

Kazakh-British Technical University

UDC 378.183

On manuscript rights

YERMEKBAYEVA MAKHABBAT KANATOVNA

**Examination of Value-based Leadership Skills of Student Youth in
Kazakhstan**

6D050700 - Management

Thesis for scientific degree of
Doctor of Philosophy (PhD)

Research consultants:
Doctor of economical sciences,
Yelubayeva Zh.M.
Professor, PhD
Patrick Kim Cheng Low

Republic of Kazakhstan
Almaty, 2014

CONTENTS

| | |
|--|-----|
| ABBREVIATIONS | 3 |
| INTRODUCTION | 4 |
| 1 THEORETICAL AND METHODOLOGICAL ASPECT OF VALUE-BASED LEADERSHIP AND ITS INFLUENCE ON LEADERSHIP SKILLS FORMATION | 10 |
| 1.1 The conceptual framework in Value-Based Leadership | 10 |
| 1.2 The basic methods and research strategies that are applicable to Value-Based Leadership | 13 |
| 1.3 Analysis of the basic theoretical concepts Value Backgrounds | 24 |
| 1.4 Current general theoretical Backgrounds in Leadership Concepts | 34 |
| 2 ANALYSES AND LEADERSHIP SKILLS GAP EXAMINATION | 52 |
| 2.1 Leadership styles and cultural values among managers (leaders) and subordinates (followers): a comparative study of four countries of the former Soviet Union, Germany, and the US | 52 |
| 2.2 Factors, influencing the development of leadership in Kazakhstan: Globalization, Education System, Strategy “Kazakhstan – 2050” | 56 |
| 2.3 Quantitative Data Collection – Introduction to Phase 1 | 71 |
| 2.4 Qualitative Data Collection – Introduction to Phase 2 | 86 |
| 2.5 Youth Through the Eyes of Respondents’ Groups: Analysis of Survey Results and Discussion on of the Phase 2 Data | 91 |
| 2.6 Integrating Theory and Empirical Results | 100 |
| 3 ENHANCEMENT OF VALUE-BASED LEADERSHIP SKILLS DEVELOPMENT OF STUDENT YOUTH IN KAZAKHSTAN | 106 |
| 3.1 Factors influencing Kazakhstani Youth Development | 106 |
| 3.2 Leadership Development in Kazakhstan | 107 |
| 3.3 A Proposed Model for the Leadership Skills Development | 109 |
| 3.4 A Key to Problem Solution | 111 |
| CONCLUSION | 118 |
| REFERENCES | 120 |
| APPENDIX A | 132 |

Abbreviations:

| | |
|--------|--|
| COF | Cultural Orientation Framework |
| DMIS | Developmental Model of Intercultural Sensitivity |
| EFA | Education For All |
| Etc. | Et Cetera (and so forth) |
| GDP | Gross Domestic Product |
| HR | Human Resource |
| HRD | Human Resource Development |
| IDI | Intercultural Development Inventory |
| NGO | Non-Government Organization |
| OECD | Organization for Economic Co-operation and Development |
| PDI | Power Distance of Individual |
| PISA | Program of international Student Assessment |
| PVQ | Portrait Values Questionnaire |
| SVS | Schwartz Values Survey |
| SU | Soviet Union |
| TVE | Technical and Vocational Education |
| UK | United Kingdom |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| US | United States |
| USSR | Union of Soviet Socialist Republics |
| VBL | Value Based Leadership |
| WTO | World Trade Organization |

INTRODUCTION

The Relevance of the research. Global changes in the economic, social and cultural environment in Kazakhstan over the past two decades, the introduction of new information technologies and customer-focused management have led to changes in the paradigm of the concept of “leadership” in comparison with the current system of historically formed elite. Applied to one of the most active groups in society, young students, change of the political and economic model of the state and the significant social transformations led to the emergence of large gaps between the needs of the youth community and its leaders’ ability to satisfy them.

So, if the indicators such as sense of purpose, activity, ability to influence, and creativity of youth leaders are qualitatively higher than that of other students, their degree of responsibility, willingness to solve problems here and now, as well as understanding of the practical organizational skills remains at the same level. This, in turn, leads to a lack of satisfaction by employers with the young staff, primarily, in the business sector, which eloquently demonstrates the adequacy of the national education system to the needs of the present economy.

However, the achievement of the stated economic growth, primarily due to the innovation and industrial component necessitates the professionalization of leaders at the level of private companies and entire industries. In present conditions, professional leaders as the basis of the national elite have become one of the key factors of global competitiveness of any ambitious state.

This is what necessitates the in-depth study in Kazakhstan of value-based leadership, which combines elements of effective management styles despite the scope of its application. Such leadership requires a change in process of the personal development of young generation and sets the objective to train youth leaders.

State establishes certain plans, objectives and policies on human capital development and the formation from the youth of Kazakhstan’s future leaders as well as programs its development at the strategic level. In this context, announced in President’s message “Kazakhstan-2050” a new political and economic course is focused on the new generation of Kazakhstan, which should become its main engine.

Special appeal to young people in the Strategy “Kazakhstan-2050” - the concept of Nursultan Nazarbayev “personal success - the success of the parents, relatives’ and friends’ success, the success of families, the success of all compatriots, the success of our homeland” - could be called a classic example of a call to the introduction of value-based professional leadership [1].

At the initiative of the President of Kazakhstan, the approach of professionalization of leadership skills based on core values of Kazakhstan patriotism is actively used at the peak of management training: at the formation of a professional state apparatus and the implementation of administrative reform, as part of a new class of managers - civil servants of the corpus “A”.

However, the need to further strengthen the principle of meritocracy, launch mechanism for fair and effective “social elevator” and generally solving urgent problems of modern economy providing professional staff necessitates further

theoretical and practical study and implementation of the examination system of leadership skills, especially among the most active and mobile social groups such as students and young workers.

Thus, to achieve the goals of the state it is very important to pay attention to the development of personality and youth, in particular, the development of its value-based leadership skills.

Object of research – student youth of Kazakhstan with its basic values, influencing the development of leadership skills, having a purpose in a certain way affect the leadership potential in society.

Subject of the research is the conceptual framework for the assessment of leadership skills in the context of human resource management, approved by foreign and domestic practices in the implementation of state youth policy.

The aim of research. The aim of research is to develop a systemic vision of leadership development among young people in Kazakhstan as a set of conceptual frameworks, strategic priorities, effective management models with a view to influence the social development of young people, and thus - the future state of society.

In accordance with the intended purpose it is necessary to address the following research objectives:

1. Substantiate the set of theoretical propositions that define the nature and specificity of youth leadership development of modern Kazakhstan.

2. Identify the specificity of students' leadership skills development, because this age period leadership potential which later reveals in adulthood is formed.

3. Summarize the results of the research of the leadership development process through a variety of methods, including interviews, questionnaires, analysis of primary and secondary data.

4. Consider and justify the model of leadership skills development of students that has the stage nature (orientation, initiation, enrichment) and includes updating of the leadership needs, intensifying of leadership opportunities and integration of leadership interaction. This allows the process of leadership skills formation to give the manageable nature for the society and state.

5. Develop and validate a model of the leadership skills of future managers' formation in their training, having identified and justified its components, content and communication.

Methodology of research. Research methodology is presented through the use of the dialectical method of learning the essence of socio-economic phenomena taking place in the Republic of Kazakhstan. In the process, the scientific methods and techniques of synthesis, analysis and comparisons, generalizations, the ranking expertise, statistical and mathematical economics surveys are used.

The scientific novelty of the results of dissertation research is the following:

1. Based on theoretical and methodological aspects of the formation of leadership skills, the author's interpretation of certain categories and concepts, including identifying the main characteristics of leadership skills are provided.

2. A system of values in youth leadership development, serving as a set of interrelated components that can consistently and effectively carry out the formation of professional success of the person.

3. The criteria and indicators for assessing the level of development of personal skills of youth are developed.

4. Supplemented by the author presented a model of leadership skills development of the future manager, which determines the realization of its original features, the values of leaders and managers, with the active search for new opportunities and fulfillment him(her)self as a leader within the priority government programs.

5. In the context of long-term socio-economic development of the country recommendations in efforts integration to form the professional success as well as the establishment of the economic potential of youth, social community with positive goals are presented.

The main provisions for the defense are as follows:

- author's approach to the concept of "value-based leadership skills" in terms of determining the relationship between basic values in Kazakhstan and the development of leadership skills among young people in the country;

- specifics of Kazakhstani youth leadership using a set of criteria of leadership development: criterion of internal readiness and criterion of external implementation (practically effective);

- elaborated model of leadership skills development of future managers with a view to the transition of student youth to a new level is presented. The details of the model are provided in diagnosis functions, organization of leadership skills development, correction and monitoring and evaluation of the process.

- supplemented by the author model of leadership skills development of future manager, which is represented by the set of its practical knowledge on the nature and essence of leadership and skills that are acquired in their (youths') professional situations and group interaction in the economy of Kazakhstan.

- activities in the issues of leadership skills diagnostics, monitoring, examination and correction of leadership experience and consolidation of the trainees leadership behavior models in the preparation of group management decisions in the implementation of the priority programs of society development.

The theoretical significance of the research. Theoretical and methodological basis of the research are the main provisions and laws in the field of leadership outlined in the works of domestic and foreign economists. The works on the achievements of world economic literature in the area of the validity of leadership models in the managerial environment are widely used in the dissertation thesis. It also includes types of leadership skills display in regard to their examination and management as well as study of the regularity of leadership skills demonstration, the level of development of individual economic indicators. The paper considers the results of research scientists - economists of the Republic of Kazakhstan, CIS and far abroad countries.

In developing the conceptual framework for assessing values in the formation of

a leader - manager and the mechanism for its implementation, the author proceeded from the need to incorporate an advanced and widely used abroad various elements of the system analysis, evaluation of its main factors, the most adapted to the specificities of Kazakhstan economy.

The study widely used legislative documents of the President of the Republic of Kazakhstan, the Parliament of the Republic of Kazakhstan, the Government of the Republic of Kazakhstan, as well as regulations of ministries and departments. Information base were domestic and foreign methods and reference materials, the official factual information of the Agency of the Republic of Kazakhstan on Statistics and international organizations.

The practical significance of the research (connection of the dissertation topic with national state programs as well as target republic and regional scientific and technical programs). This study may prove significant in contributing to the underdeveloped area of research related to the development of leadership skills of Kazakhstani youth and in posing numerous relevant questions to guide future research. The main significance of this study lies in the fact that Kazakhstan is quickly developing country, which requires quick responses from society and particularly from youth. Knowledge and understanding of the factors affecting the leadership skills development of young Kazakhstani society may provide additional insight into existing “gap” within education system of the country, as well as youth’s motivation “to keep going”, while experiencing the certain pressure of society, family and employment constraints.

In Kazakhstan, the process of creating a new model of governance is based on the principles of meritocracy, which is the recognition in the selection and promotion of human resources, as well as increased efficiency in the implementation of public government policies. In addition, the practical experience in the field of examination of value-based leadership of potential target audiences of state reforms are required to improve the existing and elaboration of human resource management new mechanisms. One of the practical applications of this research results may be the development of state youth policy of the Republic of Kazakhstan on the basis of the research conceptual directions.

In the framework of the State Youth Policy concept till 2020 “Kazakhstan 2020: The Road Ahead”, the research will allow government authorities of Kazakhstan and other stakeholders to understand and evaluate the current situation in the context of the development of leadership skills of Kazakhstan youth. Provided recommendations for each research participants (youth, education, business and public sectors) will help in the realization of the establishment and cultivation of basic values of Kazakhstan youth that must not only conform to the economic challenges of the state, but also to the global trends. On the basis of these values such leadership skills are formed that affect the increase in the activity of youth in socio-economic life of the country.

It is critical to advance youth’s potential and leadership skills, so that they would be able to correspond to the requirements of labor market and contribute to the

achievement of the main objectives and goals of the Strategy 2050 of the Republic of Kazakhstan.

Publications:

There are 10 publications including 3 articles in journals, recommended by the Committee for Control of education, 3 in the proceedings of International Conferences, 1 in journal indexed by ISI Web of Knowledge, Scopus, 2 in international journals and 1 in Kazakhstan journal:

1. Human Resources Management Theory: Evolution and Modern Tendencies//Вестник Карагандинского университета//№3(63) 2011- С.47-50.

2. Effective conflict management in organization in cross-cultural aspect//Вестник КЭУ: экономика, философия, педагогика, юриспруденция//№3(63)2011. Караганда. - С.24-26.

3. Cross-Cultural Research of Ethnic Stereotypes in Polyethnic Kazakhstan//World Academy of Science, Engineering and Technology, International Journal of Social, Human Science and Engineering, Vol.5.№ 11, Issue 59, 2011. - С.403-404. ISSN 2010-3778, Международная база данных Scopus (Elsevier, Нидерланды)

4. Business Trainings: tendencies on Kazakhstani market//Education and science without borders//Vol.3, №5(1)2012. Караганда, РК, Прага, Чешская Республика. – С.42-44.

5. Cross-cultural research of ethnic identity in Post-Soviet Kazakhstan//World Academy of Science, Engineering and Technology, International Journal of Social, Human Science and Engineering, Issue 64, 2012. - С.801-803.

6. Формирование национальной идеи посредством ценностных ориентаций личности//Материалы международной конференции молодых ученых «Мир науки», приуроченной к 20-летию государственных символов Республики Казахстан «Казахстан – Восток – Запад: культурно-образовательный диалог». Алматы, 23-26 апреля 2012. - С.42-45.

7. City-branding of Astana, the Capital of Kazakhstan and the Oasis of Central Asia//International Journal of Diversity, Social Science Research Network, Vol.2012, Issue 2, 2012., Rochester, NY.- С.182-199

8. Knowledge management challenges: creating Learning Environment in oil and gas industry//Сборник трудов V Международной научно-практической конференции «Проблемы инновационного развития нефтегазовой индустрии». Алматы, 21-22 февраля 2013 г. - С.328-332.

9. Kazakh Organizational Leadership Style Development: action-centered leadership vs. situational leadership//Вестник Карагандинского университета//№3 (71) 2013. Караганда. - С.46-50.

10. Factors influencing the development of leadership skills of Kazakhstani youth//Вестник Карагандинского университета//№1 (73) 2014. Караганда. - С.103-110.

The dissertation outline. The remainder of this dissertation is built upon the following outline:

In Chapter 1, the topic under investigation and the conceptual framework in which it is embedded are introduced. The general and specific research questions, as well as the research design that was chosen to answer the research questions are described. The theoretical and methodological background is provided in Chapter 1 and continues by addressing values and value theory. This is followed by the discussion of the leadership concepts as it pertains to the dissertation topic, and the salient background on leadership skills development, based on the implied values.

Chapter 2 begins with analysis of factors that influence youths' leadership skills development, which will be addressed in relation to the conclusions of the first phase of empirical data collection. Chapter 2 contains the description of the first phase of empirical data collection through a survey of 500 student youth, and the analysis of the survey results with respect to the research objectives and questions. Conclusions are drawn based on survey results, and implications for the second phase of data collection. Further, the implementation of two types of survey, in-depth interview and key-informant interview, is discussed, as well as the insights gained by investigating the research questions.

In Chapter 3, the results of both phases of empirical data collection are integrated with the theory on personal values, level of leadership skills developed as well as regarding the factors that influence the development of leadership skills, such as education sector, government and business involvement. Thus, the model for Kazakhstan leadership that should be used in teaching values and leadership skills of youth is proposed. The salient conclusions, practical recommendations, and central results of this dissertation study are presented in this chapter.