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# The Role Of Character In The Development Of Leadership Skills Of Students

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## Abstract

The aim of the study is to investigate the role of national character in the development of leadership skills of university students via comparative qualitative research methods. As a result, the level of national spirit and patriotism were prevailed at the students studying on educational specialties, than students of technical specialties. Proceeding from results of the stating experiment, we developed the author's methodology of development of leadership skills at the future specialists. Thus, the conducted stating experiment confirmed need of the research of national character, and identification of its influence on development of leadership skills at students in the university.

**Keywords:** Leadership; Student; National Code; Ethnic.

# El papel del Carácter en el desarrollo de habilidades de liderazgo de los estudiantes

## Resumen

El objetivo del estudio es investigar el papel del carácter nacional en el desarrollo de las habilidades de liderazgo de los estudiantes universitarios a través de métodos comparativos de investigación cualitativa. Como resultado, el nivel de espíritu nacional y patriotismo se impuso a los estudiantes que estudian en especialidades educativas, que a los estudiantes de especialidades técnicas. Partiendo de los resultados del experimento de declaración, desarrollamos la metodología del autor para el desarrollo de habilidades de liderazgo en los futuros especialistas. Así, el experimento de afirmación realizado confirmó la necesidad de la investigación de carácter nacional y la identificación de su influencia en el desarrollo de habilidades de liderazgo en los estudiantes de la universidad.

**Palabras clave:** Liderazgo, Estudiante; Código Nacional; Étnico.

## 1. INTRODUCTION

If we begin to consider genesis of the word leader, then it will turn out that it comes from the West German *laithjan* which in English gradually turned into the verb to lead and then, approximately in the XXIII century, – in the noun a leader –the one who leads, i.e. directs movements, shows the way, helps or forces to follow with him and leads. In order to lead, it is necessary to have leadership skills, first of all. Some people possess them by nature, others develop them inside, and some never comprehend it. The concept of culture refers to the system of values and the goal of an individual life, his relationship

with others, used to characterize the spiritual and material level of peoples and nations, specific societies in a certain historical formation Tulekova (2018). The leader relies on the personal qualities, outlook, abilities and desire (competences) to be the leading member of the group; has the greatest impact on the effectiveness of the group work; enjoys the active support of its members due to own active inclusion in the interpersonal relations and structure of the group; initiates, attracts, makes actual and adapts the major processes and resources, necessary for the development and prosperity of his milieu in constantly changing environment. Thus, the leader is:

- The person who managed to declare about himself, having found the own value and uniqueness, managed to develop it and to maximize;

- The person who recognizes the value of each personality, does not unify subordinates to him people, the one who, having ability to self-identification and continuous development, is able to encourage others.

The student community – is the favorable environment of formation of leaders. It has a significant influence on the character and focus of social and economic and political processes in society. Higher education institutions have to understand and take a high degree of the responsibility not only for vocational training of students, but also for their formation as conscious citizens of the state. Search of new and effective forms of organizing work with university youth is necessary in today's conditions in this direction. The student as the personality develops in the complex system of the human relations, and the orientation and the nature of his development outright depend on what

position the young man holds in different types of the relations, what his internal position. The ideal of our society should be a Kazakhstani who knows his own history, language, culture, at the same time who is modern, knowing foreign languages, having the advanced and global views.

## **2. METHODOLOGY**

The problematique of leadership was presented in G. Tard's (1843-1904) and G. Le Bon's (1841-1931) works. Zhumataeva (2014) researches, etc. were devoted to some aspects in this area. Later works on leadership belong to K. Ashinov, I.P. Volkov, N.S. Zherebova, R.L. Krichevsky, B.D. Parygin, L.I. Umansky, etc. Development of leadership skills at students in the university was considered in the works: (Gnatenko, 2000). The national character, national customs and features of culture were considered in the works: (Olshansky, 2001). The psychological image of the nation was considered in works: (Canada et al., 2018).

Many treatises in China are devoted to leadership. The Chinese philosopher Confucius considered that the leader has to have wide aspirations, high endurance and to be the example for the followers. The main condition to become the leader is behavior which becomes the example for followers. Leadership arises in consciousness of the person, and people can consciously cultivate the abilities to leadership by means of diligence and study. According to Confucius, the leader surely possesses two main goals: internal – achievements of the moral

model; external – public harmony by model leadership (Shitsyan, 2005). Thus, the national character is shown in many aspects of leadership as each culture has the ideas about: what is acceptable and inaccessible in terms of ethics and the moral of each person. The good leader, first of all, has to be open and understands the other culture, in any situation to keep the tolerance. We tried to investigate the role of national character, its influence on the development of leadership skills at students in higher education institutions (Ulandari et al, 2019).

### **3. MAIN PART**

At development of leadership skills in students of higher education institution, it is necessary to understand, first of all, what is the main of the leadership process, it is necessary to make idea about: how the process of leadership is made, and what exactly gives to the student the opportunity to become as a leader. It is necessary, at the development of leadership skills, to consider such major factors of effective leadership as traditional concepts of leadership, the theory of leadership skills, national peculiarities. Davis, Hides and Casey came to the conclusion that the most favorable leadership style is the combination of a collegial approach with some management principles used in business (Auezov, 1961; Golmohammadi et al., 2014; Liang, 2018).

Scientists applied three approaches to definition of significant factors of effective leadership:

- Approach from the position of personal qualities. Thus, the theory proceeds from the possibility of determination of the universal set of leadership skills (physiological, psychological, intellectual and personal) which allow to form the leader and group of followers for the solution of problem tasks;

- Behavioral approach. Essence of the behavioral theory of the leadership: the efficiency of leadership is determined not by the personal qualities of the leader, but his manner of behavior in relation to subordinates (the leadership style, management);

- Situational approach. The situational theory of leadership was developed in 1960. Essence of the situational theory of leadership: the manager – leader has to conduct himself differently in concrete situations. The leadership skills and also abilities are appeared differently in the different situations.

It was considered in the early studies of the leadership that the person, as leader, determines and keeps his personal status at any conditions, at the same time only its personal qualities play an important role. We tried to reflect the key aspects of the main theories of leadership skills in the following table No. 1.

Table 1 - Theories of the leadership skills

The authors of the theory	The leadership skills
F. Wood	Leadership skills are understood as complex of psychological and physiological qualities of the personality, the abilities and features of interaction with group, providing success of performance of leader functions.

<p>R. Kettel and G. Stays</p>	<p>R. Kettel and G. Stays determined three types of leaders, depending on their personal characteristics on the basis of the analysis of people characters:</p> <ul style="list-style-type: none"><li>- the technical leader: effectively solves operational problems; has the opportunity to influence the group members more than other types of leaders, because directly connected with them;</li><li>- the outstanding leader: has the strongest impact on actions of group in any situation;</li><li>- the charismatic leader: he is most sympathetic to subordinates (from Greek charisma – is the gift, God's grace, mercy of the gods).</li></ul>
<p>R. Stogdill</p>	<p>Ralph Stogdill reviewed over a hundred studies and found out that studying of personal qualities of leaders gives contradictory results. However from the huge list of leadership skills he marked out five priority lines of the economic leader too:</p> <ul style="list-style-type: none"><li>- intelligence and aspiration to knowledge;</li><li>- domination or prevalence over others;</li><li>- self-assurance;</li><li>- activity and vitality;</li><li>- Competence (factual knowledge).</li></ul>
<p>R. Mann</p>	<p>Richard Mann marked out those qualities which substantially influence the behavior of the person as leader:</p> <ul style="list-style-type: none"><li>- intelligence;</li><li>- adaptability;</li></ul>

	<ul style="list-style-type: none"> <li>- sociability, ability to influence people;</li> <li>- lack of conservatism;</li> <li>- Susceptibility and empathy, ability to understand another, to get used to his role.</li> </ul>
<p>A. Laughton, E. Rose</p>	<p>The leader is that person who turns colleagues into the people cooperating with him on belief.</p> <p>A. Laughton, E. Rose suggested the following ten qualities of the leader-manager:</p> <ul style="list-style-type: none"> <li>- foresight – is the ability to create aspect and tasks of the organization;</li> <li>- ability to determine the priorities – is capability to distinguish that is necessary and that is just important;</li> <li>- ability to motivate followers by expression of recognition and remuneration for success;</li> <li>- possession of art of the interpersonal relations: ability to speak, listen, prompt, be sure of the actions,</li> <li>- political intuition, ability to understand inquiries of the environment and persons, having the power;</li> <li>- firmness – steadfastness in the face of the opponent;</li> <li>- charisma, or charm – something that is not definable, but captivating people;</li> <li>- ability to take the risk in such questions such as delegation, powers to followers;</li> <li>- flexibility – is ability to respond on the new ideas</li> </ul>

	and experience; - Resoluteness, hardness when it is required by the circumstances.
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As the analysis of theories showed, which is reflected in the table No. 1, it is necessary to develop, first of all, ethnic, spiritual, intellectual culture in the development of leadership skills at future specialists. Ethnic culture is one of the main factors of formation of national mentality and character. Spiritual culture is passed on from generation to generation by means of the language and speech (oral or written). The spiritual culture includes habits and skills, customs and rituals, scientific knowledge, fiction, legal norms, religion, art, etc. The spiritual culture is expressed in various forms of behavior. It includes national symbolics and stereotypes – both cognitive, and behavioral, all ways of socialization of people, related systems and the relevant semantic nets which interiorizutsya by people during their socialization. Besides, national types of characters are its parts in that form, as they are strengthened in the culture. However, there is no contraposition between these two big blocks of culture, and sometimes, they are merged in the whole, as the spiritual culture is fixed and transferred in the material forms. For this reason, the research of culture is one of their ways of knowledge of spirit, mentality, character and mental capacities of the people (Seleznyova, 2018). Intellectual culture comes to the person not in one day, not in a year; it is spiritual heritage which is gathered during all long life. Its rudiments are appeared in the pure soul of the child since small years and they are deepened gradually in education. Later they develop and

really begin to be formed in something integral within the university walls. Higher educational institutions, training the specialists of different professions, simultaneously bring up the young people who crossed the threshold of the temple of science so that they become the real citizens: educated, cultural, humane and noble. This is the main task of the university (Krivensheva, 2009).

Traditions are stable samples and rules of behavior, attitudes, tastes, customs and habits of any ethnic group, that are consciously transmitted from generation to generation. They provide continuity to the ethnicity of its culture and support its unity. The totality of ethnic traditions constitutes, in general, the spiritual values of the ethnic group. Traditions are also a way of being and reproducing elements of social and cultural heritage (Euyezov, 1957). National traditions, from the moment of the origin and in the process of development, lose the initial lines, peculiar to that time and disturbing social progress. But this is not just the breaking down of customs; it is rather borrowing, if necessary, of the useful old, mastering its necessary features and development in relation to the new time. Therefore the good traditions, which appeared once in the depth of centuries, do not disappear, but they get the new form and content and they are like the bridge between new and old. It corresponds to the theory and practice of social development from the scientific point of view. The modernization is occurred exactly with the process of social development.

Cultural values can fulfill their role only if the society perceives them as meaningful, important, useful and mandatory for use in everyday life. Consequently, the key concern is what attitudes towards the traditional values of the Kazakh people prevail in society

(Rymshash & ENGILIKA, 2018). National character – is the steady features, characteristic for members of this or that national (ethnic) community, features of perception of the world, motives of actions (the ideas, interests, religion). Researchers include in the structure of national nature the temperament features, the expression of emotions, feelings, national prejudices, widespread habits, traditions, stereotypes, features and specifics of behavior; valuable orientations, needs and tastes and rituals. It is necessary during development at future specialists of the leadership skills to develop simultaneously national spirit, spiritual and intellectual culture. We tried to reflect those theories where the dominating aspect is the research of national character, national spirit (Table No. 2).

Table 2 - Theories of formation of the national character, national spirit

	<b>Authors</b>	<b>national character, national spirit</b>
1	D. Yum	D. Yum considers that the community life environment (air, climate) as the factors determining the character, temperament, traditions of work and life. However the main thing in formation of the national lines, in opinion Yum, is social (moral) factors. He refers to them everything that is connected with the socio-political relations in society.
2	G. Hegel	The national character, according to Hegel, is manifestation of subjective spirit in various environment which, in essence, determines the specifics of spiritual world of the nations and

		<p>ances. Therefore, racial and national distinctions are manifestations of general natural spirit in certain conditions.</p>
3	H. Shteyntal, M. Latsarus	<p>In 1859 The thoughts about national psychology book was published by the German scientists, the philologist H. Shteyntal and the philosopher M. Latsarus. The national psychology, according to H. Shteyntal, M. Latsarus consists of two parts: abstract – answering the question what is the national spirit, what its elements; and pragmatical – studying the specific people. The first determines the laws necessary for all people; the second describes and characterizes the people. The first – is national and historical psychology, the second – is psychology ethnology. The main sources of knowledge are products of national spirit: language, myths, religion, art, mores, customs – and in general people history.</p>
4	V. Vundt	<p>People soul, according to V. Vundt, is not just the sum of soul distinctions of individuals but their relation and interaction that determines the new, specific phenomena and peculiar laws. These laws do not determine individual consciousness, but also do not interfere with its functioning. Such new environment of relation and interaction of souls of individuals makes, from the point of view of V. Vundt, the object of national</p>

		psychology.
5	G. Le Bon	History of each people depends on transformation of soul of the people which leads to transformation of institutions, beliefs, arts.
1	D.V. Olshansky	D.V. Olshansky (Olshansky, 2001) considers that the national character is the set of the steadiest, characteristic of this national community, the features of perception of the world around and forms of reactions to it.
3	I.S. Kohn	In order to understand the nature of the people, it is necessary to study, first of all, its history, the social structure and culture; individual and psychological methods are insufficient.

Thus, analyzing the content of the table, we came to the conclusion that each nation has its own leaders, worthy of imitation, and the people are proud of them. Studying the history of the Kazakh people, we can make sure that it was built on the same strong leaders of its time as: Kerey and Zhanibek, Abylay Khan, Shokan Valikhanov, Abay Kunanbayev, Alikhan Bokeykhanov, Kanysh Satpayev, Dinmukhamed Kunayev and many other worthy sons of the Fatherland. During studying of various sources, devoted to leadership and national character, we noticed that each person has natural and acquired personal qualities (Ananchenko, 2005). It is possible to develop these qualities in the person only after the acquisition of theoretical and practical knowledge. It should be noted that natural and acquired in the person are often difficult to separate. The person can

receive from nature certain features, then he develops them on the basis of life experience and turns into the personality traits. These borders of transition from natural to acquire can be fixed. The examples of this process are schematically presented in the following figure No. 1.

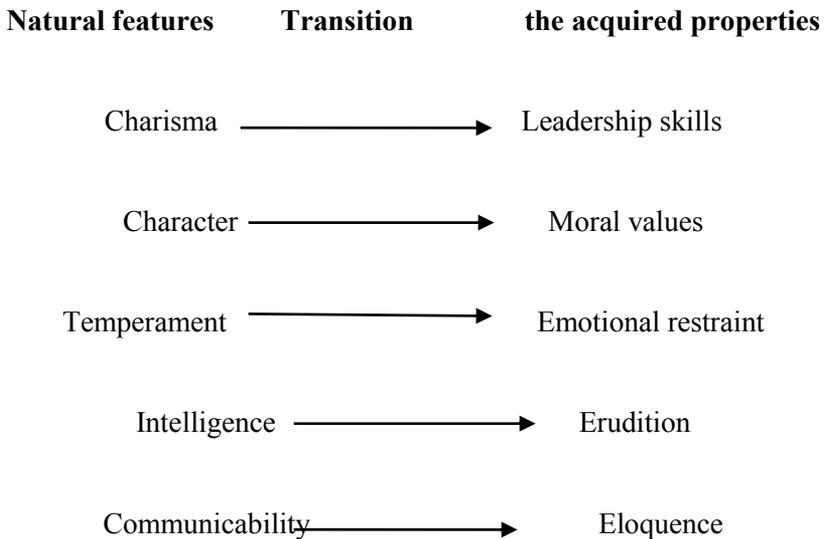


Figure 1 - Transition from natural to acquired

For the purpose of identification of the development level of the leadership skills and also national spirit, it was made the stating experiment with students of the 1 course. 100 respondents participated in experimental work. It was created the experimental group from the students of the educational specialties, and students, studying the technical specialties, were as the control group. I am the Leader technique was conducted during the research with these groups of the first course. It is possible to estimate the level of leadership skills at

future specialists by means of this technique. 48 questions are presented in this technique. It is necessary to answer on each question, if you completely agree with the provided statement, then figure 4 need to be written in the section with the corresponding number; if you rather agree, then do not agree – figure 3; if it is hard to say –2; you rather do not agree, then agree –1; if you do not agree completely –0. Results of this technique are presented in the following figure No. 2 and No. 3.

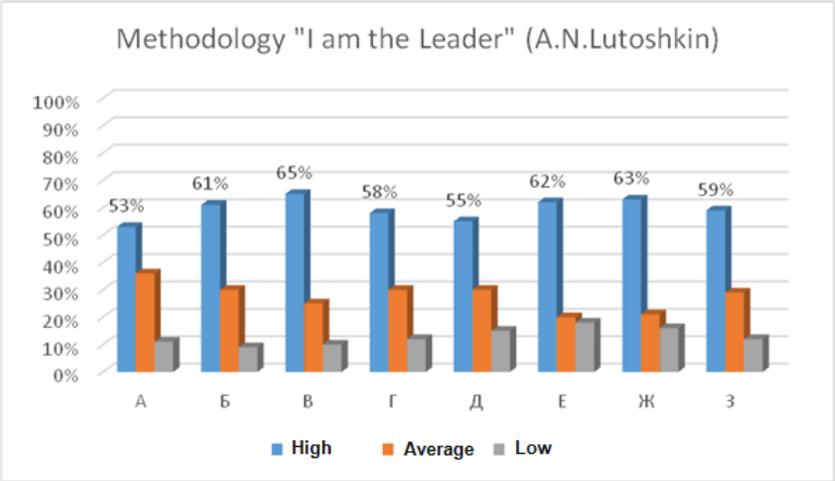


Figure 2 - Results of diagnostics on experimental group of the educational specialties

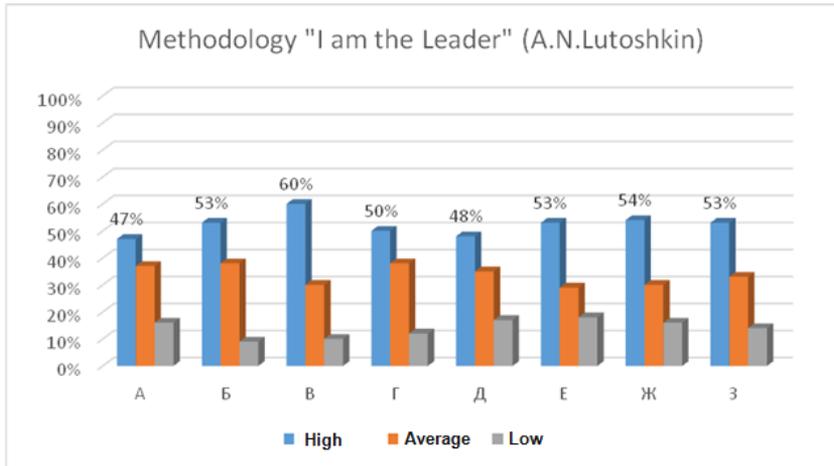


Figure 3 - Results of diagnostics on control group of technical specialties

According to the results of I am the Leader technique at the stating stage, it is possible to draw the following conclusions: the level of leadership skills prevails at students of educational specialty, than at students of technical specialties. We were noted that students on educational specialty have the organizational, creative abilities, the ability to control yourself, ability to solve the problem and they are shown more brightly than at students on technical specialties. We developed the questionnaire which was used for identification of national consciousness. The author's questionnaire consisted of 6 questions. Survey purpose is: to reveal the level of development of national consciousness at students in higher education institutions. Students need to answer the following questions:

1. What national leaders of your people do you know? Call them.

2. Do you consider yourself the patriot of your country?
3. How do you understand expression Modernization of public consciousness – a way to the future?
4. What do national values mean to you?
5. Do you follow national traditions?
6. Should young people revere the national traditions?

We conducted surveys with students of experimental and control groups. According to the instruction, it was necessary to give the full answer on questions 1, 3, 4. Answers to these questions were estimated from 1 to 5 points. And questions 2, 5, 6 need to be answered yes or no. Having answered all questions, there was necessary to gain 18 points as the maximum. If the respondent gains from 18 to 15 points, then it is the high level of consciousness, from 14 to 10 points – the average level, from 9 to 0 points – low level. Results of the survey are presented in the following table No. 3 and figure No. 4.

Table 3 - The table of the levels of development for national consciousness (the stating experiment)

№	Group	Level of national spirit, %		
		High	Average	Low
1	Experimental group	75 %	20 %	5 %
2	Control group	57 %	33 %	10 %

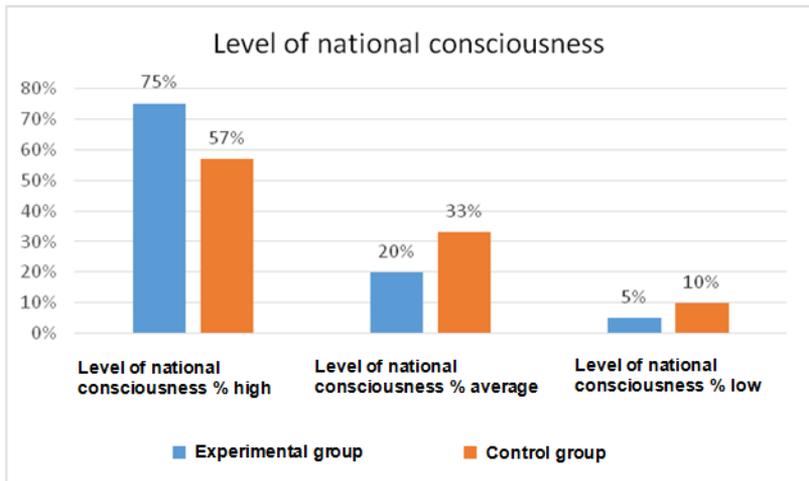


Figure No. 4 - Survey result of the levels of development of national consciousness in experimental and control groups

Interpretation of results showed that students of the Education direction more fully and widely treat the questions of national consciousness, than students of the Technical specialties direction. Therefore, for students of technical specialties it is necessary to organize the forming experiment which purpose will be the development of national consciousness, character, and spirit. There was introduced elective course Psychology of Leadership in order to develop leadership skills at future specialists. The purpose of this discipline is: familiarize students with psychological theories of leadership; multidimensional content of national character, spirit, consciousness in management activity. The developed elective course includes following questions: essence of the concepts ethnos, nation, national education, national idea, national culture, and national consciousness. The themes of lessons National consciousness –

orientation in the future, Leaders – of the great steppe country, contribute to the development at future specialists of leadership skills on the basis of national character, national spirit, national features and consciousness. Future specialist in the process of mastering of the course has to:

- To master theoretical and applied aspects of leadership and the interpersonal relations;
- To study the theoretical and methodological fundamentals of psychology of management – acquaintance with various concepts, with the basic concepts, regularities of psychology of management;
- To increase psychological culture for successful realization of professional activity and self-improvement;
- To study the basic concepts such as national consciousness, national education, national spirit;
- Future specialist has to have patriotic, cross-cultural values;
- To apply the learned skills to the solution of real problems of collective.

The training program, as an addition to the elective course, contains the following blocks:

- Social and psychological aspects of leadership;
- Social and psychological aspects in group activity;
- Development of the leader abilities taking into account national spirit;
- Stress resistance and psychological prevention.

Thus, we created conditions and chose means and methods of training; there was psychological and pedagogical support, including the elective course Leadership psychology.

#### **4. CONCLUSION**

The results of the research on development of leadership skills at students of higher education institution by means of development of national character, national consciousness, and spirit are considered in the article. The traditional concepts of leadership are described, the theory of leadership skills, theories of the formation of national character, the national spirit in the scientific literature. We found out the need of development at youth of such qualities as competitiveness, pragmatism, preservation of national identity, knowledge cult, competence in the field of profession, knowledge of the national roots, and preservation of the internal kernel of national spirit, and national roots in the context of the development of leadership skills. First-year students of educational specialties and students of technical specialties participated in the experiment made within 2017/2018 academic year. The stating experiment showed that the level of national spirit and level of patriotism were prevailed at the students studying on educational specialties, than at students of technical specialties. Proceeding from the results of the stating experiment, we developed the author's methodology of development of leadership skills at the future specialists. Thus, the conducted stating experiment confirmed need of the research of national character, and identification of its influence on the development of leadership skills at students in the university.

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