Historical Aspects of Leadership Development Problem

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Abstract: This article explores the origins of leadership problem. According to the authors, the leadership problem was very urgent at all times. Leadership worried minds of humanity since the ancient times, even in the writings of ancient Greek philosophers sharply raised this problem, they believed that in every society there are leaders who are able to defend their opinion, lead people to implement their own interests, as a rule leaders are well-known historical figures or rulers. Interest to the problem of leadership increased in the XIX century. There were different concepts of leadership but there was no unified approach to this issue. The most common theories in understanding the origin of leadership are: traits theory, behavioral approach, activity-based approach, situational approach. The above mentioned approaches to leadership have always been criticized, while still integrity is not observed in the disclosure of the notion of leadership.

Key words: Leader • Leadership • Leadership qualities • The concept of leadership

INTRODUCTION

Current political and socio-economic changes in Kazakh society actualized the problem of leadership qualities formation among the younger generation.

Modern society places more and more new requirements to the individual. Today the society needs an outstanding personality with strong organizational skills, creative, initiative, energetic, mobile, intelligent and possessing business skills, self-confident, capable of leading people around him, offering innovative solutions, with an inner desire for social activity, individual who can see, anticipate and solve problems.

Unfortunately, today's young people are not always ready to participate in solving complex life problems, not able to take responsibility, to take the initiative to achieve the goal.

The country needs leaders, people who can lead at competitive market, ready to achieve the goals.

In connection with the abovementioned the problem of leadership qualities formation among the younger generation is highly important.

Main Part: This problem is not new. Yet at the time the ancient Greek philosophers, Pythagoras, Socrates, Plato, Aristotle raised the leadership question it was regarded as a social phenomenon.

One of the first developers of the leadership problem was Plato in his book "The State" he specified three types of leaders:

- Philosopher-statesman, managing republic on the basis of reason and justice,
- Commander protecting the state and in this case people obey against their will,
- Business man satisfying material needs.

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According to Plato, people are not equal in the society there are people who are able to lead others to their interests [1]. Significant contribution to the development of leadership theory made Aristotle, Plutarch, Montesquieu, Mark with their determination of three types of power [2]. Leadership received numerous conceptual interpretations. In the role of the leaders described the outstanding historical personality. According to Plato, Confucius, Lao Tzu of all the rulers were leaders [3].

A cursory glance at history shows that in any society there are leaders, their target setting is different, leaders defended their way, insisting on their own, mainly leaders were famous historical figures, mostly the rulers.

First philosophical interpretation of leadership was presented by XVI century Italian sophist Niccolo Machiavelli. In his book "The Emperor" he considered various forms of rule, focusing on the personality of the ruler, whose personal power is a mean of achieving political goals. According to him, the ruler should consider the main incentives of human activity: the pursuit of property benefits and domination over people. According to N. Machiavelli ruler-leader, must be more strict than gracious to keep his people in obedience, but this strictness should be flexible not to give rise to hatred, i.e. wise leader must combine a qualities of a lion and the fox, to be straightforward, clever, talented, ambitious, greedy, vain.

N. Machiavelli’s advantage is developing methods of achieving a leading position in the society [4]. Thus, there were different concepts of leadership, but there was no unified approach to the definition of "leader".

During this period, a special type of leader-negative was described. It should be noted that the interest to the problem of leadership still increased in XIX century, during this period developed various concepts, affecting not only the nature of power, but also, in particular, the great historical figures, superpersonalities, headmen, leaders. For example, Nietzsche considered the leader in terms of manifestations of " creative instinct," of a man, in his opinion, morality is a hindrance to leadership and the process of historical development depends largely on the great personalities who seek power being leaders.

His successor was the English historian Thomas Carlyle, who noted that the leader-is an exceptional person-a hero worthy of admiration. In his book "Heroes and heroic stories " T. Karleyl pointed out that the leader has the following qualities: wisdom, courage, originality speech and deeds, sincerity and humility.

Although T. Karleyl argued everyone can be a leader, nevertheless, he proclaimed "cult of extraordinary man " [5]. In this period written works are full of the idea that there is a big difference between those who rule and those who obey. Thus G. Spenser claimed that there are whole nations which are slaves in nature and who admire anyone who wants to have power over them.

Significant contribution to the development of leadership made Max Weber, Gustave Le Bon, Gabriel Tarde [6]. French philosopher and sociologist Gustave Le Bon defines leader as the chief of the crowd, spreading his idea among others. Gabriel Tarde also notes that the leader has the inherent ability to persuade and spread his idea among people around him the people around her idea.

According G. Tarde, a leader must be very charming, it’s with his charm leader captivates the crowd, hypnotizing it, leading it. G. Tarde stated that charm is based on:

- Different leadership qualities, such as advanced age, origin, noble blood, wealth, bodily strength, good fortune, eloquence, courage,
- Compliance of the requirements of the era to the qualities of the leader,
- Need of the crowd to obey the leader.

G. Tarde emphasize that the interaction of the leader and the crowd are harmonious, so one wants to rule and the other-to obey, nobody forces noone, everyone wants it. Quality of a leader to rule over the people is given only to him, it is an unusual quality for others. The followers of G.Tarde, Ch. Lombozro and S. Sigele stressed that gifted individuals entrain surrounding people unnoticed and prescribe their will, in their turn, sometimes do not notice this [7]. In order to influence the crowd, the leader must possess the following qualities: intelligence, courage, knowledge of life, to embody the idea better than others, to have a suggestion gift.

Another approach to the problem of leadership introduced G. Le Bon [8].
He elevates the crowd, in his opinion, the crowd does not like to be expressed superiority over, special innovations and requires the leader to be strong and realize their dreams. The selection of great people is taking place in the process of human development.

G. Le Bon states that history is made by fanatics with a limited mind, but with an energetic character and strong passions, hallucinating.

G. Le Bon identifies certain features of the leader: energy and activity, limited mind, strength of faith, fanaticism and the ability to martyrdom, selfishness and the pursuit of personal gain, mental illness, estrangement, charm.

G. Le Bon developed a typology of leaders on a number of grounds:

**According to the Time of Influence:**

- Short-term energetic leaders,
- Capable of strong, long and persistent influence leaders.

**According to the Ways of Influence-Using:**

- Approval (short sentence without evidence and arguments)
- Repetition of the same statement,
- Spreading

**According to the Type of Charm:**

- Acquired, associated with the name, wealth, reputation, title, clothing,
- Private (magical charm),
- Associated with success.

The problem of leadership was analyzed not only from a philosophical, social point of view, but there was a psychological approach.

Great influence on the development of the theory of leadership had an English psychologist and anthropologist of XIX century Francis Galton, the author of the doctrine of talent heredity, including leadership [9].

He stated that the nature of the leadership are features-individual qualities of a leader that are inherited from the father and mother of the individual. Leadership gene is stored in highly cultured and aristocratic families.

According to the theory F. Galton leader can only be a person who has a certain set of personality traits or a combination of certain psychological traits, charisma, extraordinary qualities and abilities.

Significant contribution to the theory of leadership at the end of XIX century and early XX century was made by Russian psychologists N.K. Mihaylovsky, L. Voytolovsky, A.F. Lazursky, V.M. Bekhterev [10].

N.K. Mikhailovsky believed the leader is the one who makes what the crowd wants the first, the following features are characteristic to leader: decisiveness, ability to inspire by own example, no matter of the business kind (noble or bad) and it does not matter whether he has power or not.

The main character features of leader include: extravagance, age (young, adult), gender (male or female), the ability to inspire the crowd and entrain, the use of imitation mechanism.

According to N.K. Mikhailovsky, the leader is put forward by the crowd, community, so the factor of chance is quite large, in some cases the first counter may become a leader, because it’s the number of followers that make a person a leader.

N.K. Mikhailovsky stated to be successful leader requires three conditions, which include: personal qualities of leadership, character of the social system of the country, degree of modernity of the actions undertaken.

The position L. Voytolovsky on leadership is very interesting. He believes that the crowd can overthrow a leader, when there is no need for him [11].

L. Voytolovsky stated that the crowd leads the leader and forms him the way the crowd wants. A person can become a leader unexpectedly, due to determination, the more primitive the crowd is, the easier it is to be a leader, a leader be presented by group of people.

The analysts identified the following features of leader: decisiveness, ability to lead people, the desire for power, pathology of the psyche, intellect, charm, strive for personal gain, persuasiveness, eloquence, originality, courage.

Influenced by the works of XIX century in early XX century the in psychology the attention to the issue of leadership increased.

The founder of the psychological approach to leadership was an Austrian scientist Sigmund Freud, who claimed that every human society needs a leader, the historical process occurs only under the influence of great leaders. He, unfortunately, denied women's leadership.

Freud identified the following as the leader’s features:

- He does not love anyone (except those who serve his needs and his love to himself is raised to the narcissistic admiration)
He is self-assured and self-sufficient, has great strength, repressed sexuality is sublimated into a desire for power, desire for power is in the form of neurosis, desire for power is a manifestation of courage and activity and masochistic desire to obey is a feature of femininity and passivity [12].

Freud's ideas about leadership were developed by C.G. Jung, E. Fromm, T. Adorno, E. Erikson, S. Moskovichi and others [13].

Their approach to the leader was a little different than that of previous researchers of the leadership problem. For example, C.G. Jung considered the leader as a person driven by his "voices" of the subconscious.

Erich Fromm stated that the main feature the leader is the desire to satisfy his sadistic-masochistic instincts.

In turn, T. Adorno sees leader as a rebel and a mentally ill person subjugating all people around him.

According to S. Moskovichi, charismatic leader is a man whom everyone admires but ultimately it is the person with behavioral problems.

German sociologist Max Weber gave a detailed characterization of the leader. According to him, the leader has an inherent sense of responsibility, passion, fanatical devotion to his idea, weird, unusual. He introduced the socio-philosophical concept of "charismatic leader."

The research the 20-ies of XX century is represented by the works of prominent Russian scientists A.F. Lazursky and V.M. Bekhterev [13].

V.M. Bekhterev identified two main modes of influence of some people on the others: suggestion, persuasion.

At the same time, he emphasized the connection of suggestion and intersuggestion, and also noted that the method of crowd control is its organization, differentiation into parts, he also noted the connection of sexuality and social activities (the famous fighters for justice in his view were either virgins or protected themselves from the waste of sexual energy).

The attention to the leadership has been further heightened in the 20-30 years of the twentieth century, the theory of traits of a leader was successfully developed.

Leadership was regarded as the property of a gifted person.

Various methods of obtaining and processing of empirical data were used to identify the features of a leader in this period among them: biographies of famous personalities, observation, interviews of experts, sociometry, factor analysis, comparison of the leader's personality and non-leaders.

A list of leadership features was formed according to the research results in those years and they were evaluated from the point of view of their importance for leadership, for example: intelligence, initiative, responsibility, etc.

American social psychology recorded very carefully the sets of leadership features, as they were the basis for the tests for the selection of potential leaders. There were hundreds of studies that have shown a long list of leadership features. In 1940 K. Berd compiled a list of 79 leadership features, among them were: creativity, sociability, sense of humor, confidence, enthusiasm, friendliness.

In 1948, Ralph Stogdill and in 1959 Richard Mann summarized and grouped all previously identified leadership features. R. Stogdill concluded that there are five basic features that characterize the leader:

- Intelligence and intellectual abilities,
- Domination or dominance over others,
- Self-confidence,
- Activity and energy,
- Knowledge of the situation.

He Later Added:

- Vigilance
- Popularity
- Eloquence [13].

But over time, the theory of leadership features was questioned, it became apparent that through knowledge of personality traits can not guarantee an effectiveness of leader, many people with leadership features did not become leaders. Disappointment in the approach to leadership as a set of personal features intensified in the mid-twentieth century.

In this regard a behavioral theory of leadership was formed. It is focused on the behavior of the leader. Behavioral approach has provided the basis for the classification of behavior styles. As a result two main types of behavior characteristic of leaders were distinguished:

- Care and diligence in relation to the members of his group,
- Initiative.
Rensis Likert called first type of behavior centered on the workers, the second-centered in the workplace.

In connection with the abovementioned Andrew Halpin notes that caring of the leader towards the members of his group is an indication of the extent to which a leader is interacting with the team members, showing friendliness, confidence, causing reciprocal trust, warmth [13].

Sincere diligence indicates that the leader is aware of the needs of each member of the group.

Initiative of the leader is observed in the fact what he has to do, how to interact with others, what methods of work to use for encouraging his people to perform the work ahead.

It should be noted that the behavioral approach significantly promoted the study of leadership, focusing on the behavior of the leader, but the main disadvantage of this approach was the focus on an optimal leadership style.

On this basis the researchers concluded that there should be a situational approach to leadership as the best leadership style varies depending on the situation.

Representatives of situational leadership theory R. Stogdill, T. Hilton, A. Goldier stated that leadership is a product of the situation. Every situation forms a leader and the best leadership style varies depending on the situation, leadership features are relative, though the proponents of this approach recognize the need for competence, commitment, confidence, willingness to take responsibility for the solution of a problem.

However, the weakness of this theory was the underestimation of the personal activity of man, aspiring to be a leader: is there is no suitable situation, he is no longer the possibility to become a leader.

According to J. Piaget, this approach turns a leader into a "weathervane" [13].

To overcome the contradictions the representative of situational approach to leadership theory E. Hartley introduced four models allowing explaining why certain people still become leaders and why not only the situation determines their leadership:

- If you become a leader in one situation, your chances of becoming a leader in other situations rise,
- If you showed yourself as a leader and if you became a leader in one situation, you have gained credibility, which can contribute to the appointment to senior positions and thereby consolidate your leadership,
- The perception of the group is stereotypical and if you become a leader in one situation, people see you as a leader in other situation,
- The one who wants to become a leader becomes a leader [13].

Situational approach is enriched by followers theory explaining the nature of leadership based on the principle of "the leader is created by its followers". This theory did not have a significant impact on the development of theories of leadership. In this regard, there appears a systemic leadership theory, according to which leadership is seen as the process of organizing interpersonal relations in the group and the leader is the subject managing this process. With this approach, leadership is seen as a function of group and study should be in terms of goals and objectives of the group, although the structure of the leader's personality should not be discounted.

In the framework of systems theory are two types of leaders:

- Instrumental (business), aimed at goal and achievement of group success,
- Emotional (expressive), aimed at the integration of interpersonal relationships and providing the "equality" in the group and favorable atmosphere.

In different situations of the group life one of these leader types may be of more demand, i.e. the emphasis is made not only on the leadership, but also on guidance.

Significant role in the development of the theory of leadership was played by the theory of the personal approach. Using active approach to the interpretation of the essence of leadership is based on the fact that:

- Human interaction always occurs together with other people, that is why all human activity is imbued with sociality. This theory describes leadership as a group phenomenon, leader can not act alone, he is as an element of the group structure,
- Leadership can be represented as a special kind of activity, considering three main points of its structure: motivation orientation, execution, control and evaluation,
- Leadership activities development is better to build in terms of activity theory, because without knowing the structure of activity it is impossible to build conceptual models of management of its formation and development.
Before the World War II Kurt Lewin developed a theory of the three leadership styles: authoritarian, liberal and democratic. He gave a description of the above mentioned leadership style. According to him, the authoritarian style is described by sole authority, low degree of delegation. This style permits a leader to set the goals and choose methods of their achievement.

Democratic leadership is characterized by power sharing and participation of group members in the management process, distribution of responsibilities between leaders and subordinates, delegation of authority holding key positions of the leader.

Liberal leadership is characterized by minimal participation in the management of administrative processes and the group has complete freedom to make independent decisions.

K. Levin notes that the authoritarian style of leadership requires more work than the democratic, but there is low motivation, lack of friendliness and groupthink, there is aggression towards management and other members of the group, less originality of thought.

The liberal leadership requires less workload reducing the quality of work.

Researcher prefers a democratic style of leadership.

CONCLUSION

Thus the issue of leadership is very topical, there are various theories of leadership, but there is no single approach to addressing this problem. The most well-known theoretical approaches to understanding the origin of leadership are features theory, behavioral approach, activity-based approach, situational approach. The above-mentioned theories of leadership have been criticized, while still in the integrity in the disclosure leadership essence is not observed.

REFERENCES