

Book Review of *Memori Seorang Jeneral: Applying Military Leadership in the Corporate World*

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Abstract: This publication refers to a biography that tells the life of a person written by another individual. However, the question whether the public has interest in biographies of famous individuals arises as they seem to be less interested in this type of publication in general. Thus, this paper is produced by choosing a biography entitled "*Memori Seorang Jeneral*" or Memory of a General: Tan Sri Mohd Ghazali Haji Che Mat published by the National Defence University of Malaysia Press in 2017. This book reveals stories of the military leadership of former Chief of Army prior to his career which include his childhood and adolescent years, personality, family and his successful career. The book also discusses his work culture in armed forces and corporate world, his way of life, motivation and lessons learned. He was the first and the only Chief of Army that received a *Panglima Gagah Berani* medal. The number of pages in this book is 138 pages and each chapter in this book has been personally reviewed by him. The findings indicated that the publication of a biography is highly needed in the market as biographies are loaded with content on experience and living, and they are an excellent portrayal of human science. The general society can also benefit greatly from publications like this for guidance and inspiration. The chosen biography, too signifies the life chronicles of an authoritative figure that can bring impact in developing excellent military leadership in the corporate world.

Key words: *Biography, Military, Leadership, Corporate, Society*

INTRODUCTION

Rational of the Selection of Autobiography Books

Mohd Fauzi Ramlan dan Hashim Musa concluded book is important as the reference knowledge dedicated to the general public in terms of knowledge, philosophy and profitability. Directly, it shows that autobiographical book has its own advantages and becomes a platform to its author to serve the reader or society. [1]

Rational selection to write autobiography book on Tan Sri Mohd Ghazali Haji Che Mat who served as the Chief of Army, awarded by the National Defence University of Malaysia (NDUM) as an Honorary Doctorate in 2013 and is still very active in his work and society. Memory of a General: Tan Sri Mohd Ghazali Haji Che Mat is not just an appropriate book to be read by the general public for the knowledge it contains, but the experience and memory of individual life that are suitable and inspiring to be

shared with readers. This book review refers to the autobiography of a noble person.

This book is about a journey from the early stages; the memory of childhood to adolescence, adulthood and on to the twilight. His experiences were recorded for the benefit of his children, grandchildren and great-grandchildren with the hope that someday, they will be more aware of their origins.

Next, he wanted to tell the reader the meaning of true love when he was young and serving the state and nation. He mentioned that a suitable journey of life includes challenges, supports and bonds of humanity that can be a border. He also intended to convey deep appreciation and gratitude to his colleagues, friends and family members who have helped him throughout his life.

Looking back on the journey of life of Tan Sri Mohd Ghazali Haji Che Mat, he considers himself as very lucky because he witnesses all the important events

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and developments in his homeland and the international arena. As a child, he had the opportunity to witness the Japanese army invade and conquer Malaya in early 1942. He also witnessed the brutality of the Malayan Communist Party (MCP) after fourteen (14) days of the Japanese surrender and before the British troops were back to restore the situation in August-September 1945.

As a young military officer, Tan Sri Mohd Ghazali Haji Che Mat was directly involved in efforts against the insurgency against MCP beginning in 1948. Then, he was also involved with 'Undeclared War' on behalf of the confrontation by Sukarno regime to the establishment of the Federation of Malaysia on May 13, 1969. All the historical events that he experienced throughout his service with the Malaysian Armed Forces have been living in memory.

On the other hand, he said that the involvement of army in industries such as in the management of military and industry is similar to the one in India where military officers joined the industry in Europe and the US, and the majority experts in the electronics industry in France are actually military officers. In Malaysia, the Malaysian Armed Forces is a dynamic organisation that is going through rapid changes in science and technology. The officers and members are made up of those who are well educated and have particular expertise. They were also exposed to the financial regulation as practiced in the industry.

They are also prone to the development of the area and the outside world through communication services under the United Nations as a platform. Tan Sri Mohd Ghazali Haji Che Mat felt really proud to see some of his officers achieving great success in the corporate sector. They also recognised and acknowledged that military training helps them in the process of systematic thinking and decision making, and this is a value added quality in overcoming the lack of training in the corporate sector.

This publication thus proceeded with full support by the National Defence University of Malaysia (UPNM) towards Assoc. Prof Dr. Jessica Ong as the Principal Investigator and Emeritus Professor Dato' Wan Hashim Wan Teh as the Second Investigator.

Supported by Dr. Sharil Nizam Sha'ri and reference from the book about Professor Dr. Raden Umar published by Universti Putra Malaysia which able to nourish the culture of writing a book about the life experiences of someone in this society. Typically, book production and publishing is required and more and more books are printed, sold and read, able to determine the progress of a country in the world [2].

METHODOLOGY

The process for collecting data was conducted by interviewing Tan Sri Dato' (Dr.) Lodin Wok Kamaruddin (Deputy Chairman of Boustead Holdings), Dato' Mokhtar Khir (Head of Operations Hotels, Boustead Holdings), Pak Dan (Driver) and Datin Rosmawar (Secretary). Data collection was also carried out in Port Dickson, Taiping, Lenggong and Boustead Holdings to obtain information about Tan Sri Mohd Ghazali Haji Che Mat during his childhood, army life and corporate leadership.

Investigators also appointed Madam Siti Norhadar Taharuddin as a publication officer and book coordinator to design the layout of the book. All these findings and the description of the book adopted the *Gaya Dewan*, year 2005.

Idea and Composition of Facts

The first challenge was to get permission from Tan Sri Mohd Ghazali Haji Che Mat to proceed with research and writing about him. Production of the book begins with a very special effort made by the investigators of the study. About six appointments were set between the investigators and Tan Sri Mohd Ghazali Haji Che Mat, and these were recorded in 34 files in mp3 format by his son.

Tan Sri Mohd Ghazali Haji Che Mat began to learn to live independently without the control of his parents to manage his own expenses, clothing and food. In terms of spending, he admitted he was relatively luxurious because every month, his father sent \$50.00 for his spending and he also received scholarship at the same time for extra food.

CONCEPTUAL FRAMEWORK

Figure 1 illustrates the conceptual framework for the publication from manuscript, language editing, proof reading, dummy and printing.

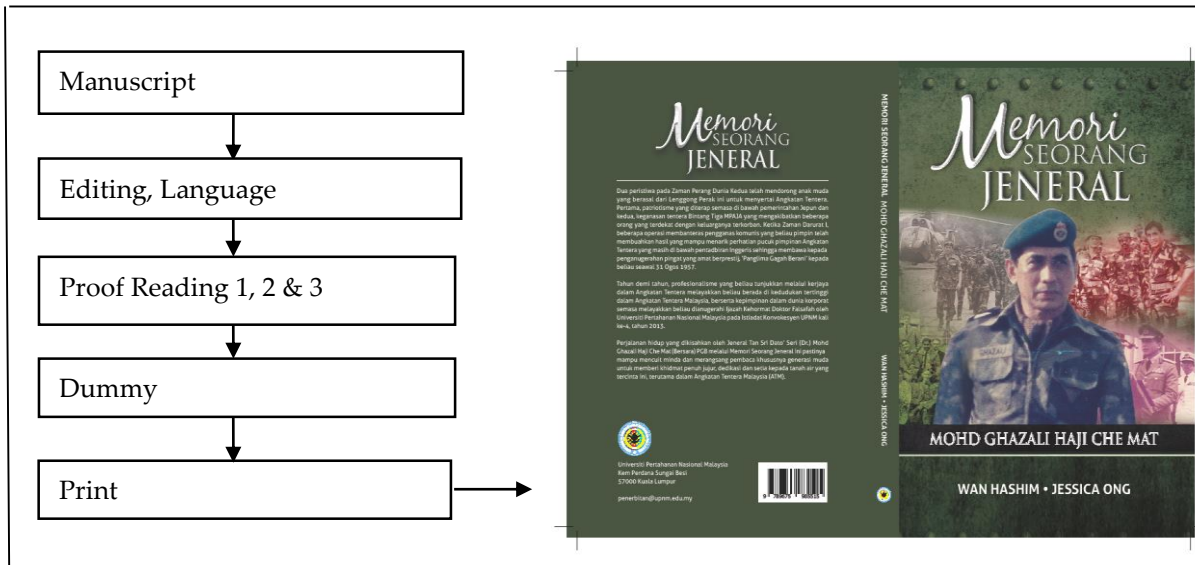


Figure 1: Conceptual Framework
Source: Modify the Gaya Dewan [4]

Tan Sri Mohd Ghazali Haji Che Mat's favourite sports include rugby, football and athletics, and from these activities, he learned about leadership in a team and understood the meaning of multiracial, respect and tolerance towards others' beliefs and practices. The excerpt:

"The feeling is that now, I can still feel it in yourself". The pain of losing friends is an experience of life that is difficult for anyone, especially when loneliness began to haunt. Therefore it must have the right perspective so as not to fall into bigger problems such as anger, despair and loss of confidence in the destiny."

Tan Sri Mohd Ghazali Haji Che Mat never asked "Why me" and never compared with the experience of others in his life. He clung to the Qada' and Qadar which he learned when he was a child in the village where men plan, but God disposes. They alleged that he faced a natural alacrity in addition to learning not empathy, challenge, perseverance, persistence and sense of deepening the writing of this book remain thickened in him to this day.

Aspects of Language Editing

UPNM has appointed Emeritus Professor Dato' Dr. Wan Hashim Wan Teh and Assoc. Prof. Dr. Jessica Ong Hai Liaw, who are responsible for doing the work of editing the language of this book. Assoc. Prof. Dr. Jessica Ong Hai Liaw was very thrilled and excited to be selected by UPNM as a language editor and writer of this book, as presented in the following excerpt:

"Preparations of this book are good, sincere and personal evident in the text normally, and I have to read it before editing. After that, I made the setting only minimum editing, because Tan Sri Ghazali wants to maintain the original work", said Assoc. Prof. Dr. Jessica Ong Hai Liaw, Lecturer of Faculty of Defence Studies and Management, UPNM.

The language is simple, written in Malay and is able to reveal the life story of Tan Sri Mohd Ghazali Haji Che Mat from childhood until his battle in military and corporate world. In dealing with the work of editing this book, the writing style is to be suited to the 'retelling' element to the public. The essence of the language editing of this book and the editing language of the autobiography should be done with caution and not in a hurry as it should be read several times before determining the level of editing to be done by the editors.

It is important to note that a book about the life of a well-written story line as a normal human being, forming barrel writing and blended with a unique style of writing should be known by an editor, thus the authenticity of the facts in this book is not 'removed' by the editors. Editors are responsible in ensuring the language and the grammar standard, and readability to easily tell the story in an accurate manner. In short, to become an editor of an autobiography is not an easy task as it requires a broad knowledge of grammar and experience in the work of language editing.

In fact, all the works related to language editing today are in the *Gaya Dewan* [4] manner which describes that the characteristics of the scientific and

common good must go through the language editing process from the language, sentences and words.

Layout of Text

The idea and text layout discussion was led by Madam Hajjah Rokiah and Reka Cetak in which the text layout process was later performed by Reka Cetak. A designer leather book with a picture of Tan Sri Mohd Ghazali Haji Che Mat and a combination of font and colour was then produced. Madam Siti Norhadar Taharuddin, the publication officer and book coordinator mentioned that the layout of the text remains the same as other books, but it requires a strong commitment within a short time. The book's title was changed from Memoir to Memory because the title of the book is given in the form of a dummy (1 booklet before the actual printing).

His family members and close contacts of Tan Sri Mohd Ghazali Haji Che Mat were very helpful in providing black and white images in their collection to be illustrated in this book. They also helped the works of sound recording of Tan Sri Mohd Ghazali Haji Che Mat. Although he was busy with his role as the Chairman of Boustead Holdings, he provided the required information verbally.

According to the passage, this book is meaningful to the general public in terms of science, philosophy and benefits. This directly suggests that this autobiographical book has its own advantages and as a platform for the author to dedicate his experience to the reader or the public. In fact, the process of typesetting of this book also met the requirements to publish it as a scientific book as described in *Gaya Dewan* [4].

ANALYSIS AND DISCUSSION

Autobiographical book remains like any other book, through the same process of publication. The only difference of this book is that it is written as a guide, advice and guidance from the writer to the reader. In fact, the book is considered a scientific book or a book telling to the public because of the stature of a person, which can be associated with areas such as administration, human resources, political, economic, and through the process endorsement, editing, printing and marketing. Here, the cooperation and mutual commitment are clearly needed to ensure that this book is prepared with the best quality of words and language.

Writing an autobiography requires the fact of an authentic experience, the life story of a writer who had been directly involved in a challenging career, which produced significant results and the success of a country. This explains the fact that all individuals have the right to write a book, but only a

person who has a very valuable experience, which has led to a change in their life and dignity in the community, can produce this sort of autobiographical book. Instead of blocking the space and the opportunity to work, a book like this should have content that is much different from other individuals and provides motivation, awareness and guidance to the reader's life.

The book is the life chronicles of Tan Sri Mohd Ghazali Haji Che Mat, which may nourish a culture of writing a book about the experience of someone in this society. Normally, the production and publication of books needed more books that are printed, sold and read to determine a country's level of development in the world. In a small scale, a book like this can help improve the publishing and bookselling in UPNM and has a major impact as it can be part of the reading materials and knowledge about the country, which can be read by the local and international communities. In fact, readers can easily get the biographies and autobiographies of the former Prime Minister, who is a great leader. This book also highlights the struggle and commitment of very dedicated individuals working in educational organisations in the country.

Applying Military Leadership in the corporate world, his action is very challenging in getting the full support of the Board of Directors, *Lembaga Tabung Angkatan Tentera* (LTAT). Through Boustead Holdings, LTAT can develop its business activities more rapidly and significantly longer. With the stock market quite badly affected by the actions of President Saddam Hussein entering and conquering Kuwait, LTAT has managed to capture 86% of the shares of Boustead Holdings through a mandatory general offer (mandatory general offer) price that is very satisfactory.

Boustead Holdings today is a successful conglomerate that is involved with farming sectors, finance, real estate, commercial, pharmaceutical and shipbuilding, and has managed to give a high return on investment that increased from year to year. Despite the many similarities between military management of the industry, there are also significant differences between these two bodies. For example, in the military theory, all levels get a goal and institutionalised power, and governed by martial law. Civilian workers in the industry may be different. They do not have the 'enemy' out there that can strike at any time.

Malaysian Armed Forces today is a dynamic organisation that is going through rapid changes in the development of science and technology, and it also faced threats either from the inside or outside.

The officers and members are made up of those who are well educated and have particular expertise. They are also exposed to the use of science and technology as well as understanding the financial regulation as practiced in the industry. He is very sure that many members of the military of this generation can fill the needs of the industry effectively.

He felt very proud to see some former employees that have achieved great success in the corporate sector. They noted that military training helped them to overcome their lack of training in the field of education and corporate. Aspects of facts and ideas should be able to portray the character of the author, and the editor cannot delete or edit the whim of this aspect to maintain the authenticity of the story. Editors should understand that their duty is to check and correct words and language, not getting rid of the authenticity of authorship. Text and language editing tasks are not an easy job as it requires knowledge, experience and perseverance. In fact, mastering the edited text shall be done by the editor because the content, style of writing, thinking and philosophy must be strictly compatible with all original texts written by the author.

CONCLUSION

Producing and publishing an autobiography titled *Memory of a General: Tan Sri Mohd Ghazali Haji Che Mat* is an effort loaded with the thought and philosophy of life to be followed by the reader and the society, from the idea, sweat and struggle to the experiences of the author. The purpose and objective to publish a book like this should be clear and not to gain popularity from the people. Cooperation and commitment by all members are required to ensure the publication of this book can be carried out seamlessly.

In fact, the cooperation and assistance from family members are needed to ensure that all the processes of writing and publishing a book can be carried out efficiently and effectively. In addition, the book's profit does not solely belong to the author and members of the family, but will be donated to the survival of other individuals in the country. Hence, this book focuses on aspects of grammar, punctuation, use of tables and figures based on *Gaya Dewan* (2005) and indicate that the editing of the publication of scientific books is concerned with aspects of proper language, readability and acceptance of the target audience [4]. In fact, the relationship between the author and the editor must also take place in a positive state and the authors are also responsible for producing quality manuscripts from the facts, validity and language [5].

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