

LEADERSHIP WITH INTEGRITY

Nkemdili Au. Nnonyelu

Sociology Teacher at Nnamdi Azikiwe University, Nigeria

ABSTRACT

Many organisations have been afflicted with leadership deficits. In Nigeria, and other countries in Sub Saharan Africa, carcasses of failed companies, and businesses litter the socio-economic landscape. The challenge of leadership at all levels has become more profound today. The paper emphasizes the need to develop a new leadership ethos, if struggling businesses will come out of their current quagmire. This new leadership narrative ties integrity inextricably to leadership. It argues that integrity is the cornerstone of leadership and that organisations in the future are unlikely to endure, if these firms, associations are bereft of integrity.

Keywords: Leadership, Integrity, Leader effectiveness, Leader integrity

Introduction

In a world that is becoming increasingly heartless, driven by mercantilism and quest for unbridled accumulations, where opportunities, official appointments, even those elected to represent the people at different levels are seen as route to enrich oneself, particularly in Nigerian type societies, it is compelling that we begin to emphasize a new leadership narrative, to change the old story. The thrust of the new leadership is one that is in synergy with integrity. This paper contends that leadership and integrity are inseparable, and any leader that does not see integrity as both enabler and outcome of his actions may not be worth the appellation of a leader. It is hypocritical to conceive of leadership without integrity, although I am afraid that if we stretch this definition, we may not have sufficient numbers of those who we can truly classify as leaders. But we also know that even in the midst of pervasive integrity deficits among many who go by the name leaders, there are quite a number who have crossed the threshold, illuminate the dark horizon of leadership with exemplary conducts. These are individuals whose lifestyles embody the ennobling values of integrity, trust and justice and impart positively the organisation where they find themselves (Palanski and Yammarino, 2007). Integrity is seen as a “ubiquitous ideal in

leadership: citizens clamour for it from politicians, employees desire it from their managers, religious faithful expect it from the clergy and stakeholders demand it from corporations” (Pillay, 2014:33) and also club members insist on it from their presidents, etc.

One of the most universal desires of our time is a hunger for compelling and creative leadership (Henderson, 2007). Leadership is a topic with a vast appeal as many people are interested in, and affected by it (Gea, 2016). Therefore, the literature is replete with discussions on leadership (Brody, 2016; Macnamara & Banff, 2010; Robbins, 2001; Fiedler, 1996). All of these come with different postulations on leadership and leaders, yet the world is increasingly being challenged by failures in many organisations, and societies, as carcasses of failed companies, businesses, nation states litter the social, economic and political landscape. The truth is leadership has always been challenging, but more so today. Otherwise promising top executives, social and political leaders have been embroiled in one scandal or the other, named and shamed, and falling like humpty dumpty from their Olympian heights. As these leaders meet their comeuppance, it becomes obvious that there is something lacking in their resume. And, that is integrity, the cornerstone of genuine leadership, and the reason behind accomplishment of organisational tasks and objectives that endure. Unfortunately, this seems to be in short supply. We shall examine this later.

Societies, more so organisations now show more than a passing interest in the activities of their leaders as these are inextricably tied to their fortunes, livelihood and welfare. Given the stage of global development, the triumph of the knowledge society, or the information age propelled around the globe by the forces of globalization, leaders are today facing increasing searchlights on their conduct, behaviours and mannerisms. Command and control is no longer fashionable, with preponderance of flat organisations. The competitive landscape is chaotic, as people demand meaningful work and customers announce their kingship. A paradigm shift in the nature of leadership has come on board. The new leader characteristics are remarkably different from past leaders, even recent ones. Again, the missing link is integrity of leadership and that is the concern and thrust of this paper. But before we interrogate this, let us seek conceptual clarity.

Leadership: Leadership has been variously defined by several scholars. “Leadership is about motivating people to perform and accomplish the unit’s mission” (Cohen, 1990:3). To Robbins

(2001:314) leadership refers to the ability to influence a group toward the achievement of goals. It is therefore right to suggest that not all persons who occupy positions are leaders. This is true of Presidents of States, Governors, and Chairmen of Local Governments, or Presidents of Rotary Clubs, and other service organisations. Similarly, in support of the above view, Katz and Kahn (1978) contended that leadership occurs when one individual influences others to perform voluntarily above the minimum requirements of their work roles. It is the nature of followers' responses that gives impetus to delineating leadership from other influence processes such as position, power or formal authority.

Leadership, instinctively requires a deployment or exertion of efforts and energy, towards achieving an identified goal, rather than merely exercising or showing extant power relations. Etymologically, to lead means to direct by going in front. Chambers 20th Century Dictionary (1987 Edition) says that to lead means to show the way by going first to guide by the hand. Leadership means ability to lead, and implies a purposeful direction of the affairs of those led. Leadership must provide the moral, social and motivational climate among the followership, possessing an outlook or conviction far above those held by the people (Opata, cited in Fafowara, Adeniran and Dare, 1995). This will save us the trauma of the blind leading the blind. Webster's Third Law International Dictionary says that a leader is one who leads another, who must have the capacity to lead, have the personal qualities which influence followers, and find solutions to problems. Aguda (1994) reiterates by arguing that leaders must possess more intelligence and ability, personality, and have a passion for goal achievement or task motivation. This is corroborated by Nollenberger (2006) cited in Gea (2016) when he identified tasks that are related to leadership to include (a) envisioning goals, (b) affirming values, (c) motivating people, (d) dealing with polarization, (e) explaining and teaching, (f) serving as a symbol, (g) representing the group externally, and (h) reaching out for new ways" (p. 363). A leader is one who embodies the dreams and aspirations of the generality of the people, with a vision to improve their wellbeing, and like Caesar's wife must be above board (Nnonyelu, 2004).

Integrity: Integrity is defined by Covey (1961) cited in Pillay (2004:28) as "honestly matching words and feelings with thoughts and actions, with no desire other than for the good of others". Integrity is seen as a commitment to action that is morally justifiable based on principles and

universal values (Gea, 2016). To Fogleman (n.d.) while leadership qualities are diverse, integrity is simply a “yes” or “no” question. Integrity connotes and denotes a commitment to a code or standard of moral virtue which prevents undesirable behavior in thoughts, words or deeds (Azuka, 2009:11). You either have it or you don’t (Fogleman, n.d.). It seems to me that integrity refers to unimpeachable character and conduct, a behavior that is credible, respectable and applauded. Integrity comprises the personal inner sense of wholeness deriving from honest and consistent uprightness of character (Galvanek and Konczal, 2017). Integrity, they contend is a delicate jewel. It is palpable. You must feel it in your gut, in your core beliefs that being honest and trustworthy is the right business practise. If you think that integrity is only a route to business success, you are doomed to failure (Galvanek and Konczal, 2017). What this implies is that integrity is not a cloth to be worn and discarded when you feel that it is no longer necessary. It is not a flash in the pan, or an occasional attitudinal show off, perhaps in the office or during meetings/fellowships or business dinners. No. It is the total and whole personality of an individual. Leadership without integrity is at best counterfeit, fake, not original. It is often said that the true test of man’s character is what he does when no one is watching.

Merriam-Webster defines integrity as a firm adherence to a code of especially moral or artistic values. Integrity in its basic sense, does not contain moral and ethical elements argues Christie (n.d.) but was equally quick to admit, that leading with integrity must be viewed from the prism of not only consistently, but also as acting in a morally consistent manner that is congruent with your values and statements. We are therefore persuaded to align with Christie when she submitted that “leadership integrity encompasses the act of being morally trustworthy, honest, true to oneself, and/or acting in accordance with what one says” (p.3). Being true to your words, or what is normally described as “walk your talk”, Do what you say, do what you believe in, or Believe in what you do are sign posts of integrity. This is aptly captured by Moorman, Darnold, Prietemuth & Dunn (2012) when they advised those searching for leadership integrity to situate it on the morality of the values held by the leaders, and whether the leaders act consistently towards those values. Morality and consistency are the founding pillars of integrity. It is integrity that makes your values meaningful.

Leadership Characteristics

Although there is not consensus, unanimity among researchers on leadership, about the essential characteristics, of leadership, there seems a tacit agreement on the place of integrity for leadership effectiveness. Other character strengths that leaders need include bravery, perspective and social intelligence (Sosik and Cameron, 2010 cited in Gentry, Cullent & Altman, 2016). Paul (1990) in his incisive contribution outlined some specific features he considered essential for strong positive leadership and these include:

- Clear vision for the organisation and the ability to articulate it and inspire commitment to it.
- A passionate belief in the organisation and direction it is pursuing,
- A positive view of people, one holding the belief that people can achieve if they are given the opportunity and support,
- Dedication to excellence and the unrelenting pursuit of the organisation's goals,
- High self-esteem, and self-knowledge about both strengths and weaknesses, so as to capitalize fully on the former and to compensate for the latter by finding people who are excellent in these areas,
- A sense of humour, integrity and perspective that temper the strong leadership drive with sensitivity to colleagues and the ability to lead a happy life, both on and off the job,
- A commitment to learning and change, first of all for his or her own lifelong development, and, secondly for the organisation.

It is correct to say though that the qualities (characteristics) outlined above are perhaps ideal type features used as a heuristic construct or analytic device, particularly in regard to cultural, cum time differentiation. Other characteristics that work at cross purposes with leadership have also been eloquently identified by Paul (1990:172), and these include:

- Uncertainty or confusion about goals and direction – you can't lead if you don't know where you are going,
- An undue sense of self-importance, whereby the so called leader treats colleagues as subordinates, and clerks, and usually lacks the listening skills requisite to sensitive and effective organizational leadership,

- A leader without a sense of humour, this could be very damaging to the potentials for success. A less talented but humorous executive could be very inspiring, where the deft use of humour has been deployed to get the members of the organisation to fall in line with the objectives of the group,
- All talk, no action – could be discouraging. Procrastination is not only a lazy man's apology, as we were made to understand in our high school days, but can obstruct, impede organisational effectiveness,
- Insincerity – trust is fundamental to the success of a leader,
- Insecurity – a leader who lacks confidence and sense of self-esteem, can have negative repercussions, or snow ball effects on the organisation. If a leader is unsure of himself/herself and demonstrates uncertainty and doubts, how can the followers be expected to have confidence in him/her? Akin to the notion of insecurity is the formation of caucuses, cabals or cliques, kitchen cabinets that alienate vast sections of the organisation through sycophancy, dubiety, deception, and this has the potency to destroy the organisation in the long run.

Undergirding all these highlighted above, in our opinion is the factor of integrity, which we shall now turn to, in order to establish more clearly the nexus between integrity and leadership. General Fogleman, former US Chief of Staff (Air force) singles out four (4) main characteristics of integrity (a) sincerity (b) consistency (c) substance (d) good finishing. Christie (n.d.) has carefully adumbrated some features that I consider seminal and germane in delineating integrity namely

- a) Integrity as wholeness (Badaraco and Eusworth, 1990:29) looking at integrity generally in terms of the sum total of behaviour and actions
- b) Integrity as consistency between words and actions (Simons, 2002). Can words and actions remain permanent over time, as implausible as this is, what is envisaged is a marriage of one's views with his actions
- c) Integrity as consistency in the face of adversity (Dusaka, 2005; Paine, 2005)
- d) Integrity as being true to oneself
- e) Integrity as morality/ethics – Badaraco and Ellsworth link integrity to moral soundness.

Arising from the above classification is the compelling requirements for the individual with a modicum of integrity to act in ways that are consistent with his whole being, his vision and mission, his daily actions mirroring his words, behaving accordingly at all times, no matter the tribulations, situations or circumstances. Even if he has to lose fortunes; not when he sees white becomes white, changes to black, when black appears. The leader must be alive to his conscience, and allow honesty, trustworthiness, justice, compassion, even empathy to guide his relationship with colleagues, if the need arises. The fact about integrity is that it is infectious, for the perception of colleagues, followers is important in categorizing one as somebody of integrity. Integrity, to Bauman (2011) is manifest in terms of the tie between word and deed, a leader is observed clearly as keeping faith with his words, respecting his commitments and promises. Integrity is therefore not merely mouthed, those who come in contact, or deal with you, will profess or vouch for your integrity. If your credibility is in doubt, or if your followers do not attribute integrity to you, any claim to integrity is suspicious to say the least. Therefore, a follower's assessment of a leader's integrity is a significant indicator of the leader's status or position in the divide between integrity or lack of it. The consistency in leader behaviours over time against the backdrop of observance of general societal laws, common rules, mores and norms in society, the codes of conduct and ethical codes of the association or clubs, industries, professions, etc, and lastly the informal norms as values representing the expectations and demands of the critical stakeholders.

Figure 1: The Three Layers of Assessing Leader Integrity



Source: Christie Kathryn (n.d.)

At this juncture it may be apposite to raise issues/questions about how does one acquire integrity. Is it inborn, learned or situational? Are there people, or leaders with integrity in their genes? Are there gender dimensions to integrity? This will require a review of theories on leadership.

Theoretical Reflections

In the literature on leadership, certain theories have become dominant. We shall, for the purpose of this paper limit ourselves to only three (3) of these namely Trait, Behavioural and Contingency Theories.

Trait Theories: Essentially trait theories talked about the preponderance of certain biological, or genetic features in a person that stand the person out and qualify him for leadership (Geier, 1967, Kikpatrick and Locke, 1999). The trait theories isolate some biological characteristics or set of attributes or traits and conclude that these are predictors of leadership behaviours. Such traits include honesty, integrity, energy, submission, self-confidence, and desire to lead. To trait theorists, leaders are born, you are either one or you are not (Robbins, 2001). In some countries, the trait theory has been bandied around as an explanatory model to justify the ascriptive suitability of particular ethnic nationalities for either political, commercial or industrial leadership. Such postulations have tended to give primacy, through erroneously to certain biological traits that predispose certain ethnic groups to particular spheres in life. The late Maitama Sule, Nigerian politician was quoted to have used the trait theory to canvas for the permanent rulership of the Nigerian nation by the Hausa – Fulani ethnic stock, while the Igbo are left to handle commerce, where they have comparative advantage, and the Yorubas are left to handle the Bureaucratic Civil Service Sphere (Onoge, 1995). The ahistorical, illogical orientation of the trait theory attracted significant criticisms which exposed its underbelly, highlighting its weaknesses namely (a) absence of universal traits that predict leadership in all situations (b) unclear evidence as to the relationship between cause and effect, for instance are leaders naturally self-confident, or is it success that builds self-confidence in leaders?

The propagation of trait theories both in the political and industrial spheres may have thrown up a situation where merit is sacrificed and mediocrity is embraced leaving these groups largely imperiled. The masquerading as leaders by such persons may have given rise to what Ndubuisi

(1991) characterized as zoo leadership. These shortcomings of trait theories necessitated the development of other theories.

Behavioural Theories: These theories highlight some behavioural attributes which may be learnt, which also differentiate leaders from non-leaders. The import here is that unlike trait theorists, behavioural theorists argue that people could be trained to become leaders by imbibing necessary behavioural characteristics that make for effective leaders (Robbins, 2001). However, behavioural theories have equally not been successful in pinpointing consistent relationship between leadership behaviour and group performance. It became clear that the missing point was a consideration of situational factors that influence failure or success, and this led to the development of contingency theories.

Contingency Theories: In the leadership literature, there is an awareness, or appreciation that leadership, its emergence or effectiveness depends on the situation (House and Aditya, 1997). Therefore, certain leadership styles, or even leaders, may be appropriate in certain situations or conditions. For instance, under condition A, style X may be appropriate, while style Y may be more suitable for condition B, and style Z for condition C (Robbins, 2001:319). In other words, certain leadership characteristics may prevail if the social or situational conditions are favourable.

Pillay (2014:32) observes that “of the many leadership theories that exist today, there are a few that place significant emphasis on the type of people that leaders are, and the importance of character or elements thereof. One of such theories that may be useful in bringing in integrity is the personal and professional leadership perspective”. “Personal leadership begins with knowing where one stands now as a leader. Becoming a personal leader requires one to be principle-focused and character-oriented, and to lead from the inside out” (Covey, 1999; De Braine and Verrier, 2007:170 cited in Pillay, 2014:32).

In the literature, even as discussed as integrity is, there are some challenges with respect to theory formulation and development, as captured by Pillay (2014:32) and these are “too many definitions, too little theory and too few rigorous empirical studies”. The point that Pillay (2014:32) has made quite incisively is that persons whose integrity profile are high stand better chance as candidates for leadership positions, because they will properly husband organisational

resources, be fair and just in their treatment/relationship with others, and likely to strive not for their own good, but for others and the organisation at large. It is further canvassed that those who have integrity are likely to exert influence on others that will impart positively on the organisation (Becker, 1998). It is thus seen that integrity is a fundamental necessity for effective and ethical leadership.

Developing Integrity

Integrity is not a one-off thing, or a flash in the pan. It develops out of repeated confirmation of self-worth and determination, which is judged by x-raying one's actions consistently over and over. There is no way that people in leadership positions will lead with integrity, if they have not developed integrity, and then act with integrity. The first initial step in developing integrity is to know exactly what you stand for, and what you truly value (Christie, n.d.). Many times, people do not consciously pause to reflect on what their true convictions are, and have the courage to admit and profess them. The fact that organisations values are mouthed now and then, rehearsed, does not mean that you stand by them, live your life according to these dictates or exhortations. The Rotary four-way test, a cardinal principle of Rotary of the things Rotarians say or do is read almost at every meeting of Rotary. It goes thus:

- Is it the truth?
- Is it fair to all concerned?
- Will it build good and better friendships?
- Will it be beneficial to all concerned? (Rotary International Manual of Procedure, 2016:6)

It is obvious that if the Rotary four-way test is observed to the letter, Rotary as an organisation will be one big, conflict free, no problem, happy family. In real life, it appears that the four-way test is a tall order, but no doubt, some Rotarians try to live their lives in accordance with the dictates of the four-way test. If this is observed consistently, it will be safe to conclude that the person has integrity. Therefore, developing integrity proceeds apace with one's knowledge of his values, which then define his/her character.

The next step is to discover the standards of integrity that are espoused by the people around you (Christie, n.d.). This however, seems complicated, as it is possible that the standard of peers,

colleagues, organisations may not match your vision of where the organisation is headed, but also stand in contradiction to what you consider valuable and worthwhile. You must not be swallowed by group think or negative group mentality if you will succeed in moving the organisation forward to a desired end. In fact, the onus is on you to advertise your values, market them without hesitation, or fear, if you consider them worthwhile. When these are known as the parameters and signposts of your behaviour, it is very likely that followers will align accordingly. You must therefore lead with your values. Value based leadership is defined as leading by example, doing the right thing for the right reasons and not compromising core principles (Dean, 2008 cited in Christie, n.d.:11).

Leaders are not magicians or saints in heaven. They make mistakes (Macnamara, 2010). Temptations lie all around you. Your integrity can grow depending on how the mistakes are handled. These mistakes, or missteps may be damaging and destructive of whatever good name you have built and acquired over the years, if not handled carefully. But that is not the end of life. Those who make integrity their watchword are not super human beings. When mistakes are made in real life situations, as we see so often done, you retrace, correct, apologise, and try to regain confidence and rebuild trust, show love and empathise. This way, you get back on track. This though is easier said than done. Good leaders admit mistakes and take responsibility for their actions. It is better to realise that once the rope of trust is broken, it is difficult to mend it completely. Extreme caution is advised at all times. There is no other way to build trust, than to be truthful, transparent, and keep one's word. The truth though is that a lifestyle of integrity is built over time, one step at a time.

Individual acts of integrity lead to a habit of integrity, and individual habits add up to a way of life. Perhaps so, but I have never found a more effective way of developing integrity than by applying it to everything you do, every day of your life, no matter how small or seemingly inconsequential the matter at hand. And since organisations tend to take on the personality of their leadership, building integrity must start at the top. "Dishonest acts are like cancers that eat at the moral fibre of organisations, especially if the acts are explicitly or implicitly condoned by leaders" (Fogleman, n.d.). The takeaway from the above submission by Fogleman is that we must know what our values are. These values must be clear and concise. It is worrisome that

many people, even those in top management positions do not spare time to reflect on the values which they cherish, work towards, which guide their everyday conduct. People just move like rolling stones that gather no moss. Integrity is therefore the quality of being honest and upright in character, a condition of completeness, one that is impeccable, unimpeachable. It aligns with honour and reliability.

There is no doubt that building integrity takes time and continuous vigilance to maintain (Galvanek and Konczal, n.d.).

The Nexus between Leadership and Integrity: Lessons from Rotary International

- “Look for three (3) things in a person – Intelligence, Energy and Integrity. If they don’t have the last one, don’t even bother with the first two”.

Warren Buffet

- “The supreme quality for leadership is unquestionable integrity. Without it, no real success is possible”.

Dwight Eisenhower

- “Integrity is like the weather: Everyone talks about it, but no one knows what to do about it”.

Stephen Carter

- Integrity is one of those few things in life that can’t be taken from you – you can only give it away.

The above quotes illustrate copiously the centrality of integrity in purposeful and effective leadership in any organisation. No service organisation, to the best of my knowledge, has elevated integrity to an international, non-denominational creed like Rotary International founded in 1905 by Paul Percy Harris. The Rotary Code of Conduct makes integrity its propelling wheel. It demands Rotarians, to, at all times

- (1) Act with integrity and high ethical standards in any personal and professional life
- (2) Deal fairly with others and treat them and their occupations with respect
- (3) Use my professional skills through Rotary to mentor young people, help those with special needs, and improve people’s quality of life in my community and in the world

(4) Avoid behaviour that reflects adversely on Rotary or other Rotarians (Rotary International District 9142 Installation Brochure, 2018). With its motto “Service above Self” it presupposes that Rotarians as professional leaders are expected to conduct themselves in a manner that is without blemish, even in their private lives, for the title Rotarian is symbolic and must depict someone of unquestionable character, whose source of livelihood is not only known but one that is approved by society. To act with integrity means that you will distance yourself from any underhand dealings, or actions that will lead to public opprobrium and disgrace, not only for yourself as an individual, but for the club and the generality of more than One million, two hundred thousand Rotarians worldwide.

It seems to me that among the core values of Rotary Service, fellowship, leadership, integrity and diversity, it is integrity that is at the heart of what Rotary does. Without integrity the good that Rotary does will be meaningless, and at best materialistic. It is in obedience to integrity and ethical principles that make Rotarians conduct themselves selflessly and sacrificially. If not for integrity, and remaining true to its values, Rotarians would appropriate the benefits of charity, that they should give to those in need for themselves and their families, money meant for refugees and displaced persons would be misappropriated, if not for integrity, their service orientation would be halfhearted, and fellowship will be devoid of compassion, friendship and care. As professional leaders, Rotary’s call on members, and indeed all manner of individuals to seek to make integrity a way of life is salutary. It is integrity of Rotary and Rotarians that will serve as the beacon of light and glue that attract the international community under the auspices of the United Nations, and its agencies (WHO, UNICEF, etc), and other genuine philanthropists like Bill Gates, etc to partner with Rotary International in their drive to kick the deadly disease *poliomyelitis* out of the planet.

The threat and scourge of polio is coming to an end after the massive onslaught, campaign and war directed against the deadly disease. It is a testament to integrity, and what good organisations can disseminate if they match words with actions, seen by Bekker (1998) as behavioural integrity. Leading with integrity therefore is a call to duty, and indicative of virtue. Leading with integrity requires special moral obligations, a unique moral character (Pillay, 2014) and beyond that, the readiness to hold on to it at the risk of losing one’s life.

The experience of Nelson Mandela is instructive here, when during his trial on charges of treason said...I have cherished the ideal of a democratic and free society in which all persons live together in harmony with equal opportunities. It is an ideal which I hope to live for and achieve. But if need be, it is an ideal for which I am prepared to die (cited in Pillay, 2014:34). How many today are willing to hold on to their beliefs and values in the midst of humongous, mouthwatering incentives, and worse, threat to life?

Genderising Integrity

Integrity leadership is not an exclusive term. It applies to all irrespective of gender, age, class and race/ethnicity. This is more so given the startling revelation that in the years to come, eighty (80) percent of new entrants in workplaces, clubs, associations will be women and other minorities (Schwartz, 1989), and very likely women are to be more visible atop majority of decision making centres. It will be interesting to examine empirically the influence of gender on leadership with integrity, given the emotions, zeal, zest and passions which sometimes could be contagious which women bring into play when they assume positons as heads of clubs, corporate offices, political settings, that are hitherto male dominated buttressed by the notion of patriarchy. In support of this Paul (1990:173) argues that

- Women by and large are better listeners and are thus apt to pick up important insights which men may miss
- Women are more sensitive to the feelings and present circumstances of their colleagues, and are thus better readers of non-verbal cues and hidden agendas
- Women tend to be less competitive. Competition among men for status, power and authority all too often frequently impedes good decision making in an organisation
- Men's behaviour changes when there are women in the group. At least in the long run, they will become better listeners and more thoughtful about the impacts of their decisions"

There is no doubt that women have brought a new freshness and perspective since their admission in 1989 into Rotary. As more women take on diverse other roles in hitherto male dominated service associations, it may be pertinent to carry out empirical studies to examine the impact, if any, of women in leadership with respect to integrity.

Integrity leadership does not approve of inappropriate behaviour. Any behaviour that is out of sync with established and approved codes of conduct must not only be condemned, but be seen to be condemned. The red flag must go up in condemnation of such transgressions. Visit such unwanted, unacceptable, or inappropriate behaviours, if possible with necessary sanctions, that are meant to correct the offending party. It is good in building an environment of leadership integrity to nurture a sense of “conscience collective”, or collective consciousness, which is the system of beliefs and sentiments that are prevalent within a group. This will enhance social solidarity, and mutual respect, where members will strive to work towards the promotion of not only organizational objectives, but the common good. Under such an amiable environment, it becomes easy to carry everyone along in pursuit of stated objectives.

Conclusion

It is increasingly becoming crystal clear that integrity is axiomatic to leadership, is non-negotiable and should be both the aspiration of leaders, wherever they are located and in whatever context, as well as the benchmark. Leadership clothed with integrity comes with numerous benefits, not only to the leader, but to the organizational participants, stakeholders, customers and clients, and the organisation. Leadership with integrity, of course is challenging, but in the long run, it is a win win situation for the public good it engenders.

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