

ORGANIZATION & MANAGEMENT

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Effective Leadership Towards the Star Rating Evaluation of Malaysian Seni Gayung Fatani Malaysia Organization (PSGFM)

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Abstract

Background. An excellent organization is generally led by effective leadership. As well as a heritage and cultural organization that has been transformed towards excellence equivalent of time, the Seni Gayung Fatani (PSGFM) organization is a Malay Silat dexterity organization that is responsible for addressing the changes needed for effective leadership via a calibre achievement rating based on the goals and vision of the country through the star rating evaluation.

Problem and aim. The star rating assessment criteria set by the Sports Commissioner Office of Malaysia on the sports body registered under the Sports Development Act (1997). Nonetheless, PSGFM is registered with the Registrar of Society (ROS).

Methods. This paper consists of the history of PSGFM and Malay Silat, Silat as a martial art and combat sport, PSGFM leadership, effective leadership that holds the helm of PSGFM, and achievement of the criteria in the star-rating evaluation achieved by PSGFM. This paper also ended with the discussion and direction of PSGFM to elevate the martial art and combat sport of Silat through effective leadership.

Result. Star rating achievement by PSGFM's leadership, sets an example for other sports bodies registered with the Sports Commissioner Office.

Conclusion. Therefore, it is highly recommended that registration by PSGFM under the Sports Development Act (1997) be approved.

Introduction

Leadership style is an important factor for an organization [Norazizah 2018] and the leader will determine the progression of the organization he or she leads to the next level of achievements or to a greater height. An effective leader with an active role will be able to improve excellence in society. Thus, emphasizing the importance of education and being firm in fulfilling the physical and spiritual needs for today as well as the day hereafter are part of effective leadership qualities. This is in line with the concept of human development that is true, complete, and perfect as the leader's main task [Wan Mohd Zahid 1993].

Leadership will occur in situations when a person encourages, influences, and persuades others to work towards achieving a particular objective [Carter 2007]. Meanwhile, effective leadership is defined as a description of educating or providing training and teaching [Khalid 2002]. Therefore, if a person has willpower and determination, it is not impossible for him or her to be an effective

leader [Clark, 2000]. Effective leadership is a process in which a person acts as a leader in leading and influencing the behavior of his or her followers and the entire organization is led to accept his or her leadership in achieving certain goals.

An organization with a clear goal will be able to stimulate and mobilize its followers to contribute towards excellent institutional achievement through effective leadership [Bush 2008]. Effective leadership is a process in which a leader leads and influences the entire institution to accept his or her leadership to achieve objectives and goals [Norazizah 2018]. Thus, when individuals agree with the leading ideas, they will give support and cooperation to achieve the vision. To form trusted leadership, leaders should practice effective leadership traits to lead the organization. Even when leaders are given the responsibility to lead, the practice of effective leadership traits does not change and remains the same in shaping leaders into effective individuals in positive environment organizations. Ulrich and Smallwood [2012] stated that

it is very important for leaders to understand leadership relationships and responses to form effective leadership strategies for long-term goals.

When an organization has an effective leader, the task of leading the organization to achieve star-class organizational governance will lead to organized, and intact programs [Sports Body Star Rating Measurement Scale, 2020]. This star rating program is implemented to sports bodies by the Sports Commissioner Office. Assessment and monitoring of sports bodies are implemented to ensure structured and systematic administration towards developing a professional and quality sports body. The finding shows that quality governance is a major asset that contributes to the success of a sports body. In fact, star-rating is also to ensure that every sports body prepares leadership, administration, management, and athlete preparation to compete in competitions. This assessment is also to identify the governance weaknesses of sports bodies, improve professionalism and compliance with the Sports Development Act 1997 and the constitution of sports bodies.

The Star Rating Assessment was conducted on PSGFM to evaluate the effectiveness of the leadership in steering the organization towards achieving its goals based on the Nation Sports Policy 2009 and the Sports Development Act 1997.

Objectives

The purpose of this study was to identify the effective leadership achievements of PSGFM based on the standard of sports body star rating assessment. This paper also discussed PSGFM's goal and direction strategy based on the National Sports Policy 2009 and the Sports Development Act 1997.

Methodology

This paper used qualitative methods of document analysis and interviews. Interviews, which were two-way conversations with the aim of collecting research information [Chua 2006] and document review. The respondents are the highest officeholders of the committee members in PSGFM. The interviews were conducted using the Effective Leadership Models [Norazizah 2018] and the 2020 Sport Body Star Rating Measurement Scale by the Sport Commissioner Office.

Results

PSGFM

Seni Gayung Fatani Malaysia (PSGFM) is an organization registered with the Registrar of Society (ROS) that governs and manages the development and multiply of

its members legally. 'Arts' means a wonderful invention based on regional Malay culture that is beneficial to physical, mental, spiritual, and emotional that enhances humanitarian values. 'Gayung' means Silat as knowledge of Malay martial arts. 'Fatani' means wise. 'Malaysia' is a country name.

The goals of PSGFM were written in its constitution. First, to create a brotherhood-based voluntary body with mutual respect towards developing Silat such as art, culture, and sporting activities, with a non-political agenda. Second, endeavor and cooperate with the National Silat Federation of Malaysia (PESAKA) or with any legitimate body (by law), agency, or organization on the progress and improvement of the quality and dignity of the art of Silat. Third, practice noble values based on the arts of Malay culture and Islam on moral, trust, true, courageous, courteous, noble, conscious, and a believer. Fourth, the art of Silat as a legacy of maliciousness that can be utilized to the resilience of race and religion with its dignified, capable, noble, fit and intelligent and loyal citizen. Fifth, to act as a body championing the arts of Silat on consultants, coordinators, preserving, admiring, developing, and advisory in the affairs of the arts of Gayung Fatani.

PSGFM is the most prominent registered Silat association in Malaysia [Shapie, Elias 2016]. This Silat association was founded in 1976 [Anuar 2008] and has been actively promoting Silat until now. To date, it has expanded its existence to countries such as France, Austria, Switzerland, the United Kingdom and the United States [Shapie, Elias 2016; Shapie *et al.* 2017].

PSGFM was the overall champion in the National Silat Championship in 1991, 1992, 1993 and 1995. This association participated in the presentation involving eleven types of the world's best self-defence in 15 German cities [Anuar 2008].

PSGFM participated in the 4th Martial Arts Workshop in 2014, candidates from PSGFM (Malaysia representative) demonstrated Silat techniques to martial arts practitioners in Rzeszow, Poland [Pawelec *et al.* 2015]. The performance by PSGFM attracted much attention in Poland at the 3rd World Scientific Congress of Combat Sports and Martial Arts 2014 Gala including a special performance by Mohamad Nizam Mohamed Shapie and Mohd Shahid Elias [Pewelec *et al.* 2015]. The association was also invited as a strategic partner in the World Congress of Malay Heritage 2014 that was held in Malaysia External Trade Development Corporation (MATRADE) at Exhibition & Convention Centre, Kuala Lumpur on 28-29 October 2014. PSGFM was the only martial arts association in Asia that received recognition abroad at Asia Sports Industry Awards in 2015. This organization was nominated (top eight) as Best Sport Organization of the Year in Asia Sports Industry Awards, Makati, Manila, Philippines from 168 sports organization that were short-listed in the awards presentation and recognition. The organization

was the first organization to host the hybrid international conference of 9th Global Scientific Martial Arts and Combat Sports Scientific Society (IMACSSS) Conference and 2nd Global Scientific martial Arts and Cultural Congress (GSMACC) 2020 which was held in Putrajaya, Malaysia from 10th to 12th October 2020.

This organization has also produced Malay martial arts books through a collaboration with the National Department for Culture and Arts (JKKN) in 2016, produced many scientific studies [Shapie 2020; Shapie *et al.* 2020a, 2020; Shapie *et al.* 2019; Pawista, Shapie 2019; Al-Syurgawi, Shapie 2019; Shapie *et al.* 2016b] and presented at conferences both nationally and internationally since 2013, the only martial arts organizations that owned national Silat league's known as Silat Tempur since it was introduced in 2013 and is the only organization of national Silat federation founding body which did not receive any annual grants or funding by any government agency even though they have been actively engaged many activities and programme development of Malay Silat through fundraising and membership contributions.

History of Malay Silat

This knowledge of warfare is known as the knowledge of traditional Malay war arts [Shapie, Elias, Aminuddin 2016]. Originally, only warriors had the knowledge of warfare which was recognized by the palace. From the dictionary term, Silat is a type of game, athletic, or sport that uses attacking and defending agility [Anuar 2008].

Malay Silat is thriving among the Malays [Shapie, Elias, Aminuddin 2016]. The classic Silat is from the art of war back to the Malacca Malay Kingdom because of its unprecedented. Modern Silat is based on martial arts. While Silat *Kebatinan* (spiritual type of Silat) is a type of martial arts that has a connection with the beliefs and powers of the unseen world.

Malay Silat originated from Malaysia [Shapie, Elias 2016] and has left its footprints in the civilizations of many Asian countries such as Indonesia, Singapore, Brunei and the Philippines. Although there is very little-known writings on Silat, there are however stories of Silat which can be found in Malay civilization history that relates to the tradition and the role of the skilled warriors in Silat [Anuar 1992].

Silat is different from *Pencak Silat*. Silat is originated in Malaysia while *Pencak Silat* is from Indonesia. *Pencak Silat* movements are inspired by the animal movements such as monkeys, snakes, or tigers etc [Maryono 2000] while Malay Silat is based on a geometrical line and human anatomy movements [Anuar 1992].

Silat as Martial Art

Malay Silat originated in Malaysia and was practiced by the Malays in Peninsular Malaysia and the districts that

bordered it [Shapie, Elias, Aminuddin 2017]. Malay Silat uses the Malay language in terms of the language of martial arts. Thus, contributing invaluable to the Malay heritage and civilization of Malaysia.

Malay Silat is based on the geometric movement and human movement [Anuar 1992; Shapie *et al.* 2015], for example, the term '*Bunga Silat*' or dance art is based on the art movement. Malay Silat is rooted in Malay culture which includes clothing, language, weapons, music, customs, and beliefs including the philosophy of Islamic morals, namely producing a balanced warrior in external and inner aspects of world practice and the hereafter.

Malay Silat has been recognized as a national heritage under the National Heritage Act 2005 (Act 645). In the olden days, the martial arts were revealed with the traditional educational method of a barn court, the lessons were presented directly from teachers to pupils.

Malaysian Silat Arts Curriculum

Today, the Malaysian Silat Arts Curriculum [Anuar 2002] has been published with the establishment of a seven-titled Silat syllabus at seven stages or levels together with the modules for the teaching and learning process and a transparent Silat assessment test that maintains the originality of Malay Silat. The martial art is being practiced all over Malaysia [Anuar 2008; Shapie, Elias 2015]. The comprehensive curriculum used a very clear, concise execution and teaching technique [Shapie *et al.* 2015].

In Malaysia, *Seni Silat*, or the art of Silat is one of the martial arts that has been categorized under co-curriculum activity for school uniform activity [Ministry of Education, 1997]. In its curriculum, *Seni Silat Malaysia* teaches self-defense, arts, techniques, combat and trains for *Silat Olahraga* [Anuar 1987, 1992, 1993, 2007; Shapie, Elias 2015] and *Silat Tempur* [Shapie, Elias 2016, Shapie *et al.* 2019; Shapie, Meng 2020], the competitive fighting sports of Silat. Thus, one does not only learn how to fend off attackers but also how to face an attacker and know how to fight back.

Silat as a Combat Sports

Silat is in the martial arts category. Martial arts have involved nearly 75-120 million children and adults worldwide [Birrer 1996]. In organizing sports events, martial arts ranked second after soccer and were regarded as one of the most important new trends in sports participation [De Knop *et al.* 1996] with participation rates in youth martial arts thought to be on the increase [Woodward 2009].

Sports Silat is divided into two, namely *Silat Athletics* and *Silat Arts* [Anuar 1996]. Silat Athletics is a combat sport. While Silat Art is a Silat presentation competition which is divided into solo events namely empty and armed hand categories, combat such as empty hand, and armed and group of categories.

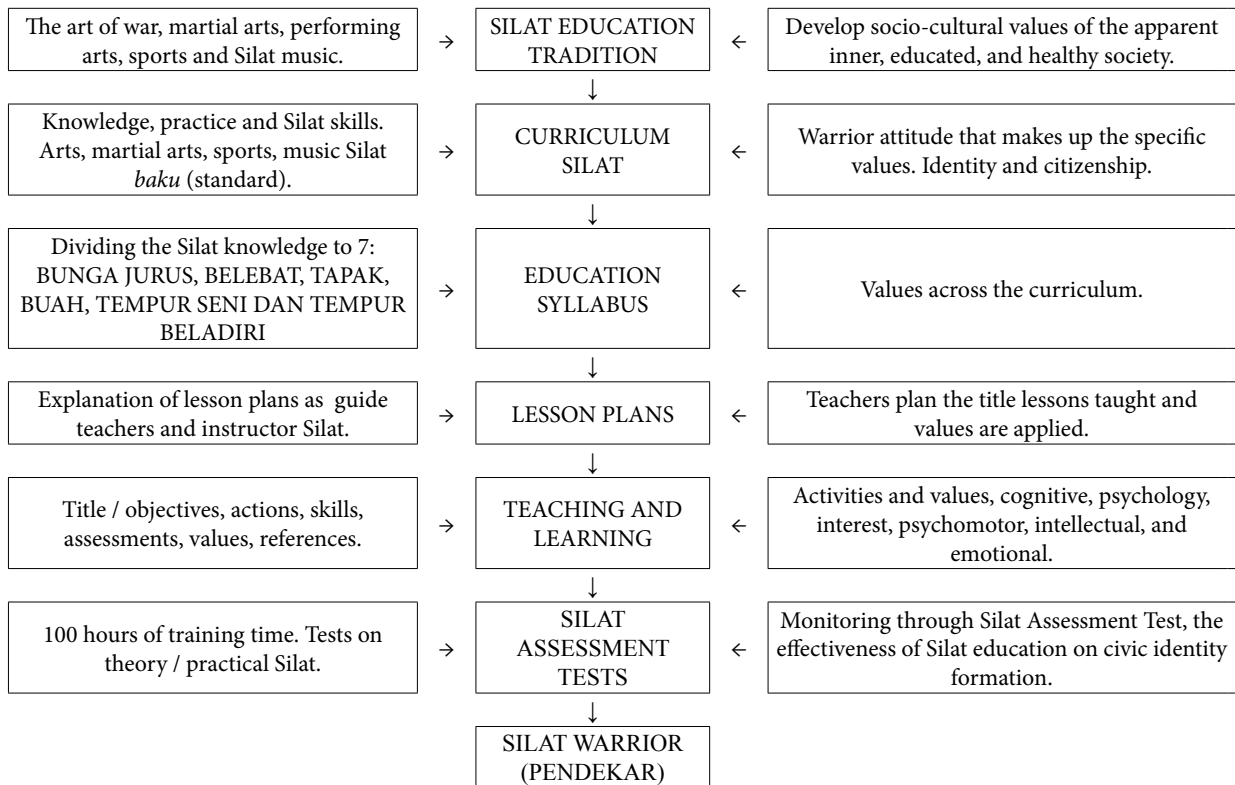


Fig. 1. Adaptation from Basic Curriculum of Malaysian Silat Arts for Malay Silat [Anuar 2008].

PSGFM Leadership

Currently, Malay Silat still has a national and international holding body. The effort to establish the parent body of Malay Silat in Malaysia adopted the Malaysian Silat Arts Curriculum [Anuar 2002] known as the Silat Council of Malaysia was rejected by the Registrar of Societies in 2014. Currently, the only Silat organization that develops and conducts the activities of Malay Silat as a whole is PSGFM registered under the ROS.

PSGFM’s original leadership line from his main leader was the late Tuan Guru Anuar Abdul Wahab, now passed on PSGFM teaching to Tuan Guru Aminuddin Anuar. PSGFM has a Coaching Council to select or qualify coaches. Accreditation or appointment of Principal Teachers, Teachers, and Coaches is under the jurisdictions of the Coaching Council. To maintain their integrity, PSGFM has also formed the Board of Disciplinary, to ensure all members obey the rules and regulations set by the organization.

Effective Leadership by PSGFM and Criteria in Star Rating

Evaluation has been made on PSGFM through document analysis and interviews with the office bearer. Interviews, which were two-way conversations with the aim of collecting research information [Chua 2006] and document review.

An effective organization is generally led by an effective leader [Norazizah 2018]. Hence, view leadership in PSGFM through 7 effective leadership characteristics adaptation and adopt of Norazizah [2018]; i) Responsible Leader, ii) Leader with Vision, iii) Leader who becomes the best liaison, iv) Competent Leader, v) Caring Leader, vi) Intelligent Leader, and vii) Goal- Oriented Leader with 64 leadership characteristics. The details of Effective Leadership are as per Table 1.

Interviews to PSGFM office bearer have agreed and applied seven effective leadership characteristics [Norazizah 2018]. Effective leadership is the centre of the success of an organisation; hence the education leaders must be more competent and effective to ensure that subordinates are satisfied with the leadership brought [Durie, Beshir 2016].

Meanwhile, Sports Body Star Rating Measurement Scale (2020) by the Sport Commissioner Office as per Table 2.

Interviews with PSGFM officers and documentation review in accordance with the criteria set by the Sports Body Star Rating Measurement Scale (2020), PSGFM has fulfilled most of the assessments that have been set.

Discussion

Based on the National Sports Policy [2009], PSGFM has applied most of the implementation strategies com-

Table 1. Effective Leadership Characteristics Adaptation and Adopt from Norazizah (2018)

Key themes and leadership characteristics	
Key Themes	Leadership Characteristics
Responsible Leader	Provides convenience to staff.
	Maintain the virtues of the staff.
	Monitor the development of staff in ensuring the quality of work.
	The problem is solved as quickly as possible without letting it get serious.
	Provide physical and moral support to staff.
	Ensure that no errors occur in the organization.
Leader with Vision	Pay attention to staff issues.
	To practice the concept of 'Lead by Example'.
	Confident to make the right decision.
Leader who becomes the best liaison	Emphasize on the importance of having an integrated mission.
	Talk passionately about what to do.
	Listen to the staff issues well and clearly.
	Treat staff as members of the organization rather than as external individuals.
	Demonstrates the courtesy of staff in the organization.
	Feel confident when holding meetings.
	Care about the needs and goals of the staff.
Feel comfortable and happy when holding meetings.	
Competent Leader	Willing to take risks if there are problems in the organization.
	Feel yourself constantly watched by God (Allah SWT).
	Communicate well with the staff.
	The staff felt valued as a person and a worker.
	Attend meetings or meetings when required by staff.
	Welcome the thoughts and opinions of the staff for the progress of the organization.
	To take into account the moral and ethical aspects of making decisions.
	To carry out the demands of 'Rukun Negara' (National Pillars).
	If there are mistakes made by the staff, staff are greeted in a polite manner.
	To identify the needs and skills required by staff.
Have a friendly relationship with every staff.	
Caring Leader	To make the Prophet PBUH a role model in leadership.
	Clearly describe the implications / impact that would be accepted if the goals were / not achieved.
	To ensure guidelines relating to procedures, use of facilities and equipment are documented.
	Be a good listener to staff issues.
	Emphasize the importance of practicing values and beliefs shared in the organization to the staff.
	Pay full attention when dealing with errors, complaints and failures.
	Recommend the names of staff who showed outstanding performance for promotion.
	Take the time to provide training and tutoring to the staff.
	Encourage, guide and move staff towards an excellent culture such as positive thinking, creativity.
	Encourage staff to see problems from different angles.
	Promotes the opportunity of professional enhancement to staff as rewards.
Making past mistakes as a lesson.	
Giving gifts to staff who performed well.	
Intelligent Leader	Tolerant and considerate towards staff.
	Be sensitive to finding resources or requirements for organizations when needed.
	Willing to ignore personal interests for organizational neglect.
	To identify members in organizations that are capable and assist organizations in achieving excellence.
	Does not practice excessive protocols in organizations.
	Be prepared to admit mistakes and never to feel always right.
	Think good and bad before making a big decision.
	Creating a good relationship between staff.
	Review each formula discussed whether appropriate or not.
	Confident in the ability to make decisions.
To believe and believe that failure end of everything.	
Always successful in solving even serious problems.	

Goal-Oriented Leader	Have confidence in the power you have.
	To shape the goals of the organization.
	Show confidence to the staff that a goal can be achieved.
	Discuss with staff on strategies to achieve organizational goals.
	Meet / console / guide the staff if the organization does not achieve the desired goals.
	Stick to good principles and practice a moderate way of life.
	Focus on achieving the goals set.
	Explain organizational goals to the entire organization during a meeting.
	Optimistic about the future.
	Maintain a positive vision of the organization.

Table 2. Sports Body Star Rating Measurement Scale (2020) by the Sport Commissioner Office

The star rating is divided into 6 sections	
Sections	Criteria
Required Documents	Annual report that needs to be submitted annually.
	General Meeting
	Reports and financial statements.
	Disciplinary action.
Constitution and regulations	Constitution.
	Committee.
	Guidelines and code of ethics.
Administration and Human Resources	Membership.
	Officers and staff.
	Premises and office facilities.
	Management and file information.
Financial management	Financial documents.
	Annual budget.
	Financial resources.
	Financial officers and auditors.
Planning and development	Strategic planning.
	Development program.
	Network cooperation.
Achievements	Sports championships.
	Leadership.
	Officer.

prising 5 policy elements, namely Sports for All, High Performance Sports, Health, Unity and Sports as an industry. Based on the result of this assessment, it shows that PSGFM has met the requirement set by the National Sports Policy [2009]. The credit of achievement is undeniably due to the leadership of PSGFM, with the divine heart and honesty in thrusting the Malay Silat to greatness again.

PSGFM leadership by meeting the star rating criteria is in line with the various Strategic Plans of the Ministry of Youth and Sports 2016-2020 [2016] which are; the direction of sports development based on the sports blueprint of the country; sports for all to form waves and inculcate sports culture and healthy lifestyle among people, foster unity and community spirit among the community through sports platforms, create a conducive environment to foster sports culture through the preparation of various mass programs and public sports facilities. To collaborate with sports associations at var-

ious levels as a key partner in the pursuit of producing the nation's elite athletes. Also, to create a more conducive and complete ecosystem for the development aspect of the national sports industry.

The role of PSGFM's in the development of **sports for all** and **high-performance sports** has been ongoing since the 1970s when the Government of Malaysia requested that Silat organizations to be registered [Shapie *et al.* 2016]. Apart from having many students who have been educated, many have also represented the country in international tournaments and won medals. PSGFM not only has its own curriculum; Seni Silat Malaysia, but also has a short- and long-term periodization plan [Anuar 1996]. PSGFM as a recognized organization, has representatives and several appointments at the international level.

Through **sports for health**, PSGFM is in line with the National Sports Policy (2009), which is to develop positive character, self-realization, and competitiveness,

improve health and physical fitness through beneficial utilization of leisure time, stronger social interaction and mastery of basic and complex movement skills. At the societal level, PSGFM has contributed to improvement of relationships between various communities, improving the level of community health and productivity, and improving the spirit of volunteerism, participation, co-operation and support. Unfortunately, without the authorization letter from PESAKA, PSGFM could not meet the Sports for All criteria as in the star rating as PSGFM is prohibited from teaching Silat to school children.

Sport is an effective agent of unity for all levels of society. In these perspectives, PSGFM is in the same direction that has proved successful in using sports as a platform to strengthen national integration [National Sports Policy, 2009]. Silat is an example that extends beyond the boundaries of religion, community, and politics. PSGFM has not only multiracial students but also international students. For example, a Silat show at IMACSSS abroad or a Silat competition in the country is to show **sport for unity**.

To develop **sports as an industry**, PSGFM has been responsible for promoting the appropriate environment for the development of the sports industry. The 9th International Martial Arts and Combat Sports Scientific Society is an objective achievement in line with the National Sports Policy 2009. It is in line with the study of Cynarski & Kubala [2012] that martial arts cover culture, education and sports tourism. Martial arts tourism is a form of cultural tourism [Cynarski 2017] and it is a realization of the travel and visit directly connected with the studies of martial arts [Pawelec *et al.* 2014]. In martial arts tourism is the way of self-knowledge and self-realization is bound up with the educational tourism, and it is a phenomenon of travel with a motivation to get to know martial arts, studying, practicing, and teaching them [Cynarski 2012].

PSGFM has indirectly promoted sports tourism by organizing international events. The events do not only showcase the beauty of Silat as Malay martial art but have also conducted intellectual presentation by participants globally as well as the introduction and sports science in research and development (R&D) with regards to Silat. Moreover, it has enhanced sports tourism through the hosting of the international events [National Sports Policy, 2009]. PSGFM has organized the 2nd Global Scientific Martial Arts and Cultural Congress (GSMACC) and the 9th International Martial Arts and Combat Sports Scientific Society (IMACSSS) 2020. This international organization is designed to bring together a number of cutting-edge researchers studying the topic of combat sports and martial arts events in Malaysia [Shapie *et al.* 2020]. In line with the issues and challenges highlighted in the Ministry of Youth and Sports Strategic Plan 2016-2020 (2016) on measures to be taken in encouraging private sectors involvement in producing and developing local brands to enable local industries to thrive and compete

in terms of quality, innovation and attractiveness. PSGFM has involved young entrepreneurs in the sports industry covering both categories, namely sponsorship directly from the private sector to Silat sports, as well as sponsorship in the form of programs coordinated by the government i.e. cooperation from public institutions, especially MARA University of Technology (UiTM) Shah Alam. Silat has been listed under the Representative List of the Intangible Cultural Heritage of Humanity category by the United Nations, Educational, Scientific Organization (UNESCO) [Poon 2021; UNESCO 2021].

The PSGFM leadership has also successfully secured sponsorship from Penta Harvest International Sdn. Bhd. for the long-term sports industrial plan (<https://www.seniayungfatani.com/photo/penta-harvest-international-selaku-rakan-penaja-imacsss-gsmacc>, 2020). In addition to securing the sponsorship of international corporate companies, PSGFM has also secured the sponsorship support of local companies, namely from Origamas Pangkor products [Pertubuhan Seni Gayung Fatani 2020].

In terms of information technology sports industry development, PSGFM has held online theoretical and practical *Silat* classes on a weekly basis. Sessions with coaches and students in virtual continued to be held despite covid-pandemic currently plaguing the world. PSGFM also has their own website; <https://www.seniayungfatani.com> (2021) and Facebook; <https://www.facebook.com/pertubuhansenigayungfatanimalaysia/> (2010). This is one of the successes of PSGFM's effective leaders in the development planning for their association's sports information technology industry.

Scientific studies in Silat sports that have been implemented in collaboration as set out in Sports Development ACT 1997; under Section 5 (1) Subject to subsection (2), every Government Ministry or other governmental body at the federal, state or local level may carry out sporting activities or activities relating to physical education or sports, including the development of leadership qualities in physical education and sports. (2) The Minister may, by notification in writing, require a Government Ministry or governmental body referred to in subsection (1) to consult and co-ordinate with him in relation to the activities referred to in that subsection. (3) In this section, "Ministry" does not include the Ministry of Youth and Sports. This shows that the Ministry of Culture, Arts and Heritage also supports sports development because PSGFM is registered under the Registrar of Society (ROS). The PSGFM leadership has requested and obtained permission from the Sports Commissioner in organizing IMACSSS in the country in 2020.

According to the Sports Advisory Panel Report 2017 on the proposed amendments to the Sports Development Act 1997 on Silat is under a different category between *Silat Seni* (Malays) and *Pencak Silat* (Indonesians) which includes 7 factors, namely the boundaries, language, methods and movement, culture and spirituality, curriculum

and education, sports and the parent body. The 2017 Sports Advisory Panel has proposed that the power to register martial arts be placed under the Sports Commissioner, the governance of martial arts associations should be under Act 576, and the Ministry of Youth and Sports is given the responsibility to develop and develop Malay Martial Arts at the district, state, national and international levels. If the panel recommendation is followed, then PSGFM should be registered under the registration of the Sports Commissioner's Office. This is because PSGFM is not registered with the Sports Commissioner Office but in the First Schedule; The Art of Self-Defense is an interpretation of sports under the Sports Development Act 1997.

Section 7, Sports Development Act 1997 also shows that PGFSM has collaborated with Public Institutions of Higher Learning in producing book writings, educational journals, sports sciences [Shapie 2020], exercise physiology, antidoping (prohibited substances, educators (lecturers), coaching, analysis, and scientific studies in sports Silat that have been implemented in collaboration. PSGFM's leadership also conducts online Silat classes sessions every week at the time Covid-19 strikes the world.

Under Section 25 (b), of the Sports Development Act 1997 on the other hand; Financial assistance was not obtained by PSGFM as it was not registered under the Sports Commissioner Office. Nevertheless, PSGFM managed to convince and secure several sponsorships from the private sector, individuals and companies through partnership and other marketing deals. Through this sponsorship, PSGFM able to continue its mission to promote Silat globally and attract youth to take up Silat as a healthy sport.

Although PSGFM is not registered under the Office of the Sports Commissioner, but PSGFM as a heritage and culture organization has been transformed towards excellence in equivalent time. PSGFM is the only Malay Silat organization which is responsible for addressing the changes needed in the Silat organization with a systematic planning and leadership model which qualified to be assessed with the star rating evaluation developed by the Ministry of Sports of Malaysia. This is due to their excellent achievement and contributions to promote Seni Silat (the art of Silat) Malaysia worldwide.

Conclusion

After the leadership study and star rating assessment, the recommendations that can be submitted are that PSGFM is to be registered under the Sports Development Act 1997 at the Sports Commissioner's Office. According to the Sports Development Act 1997, Martial Arts is under the First Schedule; Section 2; Amendment 2004.

In addition, the governance of PSGFM as a martial arts association shall be under the Sports Development Act 1997 as the Ministry of Youth and Sports is respon-

sible for enrolling, developing, and expanding the Malay Silat at district, state, national and international levels.

Effective leadership studies and star rating achievements have shown that PSFGM can be an example for other sports bodies in achieving excellence in meeting all criteria in line with the National Sports Policy 2009 and the Sports Development Act 1997 in this era of modernization and globalization.

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Skuteczne przywództwo w dążeniu do otrzymania oceny w skali gwiazdkowej malezyjskiej organizacji Seni Gayung Fatani Malaysia (PSGFM)

Słowa kluczowe: sztuki walki, Malay Silat, stowarzyszenie, społeczeństwo kierunek, cel, strategia

Streszczenie

Tło. Doskonała organizacja jest zazwyczaj kierowana przez efektywne przywództwo. Organizacja Seni Gayung Fatani (PSGFM), będąca organizacją dziedzictwa i kultury, a której

celem jest rozwijanie zręczności w Malay Silat, została przekształcona w celu dążenia do doskonałości. Organizacja ta jest odpowiedzialna za zajęcie się zmianami potrzebnymi do skutecznego przywództwa poprzez osiągnięcie swoich celów i wizji kraju poprzez uzyskanie oceny w skali gwiazdkowej.

Problem i cel. Kryteria oceny gwiazdkowej ustalone przez Biuro Komisarza Sportu Malezji dotyczą organizacji sportowych zarejestrowanych zgodnie z Ustawą o Rozwoju Sportu (1997). Niemniej jednak PSGFM jest zarejestrowana w Registrar of Society (ROS).

Metody. Niniejszy artykuł przedstawia historię PSGFM i Malay Silat: Silat jako sztukę walki i sport walki, przywództwo PSGFM, efektywne przywództwo, które trzyma ster PSGFM, oraz spełnienie kryteriów oceny gwiazdkowej przez PSGFM. Praca tę kończy również dyskusja i wskazanie PSGFM kierunku rozwoju sztuki walki i sportu walki Silat poprzez efektywne przywództwo.

Rezultat. Osiągnięcie oceny w skali gwiazdkowej przez kierownictwo PSGFM stanowi przykład dla innych organizacji sportowych zarejestrowanych w Biurze Komisarza Sportu.

Wnioski. Wysoce zalecane jest zatwierdzenie rejestracji PSGFM zgodnie z Ustawą o Rozwoju Sportu (1997).