

Review on Leadership Style among TVET Lecturers

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Abstract: *Leadership in TVET education is important to develop lecturer's ability to react as a leader. Technical and Vocational Education and Training (TVET) is an educational approach that is oriented by training process and emphasis on what to be done in the workplace to meet the industries requirements and also to enhance individual development. Ideas and strategies based on achievement and increasing the foreign countries became a high-income country a model for Malaysia to continue progressing steps to compete and be in the world. Based on the study, leadership style among TVET lectures can be implemented to ensure Malaysia will raise the TVET Institution level.*

Keywords: Leadership, Leadership Style, Transactional Leadership, Transformational Leadership, TVET.

1. Introduction

Education is the heart of a country's development, build, or the collapse of a country very dependent on the success and failure of education in the country. For the sake of progress and the ability of our country Malaysia in tackling the challenges of globalization which develop rapidly, we must ensure that education in our country can be changed according to the demands of the times, operating effectively and in line with the latest developments in the world of education. Therefore, the success or failure of a policy depends on the effectiveness of government leadership lecturer at schools and educational institutions throughout the country. According to [2] a competent leader is one of the most important factors in determining the success of an organization. High quality leadership is urgently needed to manage the next generation of students for quality. For the effective implementation of policies in an effective and innovative education in technical and vocational level we need effective leadership lecturer. We are aware that there are many other elements that contribute to the success of a student. In the opinion of [10], involving the leadership of the interactions between the three elements, namely leaders, followers and situations.

Changing times have been demanding field of education keeping pace with globalization without borders. Education should respond as agents of change in society. Therefore, higher education institutions as a responsible organization must address changes. Managers, administrators and university leaders need to manage change with strong leadership. Various leadership styles applied at universities to ensure that students are well taken care of as soon as possible. Effective leadership style will enhance the effectiveness of the organization. Thus, the leadership style plays an important role. Each manager has its own style. A style leader profound impact on the organization he leads. Therefore, this study will hopefully be able to explain that the lecturers actually serves to 'turn on' the nature of their leadership so that programs are designed and implemented to contribute to the excellence of a university.

2. Leadership Style

Leadership is the process of persuasion or example by which an individual or leadership team induces a group to pursue objectives held by the leader or shared by the leader and his or her followers. Leadership is less about your needs, and more about the needs of the people and the organization you are leading. Leadership styles are not something to be tried on like so many suits, to see which fits. Rather, they should be adapted to the particular demands of the situation, the particular requirements of the people involved and the particular challenges facing the organization. A leadership style refers to a leader's characteristic behaviours when directing, motivating, guiding, and managing groups of people.

Many leadership styles existed in the academic literature where leader is the integral part of the whole story these theories are based on traits of the leader, behavior of leader and on the basis of specific situation. After that Leader and followers theory invented where followers play an important part in the practice of leadership. Transactional leadership style and transformational leadership style are the two specific styles that uses as from the last couple of decades in many research program in the diversify world.

[11] stated in her study that leadership style significantly difference between cultural groups with argument that culture and leadership style interact in diverse ways. The study highlighted the leadership perception toward the different culture and it concluded that the culture strongly influence the selection of leadership style with reference of Malaysia leader preferred the transformational leadership style and [18] the study conducted on the model of transformational and transactional leadership dimensions in Middle Eastern country Egypt. Most of the leadership theories are western origin and not appropriated to the worldwide due to cultural differences. The study examined the additional dimensions of effective leadership with reflection of fundamental aspect of Egypt. The illustrated that transformational leadership style has universal potential but it also required the some adjustment as change in the culture western to non-western.

The result of the study based on the geographical, economic, political and historical data. Authoritarian leadership style is consistent with the Egyptian culture.

2.1 Transactional Leadership Style

Transactional leadership is conceptualized as the exchange relationship between leaders and their followers [6]. Its factors include the laissez-faire leadership, management by exception (both passive and active), and contingent reward behavior [5]. Although contingent reward behavior repeatedly has been associated positively with leader effectiveness, the other behavioral dimensions associated with transactional leadership frequently have failed to demonstrate a significant relationship with leader effectiveness [14].

[21] based on upper echelons theory, proposed that transactional leadership would be positively related to organizational performance. [4] suggested that transactional leadership is very consistent to exploit knowledge, to maintain infrastructure, and to provide appropriate structure in the organizations. Transactional leadership focuses on the task-related exchange of actions and rewards between follower and leader. Conversely, transformational leadership emphasizes a person-orientation by aligning followers' needs with the organization's (higher) tasks and goals [2]. Characteristics of transactional leadership behavior have been found to be beneficial in certain project types [15]. In transactional leadership, leaders and followers exchange needs and services in order to accomplish independent objectives.

2.2 Transformational Leadership Style

Transformational leadership is thought to empower others to become leaders. It consists of four dimensions: influence or charisma, intellectual stimulation, individual consideration, and inspirational motivation [20]. One factor which is posited to influence teachers' sense of responsibility is transformational leadership style in that transformational leadership focuses on the leader/follower relationship with a sense of "responsibility for" the improvement of followers [19]. Transformational leadership includes four facets, namely, idealized influence behavior, inspirational motivation, intellectual stimulation, and individualized consideration. [3] conducted a study and found that there is a positive association between teachers' transformational leadership skills and their students' academic achievement.

Transformational leadership is generally effective, as is the contingent reward component of transactional leadership, whereas the other aspects of transactional leadership and the laissez-faire style are less effective [12]. Transformational leaders who encourage their followers to think critically and creatively can have an influence on their followers' commitment. This is further supported by [22] that transformational leaders can motivate and increase followers' motivation and organizational commitment by getting them to solve problems creatively and also understanding their needs. Transformational leaders can dramatically influence a team environment when they change the attitudes and values

of their followers in the direction of collective goals [7].

In the modern era, the study of transformational leadership has become popular among researchers [8], opined the adoption of transformational leadership behavior contributed significantly to the successful of organizations. Furthermore, stressed [1]bass, organizations will be able to reduce job stress and burn out through the application of transformational leadership. [9] identified four distinct characteristics of transformational leadership. So, Transformational leadership looks at leadership differently. It sees a true leader as one who can distil the values and hopes and needs of followers into a vision, and then encourage and empower followers to pursue that vision.

3. Leadership Style in TVET.

Leadership in TVET education is important to develop human capital's ability to react as a leader. Technical and Vocational Education and Training (TVET) is an educational approach that is oriented by training process and emphasis on what to be done in the workplace to meet the industries requirements and also to enhance individual development. and leadership is the process where the leader can use his influence to convince in decision making process and setting the goals for the organization.

[16] stated that there are six key variables as teacher leadership dimensions which are: 1) creating energy in the classroom dimension 2) building capacity dimension 3) securing environment dimension 4) extending the vision dimension 5) meeting and minimizing crisis dimension, and 6) seeking and charting improvement dimension. 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 [17], 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.

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 [23]. Three major components of leadership [13] that clarify the controversy: (a) an attribute of an office or position, (b) a characteristic of a person, and (c) a category of actual behaviour. Hence, both views can be useful, leadership can profitably be examined as a property of individuals or as roles and processes of the social system.

The leadership styles of school leaders, such as principals, teachers and supervisors are significant in making an efficient academic performance of the school. For efficient academic activities, programs, and performances leaders should assemble to create effective programs for academic excellence that is only possible if they have the ability to acquire effective leadership styles. The need of the time is to

add information towards leadership styles used by school leaders in administering their respective schools through this study. Measurement of the role of leadership styles in creating and establishing school effectiveness is also required to see the link between school leaders' leadership styles and the school effectiveness.

4. Conclusion

In conclusion, a leader is someone who is very important in a group. 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, lecturers is the person with overall responsibility in leading the education to achieve its goals and objectives of the institution. 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. The researchers also supported that Transformational Leadership style is much better than transactional leadership style. Although we can say that Transformational Leadership style is an extensive style and new style of the Transactional Leadership style. The effectiveness of the leadership depends on the nature and the behavior of the leader for particular situation or particular object

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