REVIEW OF THE THEORIES OF LEADERSHIP PRACTICE IN SPECIAL EDUCATION SCENE

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ABSTRACT

Due consideration should be exercised by a school leader in exercising his or her leadership. This consideration needs to be made because leadership has the potential to change the overall landscape and climate within the school. Among the considerations that can be made are related to the condition of students, the needs of teachers, the welfare of citizens, finances and also the acquisition of complete facilities. Special education will certainly create different and exclusive challenges to the leaders involved. Basically, practicing leadership is very challenging and requires good resilience. This brief study explores and discusses the relevance of selected theories to be practiced in leadership in special education. The findings in this discussion are expected to provide a brief overview of the theory and in turn help other researchers to conduct follow-up studies.

Keywords: X-Y Theory, Leadership Contingency Theory, leadership theory, special education

I. INTRODUCTION

Leadership gives a broad meaning in determining the success of an institution. Effective leadership is able to guarantee the success set by a particular organization such as a school. The need to implement good management and leadership in organizations and the use of materials is expressed in many studies across various fields (Mohd Ali et al., 2021; Parimala et al., 2021; SitiJamilah et al., 2021; Nor Fauziyana et al., 2021; Nor Fauziyana et al., 2021; Noel et al., 2021). Many researchers have stated that facility management and application of certain materials can facilitate human daily work (Ahmad Shafarin et al., 2021; Junaidah et al., 2021; Farah Adibah et al., 2021; Ahmad Shakani et al., 2021; Muhamad Amin et al., 2021; Muhamad Amin et al., 2021). Therefore, everything that is to be carried out, must be accompanied by efficient management of resources and facilities to meet the needs of its effectiveness (Santibuana et al., 2021; Nor Diana et al., 2021; Zarina et al., 2021; Khairul et al., 2021; Rohani et al., 2021).

Nevertheless, all of these management need to be handled well through effective leadership and management in an organization (Abdul Jalil et al., 2021; Mohd Noh et al., 2021; Mustafa et al., 2021; Roszi et al., 2021; Tumisah et al., 2021). Efficient management and leadership can create a good atmosphere as well as be able to address this issue (Irma et al., 2021; Suzana et al., 2021; Rohanida et al., 2021; Nazrah et al., 2021; Shahrulliza et al., 2021). All available facilities such as infrastructure and facilities should be utilized as much as possible in assisting good management (Mohd Arafat et al., 2021; Sumaiyah et al., 2021; Hifzan et al., 2021; Shahril et al., 2021; Helme et al., 2021). There are several popular theories in the study of this leadership style which have been widely practiced around the world. Among the leadership theories that are meant are such as Trait Theory, Behavioral Theory, Fiedler Contingency Theory, Goal Path Theory and Hersey-Blanchard Situational Leadership Theory.

II. LITERATURE REVIEW

Behavioral-Based Leadership Theory (Theory X and Theory Y)
In discussing leadership from a behavioral aspect, sectarian researchers of this category agree that a human being can be trained to be a leader. In other words, leaders are not born but trained for that purpose. This theory of behavioral leadership refutes previous theories of a traditional nature where researchers at the beginning of this leadership-related research stated that a leader is indeed born to lead by fulfilling certain physical traits. Appropriate development programs can be followed by prospective leaders so that they can identify effective leadership and subsequently be able to practice it in their leadership.

Among the popular theories in this aspect of behavioral leadership are Theory X and Theory Y which were introduced by Douglas McGregor in his book entitled The Human Side of Enterprise in 1960. These theories suggest two types of views of a manager or chief towards his employees or his subordinates. The first type known as Theory X is a negative point of view while Theory Y is the opposite. According to Yousuf (2009), this introduced theory argues that there are two significant differences between the views of a person who practices Theory X with those who practice Theory Y in their leadership. According to Reza Wahyu (2012), the theory of XY in the field of motivation which is the basic principle in developing human resource management in determining organizational communication patterns, compiling behavior management guidelines and managing social interaction. John Dudovskiy (2013) also agrees with the above opinions and states that Theory X describes leaders considering employees as lazy, irresponsible and untrustworthy, while according to Theory Y is described as one of the most valuable assets of a company. His description is summarized as in the figure 1 below.

![Figure 1: John Dudovskiy (2013)](image)

Theory X as expressed by McGregor suggests that a leader views his employees as negative, unproductive, lazy and irresponsible. According to Yousuf (2009), a leader’s view of his employees is that they do not like their job and will totally try to avoid doing so. Due to the character of such employees, leaders are advised to adopt a strict approach to controlling, directing and even punishing them. This approach is seen as necessary to focus them towards the achievements that have been set by the organization. It is also to prevent them from falling into being an ambitious employee and only expecting help from others.

While Theory Y suggests a positive view of the leader towards his employees. To achieve this need, individual and organizational strengths need to be integrated. According to Afiq (2014), this theory actually allows employees to work conducively without the need for strict supervision because employees already understand their responsibilities. Similarly, the view of Yousuf (2009) who acknowledges that mental and physical employment is a natural behavior and this situation does not require too strict supervision. Appropriate rewards should also be created not only to fulfill the mission of the organization but also to be self-satisfaction.

This means that, leaders who are faced with such perceptions are necessary in providing rewards for employees who value their competencies. Leaders also need to always provide good motivation to their employees who have

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such desires as they are an important asset in an organization. Leaders also only need to provide minimal reinforcement because the employees they have are able to supervise themselves in order to carry out the work. In addition, leaders who practice this leadership style are advised to always have a discussion in making a decision on employees and the organization. According to Reza Wahyu (2012), Theory Y leadership is a style that requires the involvement of all parties either by discussing, asking for opinions and opening opportunities for members to express opinions.

**Contingency Leadership Theory (Fiedler's Contingency Theory)**

The theory introduced by Fiedler emphasizes leadership styles that can meet current needs according to the situation in which they lead. According to Yousuf (2009), this style of leadership requires its practitioners to identify clues in their leadership environment that can be adapted to their own behavior so that it can meet the needs of followers as well as the situation. He also argues that leadership itself does not have the best style because it will be shaped through situations. Through this view, we can state that the situational leadership proposed by Fiedler works well if its practitioners adapt it to the situation and the members in which they lead.

Fiedler as a whole states that there are three situations that will be able to influence a person’s style in leadership practice namely leader-member relationship, task structure and position of power. This situation is also referred to as a task management situation. These three situations will be dominant for its practitioners in some circumstances and times in their leadership. These situations also give an idea of how a person can succeed in a task in one place, but fail in a task in another. First, in terms of the leader-member relationship, a need to establish a good relationship between the leader and his subordinates. This good relationship will be able to help in forming loyalty, trust and desire in performing a task. According to Yousuf (2009), this relationship between the leader and the members can smooth the acceptance of the leader’s instructions and leadership. Ahmad Elqorni (2011) concluded that, a good relationship between the head of the department and his subordinates will succeed in forming a positive cooperation and mutual trust in carrying out tasks.

The second task management state is expressed as task structure. This situation requires a leader to distribute tasks wisely to all his members. The distribution of tasks in a structured manner and according to real rights will ensure that subordinates feel comfortable and motivated to perform the assigned tasks. According to Yousuf (2009), a task that is structured and clear form of implementation can make it easier for subordinates to handle it. This is agreed by Ahmad Elqorni (2009) who states that the tasks given by the head of the department must be structured, easy to understand and according to the role able to generate a quality work productivity. MSG (2017) provides the statement that this condition is defined as the extent to which a task is described as structured or not, has been clearly defined and the extent to which it can be implemented through detailed instructions.

Task management in the third state is referred to as Power Position or power position. Through this situation, it is clear that the leader is using the power he officially has to control and lead his members effectively. This situation will make a situation that may be uncomfortable for some members. However, if the leadership takes place over a long period of time, it may also result in stress. With the authority entrusted by the divisions involved, then the headmaster can use that position in carrying out their responsibilities in distributing assignments. According to Yousuf (2009), this type of leadership will be more effective if the leader is able to provide rewards and punishments to its members. Ahmad Elqorni (2011) stated that this position of power can be accepted because it is officially entrusted by the authorities. Patty Mulder (2013) states that a leader’s formal power is determined by his or her hierarchical position in position and by his or her knowledge as well as competence.

### III. DISCUSSION

Overall, Behavioral Theory (Theory X and Theory Y) related to behavior is a good suggestion in the implementation of leadership at the organizational level. In addition to facilitating the management of a leader, it also provides space for members to earn rewards based on their own performance. This theory will also train members to work more effectively with rewards or punishments. However, there are a few weaknesses where Theory X and Theory Y are only focused on perceptions where there may be misconceptions or misunderstandings. In practice, this theory can be practiced by providing a more thorough focus on perceptions that are more in a positive direction.

While the theory proposed by Fred Fiedler as a whole provides an alternative to good leadership practice because it has no direct dependence on the behavior or character of a leader, but focuses on the adaptation of their
leadership to the situation they lead. This shows that, effective or not the leadership needs to be evaluated to what extent it can be mobilized in a given situation. Therefore, this practice is considered good because it is in line with current needs and wants. Nevertheless, this state of leadership is likely to create contradictions in its practice. If examined in terms of the task management situation proposed by Fiedler, there is room where members can take advantage of task avoidance or non-productivity if the relationship between head and member becomes too close. Similarly, loopholes that exist in management situations involve positions of power or authority. Leadership will be seen as too drastic or excessive if it involves the use of authority that is too frequent to the point of disregarding discretion.

IV. CONCLUSION

There are still many more theories being discussed regarding appropriate leadership in schools. Nevertheless, these two theories were chosen based on the situation that occurs in special education. As we all know, effective leadership is subject only to certain theories, but it depends on various factors. As researchers, we are unable to determine specifically which theory is most appropriate for all types of situations. This is because leadership is subjective and its practice is also subjective. Thus, a leader in a school can examine relevant theories in implementing their leadership in a school.

REFERENCES
