Effective Leadership Tactics : Vision to Raise (TVET) Institutions Level

Mimi Mohaffyza Mohamad[*]   Norasyikin Omar

Faculty of Technical & Vocational Education Universiti Tun Hussein Onn, Johor, Malaysia

mimi@uthm.edu.my   hb120047@siswa.uthm.edu.my

Abstract

Demand for graduates of Technical Vocational Education Training (TVET) is increasing from time to time. The Tenth Malaysia Plan (RMK 10) for the period 2011 to 2015 show a significant change in the system of Technical and Vocational Education Training (TEVT) in Malaysia. Ideas and strategies based on achievement and increasing the foreign countries likes Korea and Germany became a high-income country a model for Malaysia to continue progressing steps to compete and be in the world. A more holistic approach taken in the first class human capital formation and the priority to Malaysia as a high income country and respected. To achieve this mission the main thing that's needs to be done is to increase at the level of TVET Institutions in Malaysia. To ensure the successful missions, effective leaders needed in TVET Institutions. Based on the study, various leadership tactics likes effective communication, appreciate the ability of the members, tactical decision making, control a pressure tactic, rational persuasion tactics, tactics negotiation, motivation and responsibility can be implemented to ensure Malaysia will raise the TVET Institution level.

Keywords: Effective Leadership, Tactics , TVET Instituition

1.   Introduction

Hearing the word leader is definitely reflected in the minds of Malaysians faces Malaysian leader figure like Y.T.M.Tunku Abdul Rahman Putra Al-Haj, Tun Dr Mahathir Mohamed, Tun Abdullah Ahmad Badawi and Dato 'Seri Mohd Najib Abdul Razak. Leader figures have contributed significantly to the country. In fact, Malaysia is one of the country that is peaceful to have leaders who adopt an effective leader. The styles of leadership is one way that can be used by leaders to influence others (Hersey & Blanchard, 1974).

Most of the deputy prime minister in Malaysia was the minister of education and bring new phenomena to the education system in Malaysia. According to Awang Kechik (2011), the Tenth Malaysia Plan (RMK 10) for the period 2011 to 2015 show a significant change in the system of Technical and Vocational Education Training (TEVT) in Malaysia. Ideas and strategies based on achievement and increase foreign countries like Korea and Germany became a high-income country a model for Malaysia to continue progressing steps to compete and be in the world. A more holistic approach taken in first class human capital formation and the priority to Malaysia as a high income country and respected. To achieve this mission the main thing that needs to be done is to increase the level of TVET institutions in Malaysia. To ensure a successful mission, effective leaders needed in TVET institutions.

Leadership arises from words meaning leading, show, and head . Within the meaning of simple, leadership is the ability to influence an individual or a group to achieve group or organization. According Ismail (1998), the concept of leadership involves eight dimensions of value such as religious, cultural, economic, political, aesthetic, technological, social, and psychology of the individual leader and the led.

2.   Objective

The purpose of this study was to identify effective leadership tactics in improving TVET institutions.

3.   Problems

The world is now showing the development toward areas of TVET as a growing country requires skilled labor in technical fields. To achieve the industry targets for acquisition workers, the main thing to be considered is the development of TVET institutions

4   Effective Leadership Tactics

4.1 Effective Communication

TVET institutions is similar to other educational institutions. This institution is an institution that has a hierarchy of administrators to subordinate staff, teachers and students. This means that in a similar study by Raja Abd. Rahman (2003), senior leaders need to adopt a variety of communication skills including communication top-down (Downward communication), bottom-up communication (upward communication), and horizontal communication (horizontal communication) to increase the level of communication with subordinates leadership within their organizations.

In addition, senior leaders also need to use formal communication and formal, intrapersonal and

interpersonal communication, and media and communications technology (ICT) as it is an important skill to both parties in the organization. Leaders should also diversify strategies and communication style of leadership in the organization, including adopting strategies understand the vision, mission and objectives of the organization to subordinates. Further, the leaders also necessary on wise use of problem-solving strategies and decide to increase the motivation and psychology, and overcome communication barriers within their organizations.

4.2 Appreciate The Ability of the Members

According to Liden, Wayne, & Sparrowe (2000) an effective leader is a leader who appreciates the talent and potential possessed by the existing organization. The context of this show as a leader in TVET institutions should also appreciate the potential of teaching institutions, especially in the various branches of TVET such as civil, mechanical, electrical, information technology, and technology management.

4.3 Tactical Decision Making

The success and effectiveness of an organization TVET is affected by decisions made by the administrator or leader. The decision made by a leader of TVET institutions such as the Vice-Chancellor will provide a good or bad effect on the institution. Decision making is a process of thinking and making judgements based on the situation (Sidin, 1988). The process of thinking about things too deeply connected sequence of activities or methods that can be used as an action or solution to a problem. Mohd (2003), states that the mind is human nature to think in order to launch and become the norm if the decisions made one for not using common sense. Thus, effective leaders will make decisions involving all parties. The decision depends on the circumstances surrounding the individual or group decision-making and effectiveness of the results is evident in the successful implementation of the decision.

According to Hussain (1991), the decision to be a risk when dealing with unpredictable future. the risk that arises when a decision is based on the possible results to be obtained. Leaders in TVET institutions play an important role in effective decision making to develop the field of TVET memanndangkan organizations now developing for the industrial market. If the polls are right then, TVET institutions can grow even can help students to obtain suitable employment eligibility.

Moreover, leaders who dare to take risks is a leader who is willing to take full responsibility for the entire organization to respond proactively to change. Yusof (2004), states that good decision-making process requires the review of various alternatives. Muhammad (2000) states that drafted and formulated alternative should be shared to all for the purpose of discussion and feedback. When an agreement is reached it will be signed and distributed to the announcement and implemented. A flexible leader will choose the most effective alternative. Similarly, to ensure enhanced levels of TVET institutions, leaders is needed. For example, to ensure cooperation with between the industry and TVET institutions in the training should emphasize all aspects of the industry. Placement of students for industrial training should also coincide with the field of study to ensure that the knowledge gained from the industry can be applied to students in TVET disciplines respectively.

In reality, the practice of decision-making is part of the life of every leader. However, every leader has a different approach or way in making the decision to produce alternative and liability risks. The differences in decision-making approach resulted in a decision that is made effective or not. Thus, effective leaders tactic involves tactics make the most effective decision for the organization. In a deeper context, the approach used by a leader must consider the impact on all parties (Yusof, 2004). For example, the implementation of teaching practices between polytechnics and TVET Institutions in Malaysia so good, yet gaps still exist due to the Education Service Commission place the pure graduate from mechanical, civil, electrical and other qualifications of graduates with pure mechanical, civil and electrical with professional education

4.3.1 Types of Decision Making for Effective Leaders

Four kinds of ways results in an organization that commands style, analytical style, behavior style and style of conceptual behaviour:-

4.3.1.1.Commands style

This style is typically used when a leader uses only little information in decision-making method is the most simple and obvious as not to find many alternatives. Leaders just use their position to direct the human resources, employee or member of the organization to complete a task in a given time period. For example, the administrator of a TVET institutions ordered his staff to conduct audits to discipline students.

4.3.1.2.Analytical style

This style requires a consideration of all the alternatives proposed to get a best solution. Leaders will solve the problem or conflict in a way to analyze the cause of the problem carefully to find the best solution. For example, the leader of the deans meet to discuss the issue of employability of undergraduate education. Dean will ask other staff to provide recommendations and the outcome of the proposal, the dean will produce a new idea results from a combination of the recommendations given.

4.3.1.3.Conceptual style

Social-oriented conceptual style and tend to look for creative solutions. For example in staff development, staff development strategy, staff selection and so in view of various best solution. Administrators

in TVET institutions can make decisions based on the conceptual style in managing and administering human resources in the TVET institutions.

4.3.1.4.Behaviour Style

This style has favored a decision made at the meeting. Each member is given the opportunity to express their suggestions or ideas. After that, the alternative will be based on a majority decision. For example, a dean held a meeting to discuss the problems and decisions made based on majority decision.

4.4 Tactics Pressure Control

Controlling stress is effective leadership tactics. This is because failure to control stress will have adverse effects on the self, staff and organization. Leaders who are depressed will put pressure on members of the organization. Uncontrolled stress can lead to better relations between leaders and members affected. As a result, the relationship between leaders and members of a low ebb and organizational goals are achieved. However, every human being, including leaders or members will not miss the stress. Othman (2002) states that reasonable pressure is necessary to improve the performance of the organization, but the pressure cannot be controlled will cause a person to experience leaders who can influence the health and so on.

4.5 Rational Persuasion Tactics

Moreover, rational persuasion tactics is also one of effective leadership tactics. According Suryana (2010), rational persuasion tactic is a tactic to influence subordinates to use the grounds of logic or data to persuade the facts, where the demand or desire required to be carried out and the results diinginikan. Moreover, rational persuasion tactics can be associated with communication. This is supported by Miller (1980) which states the purpose of rational persuasion tactics in terms of communication is any message that we want to aim to strengthen, develop, or modify the response of others.

4.6 Negotiation Tactics

Furthermore, negotiation tactics is also effective leadership tactics. In a study of the effectiveness of management practices in Educational Consultation undertaken by Dimin (1999), which takes the definition of consultation from that it is considered to be a formal process and occurs when the parties involved are trying to find a solution between them. Gulbro & Herbig (1996) state negotiations as the method used to enable an agreement is reached with the use of cooperative and competitive elements. Cooperative means that the two sides of the same desires that want to reach an agreement. Competition also means both parties involved to make a balance of the two elements so that results will be available. For example, if the administrator wants to ensure that students TVET institutions have Malaysian Skills Certificate (SKM), the institution primarily. Administrator must ensure the SKM adjusted.

4.7 Motivated

Tactics of effective leadership are closely connected to motivation. In human social models motivated by social needs, friendship and acceptance of others on the individual self (Mayo, 1933). Motivation refers to the granting by the relationship that exists between people. According to Maslow (1943), there is a relationship between motivation and Maslow's hierarchy of needs. Examples of teaching in TVET institutions. They will seek to ensure student achievement as well as the ability to get promoted or achieve a higher ranking. This situation shows the motivation of a leader plays a big role.

4.8 Responsibility

Other tactics practiced by a leader to produce effective leadership is the responsibility of tactics. A leader TVET institutions responsible for the students, lecturer and senior staff and subordinates. In education, the administrator of an organization responsible for all activities carried out in the institution. The responsibilities of an administrator not only to the leadership of the institution but also in the culture and climate change institutions, the level of professionalism and moral lecturer, performance and achievements of the students, both in the curriculum and co-curriculum and the success of TVET institutions at various levels.

5.   Conclusion

In conclusion, a leader is someone who is very important in a group. According to Yuki (2002), leadership is often associated with the structure, power, motivate, stimulate, inspiration, uncertain goals, create a vision and responsibilities and provide motivation to those who are under his command. In institutions such as TVET institutions, the main leader of the Vice-Chancellor. The Vice-Chancellor is the person with overall responsibility in leading the management and administration of the organization to achieve its goals and objectives of the institution. Similarly, administrators Administrator followed by senior staff and lecturer who played a role in developing the TVET institutions. This style of leadership is the key to the success of tree institutions. Various leadership tactics likes effective communication, appreciate the ability of the members, tactical decision making, tactic pressure control, rational persuasion tactics, negotiation tactics, motivation and responsibility can be implemented to ensure Malaysia will raise the TVET Institution level.

References

1. Awang Kechik, A.(2011). Reformasi Dalam TVET : Perubahan Masa Hadapan. *Journal of Edupres, 1 (_),* 336-341.

2. Dimin, J.N.(1999), *Keberkesanan Amalan Pengurusan Perundingan dalam Organisasi Pendidikan.* Kedah : Universiti Utara Malaysia.

3. Gulbro & Herbig (1996). Negotiating successfully in cross-cultural situations. *Science Direct Journals. 25(3),* 235-241.

4. Hersey, P. & Blanchard, K.H. (1974). What's missing in MBO? Management Review. 10(_) pp. 25-32.

5. Hussain, A.A.(1991). *Pengurusan Organisasi.* Kuala Lumpur : Utusan Publications & Distributors Sdn.Bhd.

6. Ismail, A. (1998).*Modul Kepemimpinan Iqra.* Kuala Lumpur : AA Consultant and Training.

7. Liden, R. C., Wayne, S. J., & Sparrowe, R. T. (2000). An examination of the mediating role of psychological empowerment on the relations between job, interpersonal relationships, and work outcomes. *Journal of Applied Psychology, 85(4) ,* 407−416.

8. Maslow, A.H. (1943). A theory of Human Motivation, *Psycological Review,50(1).*

9. Mayo, E. (1933). *The Human Problems of an Individual Civilisation.* London : Macmillan.

10. Miller, G.R.(1980). On Being Persuaded : Some Basic Distinctions. *Sage Journal. 1(3).*11-28.

11. Mohd , A.(2003).*Teori dan Kepimpinan: Panduan Aplikasi di Tempat Kerja.* Pahang : PTS Publications & Distributor Sdn.bhd.

12. Muhammad, J.(2000). *Kelakuan Organisasi.4th ed.* Kuala Lumpur: Leeds Publications.

13. Othman (2002). *Punca dan Tahap Tekanan Kerja Pengurusan di Kalangan Pentadbir Sekolah Menengah di Bahagian Pantai Barat Selatan Sabah :* kedah : Tesis UUM .

14. Raja Abd.Rahman, R.R.(2003).*Komunikasi Kepemimpinan Dalam Organisasi : Analisis Konsep Dan Amalan Dalam Tiga Organisasi Terpilih.*UPM : Tesis Ijazah Doktor Falsafah.

15. Sidin, R. (1988).*Asas Pentadbiran Pendidikan.* Petaling Jaya: Pustaka Cita.

16. Suryana, A.(2010). *Kepimpinan Pendidikan .*UTHM : Tesis Sarjana.

17. Yusof, A.A.(2004). *Kepimpinan dalam Mengurus Perubahan : dari Dimensi Kemanusiaan.* Selangor : Prentice Hall Pearson Malaysia Sdn.Bhd.

18. Yuki, G.A.(2002).*Leadership in organizations.*5th ed. Upper Saddle River, NJ : Prentice-Hall Inc.

The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:
http://www.iiste.org

CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

Prospective authors of journals can find the submission instruction on the following page: http://www.iiste.org/journals/ All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

MORE RESOURCES

Book publication information: http://www.iiste.org/book/

IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digtial Library , NewJour, Google Scholar