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THE FUTURE OF CHARACTER IN ORGANIZATIONAL LEADERSHIP AMONGST STAFF IN OBIO/AKPOR LOCAL GOVERNMENT AREA RIVERS STATE

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ABSTRACT

The study focused on the future of the character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State. Three purposes, research questions, and hypotheses guided the study. This study adopted a descriptive survey research design. The population of the study was 560 respondents. The study was a census as the entire population was studied. A structured questionnaire instrument titled 'Character in organizational Leadership Questionnaire (CIOLQ)' was used to collect data for this study. The instrument was structured on four-point response options of strongly agree (SA), Agree (A), disagree (D) and strongly disagree (SD) with values of 4, 3, 2, and 1 respectively. Three experts in the Department of Guidance and Counseling validated the instrument. The instrument had a 0.86 reliability index. The findings of the study revealed that humility/integrity is a character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State. The study also revealed that collaboration is a character in organizational leadership amongst staff in Obio/Akpor Local Government Area Rivers State. It was recommended that there is an urgent need for Nigerians irrespective of status, to reflect on the visions, values, and aspirations of Nigeria's founding fathers, particularly in the areas of good governance, formulation and implementation of people-oriented policies and programs through good leadership. The government should urgently establish leadership training centers at the 774 local government areas across the country. These leadership training institutes should serve as platforms for those wishing to occupy elective positions at local, state and national levels in Nigeria. These institutes could be established through appropriate legislation and should be made mandatory for all envisaged public officials to pass through them. At the local government levels in some parts of Nigeria, the citizens always insist that those wishing to occupy public offices must first carry "political briefcases" for already tested and trusted politicians in their areas to enable them to learn the rope. We therefore, strongly recommend that this approach be replicated and sustained in all parts of the country, provided that the contents of the said "political briefcases" are not corruption-related elements or materials such as embezzlement of public funds, election rigging, inflation of contracts for personal enrichment, intimidation or elimination of political opponents, formulation and implementation of anti-people's policies and programs, among others.

Keywords: Character, Organizational Leadership, Humility, Integrity, Collaboration, Accountability.

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INTRODUCTION

Barely fifty years of nationhood, the most critical challenge confronting the giant of Africa – Nigeria, appears to be credible leadership. Many scholars at one time or the other have queried why Nigeria seems to find it difficult to address her perennial leadership problems in spite of abundant human and material resources available at her disposal (Chris & Otu, 2012). Some have argued that leadership challenge of the country could be traced from the emergence of colonial misadventure in Nigeria, while others dismissed such argument on the basis that corruption and lack of vision among past and present leaders of Nigeria culminate to hamper any meaningful effort in the quest for good governance in the country. This critical challenge partly explains why Esu (2001) rhetorically queried “why has the country not been able to produce a nationally accepted leadership. Confirm from source, there should be a question mark” He, therefore, argues that ...the British colonial masters deliberately divided the country into three regions and drew a political map of Nigeria to make the emergence of a nationally accepted leadership difficult.

Consequently, some scholars and political pundits have argued that the heterogeneous nature of Nigeria has continued to pose serious leadership threat to the country. Whatever the argument is, the important point is that a leadership challenge has been a clog in the wheel of progress in Nigeria. Thus, present and past leaders of Nigeria seem to have failed to provide quality leadership capable of addressing the numerous challenges confronting the country. Little wonder Bhagwan and Bhushan (2007) rightly posit that “get the right man in the leadership job and all your problems will be solved”. Thus, many scholars and practitioners in public and private sectors have noted that leadership is the most difficult and critical aspect of human endeavor. Also, they argued that it is often very difficult to even define leadership. This is succinct because leadership is often thought of as being primarily personal in character, as being founded upon individual pre-eminence or accomplishment in a particular field of endeavor (Bhagwan & Bhushan, 2007). Be that as it may, leadership is, therefore, the capacity to set goals for the organization. In the words of Ihejiamaizu (1996), “leadership involves some sharing of power or influence; but the leader is the one who can unite people in pursuit of the organization's goals”. As observed in the Trait Theory of leadership, the qualities of a good leader must include sound judgment, intelligence, knowledge, and good perception of human nature, common sense, a good level of training dependability, sociability, economic status, self-confidence and ability to appraise the situation correctly. The questions are to what extent has leaders in Nigeria been able to combine these traits to produce reasonable results in the conduct of public affairs in the country? Again, could it be that Nigerians that hitherto found themselves in positions of authority do not pose adequate leadership traits capable of addressing critical challenges facing the country? Moreso, what are the factors responsible for poor leadership style among Nigeria’s leaders in the country?

The concept and definition of leadership and style may differ from one person, or situation, to the other. The word “leadership” has been used in various aspects of human endeavor such as politics, businesses, academics, social works, etc. Previous views about leadership show it as personal ability. Messick and Kramer (2004) argued that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities but also on the characteristics of the situation and environment in which he finds himself. Since human beings could become members of an organization in order to achieve certain personal objectives, the extent to which they are active members depends on how they are

convinced that their membership will enable them to achieve their predetermined objectives. Therefore, an individual will support an organization if he believes that through it his objectives and goals could be met; if not, the person's interest will decline. Leadership style in an organization is one of the factors that play a significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Previous surveys suggested that traits such as integrity, credibility, honesty are also associated with a perception of an effective leader (Bass & Stogdill, 1990). Based on a philosophical foundation, (Marcic, 1997). Outlined five virtues that are crucial for a leader-follower relationship: trustworthiness, unity (seeking unanimity in strategic decisions), respect and dignity (as a basis for true empowerment), justice, service (being servant to employees and customers) and humility

Humility is the quality of being humble. Dictionary definitions accentuate humility as a low self-regard and sense of unworthiness. In a religious context, humility can mean a recognition of self about a deity (i.e. God) or deities, and self-debasement with subsequent submission to said deity as a member of that religion (Snyder, Shane, and Lopez, 2001). Aside from the religious context, humility is defined as being "unsolved", a liberation from a consciousness of self, a form of temperance that is neither having pride (or haughtiness) nor indulging in self-deprecation (Peterson, 2004).

Relatedly, humility is an outward expression of an appropriate inner, or self-regard, and is contrasted with humiliation which is an imposition, often external, of shame upon a person. Humility may be misappropriated as the ability to suffer humiliation through self-denouncements which in itself remains to focus on self rather than low self-focus (Jeff, Sander & Tom, 2013). Humility, in various interpretations, is widely seen as a virtue which centers on low self-preoccupation, or unwillingness to put oneself forward; so in many religious and philosophical traditions, it contrasts with narcissism, hubris and other forms of pride and is an idealistic and rare intrinsic construct that has an extrinsic side.

Integrity is the practice of being honest and showing consistent and uncompromising adherence to strong moral and ethical principles and values. In ethics, integrity is regarded as the honesty and truthfulness or accuracy of one's actions. Integrity can stand in opposition to hypocrisy, in that judging with the standards of integrity involves regarding internal consistency as a virtue, and suggests that parties holding within themselves conflicting values should account for the discrepancy or alter their beliefs (Krishna, 2011). The word integrity evolved from the Latin adjective integer, meaning whole or complete. In this context, integrity is the inner sense of "wholeness" deriving from qualities such as honesty and consistency of character. As such, one may judge that others "have integrity" to the extent that they act according to the values, beliefs, and principles they claim to hold (Zuckert & Zuckert, 2006).

Collaboration is the process of two or more people or organizations working together to complete a task or achieve a goal (Rubin, 2009). Collaboration is similar to cooperation. Most collaboration requires leadership, although the form of leadership can be social within a decentralized and egalitarian group. Teams that work collaboratively often access greater resources, recognition, and rewards when facing competition for finite resources (Watson, 2005). Structured methods of collaboration encourage introspection of behavior and communication. Such methods aim to increase the success of teams as they engage in collaborative problem-solving. Collaboration is present in opposing goals exhibiting the notion of adversarial collaboration, though this is not a common use of the term. In its applied sense,"

collaboration is a purposeful relationship in which all parties strategically choose to cooperate to accomplish a shared outcome (Rogoff, 2014)."

Temperance is defined as moderation or voluntary self-restraint (Green, 2011). It is typically described in terms of what an individual voluntarily refrains from doing. This includes restraint from retaliation in the form of non-violence and forgiveness, restraint from arrogance in the form of humility and modesty, restraint from excesses such as splurging now in the form of prudence, and restraint from excessive anger or craving for something in the form of calmness and self-control (Schwarzer, 2012). Moderation is the process of eliminating or lessening extremes. It is used to ensure normality throughout the medium on which it is being conducted.

Temperance has been described as a virtue by religious thinkers, philosophers, and more recently, psychologists, particularly in the positive psychology movement. In classical iconography, the virtue is often depicted as a woman holding two vessels transferring water from one to another. It was one of the cardinal virtues in western thought found in Greek philosophy and Christianity, as well as eastern traditions such as Buddhism and Hinduism (Niemic, 2013).

Temperance is one of the six virtues in the positive psychology classification, included with wisdom, courage, humanity, justice, and transcendence (Peterson, 2004). It is generally characterized as the control over excess, and expressed through characteristics such as chastity, modesty, humility, self-regulation, hospitality, decorum, abstinence, forgiveness and mercy; each of these involves restraining an excess of some impulse, such as sexual desire, vanity, or anger. In ethics and governance, accountability is answerability, blameworthiness, liability, and the expectation of account-giving. As an aspect of governance, it has been central to discussions related to problems in the public sector, nonprofit and private (corporate) and individual contexts. In leadership roles, accountability is the acknowledgment and assumption of responsibility for actions, products, decisions, and policies including the administration, governance, and implementation within the scope of the role or employment position and encompassing the obligation to report, explain and be answerable for resulting consequences (Vasdev, 2016).

In governance, accountability has expanded beyond the basic definition of "being called to account for one's actions". It is frequently described as an account-giving relationship between individuals, e.g. "A is accountable to B when A is obliged to inform B about A's (past or future) actions and decisions, to justify them, and to suffer punishment in the case of eventual misconduct". Accountability cannot exist without proper accounting practices; in other words, an absence of accounting means an absence of accountability (Schneider, 2002). Accountability is an element of a RACI to indicate who is ultimately answerable for the correct and thorough completion of the deliverable or task, and the one who delegates the work to those responsible. There are various reasons (legitimate or excuses) why accountability fails (Woods, 2007).

Statement of the Problem

Barely fifty years of nationhood, the most critical challenge confronting the giant of Africa – Nigeria, appears to be credible leadership. Many scholars at one time or the other have queried why Nigeria seems to find it difficult to address her perennial leadership problems in spite of abundant human and material resources available at her disposal. Some have argued that leadership challenge of the country could be traced from the emergence of colonial misadventure in Nigeria, while others dismissed such argument on the basis that corruption and lack of vision among past and present leaders of Nigeria culminate to hamper any meaningful effort in the

quest for good governance in the country. This critical challenge partly explains why Esu (2001) rhetorically queried "why has the country not been able to produce a nationally accepted leadership."

Consequently, some scholars and political pundits have argued that the heterogeneous nature of Nigeria has continued to pose serious leadership threat to the country. Whatever the argument is, the important point is that a leadership challenge has been a clog in the wheel of progress in Nigeria. Thus, present and past leaders of Nigeria seem to have failed to provide quality leadership capable of addressing the numerous challenges confronting the country. Little wonder Bhagwan and Bhushan (2007) rightly posit that "get the right man in the leadership job and all your problems will be solved". Thus, many scholars and practitioners in public and private sectors have noted that leadership is the most difficult and critical aspect of human endeavor.

, they argued that it is often very difficult to even define leadership. This is succinct because leadership is often thought of as being primarily personal in character, as being founded upon individual pre-eminence or accomplishment in a particular field of endeavor (Bhagwan & Bhushan, 2007). Be that as it may, leadership is, therefore, the capacity to set goals for the organization. In the words of Ihejiamaizu (1996), "leadership involves some sharing of power or influence; but the leader is the one who can unite people in pursuit of the organization's goals". As seen in "Trait Theory" of leadership, the qualities of a good leader must include the sound of judgment, intelligence, knowledge, good perception of human nature, common sense, a good level of training" dependability, sociability, economic status, self-confidence and ability to appraise the situation correctly. The questions arise, to what extent has leaders in Nigeria been able to combine these traits to produce reasonable results in the conduct of public affairs in the country? Also, could it be said that Nigerians that hitherto found themselves in positions of authority do not possess adequate leadership traits capable of addressing critical challenges facing the country? What are the factors responsible for poor leadership style among Nigeria's leaders in the country? The above gave rise to determine the future of the character in organizational leadership amongst staff in Obio/Akpor Local Government Area Rivers State.

Purpose of the Study

The main objective of the study is to determine the future of the character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State. Specifically, the study sought the following:

- The future of humility/ integrity character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State.
- The future of collaboration character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State.
- The future of accountability character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State.

Research Questions

Three research questions were formulated to guide the study

- What is the future of humility/ integrity character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State?

- What is the future of collaboration character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State?
- What is the future of accountability character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State?

Hypotheses

Three hypotheses guided the study

- There is no significant difference between the mean responses of administrative heads and teachers on the future of humility/ integrity character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State.
- There is no significant difference between the mean responses of administrative heads and teachers on the future of collaboration character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State.
- There is no significant difference between the mean responses of administrative heads and teachers on the future of accountability character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State.

Scope of the Study

The study was delimited to the future of the character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State. Specifically, the following formed the subject areas of the study: The future of humility/ integrity character, the future of collaboration character and the future of accountability character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State.

LITERATURE REVIEW

Humility/Integrity in organizational leadership

A growing number of scholars have argued that leader humility is important to organizational/team effectiveness (Argandoña 2014; Owens and Hekman 2012; Vera and Rodriguez-Lopez 2004; Weick 2001). In the modern organizational context characterized by high complexity and requirements for adaptability, (Goddard & Eccles 2013) declare that a greater emphasis on the bottom-up aspects of leadership is necessary. Leaders who admit they do not have all the answers in a complex and unknowable world are more credible (Weick 2001). A leader who accepts mistakes and failures and embraces the unknown (Mangelsdorf 2015; Schrage 2015), along with maintaining a grounded self-view and perspective of others, while acknowledging the team members' strengths provides many.

The perceived impact of leaders' humility on team effectiveness benefits for team effectiveness.

Vera and Rodriguez- Lopez (2004) extrapolate that the benefits of humble leadership on team functioning might include a greater openness to new paradigms and a focus on exploration, a capacity to learn from others, a willingness to recognize personal failings or limitations, a greater likelihood of initiating efforts to learn and correct past mistakes, a willingness to follow advice, greater respect for those with more experience, the mentoring of juniors, and the

avoidance of self-complacency. Overall, these actions may lead to greater team members' satisfaction, affective commitment and engagement, individual and collective efforts in search of continuous adaptation and renewal, better team integration, greater innovation, and enhanced productivity (Ou et al. 2014; Owens and Hekman 2015; Vera & Rodriguez-Lopez 2004).

Humble leadership supports innovation as team members feel safer and, in turn, freer to take on risks and experiment with new ideas (Owens & Hekman 2012). Feeling valued and respected by their humble leader, team members, both individually and collectively, develop stronger work engagement and higher collective efficacy. Consequently, they set more challenging team goals and are more persevering in pursuing them (Goncalo et al. 2008; Jung & Sosik 2003). Humble leaders are therefore more likely to face problems head-on rather than "slipping into denial" (Vera and Rodriguez -Lopez 2004, p. 405). Social exchange theory further suggests that humble leaders are better at developing strong social bonds with team members (Davis et al. 2013; LaBouff et al. 2012; Morris et al. 2005; Owens et al. 2013), which the team reciprocates with higher levels of performance and commitment (De Jong & Elfring 2010; Dirks & Ferrin 2002; Dirks & Skarlicki 2004; Leroy et al. 2012; Mishra & Mishra 2012; Podsakoff et al. 2012). It is thus plausible that leaders with greater humility enhance their followers' and teams' performance effects that are potentially perceived by the team leader's supervisor.

Integrity in organizational leadership

Integrity is important for politicians because they are chosen, appointed, or elected to serve society. To be able to serve, politicians are given power to make, execute, or control policy. They have the power to influence something or someone. There is, however, a risk that politicians will not use this power to serve society (Kaptein, 2014). In a related opinion, Aristotle (2000) said that because rulers have the power they will be tempted to use it for personal gain. It is important that politicians withstand this temptation, and that requires integrity.

In the book "The Servant of the People," Muel Kaptein describes that integrity starts with that, politicians should know what their position entails because integrity is related to their position. Integrity also demands knowledge and compliance with both the letter and the spirit of the written and unwritten rules. Integrity is also acting consistently not only with what is generally accepted as moral, what others think but primarily with what is ethical, what politicians should do based on reasonable arguments (Van Minden, 2005).

Furthermore, integrity is not just about why a politician acts in a certain way, but also about who the politician is. Questions about a person's integrity cast doubt not only on their intentions but also on the source of those intentions, and the person's character. So integrity is about having the right ethical virtues that become visible in a pattern of behavior (Erhard, Michael & Steve 2010). Important virtues of politicians are faithfulness, humility, and accountability. Furthermore, they should be authentic and role models. Aristotle identified pride (megalopsuchia, variously translated as proper pride, the greatness of soul and magnanimity) as the crown of the virtues, distinguishing it from vanity, temperance, and humility.

Accountability in organizational leadership

Political accountability is the accountability of the government, civil servants and politicians to the public and legislative bodies such as a congress or a parliament. Within an organization, the principles and practices of ethical accountability aim to improve both the internal standard of

individual and group conduct as well as external factors, such as sustainable economic and ecologic strategies. Also, ethical accountability plays a progressively important role in academic fields, such as laboratory experiments and field research.

Because many different individuals in large organizations contribute in many ways to the decisions and policies, it is difficult to even in principle to identify who should be accountable for the results. This is what is known, following Thompson, as the problem of many hands (Clemens & Kremer, 2016). It creates a dilemma for accountability. If individuals are held accountable or responsible, individuals who could not have prevented the results are either unfairly punished, or they "take responsibility" in a symbolic ritual without suffering any consequences. If only organizations are held accountable, then all individuals in the organization are equally blameworthy or all are excused. Various solutions have been proposed. One is to broaden the criteria for individual responsibility so that individuals are held accountable for not anticipating failures in the organization. Another solution, recently proposed by Thompson, is to hold individuals accountable for the design of the organization, both retrospectively and prospectively (Goldman, 2005).

Accountability involves either the expectation or assumption of account-giving behavior. Communications scholars have extended this work through the examination of strategic uses of excuses, justifications, rationalizations, apologies and other forms of account giving behavior by individuals and corporations, and Philip Tetlock and his colleagues have applied experimental design techniques to explore how individuals behave under various scenarios and situations that demand accountability.

Recently, accountability has become an important topic in the discussion about the legitimacy of international institutions (Nelson, 2013). Because there is no global democratically elected body to which organizations must account, global organizations from all sector's bodies are often criticized as having large accountability gaps. The Charter 99 for Global Democracy, spearheaded by the One World Trust, first proposed that cross-sector principles of accountability be researched and observed by institutions that affect people, independent of their legal status (Stumm, 2011)). One paradigmatic problem arising in the global context is that of institutions such as the World Bank and the International Monetary Fund who are founded and supported by wealthy nations or individuals and provide grants and loans, to developing nations. Should those institutions be accountable to their founders and investors or to the persons and nations they lend money to? In the debate over global justice and its distributional consequences, Cosmopolitans tend to advocate greater accountability to the disregarded interests of traditionally marginalized populations and developing nations. On the other hand, those in the Nationalism and Society of State traditions deny the tenets of moral universalism and argue that beneficiaries of global development initiatives have no substantive entitlement to call international institutions to account. The One World Trust Global Accountability Report, published in a first full cycle 2006 to 2008, is one attempt to measure the capability of global organizations to be accountable to their stakeholders (Hurlburt, 2012).

METHODOLOGY

Design of the Study

This study adopted a descriptive survey research design. According to Gall, Gall, and Borg (2007), survey research is a method of data collection in which questionnaires or interview is

utilized in collecting data from a sample that has been selected to represent a population to which the findings of the data analysis can be generalized. The survey research design was considered suitable because the study elicited data/information on the future of the character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State.

Population of Study

The population of the study is 560 respondents. This consisted of 290 senior staff and 210 junior staff in Obio/Akpor local government area.

Sample and Sampling Techniques

The study was a census as the entire population was studied. This agrees with Maduabum (2007) who stated that a survey in which the entire population is studied is referred to census. The choice of a census is due to the relatively small size of the population.

The instrument for Data Collection

A structured questionnaire instrument titled 'Character in organizational Leadership Questionnaire (CIOLQ)' was used to collect data for this study'. The instrument contains four sections A-D. Section A elicited information on the personal data of the respondents. Section B elicited data on future of humility/ integrity character in organizational leadership amongst staff in Obio/Akpor Local Government Area Rivers State, Section C elicited data on future of collaboration character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State and section D elicited data on future of accountability character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State. The instrument was structured on four-point response options of strongly agree (SA), Agree (A), disagree (D) and strongly disagree (SD) with values of 4, 3, 2, and 1 respectively.

Validation of the Instrument

Copies of the instrument were given to three experts in the Department of Guidance and Counselling in the Ignatius Ajuru University of Education, Port Harcourt for face validation. They were required to vet the instrument in terms of relevancy, appropriateness and language level. Their recommendations and corrections were incorporated in the final version of the instrument before administration.

Reliability of the Instrument

To establish the reliability of the instrument, 30 copies of the questionnaires were administered among staff in Emohua Local Government Area. Hence, this did not form part of the main population of the study. On the return of the instrument, the Cronbach Alpha reliability coefficient formula was used to determine the reliability of the instrument. This yielded a 0.86 reliability index.

Method of Data Collection

The researcher administered the questionnaires personally together with the help of a research assistant. The researcher informed the research assistant on the procedures required in administering the questionnaire. The completed copies of the questionnaires were also retrieved by the researcher and the research assistant to help maximize the return rate of the questionnaires for data analysis. The questionnaires were filled and collected in two days interval.

Method of Data Analysis

The data collected from the respondents were analyzed on a four-point scale using mean and standard deviation to answer the research questions. T-test statistics were used to test the null hypothesis at the 0.05 probability level of significance. The decision was to accept an item if the mean calculated is greater than or equal to 2.50. On the other hand, reject an item if the mean calculated is less than 2.50. The hypotheses were tested at 0.05 level of significance using the t-test. The data were analyzed with the aid of the Statistical Package for Social Science (SPSS) and Microsoft Excel software.

RESULTS

Research Question 1: What is the future of humility/integrity character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State?

Table 1: Mean and Standard Deviation on the Future of Humility/ Integrity Character in Organizational Leadership

S/N	Items	Senior Staff			Junior Staff		
		X	SD	RMK	X	SD	RMK
1	The leader actively seeks feedback, even if it is critical	3.09	.72	A	3.07	.83	A
2	The leader admits it when they don't know how to do something.	3.18	.65	A	3.09	.80	A
3	The leader acknowledges when others have more knowledge and skills than him- or herself.	3.05	.92	A	3.04	.94	A
4	The leader takes notice of others' strengths.	3.19	.95	A	3.19	.76	A
5	The leader often compliments others on their strengths.	2.99	.88	A	3.12	.98	A
6	The leader shows appreciation for the unique contributions of others	2.95	.99	A	3.39	.77	A
7	The leader is willing to learn from others.	2.98	1.03	A	3.19	.86	A
8	The leader is open to the ideas of others.	3.19	1.04	A	3.26	.85	A
9	The leader is open to the advice of others.	3.07	0.90	A	3.16	0.85	A
Grand Mean		3.08	0.89	A	3.17	0.85	A

The data in table 1 revealed that senior staff had a mean range of 2.95-3.19 and a standard deviation range of 0.65-1.04 while the junior staff had a mean range of 3.04-3.39 and a standard deviation range of 0.76-0.98. This indicates that the respondents agreed that the items are the humility/integrity character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State.

Research Question 2: What is the future of collaboration character in organizational leadership amongst staff in Obio/Akpor Local Government Area Rivers State?

Table 2: Mean and Standard Deviation on the Future of Collaboration Character in Organizational Leadership

S/N	Items	Senior Staff			Junior Staff		
		X	SD	RMK	X	SD	RMK
1	Forging a shared purpose that inspires all participants	3.26	.89	A	2.70	1.05	A
2	Clarifying roles and decision rights	3.09	.98	A	2.86	1.02	A
3	Harnessing collective intelligence	3.18	.88	A	3.17	.89	A
4	Crafting agreements for engagement and accountability	2.97	.95	A	3.25	.83	A
5	Creating systems and processes for communication and coordination	3.04	1.01	A	3.26	.80	A
6	Ensuring accountability for results	2.88	.88	A	3.32	.82	A
7	Inspire commitment and action by initiating processes that bring people together when nothing else is working.	2.84	.88	A	3.02	.97	A
8	Collaborative leaders help groups create visions and solve problems	3.34	.79	A	3.14	.81	A
9	Collaborative leaders take responsibility for the diversity of the group and make a conscious and disciplined effort to identify and bring together all the relevant stakeholders	3.16	.90	A	3.07	.55	A
10	Collaborative leaders convince participants that each person is valued, help set incremental and achievable goals, and encourage celebrations along the way.	3.08	0.91	A	3.08	0.86	A
Grand Mean		3.08	0.91		3.09	0.86	

The data in table 2 revealed that senior staff had a mean range of 2.84-3.34 and a standard deviation range of 0.79-1.01 while the junior staff had a mean range of 2.70-3.32 and a standard deviation range of 0.55-1.05. This indicates that the respondents agreed that the items are the collaboration character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State.

Research Question 3: What is the future of accountability character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State?

Table 3: Mean and Standard Deviation on the Future of Accountability Character in Organizational Leadership

S/N O	Items	Senior Staff			Junior Staff		
		X	SD	RMK	X	SD	RMK
1	clarity of roles and responsibilities for all concerned	3.32	.84	A	3.39	.83	A
2	Clear boundaries must indicate who is responsible to whom, and for what	3.28	.94	A	3.53	.82	A
3	Memoranda of Understanding or joint protocols can be used between organizations, but over-bureaucratization should be avoided	2.75	.98	A	3.10	.93	A
4	The attempts to introduce regulation and codes of practice are important	3.05	.83	A	3.11	.77	A
5	True participation in the process by all stakeholders and a genuine partnership	2.83	1.09	A	2.97	.98	A
6	Level of compliance, which is central to accountability relationships	3.14	.95	A	3.04	.75	A
7	Compliance concerns the duty to comply with agreed standards regarding both organizational policies and practices, and the reporting of policies and performance	2.59	1.14	A	3.09	.90	A
8	Accountability, therefore, needs to be embedded in the governance and management of organizations	3.19	.91	A	3.11	.99	A
9	Accountability may lack legitimacy unless sanctions or rewards for non-compliance are available	3.44	.92	A	3.11	.85	A
	Grand Mean	3.06	0.95	A	3.16	0.87	A

The data in table 3 above, revealed that senior staff had a mean range of 2.59-3.32 and a standard deviation range of 0.83-1.14 while the junior staff had a mean range of 2.97-3.39 and standard deviation range of 0.75-0.99. This shows that the respondents agreed that the items are the accountability character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State.

Hypotheses

HO₁: There is no significant difference between the mean responses of senior staff and junior staff on the future of humility/ integrity character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State.

Table 4: T-test Analysis of the Future of Humility/ Integrity Character in Organizational Leadership

Respondents	N	\bar{X}	SD	α	DF	t-Cal	t-Crit	RMK
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Senior Staff	48	2.96	0.82	0.05	174	-.53	1.96	No Sig
Junior Staff	128	2.98	0.79					

The result in table 4 revealed that t-cal (-0.53) is less than t-crit (1.67) which indicates that the hypothesis stated is accepted. Therefore, there is no significant difference between the mean responses of senior staff and junior staff on the future of humility/ integrity character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State.

HO₂: There is no significant difference between the mean responses of senior staff and junior staff on the future of collaboration character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State.

Table 5: t-test Analysis of the Future of Collaboration Character in Organizational Leadership.

Respondents	N	\bar{X}	SD	α	DF	t-Cal	t-Crit	RMK
Senior Staff	48	3.08	0.91	0.05	174	-1.35	1.96	No Sig
Junior Staff	128	3.09	0.86					

The result in table 5 revealed that t-cal (-1.35) is less than t-crit (1.67) which shows that the hypothesis stated is accepted. Therefore there is no significant difference between the mean responses of senior staff and junior staff on the future of collaboration character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State.

HO₃: There is no significant difference between the mean responses of senior staff and junior staff on the future of accountability character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State.

Table 6: T-test Analysis of the Future of Accountability Character in Organizational Leadership

Respondents	N	\bar{X}	SD	α	DF	t-Cal	t-Crit	RMK
Senior Staff	48	3.06	0.95	0.05	174	-1.44	1.96	No Sig
Junior Staff	128	3.16	0.87					

The result in table 6 revealed that t-cal (-1.44) is less than t-crit (1.67) which indicates that the hypothesis stated is accepted. Therefore, there is no significant difference between the mean responses of senior staff and junior staff on the future of accountability character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State.

DISCUSSION OF FINDINGS

The findings of the study revealed:

That senior staff had a mean range of 2.95-3.19 and a standard deviation range of 0.65-1.04 while the junior staff had a mean range of 3.04-3.39 and a standard deviation range of 0.76-0.98. This indicates that the respondents agreed that the items are the humility/integrity character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State. The result in table 4 revealed that $t\text{-cal} (-0.53)$ is less than $t\text{-crit} (1.67)$ which indicates that the hypothesis stated is accepted. Therefore, there is no significant difference between the mean responses of senior staff and junior staff on the future of humility/ integrity character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State. This finding is in agreement with Krishna (2011) who explained that integrity can stand in opposition to hypocrisy, in that judging with the standards of integrity involves regarding internal consistency as a virtue, and suggests that parties holding within themselves conflicting values should account for the discrepancy or alter their beliefs. Vera and Rodriguez- Lopez (2004) extrapolate that the benefits of humble leadership on team functioning might include a greater openness to new paradigms and a focus on exploration, a capacity to learn from others, a willingness to recognize personal failings or limitations, a greater likelihood of initiating efforts to learn and correct past mistakes, a willingness to follow advice, greater respect for those with more experience, the mentoring of juniors, and the avoidance of self-complacency.

The study also revealed that senior staff had a mean range of 2.84-3.34 and a standard deviation range of 0.79-1.01 while the junior staff had a mean range of 2.70-3.32 and a standard deviation range of 0.55-1.05. This indicates that the respondents agreed that the items are the collaboration character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State. The result in table 5 revealed that $t\text{-cal} (-1.35)$ is less than $t\text{-crit} (1.67)$ which indicates that the hypothesis stated is accepted. Therefore, there is no significant difference between the mean responses of senior staff and junior staff on the future of collaboration character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State. This finding is in line with Vasdev (2016) who stated that in leadership roles, accountability is the acknowledgment and assumption of responsibility for actions, products, decisions, and policies including the administration, governance, and implementation within the scope of the role or employment position and encompassing the obligation to report, explain and be answerable for resulting consequences.

Again, the study showed that senior staff had a mean range of 2.59-3.32 and a standard deviation range of 0.83-1.14 while the junior staff had a mean range of 2.97-3.39 and a standard deviation range of 0.75-0.99. This indicates that the respondents agreed that the items are the accountability character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State. The result in table 6 revealed that $t\text{-cal} (-1.44)$ is less than $t\text{-crit} (1.67)$ which indicates that the hypothesis stated is accepted. Therefore there is no significant difference between the mean responses of senior staff and junior staff on the future of accountability character in organizational leadership amongst staff in Obio/Akpor Local Government Area, Rivers State. This finding is in agreement with Rogoff (2014) who opined that collaboration is a purposeful relationship in which all parties strategically choose to cooperate to accomplish a shared outcome. Collaboration is the process of two or more people or organizations working together to complete a task or achieve a goal (Rubin, 2009). Collaboration is similar to cooperation. Most collaboration requires leadership, although the form of leadership can be social within a decentralized and egalitarian group. Teams that work collaboratively often access greater resources, recognition, and rewards when facing competition for finite resources (Watson, 2005).

CONCLUSION

The challenges of leadership in Nigeria particularly in the 21st century is currently generating concerns among well-meaning citizens of this country; that Nigeria is yet to harness abundant human and material resources in her domain for development for the past 50 years of nationhood has left much to be desired. As this study has demonstrated, inept and corrupt leadership affects not only service delivery to the Nigerian people but also adversely affects the unity and corporate existence of Nigeria as a sovereign state. Given this, the citizens of this country now need to strike a balance between the personality/qualifications of those who struggle to pilot the affairs of the country, the culture and democratic values of Nigeria as a nation. This is particularly important because "leaders must be able to assist and guide the community to embark on projects that serve the greatest and immediate needs of the people, as well as direct the means of implementing them at minimum cost. Nigerians must at this point, rise against the ugly behaviors and corrupt practices of their leaders considered inimical to developmental efforts in their country. Above all, Nigeria as a nation must go back to those values that distinguish her from other countries in the world, particularly the west. We must see the need to reward hard-work and embark on a paradigm shift particularly in the area of placing little or no emphasis on wealth acquisition, as this singular act negatively affects the psyche of our leaders in the management of public resources. We should adopt styles of leadership that suit our history as a nation rather than adopting euro-centric models of leadership that have no place in our culture as a sovereign state. We must learn to condemn evil perpetrated against the state no matter who is involved and therefore advocate the strengthening of the role of the judiciary and anti-graft agencies in this regard. These among others are a panacea for the achievement of the desired socio-economic and political development of Nigeria, through credible leadership particularly in this 21st Century.

Recommendations

- There is an urgent need for Nigerians irrespective of status, to reflect on the visions, values, and aspirations of Nigerian's founding fathers, particularly in the areas of good governance, formulation and implementation of people-oriented policies and programs through good leadership.
- The government should urgently establish leadership training centers at the 774 local government areas across the country. These leadership training institutes should serve as platforms for those wishing to occupy elective positions at local, state and national levels in Nigeria. These institutes could be established through appropriate legislation and should be made mandatory for all envisaged public officials to pass through them.
- At the local government levels in some parts of Nigeria, the citizens always insist that those wishing to occupy public offices must first carry "political briefcases" for already tested and trusted politicians in their areas to enable them to learn the rope. We therefore, strongly recommend that this approach be replicated and sustained in all parts of the country, provided that the contents of the said "political briefcases" are not corruption-related elements/materials such as embezzlement of public funds, election rigging, inflation of contracts for personal enrichment, intimidation/elimination of political opponents, formulation/implementation of anti-people's policies and programs, among others.

- The National Institute for Policy and Strategic Studies should be more proactive to equip public functionaries at the states and national levels with requisite training that would ultimately reflect in the formulation and implementation of government policies and programs in Nigeria.

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