefore rejected. The position of the respondents is further buttressed by Kotter (2012) who stated that integrity is the most often cited element of corporate mission statements. In most cases, integrity refers to an honest representation of a company's values and operating protocols. Texas Instruments (TI) refers to "representing ourselves and our intentions truthfully" as evidence of their integrity. General Electric (GE) identifies integrity as a "worldwide reputation for honest and reliable business conduct." The Gillette Company highlights "mutual respect and ethical behaviour" as hallmarks of integrity.

Hypothesis 2 equally showed a p-value of $.001 < .05$ shows a there is a significant relationship between the management of organizational leaders and compassion. The null hypothesis is therefore rejected. Kotters (2010) affirmed that a compassionate leader takes the Atticus Finch approach (the attorney in Harper Lee's 1962 novel *To Kill a Mockingbird*), which means walking around in another person's shoes, and climbing around under their skin, to understand what it looks like from their side of the ledger: "You never understand a person until

you consider things from his point of view ... until you climb into his skin and walk around in it.”.

Hypothesis 3 p-value of $.000 < .05$ implies that there is a significant relationship between organizational leaders and honesty. The stance of the respondents was buttressed by Cane (2004) believes her ability to win the confidence of others is critical to the success of the organization, and relies on her capacity, to be honest and direct: "I think it's really important I be seen as a very sound, honest person with high integrity and I need people to want to do business with me. The capacity to build relationships which relates to trust and listening and respect and empathy, those are very important things because they absolutely affect sponsorship outcomes, business financial outcomes, what money we get from the government, from corporate Australia, what money we might get in the future from our members”.

Table 6 and 7 equally show that there is a significant relationship between organizational leadership and courage as well as universality. The stance of the respondents was buttressed by Bryan (2010) asserts that managerial courage includes the willingness to do what is right in the face of risk. With “risk” there is a possibility of failure or loss and no guarantee that everything will turn out fine. Acting with courage may result in unpleasant experiences, yet it is a fundamental ingredient of leadership.

CONCLUSION

Character control is guided by integrity, compassion, honesty, humility, spiritual respect, fairness, passion, courage which leads to organizational leaders' ability to achieve set goals in any organization. Playing down on any of the variables or ingredients of character will amount to organizational degradation and in most cases loss of staff, profit and pedigree.

Recommendations.

Based on the findings, the following recommendations have been reached:

- The leadership of tertiary institutions in Rivers State should ensure the character of their leaders have integrity. No leader should have a dispelling or character virtue of integrity. People should be happy to come to work because there is a that keeps to his words.
- Organizational should wear the shoes where it pains the other person. Seeing to the subordinates pains will take any organization to a higher pedestrian.
- Honesty does not kill a business. Managers and leaders should instil the character of honesty amongst itself and that of staff by treading by example.
- Leaders should imbibe the mental strength of taking risks that will benefit all.
- There is a need for leaders in our tertiary institutions to adopt the best international practice in its management procedures.

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