International Journal of Business and Management Invention (IJBMI)
ISSN (Online): 2319 – 8028, ISSN (Print): 2319 – 801X
www.ijbmi.org || Volume 8 Issue 04 Series. IV || April 2019 || PP 86-94

Human-Oriented Leadership As Image of Change Management In Election Commission Of Malaysia After The 14th General Election

Shazree Idzham[1], Ilanggo Kanan[2], Siti Safrina[3] & Nor Rasidamayati[4]
[1,2,3 & 4] Students of Master of Management, Faculty of Management and Information System
Sultan Azlan Shah University, Kuala Kangsar, Perak, Malaysia
Corresponding Author: Shazree Idzham

ABSTRACT: *Human-oriented leadership is an important leadership style to be used as an image of change management to motivate employees to achieve the organizational strategies and goals. Early studies about workplace leadership show that the ability of leaders to appropriately implement human-oriented leadership may give significant impact on employees' work outcomes especially in terms of organizational commitment. More importantly, recent studies in this field revealed that the capability of leaders to apply human-oriented leadership styles would invoke employees' commitment to the organization and this may lead to higher positive employees' work outcomes especially job satisfaction and job performance in the organization. Thus, this paper discusses the background of human-oriented change leadership styles as image of change management in Election Commission of Malaysia after the 14th General Election.*

KEY WORD: *Human-Oriented Leadership, Change Leadership, Image Of Change Management, Vision And Direction Of Change, Election Commission Of Malaysia*

Date of Submission: 20-04-2019 Date of acceptance: 05-05-2019

I. INTRODUCTION

Leader within an organization is an individual in an organization who is granted with formal authority or power and responsible to manage the organization and lead the subordinates to execute their functions towards achieving the organizational objectives (Ismail et al. 2010). Effective leaders should possess necessary knowledge, new competencies, positive attitudes and other current capabilities in exercising authorities and play their role as leaders (Lussier, & Achua 2016).

Leadership refers to leader's approach used to influence, guide and direct their subordinates or followers to execute particular tasks towards the accomplishment of common goals (Lo et al. 2010). It also interpreted as the ability of a change leader to interact with the employees through accepted and understood actions and behaviours carried out by them. Traditionally, many organizations established in the era of industrial revolution in European countries and United States had practiced economic value based management approach. This management approach was translated in the form of task-oriented leadership styles. Task-oriented leadership style is often defined as the leaders emphasising on proper work planning and procedures, and monitoring and assessing works performed by employees in order to meet customers' needs and demands as well as to enhance organizational productivity (Northouse 2007; Robbins & Coulter 2014; Wart 2008). For example, this leadership style is used to manage employees through designing work procedures, directing people and coordinating work activities, and aiming for specific work outcomes and goals. Although this leadership style bring many benefits to organization and employees, many scholars criticise that it is applicable to handle organizations that operate in domestic, stable and less competitive marketplace (Çokluk & Yilmaz 2010; Mahdi et al. 2014; Yiing & Ahmad 2009).

In the 1970s, many successful small-medium scale organizations have converted to become international and global organizations. This transformation encouraged organizations to take part in more competitive and challenging environments through the implementation of human resource management strategies. Under this strategic approach, organizations have shifted their leadership style paradigm from economic value based management to human value based management approach. This new approach is manifested through the implementation of human-oriented leadership styles which focuses on good personal relation with co-workers (Robbins & Coulter 2014). In line with the era of global economic and knowledge-based economy, this leadership approach is utilized to create high quality relationships between leaders and subordinates, incorporate subordinates' participation in decision making process, empower subordinates with

relative authority to perform extra jobs and communicate long-term planning to the subordinates (Lok, & Crawford 2004; Mahdi et al. 2014; Perryer, C.,& Jordan 2005).

Many scholars advocate that the implementation of human-oriented leadership styles may fulfil individual's need and organizational objectives (Ismail et al. 2010; Mahdi et al. 2014). This leadership style will motivate the leaders to pay more attention to subordinates' needs and feelings and develop employees' knowledge, skills and their career advancement. Furthermore, the practice of human-oriented leadership styles will also strengthen cooperation between leaders and subordinate and coordination between departments, division and units in the organization. Hence, proper implementation of human-oriented leadership style by the management would definitely contribute to accomplish organizations' strategies and goals in the current global economic environment (Lussier, & Achua 2016; Northouse 2007; Wart 2008; Yukl 2010).

Most previous studies focused on human-oriented leadership styles practice in the private sector, but less attention was given to human-oriented leadership styles practice in government departments and agencies. This has led to inadequacy of research findings that can be used as reference to provide extensive insight into the definitions, purposes, types, and significance of human-oriented leadership styles practiced in various settings of government departments and agencies (Almutairi 2016; Chi et al. 2007; Ismail et al. 2010; Sahin et al. 2014; Yeh & Hong 2012). Direct effects model has been employed in past studies to examine the direct relationship between human-oriented leadership styles (i.e. supportive style, participative style, delegative style and inspirational style) and employee commitment in an organization. Consequently, only few research findings are available to enable a better understanding of which human-oriented leadership style will cause an increase or decrease in employees' commitment. Limited research findings have also restricted the opportunity to gain further understanding of why the effect of human-oriented leadership styles on employees' commitment in on organization is not consistent in private sector organization (Almutairi 2016; Chi et al. 2007; Ismail et al. 2010; Sahin et al. 2014; Yeh & Hong 2012).

On top of that, from the thorough reviews on previous researches on correlation between human-oriented leadership styles and employees' organizational commitment, were conducted based on only certain leadership theories (e.g., Stogdill's leadership style theory, path-goal theory, Bass's transformational leadership theory) to explain on the effectiveness of human-oriented leadership styles practiced in an organization (Ismail et al. 2011; Mahdi et al. 2014; Yousef 2000). This approach has caused the issue of specific theories to be generalised in various organizations for all situation. Therefore, this paper discusses on the image of change management in Election Commission of Malaysia after the 14th General Election with regard to human-oriented leadership in providing excellent services to the new stakeholders.

A) Images Of Change Management In Election Commission of Malaysia

Palmer, Dunford and Akin developed six images of change management. These six images are divided into 2 different approaches. First approach is "Controlling" which includes Director, Navigator and Caretaker images. Meanwhile second approach is "Shaping" which includes Coach, Interpreter and Nurturer images. If an urgent change is required for survival, and change leader has better knowledge of solutions, it is required for change leaders to have specific skills to ensure that they can deal with resistance to changes (Palmer et al, 2009, p. 160).

Election Commission of Malaysia as the Electoral Monitoring Board was established in accordance with Part VIII Article 113 of the Federal Constitution of Malaysia with three (3) core functions. The three (3) core functions are firstly to review and conduct the delimitation exercise every eight (8) years on the Federal Constituencies and the State Constituencies, secondly to prepare and revise the Electoral Rolls and thirdly to conduct General Election and By-Election, when a particular seat becomes vacant.

Part VIII Article 114 of the Federal Constitution of Malaysia provides for the establishment of the Commission that consists of seven (7) Members, namely a Chairman, a Deputy Chairman and five Members. These seven (7) Members are appointed by His Royal Highness the King of Malaysia, after consultation with the Conference of Rulers, until they attained the age of 66 years old.

The Election Commission of Malaysia is an independent, free and just commission which has been under the previous ruling government for 61 years. As such, the organization is dominated by a particular view of how things should get done as specifically and specially provided under the law of the land, almost to the point where the view is part of the genetic coding and is consequently seen as natural. If the images of change are not consistent with the dominant organizational image, the employees may experience frustration and stress and a change could be seen as less legitimate or irrelevant (Hamel & Prahalad, 1994).

Human-oriented leadership style as image of change management in Election Commission of Malaysia after the 14th General Election is viewed as an effective controlling approach to be implemented in the organization in order to enhance the employees' capabilities to adapt to the new stakeholders, new working environment, cope with the new stakeholders' demands and subsequently provide excellent services to the new stakeholders. Change leader that utilizes different change leadership styles will be more successful than the ones

that do not. The Administration and Management Department definitely have to deal a lot more with the employees in different ways because of the different attitudes, cultures and personalities. For Election Commission of Malaysia to be successful organizations post 14th General Election in adapting to the demand of the new stakeholders, the change leader has to use more than two or three styles at one time to get the best outcomes from their employees. Different situations call for different leadership styles and no one style works best in all situations.

According to some scholars, effective human-oriented leadership can be implemented through four salient styles: supportive style, participative style, delegative style and inspirational style (Ismail et al. 2010; Lo, Ramayah & Min 2009; Yousef 2000).

Firstly, supportive style is viewed as leaders emphasizing on aspects of relationship between them and their subordinates. They maintain high quality working relationship by showing their concern on the subordinates' physical and emotional needs, appreciating their efforts and contribution with compliments and rewards and encouraging them to improve either personally or career wise (Lok & Crawford 2004; Mahdi et al. 2014). Secondly, participative style refers to situation where leaders strongly encourage subordinates' participation in the decision process and work procedures development. Leaders practice participative style by conducting meetings and discussion and welcoming opinions, ideas, suggestion, views and feedbacks from their subordinates as these will help leaders in the decision making (Ali et al. 2014; Yiing & Ahmad 2009).

Thirdly, delegative style relates to the condition where leaders allocate relative power and authority to subordinates to perform tasks, provide opportunities for job enlargement and encourage them to come up with creative and innovative solutions to solve problem or issues (Saeed et al. 2013; Top et al. 2014). Lastly, inspirational style is viewed as leaders communicating shared vision and future planning to subordinates, directing them towards the direction of achieving organizational objectives, instilling the spirit of sharing organizational values and capable to become the role model to the employees (Lo et al. 2010; Othman, Mohammed et al. 2013).

Recent studies conducted revealed that the capability of leaders to properly implement human-oriented leadership style would enhance employees' commitment to the organization (Al-Ansi et al. 2015; Ali, Jan & Tariq 2014; Ali Ashraf et al. 2014; Clinebell et al. 2013; Çokluk & Yilmaz 2010; Dunn et al. 2012; Ho 2012; Ismail et al. 2011; Limsila & Ogunlana 2008; Lo et al. 2010; Lo et al. 2009; Lok & Crawford 2004; Mahdi et al. 2014; Othman et al. 2013; Perryer & Jordan 2005; Rehman et al. 2012; Saeed et al. 2013; Steyrer et al. 2008; Tatlah, Ali & Saeed 2011; Top et al. 2014; Wu et al. 2006; Yiing & Ahmad 2009). According to the literatures, organizational commitment is defined as the employees' feelings of attachment to the organization, level of involvement in an organization's activities, the extent of adoption of shared values and common goals and the intention to stay and be a part of the organization (Ghosh & Swamy 2014; Meyer & Herscovitch 2001).

These findings are consistent with the notion of leadership theories namely, Stogdill's leadership style theory by Stogdill (1970), path-goal theory by House (1971) and House and Mitchell (1974), Bass's theory of transformational leadership by Bass (1985) and Bass and Avolio (1994), Podsakoff's transformational leadership theory by Podsakoff et al. (1990) and Kouzes & Posner's five leadership practices theory by Kouzes & Posner (1995). The application of these theories posits that the willingness of change leaders to implement human-oriented leadership style through maintaining high quality working relationship, emphasizing on employees' participation in decision making process, empowering employees with relative authority and trust and becoming the role model to the employees may lead to higher employees' commitment to the organization (Al-Ansi et al. 2015; Ali, Jan & Tariq 2014; Ali Ashraf et al. 2014; Clinebell et al. 2013; Çokluk & Yılmaz 2010; Dunn et al. 2012; Ho 2012; Ismail et al. 2011; Limsila & Ogunlana 2008; Lo et al. 2010; Lo et al. 2009; Lok & Crawford 2004; Mahdi et al. 2014; Othman et al. 2013; Perryer & Jordan 2005; Rehman et al. 2012; Saeed et al. 2013; Steyrer et al. 2008; Tatlah, Ali & Saeed 2011; Top et al. 2014; Wu et al. 2006; Yiing & Ahmad 2009).

Figure A1 shows the conceptual framework for direct effect model which was developed based on the relevant theoretical and empirical evidences. There are several theories supporting the conceptual framework such as Theory of Leader Behaviour Description Questionnaire (LBDQ) by Stogdill (1963, 1974), Path-Goal Theory by House (1971) and House and Mitchell (1974), Bass' Theory of Transformational Leadership by Bass (1985) and Bass and Avolio (1994), Podsakoff's Transformational Leadership Theory by Podsakoff et al.'s (1990) and Kouzes and Posner's Five Leadership Practices Theory by Kouzes and Posner (1995).

The notions of these theories have been proven and empirically supported by studies conducted in Malaysia by Ismail et al. (2011), Lo et al. (2009, 2010), Mahdi et al. (2014) and in other countries by Al-Ansi et al.(2015), et al. (2014); Ali Ashraf et al. (2014), Avolio et al. (2004), Clinebell et al. (2013); Çokluk, and Yılmaz (2010), Keskes (2014), Limsila and Ogunlana (2008), Lok and Crawford (2004), Othman et al. (2013); Perryer and Jordan (2005), Rehman et al. (2012), Saeed et al. (2013), Top et al. (2013a, 2013b) and Yiing and Ahmad (2009).

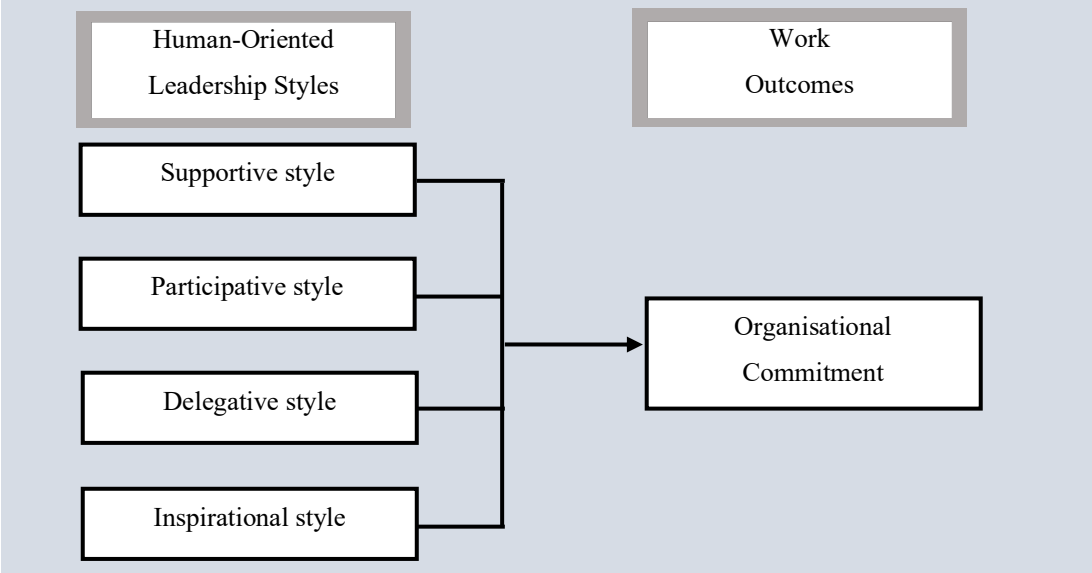

Figure A1: Direct Effects Model

Meanwhile, Figure A2 shows the conceptual framework for mediating model that was developed based on the relevant theoretical and empirical evidences. There are several theories supporting the conceptual framework such as Three-Dimensional Theory by Meyer and Allen (1984, 1991, 1997) and O'Reilley and Chatman's Theory by O'Reilley III and Chatman (1986). The notions of these theories have been proven and empirically supported by several studies by Almutairi (2016), Chi, Tsai and Chang (2007), Ismail et al. (2010), Şahin et al. (2014), Srithongrung (2011); Yeh and Hong (2012) and Yousef (2000).

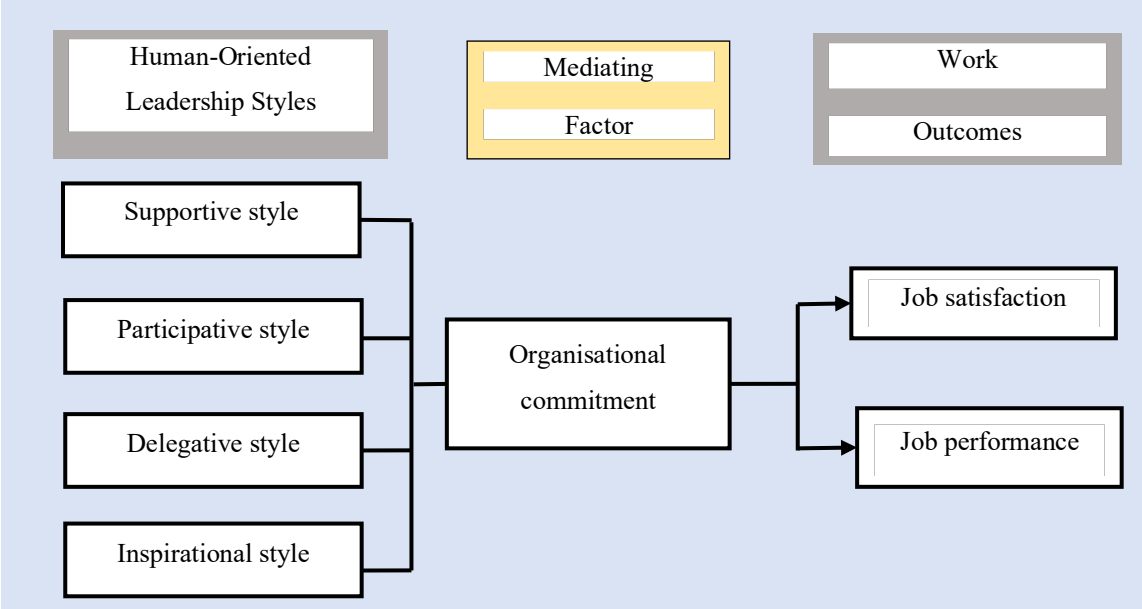

Figure A2: Mediating Effects Model

Several recent studies on human-oriented leadership styles promoted a more complex model, namely mediating effects model as to investigate the conditional role of self-efficacy in the relationship between human-oriented leadership styles and employees' work outcomes that occurs in government departments and agencies (Almutairi 2016; Rehman et al. 2012; Sahin et al. 2014).The main advantages of using the mediating approach are, firstly it assists to identify the relevant theories and empirical studies taken from various organizational and cultural settings, thereby reducing biasness in the development of the conceptual frameworks. Secondly, it would increase the understanding on direct effects model (e.g., relationship between human-oriented leadership styles and employee organisational commitment) and indirect effects model (e.g., relationship between human-oriented leadership styles practice, organisational commitment and employee work outcomes). This approach

would guide to quantify the strength of mediating effects, broaden the previous literatures and offer theoretical guidance for future research (Almutairi 2016; Rehman et al. 2012; Sahin et al. 2014).

Surprisingly, a thorough review on the direct effects model studies highlighted that the significant relationship between human-oriented leadership styles and employee's organizational commitment has been an important predictor of employees' work outcomes of job satisfaction (Ismail et al. 2010; Sahin, Kyürek & Yavuz 2014) and job performance (Almutairi 2016; Chi et al. 2007; Yeh & Hong 2012). Job satisfaction refers to employees' attitude and behaviors derived from the feeling of satisfaction towards the intrinsic and extrinsic factors in the organization (Yvonne et al. 2014). Intrinsic factors refer to the nature of job tasks and extrinsic factors are the external factors related to the job tasks or the work itself (Tsourela et al. 2008). Meanwhile, job performance refers to measured outcomes derived from employee's in-role and extra-role behaviours (Motowidlo & Van Scotter 1994).

In-role behaviour refers to employees' ability to perform assigned tasks based on his or her knowledge and skills, while extra-role behaviour is defined as employee's willingness to perform tasks which are not in his or her job description but contribute to the effectiveness of the organization such as assisting co-workers and abiding to organization's rules and regulations (Sonnentag et al. 2008).

These empirical evidences support the prominent organizational commitment theories namely Meyer and Allen's (1984, 1991, 1997) three dimensional theory and O'Reilley and O'Reilly and Chatman's (1986) Chatman's Theory. The application of these theories supports the notions that the capability of managers to properly adopt human-oriented leadership styles in dealing with employees in executing assigned tasks would cause higher level of commitment among the employees in the organization. Consequently, it would enhance employees works outcomes especially job satisfaction and job performance in the organization (Almutairi 2016; Chi et al. 2007; Ismail et al. 2010; Sahin et al. 2014; Yeh & Hong 2012).

Although the nature of this relationship is interesting, little is known about the mediating effect of organizational commitment in human-oriented leadership models (Almutairi 2016; Chi et al. 2007; Ismail et al. 2010; Sahin et al. 2014; Yeh & Hong 2012). Many scholars argue that organizational commitment has been given less emphasize in previous studies for a number of reasons. Firstly, previous studies were using segmented approach to describe the internal properties of organizational commitment and its conceptual definition, main purposes, practices and significance of the variable in the workplace. These descriptive studies were not able to explain the role of organizational commitment as the mediator in the relationship between human-oriented leadership styles and work outcomes in a dynamic organization (Almutairi 2016; Chi et al. 2007; Ismail et al. 2010; Sahin et al. 2014; Yeh & Hong 2012).

Secondly, many previous research methodologies have used univariate and direct effects model to examine organizational commitment in the workplace. For example, univariate model was only used to identify the importance of elements of organizational commitment such as affective, continuance and/or normative commitment features. As a result, the method could only be used to describe the uniqueness of organizational commitment as an important dimension of organizational behavior. Conversely, direct effects model was used to measure the organizational commitment as an important human-oriented leadership antecedent of work outcomes. This method was not able to assess the nature of relationship and effect size of organizational commitment as important mediating variable in the relationship between human-oriented leadership styles and work outcomes (Almutairi 2016; Chi et al. 2007; Ismail et al. 2010; Sahin et al. 2014; Yeh & Hong 2012).

Thirdly, many previous studies developed leadership models based on objectivism perspective in which include only non-human and gives less attention to the influence of human element especially organizational commitment in determining the effectiveness of human-oriented leadership model. After all, even though this approach provides useful findings, it does not sufficiently discuss on how and why organizational commitment may increase and decrease the effect of human-oriented leadership styles on work outcomes especially job satisfaction and job performance in diversified organizations (Almutairi 2016; Chi et al. 2007; Ismail et al. 2010; Sahin et al. 2014; Yeh & Hong 2012).

Furthermore, the findings from previous studies only provided general recommendation and did not offer much help to be used as guidelines for practitioners in enhancing their understanding about the complexity of organizational commitment constructs. In addition to that, these findings could not be used by practitioners in preparing leaders at all level and categories to upgrade human skills to help the organization to maintain and enhance organizational strategic vision and mission.

B) Vision and the Direction of Change in Election Commission of Malaysia

Election Commission of Malaysia as an independent body which is responsible for delimitation exercise, electoral roll review and election management throughout the country has its own vision and mission as guidance towards successfully executing these three (3) functions. Its vision is to "Be An Excellent Democratic Election Management Body That Enjoys The Confidence Of People". The mission is "To Uphold The System Of Parliamentary Democracy And Ensure The Peoples' Right To Choose Their Representatives By

Managing, Supervising And Conducting Democratic Election That Are Free And Fair". Meanwhile, its objective is to "Nurture And Maintain The System Of Parliamentary Democracy In Malaysia Through Free And Fair Election" (Election Commission of Malaysia, Annual Report 2018).

In order to enable the Election Commission of Malaysia to carry out the functions and to achieve the vision, mission and objective, an Electoral Management known as Secretariat is established under the Prime Minister's Office and headed by a Secretary. The Secretary acts as the administrative head of the Secretariat with the current total strength of 739 employees in Putrajaya Headquarters Office and 14 State Election Offices throughout the country. All employees working in the Secretariat are civil servants appointed by Public Services Commission of Malaysia (HRM Division, Election Commission of Malaysia, 2018).

As the vision is to be an excellent democratic election management body, the Secretariat is responsible to prepare managers and employees mentally and physically to face the new challenges in their works and to entertain multifaceted stakeholders all over the country with excellent services. In order to achieve these objectives, the change leader focuses on monitoring tasks to be completed by the subordinates in accordance to the operating procedures prepared by the organisation.

Traditionally, the practice of task-oriented leadership was encouraged to be implemented by leaders upon dealing with the employees. It is done through the implementation of two basic documents namely the Work Procedure Manual and Desk File. Work Procedure Manual is a formal documents containing information about the organisations and all details standard of procedures for employees to perform their functions and related tasks in a unit, division or department. Meanwhile, Desk File is a formal document for each employee in the organisation which gives instructions on all standard of procedures and other information related as guidance for the employee to perform assigned tasks. Change Leaders must emphasises on these two documents to ensure all employees perform their tasks accordingly.

In addition to that, for Election Commission of Malaysia to conduct General Election or By-Election in accordance the Article 113 of Federal Constitution of Malaysia to be read together with rules and regulations in the Election Acts 1958, Election Offences Act 1954 and Election Regulations (Conduct of Elections) 1981. In having to ensure the election is properly manage according to rules and regulation as error free, the Secretariat prepares Checklist Books as Management Planning Tool for each and every individual involves in the election process. These Checklist Books consist of standard of procedures details and workflows, officers' roles, relevant rules and regulations and related official forms to be used. This written guidance is revised to ensure all procedures are always relevant to meet the current requirements especially with the demands from the new stakeholders.

Even though the implementation of any leadership style helps the organisation to achieve common goals, it is still considered insufficient to equip the organisation with skills and procedures needed in facing new challenges and carrying out jobs in order to fulfil the new stakeholder's demanding needs and expectation in the global economic and knowledge-based environment. This situation has encourages the Secretariat to emphasize on another approach namely human-oriented leadership as image of change management to deal with employees to ensure the accomplishment of goals. The implementation of human-oriented leadership styles as image of change management focuses on the importance of employees to the organization in daily operation. This emphasis on human-oriented leadership styles is consistent with the implementation of one of the national strategic planning on the development of human capital in the early 1990 in all public sector agencies (Badawi, 2006).

Under this new human-oriented leadership approach, the Secretariat implements several human resource management strategies and categorized them into four different approaches. First, in terms of supportive approach, the Secretariat focuses on employees' knowledge and skill advancement and career development. For example, the Secretariat conducts in-house training, courses and seminars for all employees. The Secretariat also encourages the employees to attend training, courses and workshops conducted by other related agencies such as the National Institute of Public Administration (INTAN) and certified consultants. The Secretariat also conducts monthly programmes which involves all employees and invite experts in Monthly Lecture Programme which covers the aspects of religious knowledge, integrity and motivation. As an example, at the Perak State Election Office, the State Director holds Morning Prayer (Roll Call) every morning with all the employees to further connect and discuss the achievements of the three (3) core businesses in daily basis to fulfil the needs of the new stakeholders in achieving the organization's objective.

Besides that, based on annual basis, the Secretariat provides Outstanding Service Award to honour excellent employees. They are selected based on their exceptional performance measured by the authority, judging on specific criteria listed. Apart from this, the Secretariat also provides a library that has various categories of books, documents and reading collections which proves to be a great assistance for the employees to improve their knowledge and understanding.

Human-Oriented Change Leadership also practices participative style in which the employees are given the opportunity to be involved in decision making process accordingly. This can be seen from the meetings

conducted at different level of management. For example, the monthly Commission Special Meeting involves all the Commission Members, Top Managers and State Directors to discuss and decide on the policy and issues with regards to the implementation process. Another monthly meeting is the Secretariat Meeting which is participated By Top Managers, Middle Level Managers and State Directors to finalise the implementation procedures of Election Commission of Malaysia's policies and other pertaining matters. In addition to that, leaders for each division and unit also conduct meeting and discussion with subordinates to talk over local departmental issues and problems and receive suggestions to improve daily working procedures. The Secretariat also establishes Joint Department Council (JDC) as a two-way communication medium between the managers and the employees. This is where the employees are given the opportunity to express their opinions and views and contribute valuable ideas for the betterment of the organisation.

On top of that, under this new context of human-oriented leadership, Election Commission of Malaysia also provides opportunities to top and middle level leaders to participate in international election observation mission and visit international electoral management bodies to gain valuable experiences. They also arranged Innovation Day in which during this program, successful leaders or experts in various fields are invited to share their experiences, inspirational stories, ideas and motivation with the employees. This mechanism is often seen as one of the effective ways to encourage employees to be more creative and innovative in their daily work. In addition, a Meet Up Session Day is conducted every quarterly with participation from various level of employees to meet their stakeholders directly pertaining to the three (3) core businesses.

Finally, in order to instil the spirit of sharing the same values, the Election Commission of Malaysia organizes monthly assembly as a platform for top managers to communicate directly to the subordinates about the vision, mission, objectives and future planning. Furthermore, at division or unit level, change leaders focus on small group discussion with subordinates for thorough and detailed discussion on specific tasks to be completed including the mechanism to be used and possible problems and issues related to the assigned tasks.

II. CONCLUSION

Based on the discussion above, human-oriented change leadership style has been perceives properly in being implemented in Election Commission of Malaysia after the 14th General Election in accordance with circulars as guidance of implementation which are produced by the relevant authorities. This leadership style is practice in order to fulfil individual's needs and organizational objectives. For the employees' benefits, the practice of human-oriented change leadership styles has encouraged the leaders to pay more attention to employees' needs and feelings and develop employees' knowledge, skills and future career development. Moreover, the practice of human-oriented change leadership styles will also help the Election Commission of Malaysia in maintaining quality relationship amongst the employees through the spirit of cooperation and coordination and sharing the organizational values and norms within the organization. Therefore, the practice of human-oriented leadership style as image of change management would ultimately contribute to the organizations' strategies and goals achievement in this global and knowledge-based environment for years to come.

REFERENCES

[1]. Al-Ansi, A. M., Rahardjo, K. & Prasetya, A. 2015. Analysis impact of leadership style and pay fairness on job satisfaction and organizational commitment. Management, 5(2), 55–61. doi:10.9790/487X-17317682

[2]. Ali, N., Jan, S. & Tariq, M. 2014. Transformational and Transactional Leadership as Predictors of Job Satisfaction, Commitment, Perceived Performance and Turnover. Intention. Life Science Journal, 11(5), 48–53.

[3]. Ali Ashraf, A., Farooq, U. & Ud Din, S. M. 2014. An investigation to the leadership culture fit and its impact on job satisfaction and work commitment. World Applied Sciences Journal, 31(4), 427–438.

[4]. Allen, N. J. & Meyer, J. P. 1990. The measurement and antecedents of affective, continuance and normative commitment to the organization. Journal of Occupational Psychology, 63, 1–18.

[5]. Almutairi, D. O. 2016. The Mediating Effects of Organizational Commitment on the Relationship between Transformational Leadership Style and Job Performance. International Journal of Business and Management, 11(1), 231–241. doi:10.5539/ibr.v7n11p126

[6]. Election Commission of Malaysia Annual Report, 2018.

[7]. Avolio, B. J., Zhu, W., Koh, W. & Bhatia, P. 2004. Transformational leadership and organizational commitment : mediating role of psychological empowerment and moderating role of structural distance. Journal of Organizational Behaviour, 25, 951–968.

[8]. Badawi, A. A. 2006. Pembangunan Modal Insan: Koleksi Ucapan Dato' Seri Abdullah Ahmad Badawi. Kuala Lumpur: Institut Tadbiran Awam Negara (INTAN).

[9]. Brown, B. B. 2003. Employees' organizational commitment and their perception of supervisors' relations-oriented and task-oriented leadership behaviours.

[10]. Cambridge Advanced Learner's Dictionary. 2013. Fourth Edi.

[11]. Chi, H.-K., Tsai, H.-P. & Chang, P.-F. 2007. Investigating the relationship among leadership styles, emotional intelligence and organization commitment on job performance: A study of salespeople in Thailand. The Journal of Human Resource and Adult Learning, 3(2), 199–212.

[12]. Clinebell, S., Škudienė, V., Trijonyte, R. & Reardon, J. 2013. Impact Of Leadership Styles On Employee Organizational Commitment. Journal of Service Science, 6(1), 139–152.

[13]. Çokluk, Ö. &Yılmaz, K. 2010. The Relationship between Leadership Behaviour and Organizational Commitment in Turkish Primary Schools. bilig, (54), 75–92.
[14]. Dunn, M. W., Dastoor, B. & Sims, R. L. 2012. Transformational Leadership and Organizational Commitment: A Cross-Cultural Perspective. Journal of Multidisciplinary Research, 4(1), 45–60.
[15]. Easterby-Smith, M., M., T. J. & Jackson, P. 2008. Management Research. (3rd Ed., Ed.). London: SAGE Publication Ltd.
[16]. Election Acts, 1958.
[17]. Election Offences Act, 1954.
[18]. Election Regulations (Conduct of Elections), 1981.
[19]. Federal Constitution of Malaysia.
[20]. Hamel & Prahalad, 1994.
[21]. Ho, C. H. 2012. A Study on the Effects of Leadership Style on Organizational Commitment in Catering Industry. Pakistan Journal of Statistics, 28(5), 597–606.
[22]. Ismail, A., Mohamed, H. A.-B., Sulaiman, A. Z., Mohamad, M. H. & Yusuf, M. H. 2011. An empirical study of the relationship between transformational leadership, empowerment and organizational commitment. Business and Economics Research Journal, 2(1), 89–107.
[23]. Ismail, A., Zainuddin, N. & Ibrahim, Z. 2010. Linking Participative and Consultative Leadership Styles to Organizational Commitment as an Antecedent of Job Satisfaction. UNITAR e-Journal, 6(1), 11–26.
[24]. Jaros, S. 2007. Meyer and Allen Model of Organizational Commitment : Measurement Issues. Journal of Organizational Behaviour, 6(4), 7–26.
[25]. Keskes, I. 2014. Relationship between leadership styles and dimensions of employee organizational commitment: A critical review and discussion of future directions. Intangible Capital, 10(1), 26–51. doi: org/10.3926/ic.476
[26]. Kim, S., Magnusen, M., Andrew, D. & Stoll, J. 2012. Are Transformational Leaders a Double-Edged Sword? Impact of Transformational Leadership on Sport Employee Commitment and Job Satisfaction. International Journal of Sports Science and Coaching, 7(4), 661–676. doi:10.1260/1747-9541.7.4.661
[27]. Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Van Buuren, S., Van der Beek, A. J. & De Vet, H. C. W. 2013. Development of an individual work performance questionnaire. International Journal of Productivity and Performance Management, 62(1), 6–28. doi:10.1108/17410401311285273
[28]. Limsila, K. & Ogunlana, S. O. 2008. Performance and leadership outcome correlates of leadership styles and subordinate commitment. Engineering, Construction and Architectural Management, 15(2), 164–184. doi:10.1108/09699980810852682
[29]. Lo, M.-C., Ramayah, T. & Min, H. W. 2009. Leadership styles and organizational commitment: a test on Malaysia manufacturing industry. African Journal of Marketing Management, 1(6), 133–139.
[30]. Lo, M.-C., Ramayah, T., Min, H. W. & Songan, P. 2010. The relationship between leadership styles and organizational commitment in Malaysia: role of leader–member exchange. Asia Pacific Business Review, 16(1–2), 79–103. doi:10.1080/13602380903355676
[31]. Lok, P. & Crawford, J. 2004. The effect of organisational culture and leadership style on job satisfaction and organisational commitment: A cross-national comparison. Journal of Management Development, 23(4), 321–338.
[32]. Lussier, R. N. & Achua, C. F. 2016. Leadership: Theory, Application & Skill Development hlm.6th Edition. United States: Cengage Learning.
[33]. Mahdi, O. R., Mohd, E. S. B. G. & Almsafir, M. K. 2014. Empirical study on the impact of leadership behaviour on organizational commitment in plantation companies in Malaysia. Procedia - Social and Behavioural Sciences, 109, 1076–1087. doi:10.1016/j.sbspro.2013.12.591
[34]. Meyer, J. P. & Allen, N. J. 1991. A three-component conceptualization of organizational commitment. Human Resource Management Review, 1(1), 61–89.
[35]. Meyer, J. P. & Allen, N. J. 1997. Commitment in the Workplace: Theory, Research and Application. Thousand Oaks – California: Sage Publication, Inc.
[36]. Meyer, J. P. & Herscovitch, L. 2001. Commitment in the workplace: Toward a general model. Human Resource Management Review, 11(3), 299–326. doi:10.1016/S1053-4822(00)00053-X
[37]. O'Reilly III, C. & Chatman, J. 1986. Organizational commitment and psychological attachment: the effects of compliance, identification, and internalization on prosocial behaviour. Journal of Applied Psychology, 71(3), 492–499. doi:10.1037/0021-9010.71.3.492
[38]. Othman, J., Mohammed, K. A. & Silva, J. L. D. 2013. Does a transformational and transactional leadership style predict organizational commitment among public university lecturers in Nigeria? Asian Social Science, 9(1), 165–170. doi:10.5539/ass.v9n1p165
[39]. Palmer, I., Dunford, R., & Buchanan, D. A. (2017). Managing organizational change: A Multiple Perspectives Approach, 3rd Edition.
[40]. Perryer, C. & Jordan, C. 2005. The influence of leader behaviours on organizational commitment : a study in the Australian public sector. International Journal of Public Administration, 28(5–6), 379–396. doi:10.1081/PAD-200055193
[41]. Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H. & Fetter, R. 1990. Transformational leader behaviours and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviours. The Leadership Quarterly, 1(2), 107–142. doi:10.1016/1048-9843(90)90009-7
[42]. Ramanathan, R. 2008. The Role of Organizational Change Management in Offshore Outsourcing of Information Technology Services. Universal Publishers.
[43]. Rehman, S.-U., Shareef, A., Mahood, A. & Ishaque, A. 2012. Perceived Leadership Styles and Organizational Commitment. Interdisciplinary Journal of Contemporary Research in Business, 4, 616–626.
[44]. Robbins, S. P. & Coulter, M. 2014. Management hlm.12th Edition . Pearson Education Limited.
[45]. Saeed, R., Lodhi, R. N., Saeed, M. S., Riaz, A., Mahmood, Z. & Ahmad, M. 2013. Effect of Job Satisfaction and Leadership Style on Employee's Organizational Commitment in Banking Sector: A Case Study of Okara District, Pakistan. World Applied Sciences Journal, 26(7), 957–963. doi:10.5829/idosi.wasj.2013.26.07.1565
[46]. Şahin, İ., Akyürek, C. E. & Yavuz, Ş. 2014. Assessment of Effect of Leadership Behaviour Perceptions and Organizational Commitment of Hospital Employees on Job Satisfaction with Structural Equation Modelling. Journal of Health Management, 16(2), 161–182. doi:10.1177/0972063414526111
[47]. Sonnentag, S., Volmer, J. & Spychala, A. 2008. Job Performance. The SAGE Handbook of Organizational Behaviour, 1, 427–447. doi:10.4135/9781849200448
[48]. Spector, P. E. 1985. Measurement of Human Service Staff Satisfaction: Development of the Job Satisfaction Survey. American Journal of Community Psychology, 13(6), 693–713.

[49]. Spector, P. E. 1997. Job Satisfaction: Application, Assessment, Causes and Consequences. Thousand Oaks – California: SAGE Publications Inc.
[50]. Srithongrung, A. 2011. The Causal Relationships among Transformational Leadership , Organizational Commitment , and Employee Effectiveness The Causal Relationships among Transformational Leadership , Organizational Commitment , and Employee Effectiveness. International Journal of Public Administration, 34, 376–388. doi:10.1080/01900692.2011.569917
[51]. Steyrer, J., Schiffinger, M. & Lang, R. 2008. Organizational commitment-A missing link between leadership behaviour and organizational performance? Scandinavian Journal of Management, 24(4), 364–374. doi:10.1016/j.scaman.2008.04.002
[52]. Tatlah, I. A., Ali, Z. & Saeed, M. 2011. Leadership Behaviour and Organizational Commitment: an Empirical Study of Educational Professionals. International Journal of Academic Research, 3(2), 1293–1299.
[53]. Top, M., Akdere, M. & Tarcan, M. 2014. Examining transformational leadership, job satisfaction, organizational commitment and organizational trust in Turkish hospitals: public servants versus private sector employees. The International Journal of Human Resource Management, 1–24. doi:10.1080/09585192.2014.939987
[54]. Top, M., Tarcan, M., Tekingunduz, S. & Hikmet, N. 2013. An analysis of relationships among transformational leadership, job satisfaction, organizational commitment and organizational trust in two Turkish hospitals. International Journal of Health Planning and Management, 28(3), E217–E241. doi:10.1002/hpm.2154
[55]. Tsourela, M., Mouza, A. & Paschaloudis, D. 2008. Extrinsic Job Satisfaction of Employees, Regarding their Intention to Leave Work Position. A Survey in Small and Medium Enterprises. Mibes.Teilar.Gr, 249–261. Retrieved from http://mibes.teilar.gr/proceedings/2008/oral/Tsourela_Mouza_Paschaloudis.pdf
[56]. Warr, P., Cook, J. & Wall, T. 1979. Scales for the measurement of some work attitudes and aspects of psychological. Journal of Occupational Psychology, 52, 129–148.
[57]. Wart, M. Van. 2008. Leadership In Public Organizations: An Introduction. New York: M. E. Sharpe.
[58]. Williams, L. J. & Anderson, S. E. 1991. Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviours. Journal of Management, 17(3), 601–617. doi:10.1177/014920639101700305
[59]. Wu, T.-F., Tsai, M. H., Fey, Y. H. & Wu, R. T. Y. 2006. A Study of the Relationship between Manager's Leadership Style and Organizational Commitment in Taiwan's International Tourist Hotels. Asian Journal of Management and Humanity Sciences, 1(3), 434–452.
[60]. Yeh, H. & Hong, D. 2012. The Mediating Effect of Organizational Commitment on Leadership Type and Job Performance. The Journal of Human Resource and Adult Learning, 8(2), 50–60.
[61]. Yiing, L. H. & Ahmad, K. Z. 2009. The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance. Leadership & Organization Development Journal, 30(1), 53–86. doi:10.1108/01437730910927106
[62]. Yousef, D. A. 2000. Organizational commitment : A mediator of the relationships of leadership behaviour with job satisfaction and performance in a non- western country. Journal of Managerial Psychology, 15(1). doi:10.1108/02683940010305270
[63]. Yukl, G. 2010. Leadership In Organizations hlm.7th Edition. New Jersey: Prentice Hall.
[64]. Yvonne, W., Rahman, R. H. A. & Long, C. S. 2014. Employee job satisfaction and job performance: A case study in a franchised retail chain organization. Research Journal of Applied Sciences, Engineering and Technology, 8(17), 1875–1883. doi:10.19026/rjaset.8.1176

Shazree Idzham "Human-Oriented Leadership As Image of Change Management In Election Commission Of Malaysia After The 14th General Election" International Journal of Business and Management Invention (IJBMI), vol. 08, no. 04, 2019, pp 86-94