

Leadership and Motivation in Technical and Vocational Organization

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Abstract: *Leadership and motivation are two important components in organization nowadays. In technical and vocational organization face many changes as the rapid changes in world economic, technology and management. The changes have an impact of employee's motivation, this will require for leader to play one of important role as leader to motivate employee and cope with the changes. In technical and vocational organization consists of diversified employees with different background, with different level of expertise on their area. There are skilled and unskilled worker in Technical and Vocational organization which require leader to have knowledge and to be effective to lead these employees. High motivation of employee will lead to high performance and help leader to achieve mission, vision and objective of the organization.*

Keywords: Leadership, motivation, technical and vocational organization.

1. Introduction

Leaders in an organization have management function that involve leading, motivating employees, influencing individual or teams as they work, selecting the most effective communication channels, or dealing in any way with employee behavior issue [7]. One of characteristic of a good leader is able to motivate his/her worker to exert high level of effort to reach organizational goals, conditioned by the effort's ability to satisfy some individual need [7]. Motivating employees is one of qualities that a leader must possess in order to be successful and maintain the support of employees [5]. In rapid changes of world economy, leaders must aware and alert with changes face by the organization. Implementation of changes in organization must carefully plan and execute. Leaders who implement changes will face many challenges and will be exposed to competitions, conflicts as well as creating uneasiness [3]. There are at least two major influences that can affect how individual performances in their work place, the influences are type of leadership that exists and personal motivation [5].

Due to the increasing challenges of a dynamic and complex environment (globalization), 21st century organization requires highly flexible structure to increase innovation and secure their own survival. As part of strategic management, both goal orientation and effectiveness need to be optimized in order to strengthen innovation and bring about the willingness to change. Regarding to this leadership at all levels of an organization will play a key role [2]. Leaders with high motivation to lead can easily identify with their leadership role and show an active and effective leadership style [2].

In other word, for a leader to survive the changes in

organization he or she must possess a high level of motivation not only on his / her personal motivation, but have the qualities to motivate employees to perform newly task or adaption to changes. In addition to high self leadership skills leaders need an appropriate motivation to lead, so that they can influences their employees effectively. Changes in technical and vocational organization are due to many factors such technology changes and policy changes in government.

2. Leadership in Organization

Leadership often associated with process of influencing other people to follow and execute organization task in order for the organization's mission and vision [10]. Successful leaders know what they want, have a clear path to achieving it and are "driven" by intrinsic rewards. Whether it's Maslows need for self-actualization, Alderfer's growth needs, or McClelland's need for power, leaders are driven by a need for success and achievement. [5]. Leadership is a central feature of organizational performance. It is an essential part of management activities of people and directing their efforts toward the goals and objective of the organization [9].

Leadership is a life long learning process where the leaders are getting cooperation from the followers in order to achieve objectives in certain situation. Leaders are the main cause of failures if the leaders do not understand organization objectives or fail to deliver organization objectives to employees. Leaders need to be effective in many areas such as planning, decision making, communication and managing conflict in [3].

In order to enhance performance there must be an appropriate form of behavior. Leaders have the ability to

achieve effective performance compare from others and their role to view employee's achievement. It is vitally important at all levels within the company. Leadership is the moral and intellectual ability to visualize and work for what is best for the company and its employees. Good management and effective leadership help to develop team work and the integration of individual and group goals. Leaders have to sustain performance and growing for the future with the workers in organization. While keeping eyes on performance indicators, leaders encourage creativity and innovation, risk taking and skills for future development. Performance of all employees has to be maintained and morale rebuilt. The vital role of the leader in shaping performance and coaching becomes fundamental to the success of an organization [9].

3. Motivation in Organization

Motivation are divided into two type, intrinsic motivation, which refer to doing something because it is inherently interesting or enjoyable and extrinsic motivation, which refer to doing something because to a separable outcome [8]. Intrinsic motivation is known as internal stimuli that influence individual behavior without any interference from others or environment. It also a psychological condition that cause an individual to regard themselves as competent. However not all intrinsic motivation come from internal stimulation it also can be formed through learning and experience that lead to individual satisfaction as an example is television viewing habits and play ball. This situation not created by nature. Stimulus to increase intrinsic motivation is a way to encourage employee to do their favorite activities and if they are asked to do their least favorite activities repeatedly their intrinsic motivation will decrease. It can conclude that the level of control and ability control employee in an environment can determine employee student motivation level. Leader with experienced gave them the ability to perceive their own ability will be able to give employee the opportunity to control and develop their potential in learning [8].

Extrinsic motivation is the desire to behave in effect from getting stimulus form external factor to move an individual to engage in activities that benefit him or her. It can be stimuli by different type and form such gift, incentive, grading and complementary that able to shape the environment that are conducive and motivated them to perform. There are two major type of reinforcement the primary reinforcement which the condition of thing and event that give direct impact toward individual attitude and does not dependable on learning process, and the second type is secondary reinforcement is stimulus or event that enhance respond through learning process [8].

Employee motivation is one of the strategies of leader to enhance effective job performance among worker in organizations. Motivation is a basic psychological process. Motivating is the management process of influencing behavior based on the knowledge of what make people tick and it is the process that arouses, energizes, directs and sustains behavior and performance [9]. Motivation is an

equally important responsibility of management. It translates directly into productivity and team effectiveness. Motivating diverse workforce, leader need to think in term of flexibility [7]. Motivation also can be refer as the readiness and ability to accept responsibility to achieve the organization objective and achieve personal gain [11].

In increasing work motivation among worker, a leader should be the best example to follower by high level of commitment in work, creative in problem solving, have high work ethic and a clear direction. The effect of changes in organization are from globalization have cause leadership as the important aspect that should be empower by the leaders especially communication practice with employees [11]

4. Leadership and Motivation in Technical and Vocational Organization

Leadership in technical and vocational education is a flow that able to develop and produce semi-skilled and skill worker in the industry [4] Vocational training is the first level of training can provide basis for young people to careers in the future. Individuals who are involved in vocational training is one who has a strong knowledge base and pick up a specific job field. In organization, generally, individuals appointed to be manager or the head in a field of work is the individual that have skills in a field. However, not all skilled individuals with high skill possess the technical skills or the ability to lead. In reality, in a company the supervisor may assume that individuals with high skills in posses the technical skills or the ability to lead and be eligible to make decision in any situation. But not all individuals have skills or technical qualifications able to lead [10].

This is because of leadership skill requires a must have self-confidence and have extensive knowledge about something before deciding on something. In technical in the early implementation is more focused on the formation of skilled workers in technical field that focus on the skills of hands (hands-on skills). However the passage of time and technological development, demand change for change needs to be done in technical and vocational organization to form a generation that has a variety of skills, not only in technical skills and knowledge, in order in producing future leaders of integrity. As leadership and leadership development became an important and long-standing concern in many disciplines and fields of practice, vocational and technical education was not an exception [1]. In technical and vocational organization a leader need to have knowledge and ability to execute task very well or high level of expertise both knowledge and skill before leading the employees[10]

Employee motivation is one of the policies leader / manager to increase effectual job management amongst employees in organization [6]. A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Motivations formulate an organization to be more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organization to

persuade motivation of their employee [6]. Getting employees to do their best work even circumstances is one of the employees most stable and greasy challenges and this can be made possible through motivating them. Motivation is purely and simply a leadership behavior [6].

In technical and vocational organization consists of diversified workforce, leader should possess one important qualities of leadership that is motivating workforce. Changes in environment of workplace, implementation of new device and machinery would give impact on the employee motivation level. The decrease motivation level may due to training and learning new device and machinery. Leaders have to show their leadership by motivating employees toward the changes. Employee motivation is one of the strategies of manager/ leader to enhance effective job performance among workers in organizations. One way of stimulating people is to employ effective motivation, which makes workers more satisfied with and committed to their job[9]

5. Conclusion

Leadership and motivation are active processes [6]. Understanding leadership and motivation opens our mind to new thought processes of how people behave and why, helps understand some general principles of human behavior and allows us to use these theories as a guide for our participation, analysis and understanding group behavior. This understanding can serve us best in selecting individuals who display some of these qualities to fill specific role in organization and communities [5]. Our behaviors largely influenced by the system of reward and punishments that are present in our environment. Our cognitive approach focuses on how our thinking and memory affects our behavior. The fact that we are here at this time with immediate influences, and the ability to express a free will, may present the greatest influences of all [5]. Therefore both leadership and motivation are critical in managing organization especially in technical and vocational work organization.[9]

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Author Profile



Azliana Binti Hussin was awarded with Bachelor of Business Administration with an honor in Marketing in 2003, have experience working in diversified corporation for 6 years and decided to continue her study in 2011, currently she is a final year master student of University Tun Hussein Onn Malaysia and at the same time she active as trainer for Jiwa Asia Technology. Her research interest is Marketing, Management, Leadership and Motivation.