

THE INTERACTION BETWEEN LEADERSHIP AND TOLERANCE IN INDIVIDUAL INITIATIVE

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Abstract This article elucidates the interrelation between leadership and tolerance as integral characteristics of initiative. The leadership qualities outlined by E. Jarikov and E. Krushelnitsky, utilising the "Leader" method, are interwoven with the extent of personal tolerance ascertained through Z.A. Abidova's "Self-assessment of tolerance level" methodology. The authors categorised the study participants into two groups based on their leadership traits; these groups, selected using statistical methods, were then compared with one another with regard to their degree of tolerance, and the results of the analysis were put forth. The connection between tolerance and leadership warrants further exploration, given that a high level of tolerance coupled with moderate leadership qualities are crucial indicators of individual initiative.

1. INTRODUCTION

In today's rapidly advancing globalisation and information processes, fostering individual initiative has become a prime factor in societal prosperity. Individual initiative is crucial for the growth of the state, the effectiveness of interpersonal relations, and ensuring material and spiritual stability. The significance of personal initiative is epitomised in President Sh.M. Mirziyoyev's words: "It would be beneficial if everyone acted with a sense of initiative" [Sh.M. Mirziyoyev 2019]. In our country, special focus is given to the development of a well-rounded individual, and to the training of proactive, competitive personnel.

According to R.S. Nemov's "Dictionary of Fundamental Psychological Concepts", "Initiative is a characteristic of an individual that possesses the capability and propensity to take initiative, that is, to commence action, including without suggestion and prior request. Initiative is the capacity of an individual to become an independent volunteer" [2, 660]. Initiative is defined by autonomous goal setting and the self-governed organisation of actions to attain these objectives. The qualities of initiative

ought to be ingrained in every person and should be cultivated from the earliest stages.

The socio-psychological exploration of the phenomenon of personal initiative, and the establishment of a mechanism for its manifestation, constitutes one of today's most pressing matters. Studies aimed at discerning the role of tolerance in facilitating the individual's socialisation within society [Abidova Z.A., Djalalov U.D. 2019], and investigating tolerance as a foundation for the integration process, have found that individual initiative is crucial [Abidova Z.A., Juraeva H.A.]. It has also been examined as a determinant of an individual's leadership trait and initiative motivation [Frese, M., Teng, E., & Wijnen, C. J. D. 1999]. Contemplating initiative, M. Frese underscored that objectives in an enterprising person should not be imposed or assigned by others, but rather the individual should formulate them independently [Stogdill R.M. 2004].

Discussing the attributes of an enterprising individual, one cannot overlook the requisite qualities of leadership and tolerance for demonstrating initiative. While leadership attributes are vital for societal management, tolerance is the ability to accept and adapt to society as it is. Given the necessity for an entrepreneur to exhibit both leadership and tolerance, an investigation into the

extent of interrelation between these two crucial qualities can aid in identifying the determinants of initiative. Firstly, in response to "what exactly is tolerance? Why is it needed?" - tolerance derives from the Latin word *tolerance*, signifying patience, acceptance of other people's lifestyles, attitudes, habits, feelings, opinions, ideas, and beliefs. Tolerance is of immense importance in today's world. The globalisation and further mobilisation of the economy, the swift development of communications, integration and interdependence, large-scale migration, and the enhanced importance of tolerance in other societies will continue to grow. The principle of tolerance implies the renouncement of bigotry, the absoluteness of truth, and upholds the regulations stipulated in international human rights law. According to this principle, everyone is free to practice his or her beliefs, and all must recognise that others have the same right. One person's views cannot be forcibly assimilated to others. Tolerance must be demonstrated by individuals, groups, and states. To fully endorse tolerance, UNESCO adopted the Declaration of Principles of Tolerance (November 16, 1995). The example of Uzbekistan showcases societal tolerance towards diverse peoples, nations and religions. Collaboration amongst different categories of people, political forces and parties, inter-ethnic harmony, inter-religious tolerance is one of the key factors of social development in our country. Uzbekistan is home to more than 130 nationalities and ethnic groups. For centuries, there have been no national conflicts amongst them, demonstrating the enduring tolerance of our people. Consequently, we decided to conduct research to ascertain the relationship between leadership qualities and tolerance in an individual. Hitherto, the psychological characteristics of leadership (Levin K., Blake R., Mouton J., Likert K., Berulava G.A., Rusalina A.A., etc.), personal and behavioural characteristics of the leader (Kurachina Yu.L., Sosland A.I.) have been studied. The peculiarity of leadership issue studies is that they are primarily related to political (Evtikhov O.V) or management (Yaroshevsky M.G, Rozanova V.A, etc.) matters. In the early twentieth century, a considerable amount of experience was accumulated in the development of leadership (Arkin E.A., Zalujnyy A.C., Makarenko A.C. and others). Leadership refers to the process of social influence, where the leader solicits the voluntary participation of others in the attainment of organisational goals (Shrizayn) or manifests as the process of influencing the activities

of a group to achieve goals (Stogdill R.M) [Kurt Levin].

2. METHODS

A total of 145 second- and third-year psychology students from the faculty of social sciences participated in the study. In order to ascertain the leadership skills of the participants, the "Leader" method developed by E. Jarikov and E. Krushelnitsky was employed. This method aids in determining the level of an individual's leadership qualities, such as communicative, ideological, demanding, persuasive, and submissive [8]. To measure the level of tolerance, Z.A. Abidova's methodology "Self-assessment of tolerance level" was utilised. This method aims to establish the level of an individual's tolerance, enabling the identification of emotional, cognitive and behavioural components of tolerance, and, based on them, diagnose levels of general, moderate, and high tolerance.

The study participants were bifurcated into two groups according to the demonstration of leadership characteristics: group 1 - those with high leadership qualities, and group 2 - those with low leadership qualities. These two groups were then compared according to their tolerance level. Mathematical statistical analysis was carried out using software such as "MS Excel", "SPSS-22", and "Statistica 6.0". The Kolmogorov-Smirnov test was used to determine the distribution pattern of the obtained samples, and numerous values were found to be $p < 0.05$. Given that variables diverge from the standard distribution, non-parametric tests were employed for analysis: comparison of results from the two groups was conducted using the Mann-Whitney U-test, and correlation analysis was carried out using the Spearman rank correlation coefficient r_s .

3. RESULTS AND DISCUSSION

Participants scoring between 36 and 41 using the "Leader" method were deemed to have a high level of leadership.

This suggests that these individuals exhibit significant leadership qualities, possess effective management skills, and can easily sway a group

towards their own ideas. Those scoring between 0 and 35 were found to have a low level of leadership, which conversely suggests a propensity to follow the lead of individuals demonstrating stronger leadership qualities. In our study, 37% of participants achieved an average score of 37.4

points, indicating a high level of leadership. For the remaining 63% of participants, the average score was 28.5, which suggests a lower level of leadership according to the scale. The study participants were divided into two groups based on these leadership scores (figure 1).

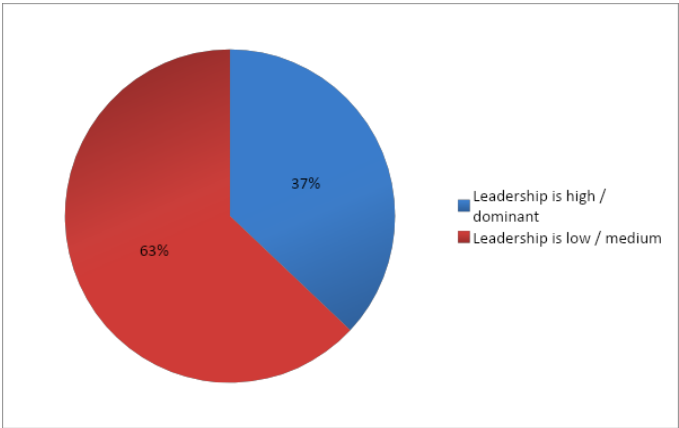


FIGURE 1. Demonstration of leadership qualities in research participants

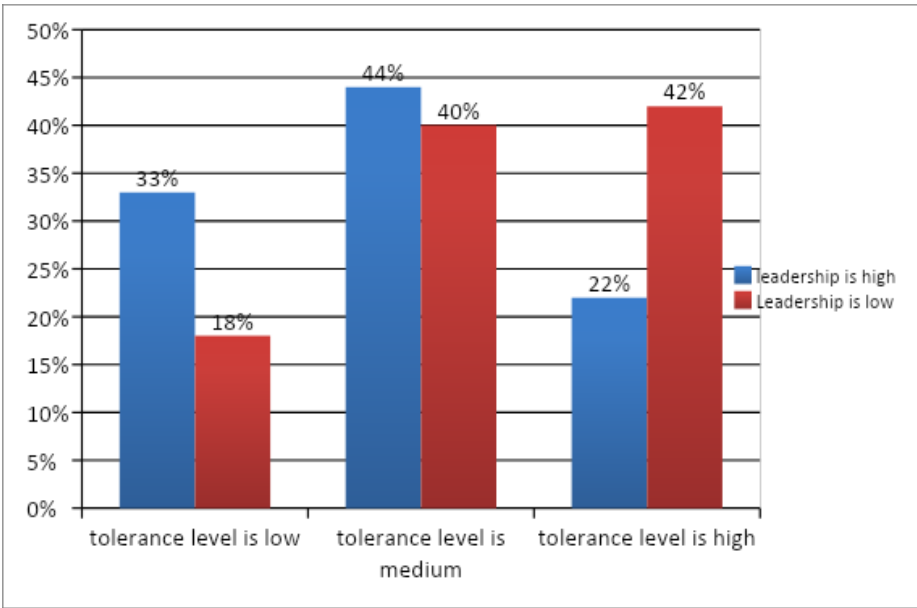


FIGURE 2. Leadership traits and tolerance ratio

As can be discerned from the first figure, the study participants were categorised into two groups based on their display of leadership traits: those with pronounced leadership traits (Group 1) and those exhibiting low to moderate leadership traits (Group 2).

Utilising the Tolerance Assessment method, participants could achieve scores ranging from 0 to 10 points. Those who scored between 0 and 5.5 are considered to have a low level of tolerance, a score of 5.6-8.5 indicates an average level of tolerance, while those scoring between 8.6 and 10 points are deemed to have a high level of tolerance.

The levels of tolerance found among our study participants are presented in the following figure (figure 2). As evident in the second figure, among the participants in the first group, who display strong leadership traits, 33% exhibit low tolerance, 44% demonstrate moderate tolerance, and 22% show high tolerance. In the second group of participants, who have low leadership, 18% exhibit low tolerance, 40% demonstrate moderate tolerance, and 42% display high tolerance. Initial results suggest that the majority of those with low tolerance levels exhibit strong leadership, while those with high tolerance, conversely, display low levels of leadership. To ascertain the reliability of these results, a comparison of the two groups was performed using the Mann-Whitney U-test. According to the analysis, no significant difference exists between the two groups ($U = 331.0$; $p > 0.05$). In line with the Spearman's rank correlation coefficient r_s methodology, the results of the correlation analysis showed no discernible correlation between the manifestation of leadership traits and the degree of tolerance ($R_s = 0.053$; $p > 0.05$).

4. CONCLUSION

In conclusion, tolerance was low in the majority of participants with high leadership traits and high in participants with low leadership traits. The fact that such feedback obtained from the study was not at the level of statistical significance indicates the need for a broader study of tolerance and leadership qualities as determinants of initiative. We hypothesise that individuals demonstrating

initiative may also have a high level of tolerance. This is because such individuals are more likely to be considerate towards others and devise diverse solutions to facilitate their lives, in comparison to those who are predominantly leaders. Numerous literary sources suggest a correlation between leadership and initiative. However, certain differences were observed when it came to demonstrating exact levels of tolerance. Undoubtedly, we aim to delve deeper into research in this area in our future work.

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